



COPE

Unlocking the green potentials of citizen action

URBACT



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And with contribution through conversations from the many stakeholders and public servants, who generously shared their experiences, knowledge and interests during the city visits. In the partner profiles many of them are mentioned.

Cover image taken in Korydallos at the site-visit at our first Core Network Meeting.

1. State-of-the-art: Unlocking the green potentials of citizen action	3
2. Partner profiles	16
3. Synthesis, Methodology and Network Roadmap	43
4. Annex	49

1. State-of-the-art: Unlocking the green potentials of citizen action

A just green transition of cities is key in achieving carbon neutrality in Europe by 2050. The topic of the COPE (Coherent Place-based Climate Action) network is to unlock the green potentials of citizen action through a place-based approach, recognizing citizens and local action groups as fundamental stakeholders working to accelerate the green transition. By actively engaging communities that have traditionally been left out of climate action, COPE increases the scope and impact of municipal policies.

The COPE network is about changing mindsets. Being an URBACT Action Planning Network, the focus is on testing small-scale actions to develop meaningful integrated action plans for urban development. To succeed with the green transition, change is needed both in our political institutions, the way we govern and plan our cities, and in civil society. Through co-created actions, deliberative dialogue and the testing and evaluation of actions and governance structures, the cities in the COPE Network will work on developing and adjusting the municipal policies, strategies, and structure to be coherent and integrated. In practice this means that the municipality should be able to facilitate the green actions of the citizens in balance with the need for equity and a just transition.

We have developed the term *Cope Scope* meaning the theoretical and practical approaches forming the foundation for the COPE network partners in working on the COPE topic.

In Section 1 of this Baseline Study, we touch on the state-of-the-art of the forming concepts of the COPE Scope such as place-based governance, open governance, the ABCD approach and adaptive leadership. We then take a brief overview of the policies, strategies and guidelines that form the framework for the COPE topic. Lastly, we will showcase 2 best-practise examples; one from the areal renewal project Sydhavnen from city of Copenhagen and one from the Erasmus+ project CRETHINK wrapping up with linking to other relevant URBACT networks.

In Section 2 you find profiles of our COPE network partner cities and a baseline of their local focus and sub-themes.

In Section 3 we will synthesize the partner profiles and the COPE Scope to draw the roadmap for how to work for a local just transition in each city.

1.1 First, we start with WHY?

When we talk about a just green transition, we often point at the need for reducing carbon emissions or other very specific or technical needs. But just to make it clear, COPE is about acting on the very specific and local crises of both climate and biodiversity and with that all the aspect of our lives that these crises have an impact upon, our everyday life, our economy, and our relations. This is why, COPEs overarching topic is the engagement of citizens and local stakeholders.¹

“AS POLICYMAKERS, WE MUST STRIVE TO MAKE SURE THE ENABLING DECISIONS ARE TAKEN AS CLOSE TO US AS CITIZEN AS POSSIBLE. BECAUSE THE GREEN TRANSITION IS NOT A POWER GRAB FROM GLOBAL ELITES, RATHER IT IS THE OPPOSITE: A MEANS OF EMPOWERING COMMUNITIES TO MAKE POSITIVE AND BENEFICIAL CHANGES. AND FROM A PRACTICAL POINT OF VIEW, THIS IS ALSO HOW CHANGE WILL WORK BEST. IF PEOPLE SEE GREEN POLICIES AS AN EDICT FROM BRUSSELS, THESE POLICIES WILL HAVE NO CHANCE OF SUCCEEDING. BUT WHEN PEOPLE ARE INCLUDED AND TAKE OWNERSHIP OF THE TRANSITION THEMSELVES - THAT IS WHEN THE CHANGE CAN REALLY HAPPEN.”²

EVP VESTAGER, KEYNOTE SPEECH

¹ Timmermans, EVP. (Brussels, 27 June 2023). Check Against Delivery. Speech at the Mission for Climate-Neutral and Smart Cities conference [Oration]. Retrieved 12. December, 2023 from: [Speech of EVP Timmermans at the Cities Conference \(europa.eu\)](https://european-council.europa.eu/media/en/press-communications/infographic/asset/detail/12345).

² Vestager, EVP (Copenhagen, 9 June 2023). Keynote Speech at the NordicSIF Conference "Greening Europe: Our Union in Transition": [Keynote Speech at the NordicSIF Conference \(europa.eu\)](https://european-council.europa.eu/media/en/press-communications/keynote-speech/asset/detail/12345)

The overarching topic in the COPE project is to unlock the green potentials of citizen action. As quoted earlier no real change come from above alone. But the changes we affront are so enormous, that we as individuals easily get caught in despair, hopelessness or anger and frustration. By implementing methods for citizen engagement in the development of the cities, COPE strengthens the empowerment of the citizens and their individual ownership. The COPE project seeks to push the three level of change: the structural, the individual and the societal. Societal level being the time and space in society when something becomes the norm, and as such is no longer seen upon as a limiting and constraining factor³.

To sum it up, relying on structural changes through policymaking and governance alone will evoke opposition and conflict in the society. And letting individuals stand alone as drivers for change can be overwhelming and eventually create anxiety at individual level. We need to create People's acceptance of inconvenience or cost and link this to their understanding of the importance and give them experience of ownership. We care more about the decisions and things we have contributed to or created ourselves.⁴

The wind turbines we own a stake in are less noisy, so to speak. In the white paper just cited this is called: The Participant Effect. It can be fuelled not only through information, but also through conversations, involvement, and co-ownership. We also use the term social tipping point when talking about this sociality level. In COPE we aim to find methods for working towards positive social tipping points in favour of the just green transition and avoid negative social tipping points like we saw with the yellow vests in France for example.

In other words, the policy challenges of the green transition that we as a global society have tried to deliver on for many years cannot be fulfilled without zooming in on the citizens and their local communities and the local policy challenges and without engaging the local civil society to take responsibility for the change. Not many will take responsibility for a change that they do not understand or think fair or realistic.

1.2 And then the HOW?

The COPE topic is to make local change by engaging the local communities. This is done through gathering around the local climate and biodiversity challenges, the themes of the COPE activities.

In the city neighbourhoods the COPE partners are working on different green sub-themes specific for their local context.

Place-based governance using the ABCD approach.

Place-based governance focuses on decision-making and governance at the local or regional level, often with a specific geographic area or community as the primary concern. This approach recognizes that different places have unique characteristics, needs, and challenges, and therefore, governance should be tailored to address these specificities. By applying a coherent place-based approach we force the local authorities in the partner cities to focus their city planning and development on a very specific area with very specific challenges and possibilities. This very local focus is important to keep it very concrete, relatable, and understandable for the citizens.

The place-based approach is according to Fabrizio Barca offering an answer to the territorial inequalities of e.g., space-blind one-size-fits-all institutional reforms and proposes a way of dealing with the root of problems by dealing with knowledge and power. Knowledge is both embedded in the place and its inhabitants and in external knowledge from incoming skilled people or outside competence centres. Power

³ Baastrup, R., Friis, M. & Schou, M. (2022): *Omstilling på vippen: Forbrug, adfærd og folkelig deltagelse i grøn omstilling*. [White Paper]. DeltagerDanmark & CONCITO. Pp.10

Retrieved 12. December, 2023 from: <https://www.klimahandledag.dk/hvidbogen>.

⁴ Baastrup, R., Friis, M. & Schou, M. (2022): *Omstilling på vippen: Forbrug, adfærd og folkelig deltagelse i grøn omstilling*. [White Paper]. DeltagerDanmark & CONCITO. Pp.49

Retrieved 12. December, 2023 from: <https://www.klimahandledag.dk/hvidbogen>.

can e.g., belong to the local elites, who might be hesitant or opposed and external policymakers with short-term interests and with alien culture.⁵

Borén & Schmitt understands Local knowledge as conceptualized as stemming from the lived experiences of a place, and the knowledge a local population acquires through working and living in a place. Place-based knowledge is the knowledge of a place that bases upon being professionally engaged within the local governance of that place. It therefore also relates, they say, to the professional and institutional experiences of (local) governance practices, referring primarily to the knowledge of local practitioners or policymakers operating in municipal administrations, local development agencies or consultant companies. This distinction is important, since the two types of knowledge cover different aspects of knowing a place, and both are crucial for the successful implementation of development projects.”⁶

Borén & Schmitt and Fabrizio Barca has slightly different views on how the local knowledge is included in the place-based approach. But they agree on the importance of including the local knowledge. In COPE we combine the views by understanding the place-based approach as having a strong professional and institutional knowledge as do Borén & Schmitt, but with much awareness of including the local knowledge. To enhance the necessity of empowering the local citizens we add the ABCD approach.

ABCD stands for Asset Based Community Development. The ABCD approach is an overall attempt to empower the citizens and to strengthen a community by creating relations and trust to make it sustainable and to create a base for action.

By applying the ABCD approach we force the local authorities to step out of the box and be curious and open to new ideas based on the local resources, hopes and ambitions and to empower the citizens in taking action, leaving very little room for thinking of the citizens as users of the municipality services.

ABCD (Asset-Based Community Development) represents a shift in the traditional governance perspective on communities. Unlike the conventional needs-driven approach that centres on addressing problems within a community while responding with services and top-down strategies, ABCD takes a different approach. In ABCD, the emphasis is on recognizing the individual and collective strengths of citizens, actively listening to their aspirations, and identifying the energy and motivations that drive action. This approach focuses on the positive aspects within a community, harnessing its inherent capabilities and motivations to foster meaningful change.

This combined approach provides a unified methodological approach in the COPE cities. This methodology reveals the landscape of opinions and ambitions in the local area, which is essential information for fair and just governance. This double perspective was also underlined in the URBACT Knowledge Hub from September 2020 that highlighted on the one hand the importance of a multi-level governance framework, and on the other hand new participation methods, focusing on co-creation and co-design in cooperation with residents, civil society networks, community organisations and private enterprises⁷.

These approaches force the local authorities to evaluate their own practise and procedures of governance and to work on opening up and incorporating a more facilitating mindset co-creating and embedding local stakeholders in the decision and policy making.

⁵ Barca, F. (2018) *THE NEED FOR A PLACE-BASED APPROACH*, Keynote speech, Retrieved 12. December, 2023 from: <https://www.espon.eu/sites/default/files/attachments/Fabrizio%20Barca.pdf>

⁶ Borén, T., & Schmitt, P. (2022). "Knowledge and place-based development – towards networks of deep learning". *European Planning Studies*. VOL. 30, NO.5, pp.825–842 doi: 0.1080/09654313.2021.1928042

⁷ URBACT Knowledge Hub presents (2020): "HOW ARE CITIES IMPLEMENTING PLACED-BASED APPROACHES?". Nancy, France. Retrieved 12. December, 2023 from: [CITY LAB PAPER](https://archive.urbact.eu/sites/default/files/urbact-implementingplacedbasedapproaches-final.pdf). (<https://archive.urbact.eu/sites/default/files/urbact-implementingplacedbasedapproaches-final.pdf>).

These approaches will be combined with specific participatory methods of engaging citizens and stakeholders and through green small-scale activities the citizens will get a sense of change and participate in evaluating the impact and not least will these activities build the trust that creates the basis for future local just green transition.

Adaptive Leadership and governance

Typically, development of urban policies within the green transition is a top-down process on the structural level with plans and targets designed centrally by the central political level and realised by their administrations. This bypasses the important strategic scope close to the citizens and other local stakeholders to reach the positive social tipping point for example through a bottom-up co-creative approach to initiatives or activities to be embedded locally.

This top-down process furthermore introduces a strong social bias in the type of local citizens that are involved, where the less resourceful citizens are seldomly engaged to play an active role in city governance. Thus, local needs are not directly addressed by the central policy and are often overlooked since they have not been considered during the policy design phase. This poses a serious social bias problem to the type of transformation and solutions that are developed in cities, particularly regarding the ability to develop a just green transition.

Involving citizens and local action groups will in many cities ask for a change in working procedures. This change entails a development of governance procedures into a more open approach implementing place-based policies. In doing so the administration will bring decision-making closer to citizens and local stakeholders and thereby increase the focus on equality and diversity.

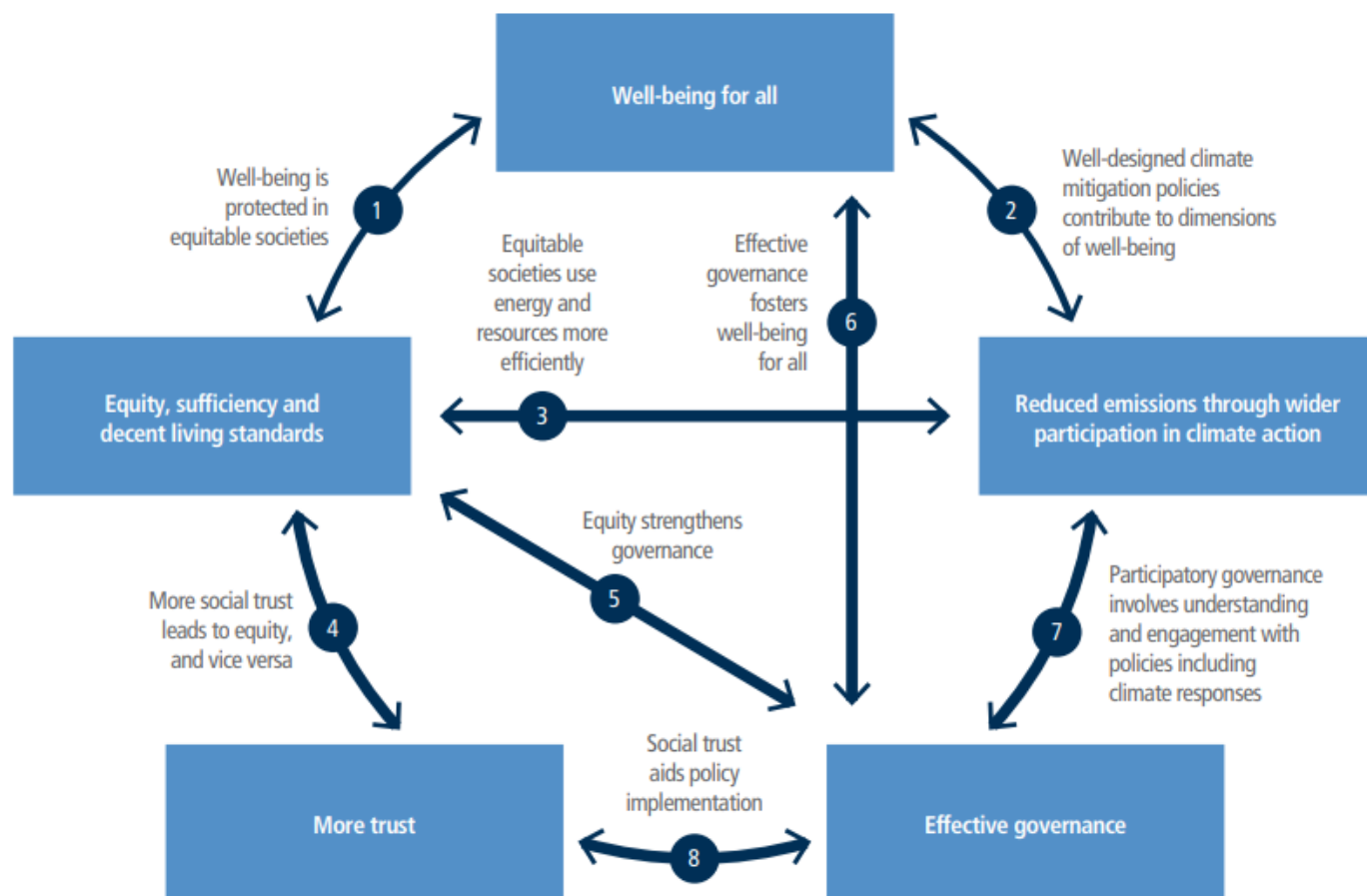


Figure 1: IPCC 2022 April, working group 3, chapter 5, page 522.

Considering the governance framework, the level of openness and the ability to integrate local context in policymaking also includes considering the role and leadership of public governance as such. The green transition challenges are often technical or environmental and a big mistake in leadership and in our public governance is treating adaptive challenges as technical problems. The COPE network will explore its own practise throughout the project e.g., by reflecting on its own relation to the division of technical problems versus adaptive problems according to Ronald Heifetz analysis⁸:



Technical issues

- 1 Easy to identify.
- 2 Likely to be solved with quick and easy solutions.
- 3 Can often be solved by an expert or authority.
- 4 Require change from one or a few places, often within clear organizational boundaries.
- 5 Those involved are generally receptive to technical solutions.
- 6 Solutions can be implemented quickly – often even by diktat from above.



Adaptive challenges

- 1 Difficult to identify (easy to dismiss).
- 2 Requires changes in values, beliefs, roles, relationships and approaches to work.
- 3 Those with the problem must work to solve it themselves.
- 4 Requires change in multiple places; often across organizational boundaries.
- 5 People often refuse to acknowledge adaptive challenges.
- 6 "Solutions" require experimentation and new discoveries; they take a long time to implement and can't just be implemented from the top down.

Figure 2 From Ronald Heifetz: <https://www.youtube.com/watch?v=UwWylIUIvmo>

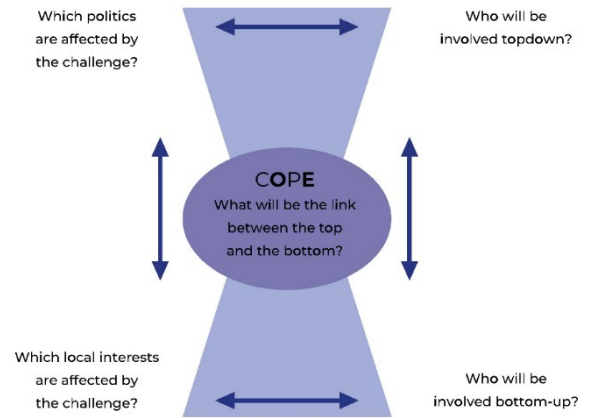
The COPE network purpose of unlocking the local green potential of citizen action by using a coherent place-based approach using the principles in the ABCD approach requires a certain degree of Open Governance. Specifically, it requires procedures for building the capacity and organization to both facilitate the necessary participatory processes and for embedding the results and input in the policy development and not least is the requirement to build and earn the trust of the local citizens and stakeholders essential.

⁸ Heifetz, R. [How To Dialogue]. (2021, Dec. 18). *Adaptive Leadership in 12 minutes*. [Youtube]. Retrieved 14. December 2023 from: <https://youtu.be/9kVxxfknu4?feature=shared>

1.3 The COPE Scope

To unfold this purpose COPE will develop Integrated Actions Plans (IAPs) on three key levels of intervention areas:

1. **Governance.** What is the level of openness in the city governance? What governance development is needed to support a place-based participatory process?
2. **Local collaboration.** Mapping and engaging local stakeholders and mapping the local resources and dreams.
3. **Local actions.** Empowering the local resources through participatory processes. Support local initiatives and build the local capacity to make sustainable just green transition through meaningful local actions.



Open Governance

*Open governance*⁹ is a concept related to how organizations, communities, or governments operate and make decisions in a transparent, inclusive, and collaborative manner. Key principles associated with open governance are:

Transparency: Open governance emphasizes transparency in decision-making processes. This means making information, data, and discussions about policies, actions, and decisions accessible to the public or relevant stakeholders. Transparency ensures that people can see how and why certain decisions are made.

Inclusivity: Open governance seeks to involve a wide range of stakeholders in decision-making. This includes not only leaders and officials but also citizens, members of a community, or participants in an organization. Inclusivity ensures that diverse perspectives are considered, which can lead to more well-rounded decisions.

Participation: Open governance encourages active participation from stakeholders. This can take the form of public consultations, community meetings, online forums, or other mechanisms that allow individuals to voice their opinions and contribute to the decision-making process.

Accountability: Open governance holds decision-makers accountable for their actions and decisions. When the decision-making process is transparent and inclusive, it becomes easier to identify who is responsible for specific choices and outcomes. Accountability can help prevent corruption and ensure that those in power are acting in the best interests of the community or organization.

Collaboration: Open governance often involves collaboration among various stakeholders. This collaborative approach can lead to more innovative and effective solutions to complex problems because it draws on a wider range of expertise and perspectives.

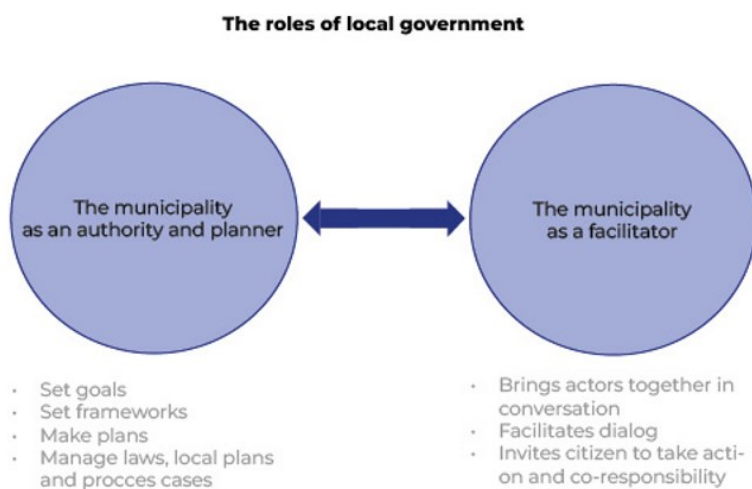
Digital Technology: In today's digital age, open governance is often facilitated by technology. Online platforms, social media, and digital tools can make it easier to share information, gather input, and engage with stakeholders in a transparent and inclusive manner.

Thus, it has been recognized, that to face these challenges, **collaborative governance approaches and empowering citizens** is instrumental to allow for a just green transition, leveraging knowledge from local stakeholders, and ensuring that the interests and needs of all citizens, including vulnerable communities, are considered. This will **facilitate a shared ownership of the green transition process**, increasing buy-in

⁹ Wirtz, B.W. & Birkmeyer, S. (2015): "Open Government: Origin, Development, and Conceptual Perspectives". *International Journal of Public Administration*. VOL 38, NO.5, pp.381-396, doi: 10.1080/01900692.2014.942735

from the different stakeholders. Greater public participation in climate governance will **increase the diversity of ideas and stakeholders** and thus build resilience and allow broader societal transformation towards systemic change, even in complex, dynamic and contested contexts¹⁰.

These recognitions invite us to develop new roles on governance level. From governance traditionally being authoritative and a planning organ to also being a more facilitating entity¹¹:



Exploring and developing a new role in the government structure first of all requires a massive **change of mindset** and second of all a profound organizational change of structures and procedures.

In COPE we will take small steps according to the different levels of experience the COPE partner cities already have. We believe that municipal officers can take on an important role in facilitating and coordinating the commitment that already exists among citizens, businesses, and local communities. For example, by supporting local communities of action in

the form of energy communities, recycling initiatives and citizen-driven efforts to preserve and restore nature. It makes sense for many citizens and other parties to act concrete, close to their place, together with others - and it motivates them to seeing concrete results and progress.¹²

1.4 What are we building on?

The European Green Deal¹³ from December 2019 forms the base for the COPE project. It aims to transform the EU into a fair and prosperous society, with a modern, resource-efficient, and competitive economy with zero net greenhouse gas emissions by 2050 and with economic growth decoupled from resource use.¹⁴ The European Green Deal works with the 9 categories Climate, Energy, Environment and Oceans, Agriculture, Transport, Industry, Research and Innovations, Finance and Regional Development and lastly New European Bauhaus.

In COPE many of these categories will be relevant in different scales by our eight partner cities through their local green sub-themes, but due to the overarching goal for COPE to work on a JUST green transition **The New European Bauhaus**¹⁵ category is in focus since it and its guiding framework **The New Bauhaus Compass**¹⁶ is stepping out of the top-down structural level trying to work on the societal level focusing on co-creating the building environment. It consists of important guiding categories and questions relevant to most participatory processes.

To help EU countries, regions, local governments, and cities to implement large investments that contribute to the European Green Deal **New Cohesion policy**¹⁷ was enacted. In 2021-2027 EU cohesion policy has set

¹⁰ IPCC AR6 Synthesis Report: Climate Change 2023

¹¹ Baastrup, R., Friis, M. & Schou, M. (2022): Omstilling på vippen: Forbrug, adfærd og folkelig deltagelse i grøn omstilling. [White Paper]. DeltagerDanmark & CONCITO. Retrieved 12. December, 2023 from: <https://www.klimahandledag.dk/hvidbogen>.

¹² Agger, A. & Tortzen, A. (2023): *Klima, Demokrati og Samskabelse*. Akademisk Forlag. Copenhagen.

¹³ [A European Green Deal \(europa.eu\) EUR-Lex - 52019DC0640 - EN - EUR-Lex \(europa.eu\)](https://eur-lex.europa.eu/eur-lex.do?uri=CELEX:52019DC0640-EN), Retrieved the 14th of Dec. 2023

¹⁴ [Completion of key 'Fit for 55' legislation \(europa.eu\)](https://eur-lex.europa.eu/eur-lex.do?uri=CELEX:52021DC0673-EN), Retrieved the 14th of Dec. 2023

¹⁵ [New European Bauhaus: beautiful, sustainable, together. \(europa.eu\)](https://eur-lex.europa.eu/eur-lex.do?uri=CELEX:52021DC0673-EN), Retrieved the 14th of Dec. 2023

¹⁶ [NEB Compass V 4.pdf \(europa.eu\)](https://ec.europa.eu/regional_policy/2021-2027_en#:~:text=EU%20Cohesion%20Policy%20contributes%20to%20strengthening%20economic%2C%20social,political%20priorities%2C%20especially%20the%20green%20and%20digital%20transition.), Retrieved the 14th of Dec. 2023

¹⁷ https://ec.europa.eu/regional_policy/2021-2027_en#:~:text=EU%20Cohesion%20Policy%20contributes%20to%20strengthening%20economic%2C%20social,political%20priorities%2C%20especially%20the%20green%20and%20digital%20transition. Retrieved the 14th of Dec. 2023

5 new policy objectives for driving investments. The COPE project is closely linked to the cohesion policy objectives on achieving a greener Europe, closer to its citizens and will through developing and exchanging experiences and knowledge work on how to engage the citizens in urban policy development towards a net zero carbon economy. Furthermore, **the just transition mechanism**¹⁸ (JTM) under the **European Green Deal Investment Plan** (EGDIP) provides a financial support due to the goal of leaving no one behind.

COPE is also aligned with **the Urban Agenda for the EU**¹⁹ involving the citizens in improving sustainability both via concrete local measures but also by improving urban regulation. The coherent place-based approach in the COPE project is inspired by the 5 key principles on good urban governance in **The New Leipzig charter**²⁰:

1. Urban policy for the common good
2. Integrated approach
3. Participation and co-creation
4. Multi-level governance
5. Place-based approach



This matches the integrated approach in URBACT projects, and our belief that a committed civil society is a key factor for successful urban development.

Other key policies, strategies, and concepts

European and international policies have through many years made base for both integrated policymaking and more open governance initiatives as well as calls for co-development with local citizens and stakeholders. COPE builds on all this. And since the theme of COPE concerns the just green transition focusing on the local green challenges including gender equality and digital transformation; policies related to these issues are most relevant as well.

The just perspective

The concept of 'just transition' has existed since the 1980s, when it was first used by American unions to protect workers' rights and living conditions. In recent years, the concept has gained ground when talking about green transition, which ensures that the whole of society, all communities, and social groups, are invited to join the journey towards a climate-neutral and climate-resilient society.

“THERE WILL BE A JUST TRANSITION OR THERE JUST WILL BE NO TRANSITION.”

EVP TIMMERMANS, SPEECH 2023²¹

In cities, the era of multi-crisis and population growth has made equitable distribution and sustainable urban development issues for politicians, urban planners and developers alike. But what these two things mean varies greatly from e.g., a small or mega cities in a developing region to a city in a developed country. Fair distribution and sustainable urban development are linked to everything from climate, public health, gender, economy, innovation and integration to well-being, social justice, and universal design.

If cities are to be a driving force in the green transition, it is important to ensure that the transition is socially just and that cities are planned and developed to be for everyone.

¹⁸ [The Just Transition Mechanism \(europa.eu\)](https://european-council.europa.eu/media/en/press-operations/infographic-116236.pdf). Retrieved the 14th of Dec. 2023

¹⁹ https://commission.europa.eu/eu-regional-and-urban-development/topics/cities-and-urban-development/urban-agenda-eu_en. Retrieved the 14th of Dec. 2023

²⁰ The New Leipzig Charter- The transformative power of cities for the common good. (2020). Retrieved the 14th of Dec. 2023 from: [the new leipzig charter.pdf](https://www.leipzigcharter.eu/).

²¹ Timmermans, EVP. (Brussels, 27 June 2023). Check Against Delivery. Speech at the Mission for Climate-Neutral and Smart Cities conference [Oration]. Retrieved 12. December, 2023 from: [Speech of EVP Timmermans at the Cities Conference \(europa.eu\)](https://www.european-council.europa.eu/media/en/press-operations/infographic-116236.pdf).

COPE find **legitimacy concerning the engagement of citizens and the need for developing open governance procedures** in Article 1 in the **Aarhus convention**²² from 1998.

The UN Sustainable Development Goal number 16²³ and Agenda 21²⁴ a plan made to achieve sustainable development in the 21st century, adopted at the United Nations Conference on Environment and Development, UNCED, in Rio de Janeiro in 1992. Both underlines these objectives as well. Especially chapter 40 of Agenda 21 links the COPE place-based approach and the Asset Based Community Development (ABCD)

Article 1 in the Aarhus convention from 1998:

In order to contribute to the protection of the right of every person of present and future generations to live in an environment adequate to his or her health and well-being, each Party shall guarantee the rights of access to information, public participation in decision-making, and access to justice in environmental matters in accordance with the provisions of this Convention.

approach and the partner cities local activities toward a green and just transition.

Gender Equal

In activation of citizens, especially in vulnerable communities, there is a significant risk of gender-wise or minority imbalances, e.g., in representations in local action groups or governmental constructions. COPE activities will be designed to meet the needs of all potential participants following the **Gender Equality Strategy 2020-2025²⁵** and the **URBACT report on gender equal cities²⁶**.

Digital transformation

Digital transformation in citizen dialogue and city planning has the potential to support more inclusive, transparent, and responsive decision-making processes. Moreover, it increases citizen engagement and allow for greater participation in decision-making processes.

Digital technologies can enable more efficient and effective city planning processes and day-to-day management and service, allowing local governance to respond more quickly and effectively to changing needs and priorities.

The COPE cities are on different levels of digital transformation from Copenhagen in Denmark, the second most digitalized European country²⁷ to cities where everyone struggles with spending time on queuing for delivering information in-person on paper or where the governance does not have sufficient data to plan

UN SDG 16:

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Agenda 21

8.3.d To develop or improve mechanisms to facilitate the involvement of concerned individuals, groups and organizations in decision-making at all levels.

8.5.h Establishing procedures for involving local communities in contingency planning for environmental and industrial accidents and maintaining an open exchange of information on local hazards.

8.42 The definition of economically active could be expanded to include people performing productive but unpaid tasks in all countries. This would enable their contribution to be adequately measured and taken into account in decision-making.

40.11: Countries, with the cooperation of international organizations, should establish supporting mechanisms to provide local communities and resource users with the information and know-how they need to manage their environment and resources sustainably, applying traditional and indigenous knowledge and approaches when appropriate. This is particularly relevant for rural and urban populations and indigenous, women's and youth groups.

²² [cep43e.pdf \(unece.org\)](#) Retrieved the 14th of Dec. 2023

²³ <https://sdgs.un.org/topics/information-integrated-decision-making-and-participation?page=0%2C1>. Retrieved the 14th of Dec. 2023

²⁴ <https://sustainabledevelopment.un.org/outcomedocuments/agenda21/>. Retrieved the 14th of Dec. 2023

²⁵ <https://ec.europa.eu/newsroom/just/items/682425/en>. Retrieved the 14th of Dec. 2023

²⁶ <https://archive.urbact.eu/html-20220603052649-Urbact-Gender-Equal-Cities/13-Urbact-Gender-Equal-Cities.html#/page/0>. Retrieved the 14th of Dec. 2023

²⁷ [The Digital Economy and Society Index \(DESI\) | Shaping Europe's digital future \(europa.eu\)](#). Retrieved the 14th of Dec. 2023

from. Some COPE cities are, like in Pombal, working on establishing cross-cutting databases transforming their daily management and internal digital cooperation to be more efficient and save resources for everyone.

Lead partner is undertaking complementary work to develop new GIS (Geographic Information System) and database methods to identify locations and transformational potentials of place-based initiatives. These experiences, which will be shared in the COPE network, including the use of sensors to collect data on various aspects of city life, such as traffic patterns, air quality, and waste collection. This data is used to inform city planning processes and to optimize the delivery of public services.

All digital transformation activities will relate to the declaration on **Digital Rights and Principles**²⁸.

Green Transition

Furthermore, the green sub-themes of the COPE project build on different European policies. To mention a few, COPE presents an opportunity for strengthening green, active, and shared mobility to hereby reduce car use and CO₂-emissions. This links to **the new circular economy action plan** and the objectives in the **Fit for 55**²⁹ and the European Union commitment to **the Paris Agreement**.³⁰ And we are in line with the **REPowerEU**³¹ plan towards affordable, secure, and sustainable energy for Europe.

Unlocking the green potential of citizen action also creates opportunities for reducing emissions by innovative use of circular economy concepts and new ways of creating a more sustainable urban transport system.

On a local level some of the COPE cities have policies and strategies regarding their local topics and some need to develop policies and strategies, but all the cities will work on the coherence and integration of both existing and new policies and strategies.

1.5 Unlocking Local Wisdom: Effective Practices for Harnessing Community Knowledge

Cities need to establish integrated and sustainable urban development strategies and ensure their implementation for the city as a whole, from its functional areas to its neighbourhoods. This development of integrating coherent multi-level governance and participatory methods is something that is researched on and experimented with worldwide. Here we will mention two cases that sets out different methods and governance perspectives.

CASE 1: Copenhagen case - Area renewal Sydhavn

The first case is from the Area Renewal in Sydhavn in Copenhagen.³² The COPE Scope builds on experience from the area renewal projects from the COPE network Lead Partner Copenhagen City.

The Area renewal works at the intersection of local challenges and overall strategic goals and conditions. The purpose has been to engage the local citizens to take part in the development of their neighbourhood, create strong collaborations across local, municipal, and private actors and build trust between citizens and the municipality. In the Area Sydhavnen, the southern part of Copenhagen, the area renewal has worked with different methods to ensure that the residents of Sydhavnen have been involved and heard in the development of their neighbourhood. The following five working methods are specific to this 5-year project:

1 Local organization

²⁸ <https://digital-strategy.ec.europa.eu/en/library/european-declaration-digital-rights-and-principles>. Retrieved the 14th of Dec. 2023

²⁹ [Fit for 55: Delivering on the proposals \(europa.eu\)](#). Retrieved the 14th of Dec. 2023

³⁰ [The Paris Agreement | UNFCCC](#). Retrieved the 14th of Dec. 2023

³¹ [REPowerEU: affordable, secure and sustainable Energy for Europe \(europa.eu\)](#). Retrieved the 14th of Dec. 2023

³² Områdefornyelse Sydhavnen. (2021). *Kvarterplan Områdefornyelse Sydhavnen*. Final report. Retrieved 12. December 2023 from: [daea7250-d16e-4755-84a4-62741ea9acb8-bilag-2.pdf \(kk.dk\)](#)

One of the most central working methods in the work of the area renewal is the local organization with steering and working groups that enable local influence on the development of the neighbourhood and the specific projects that have been initiated by the areal renewal. One of the main purposes of the local organization is to ensure that the future development of the area is anchored in sustainable local networks.

2 Local presence

This method has ensured that the employees in the secretariat have built up a local knowledge of Sydhavnen and its actors, and have gotten to know the local area by, among other things, having an office in Karens Minde Kulturhus, a local community house, for almost all five years. This has meant that the secretariat's employees have been available to the local community when questions have arisen, and when there has been a need for dialogue or sparring.

In the evaluation of the area renewal's steering and working groups, the secretariat's relationship with the local area was one of the topics that were touched upon. Here, the participants expressed that the local presence has been essential for the good collaboration and trust in the secretariat's employees.

3 The area approaches

The area approach is unique to area renewal in Copenhagen. This method involves looking at a specifically defined area with a new perspective. It's about creating a holistic view of the area, looking for connections that link the area and creating locally rooted solutions that are long-lasting because they are adapted to the place. The area approach is closely linked to the local presence and local organization.

The COPE scope of working place-based with the ABCD approach can be mirrored in this approach.

4 Co-creation

When the municipality develops the city together with local citizens and local stakeholders, it is called co-creation. It refers to a process where citizens can influence a development by taking part in a process. It is not the same as being right about everything and having your opinion trumped. Co-creation is very much an exercise in compromise, where many considerations must be taken into account. By participating, you gain insight into the complexity that often exists in municipal projects and especially in construction projects in urban spaces. The area renewal has worked with different methods for involvement and co-creation, each of which offers different opportunities for influence and participation:

- | | |
|--------------------------------------|---------------------------------|
| 1. Open workshops | 9. Voxpop interviews |
| 2. Temporary urban space experiments | 10. Urban life surveys |
| 3. Megaphone surveys | 11. Pedestrian counts |
| 4. Outreach relationship work | 12. Participant observation |
| 5. Large meetings | 13. City walks and Walk & Talks |
| 6. Stakeholder meetings | 14. Inspiration tours |
| 7. Qualitative interviews | 15. Conferences |
| 8. Focus group interviews | 16. Events and city festivals |

5 Empowerment

In addition to passing on decision-making power to the citizens who get involved, co-creation in area renewal is also about empowering the participants. It is hoped that those who have been in the area renewal have been given the opportunity and desire to continue to actively participate in the development of their city and take responsibility and be an active part of society.

Local management - The Secretariat

The secretariat is headed by a project manager and consists of a varying number of project managers working as either architects or social/cultural workers. The secretariat of Sydhavnen has also housed an energy officer and a neighbourhood manager. The secretariat's main task has been to ensure the progress of the projects and promote active citizen participation in the regeneration projects. The secretariat has been responsible for the development of the area renewal projects in collaboration with citizens, municipal administrations and the consultants hired to implement the construction projects. The secretariat has been

responsible for the ongoing administration of area renewal, including cleaning, status reports and evaluations.

Here are ten key learning points in headlines from the area renewal project in Sydhavnen. They are based on five years of work to shape the physical, social and cultural projects of the area renewal and on points from the evaluation conducted with the steering and working groups:

1. Address the area's stray problems.
2. Flexible project structure
3. Framing matters
4. Common ground rules from the start
5. Variation in methods creates added value
6. Trust requires transparency.
7. Anchoring and hosting
8. Think operational from the start.
9. Funding pools are resource intensive.
10. Clear and persistent communication

CASE 2: CRETHINK - “Co-creative RETHINKing for sustainable cities”

CRETHINK addresses a need for capacity building adults within the public sector and in civil society for cooperating and co-creating shared solutions to societal challenges in European communities. These are some of the highlights from the project evaluation³³:

The four project partners each has a local case. The Icelandic and the Danish initiatives were both initiated by public sector organisations. The Icelandic initiative, which focuses on waste reduction, has developed a systematic concept for local collaboration on reducing waste. This concept and methodology have been approved politically and will be scaled to several municipalities in the south region of Iceland, possibly improving and systematizing the effort to reduce waste considerably over time. In the city of Vejle, the Danish CRETHINK initiative has succeeded in raising awareness about sustainability and reducing packaging among shop owners. Also, some of the retail shops have taken first steps and gained experience with more sustainable behaviour. The aim of creating a more sustainable retail sector is anchored in an informal strategic partnership among key organisations corresponding well with a narrative of Vejle as a green commercial city.

The partners from both Italy and Iceland point to the innovative value of CRETHINK as an inspiration for the work of their organisation. By adopting a co-creative approach, they have learned new methods and ways of working, which they will apply in future initiatives and projects. In Iceland, the partner organisation has decided to adopt the entire concept of the co-creation process introduced by CRETHINK (project manager, change agents, living labs etc.) for the future work with waste management in the municipalities of their area. With inspiration from CRETHINK a new concept, labelled ‘around xx municipality’ has been developed drawing on a co-creative approach to waste management in the municipalities. According to one partner:” We have managed to give this project an afterlife – that does not happen often...We have duplicated the CRETHINK method, and it has really become a big thing here...” (Iceland, partner).

In Italy, the partner organisation, CESIE, a civil society organisation, appreciate the co-creative approach and methods learned from the CRETHINK initiative. The partner stresses, that the CRETHINK project has been very successful in terms of cross sectoral cooperation. The experiences and learning from the CRETHINK project have raised the organisation’s capacity to conduct cocreation initiatives and will inspire and motivate other projects. According to the partner, the experiences and learning from the CRETHINK initiative will be used as a catalyst for other projects: “It is sustainable in the sense that we can use the practices, recommendations and challenges for other projects as well” (Italy, partner).

³³ CRETHINK. (March 2022). Co-creating sustainable cities. [Final report]. Retrieved 12. December, 2023 from: (<https://centerforborgerdialog.dk/wp-content/uploads/2022/03/Final-report-text-final-March10-2022.pdf>).

CRETHINK's impact on learning at the individual level is also present in all the projects. Across projects, participants highlight the value in terms of learning more about sustainability issues and adopting changes in their everyday behaviour. According to one of the Slovenian stakeholders, the participants in the project have learned a lot from each other – as well as from invited experts.” Each of us had a specific knowledge, that got transferred to the others through cooperation. What I enjoyed the most, was a workshop (conducted by two researchers). They took us around the town centre and explained a lot about urban trees.... I learned lots more than during my time at university, and I am a landscape architect!” (Slovenia, citizen).

The democratic value of the CRETHINK initiatives is highlighted by stakeholders across the projects, with particular focus on the Italian and Icelandic initiatives. The initiatives are seen as stimulating the engagement and participation of groups of citizens, thus contributing to democratic empowerment and the development of citizen skills.

The CRETHINK project constitutes one small step in a long journey of building more sustainable ties between local authorities and civil society. In spite of operating within very different governance contexts, all the local initiatives have managed to build or strengthen relations between civil society and the public sector.

Based on their experiences, practitioners wishing to succeed with co-creative processes should remember the following five points:

-) Get the right team in place: Recruiting and linking ‘the right people’.
-) Work with local issues, hands-on, making a visible difference.
-) Recognize the participants’ motivation and interests and motivate them continuously.
-) Strive to understand the agenda and logic of the different sectors and stakeholders.
-) Support collaboration with facilitation and leadership

Relevant projects to learn from and to cooperate with

ACTIVE CITIZENS³⁴: An URBACT APNIII where two of our COPE partner cities Bistrița and Saint-Quentin participated about developing more active citizen participation to local governance by fine-tuning the art of listening to communities and building their own capacities to respond to their aspirations’. (Balasubramaniam, 2015).

Agents of Co-Existence³⁵: A new URBACT APNIII about creating new ways to foster innovative approaches to societal challenges and strive for inclusive local policies with active community involvement. To achieve this, the network focuses on strengthening the skills and competences of civil servants and creating new organisational structures and cultures to further boost civic participation.

U.R. Impact³⁶: A new URBACT APNIII focusing on addressing the key policy challenge: to develop effective strategies for empowering local communities during processes of urban regeneration. The goal is to prioritize social impact and community-based practices by reimagining the way urban regeneration actions are conducted. This entails placing citizens and their social and ecological well-being at the core of the strategy and defining a methodology for collective decision-making and civic participation in local urban regeneration strategies.

KLIMA-DEL³⁷: The research project addresses the challenges and solutions emerging in the context of citizen participation in democratic processes in climate policy. The project examines the limitations of top-down-led democratic experiments and asks how citizens' self-organised engagement with the climate can create new perspectives on participation as a democratic practice.

³⁴ [ActiveCitizens | urbact.eu](https://urbact.eu/activecitizens). Retrieved 14. December, 2023

³⁵ [Agents of Co-Existence | urbact.eu](https://urbact.eu/agents-of-co-existence). Retrieved 14. December, 2023

³⁶ [U.R. Impact | urbact.eu](https://urbact.eu/ur-impact). Retrieved 14. December, 2023

³⁷ [Klimaprojekt fra CBS modtager Velux HUMpraxis-bevilling | CBS - Copenhagen Business School](https://www.klimaprojekt.dk/). Retrieved 14. December, 2023

2. Partner profiles

The partnership of the Coherent Place-Based Climate Action Network (COPE) consists of the Lead Partner: The City of Copenhagen and the seven city partners: A Coruña (ES), Bistrița (RO), Kavala (GR), Korydallos (GR), Pombal (PT), Saint Quentin (FR), Vilnius (LT). The partner profiles under this chapter present the point of departure for each of the eight COPE cities. The Baseline Study has prioritized four dimensions of the cities baseline:

1. The cities experiences with and level of implementing citizen engagement in governance and policy processes.
2. The historical, geographical, and political context governance and regarding coherent integrated policymaking
3. The focus of the URBACT Integrated Action Plan.
4. The learning needs and contributions.

The baseline regarding engaging citizen sets out the starting point for the COPE network activities. This baseline is very difficult to define. Here we are using the existing Eurostat information on *Social participation and integration statistics*.³⁸

Looking at these statistics from 2015 we find a way to define a baseline of citizen engagement through looking at the level of participation in voluntary activities measured in terms of formal volunteering referring to activities organised through an organisation, a formal group, or a club. It also includes unpaid work for charitable or religious organisations. And Informal volunteering referring to helping other people, including family members not living in the same household (e.g., cooking for others, taking care of people in hospitals/at home, taking people for a walk, shopping, etc), helping animals (e.g., taking care of homeless, wild animals), and other informal voluntary activities such as cleaning a beach, a forest etc.

This statistic does not give a clear picture of how much the citizens are engaging in their community and the relation to how the public governance is seeking their engagement. A lot of different factors is also a part of this picture such as social and cultural indicators. But it gives a picture to use as a starting point in the COPE network. The numbers show a significant difference between the COPE cities, which was confirmed during the city visits both in the experience and in the narratives talking about the experience of struggling with engaging the citizens.

Tableau 1: percent of citizens who were engaged in formal voluntary or informal voluntary activities 2015.

Country	Formal voluntary activities	Informal voluntary activities
Denmark, (Copenhagen)	38,7	41,8
France, (Saint-Quentin)	23,0	23,3
Greece, (Kavala, Korydallos)	11,7	14,4
Lithuania, (Vilnius)	16,3	16,3
Portugal, (Pombal)	9,0	20,5
Romania, (Bistrița)	3,2	3,2
Spain, (A Coruña)	10,7	10,6

When working place-based with citizen engagement it is essential to keep the window for decision-making open for as long as possible. The COPE partners are engaging their ULGs in discovering the local assets and ambitions not taking decisions too fast on the behalf of the citizens. They take the time needed to map out all the different stakeholders and interests at play and to engage with them. Lead Expert and Lead Partner support the cities in their exploration of both individual and community assets and ambitions. This is an

³⁸ [Archive:Social participation and integration statistics - Statistics Explained \(europa.eu\)](https://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&language=en&plugin=1). Retrieved 14. December, 2023

important part of the process of installing trust and sense of ownership. The consequence at this state in the process is that of a somewhat open and undetermined focus of the local challenges.

2.1 Diving into the COPE cities

A Coruña, Spain - A Coruña City Council	
Region	Galicia, north-western part of Spain
Place-Based Location	The Sagrada Familia neighbourhood
Population: Neighbourhood / City	4398 / 244.000
GDP / € / Capita / year	27.964

Historical and geographical context

The functional urban area of A Coruña is composed of 10 municipalities. The city is approximately 60 km northeast of Santiago de Compostela, the capital of Galicia, reachable by car or train. Additionally, A

Coruña is located about 145 km from Vigo, another major urban centre in Galicia. The three cities mentioned all have international airports, with Santiago offering a widely extensive range of international flights. Additionally, A Coruña is about 595 km northwest of Madrid, the capital of Spain, which can be reached by high-speed train in approximately 4 hours.

Formerly known as Brigantium during the Roman era, A Coruña served as a crucial port and trade hub connecting the Iberian Peninsula to the Roman Empire. The Tower of Hercules, an ancient lighthouse, stands as a symbol of its historical significance. In the Middle Ages, A Coruña experienced various cultural influences due to its strategic location and maritime importance. Industrialization in the 19th and 20th centuries brought growth, with Inditex, a global fashion retailer founded in 1985, playing a key role. Today, A Coruña is a thriving city known for its urban beaches, cultural events, and lively atmosphere.

Political organisation / structure

In A Coruña, political decision-making and administrative structure are organized around a municipal council composed of 27 elected members, who represent different political parties. The mayor, head of the executive branch, is responsible for representing the city and leading its administration. The current mayor is from the Socialist Party of Galicia (PSdeG-PSOE), leading a team with ten more council members. The municipal council is divided into three distinct areas, each with its specific responsibilities: one for economy and urban planning, another for social welfare, and a third dedicated to city promotion. Additionally, various administrative bodies play essential roles in managing coastal areas, ports, and regional development, respectively.

Experiences with and implementation of citizen involvement and open governance techniques

Participatory Planning: This approach has been used in A Coruña to involve citizens in the development of urban projects and strategies such as the Urban Agenda A Coruña 2030.

Communication and Awareness: The city of A Coruña uses various communication channels, including social networks, to inform citizens about its climate policies and activities, and to raise awareness about the importance of climate action.

Education and Sensitization: The city of A Coruña has been implementing several environmental education programs to inform citizens about climate change and its impacts, and to encourage them to take action.

Monitoring and Feedback: The city of A Coruña has mechanisms in place to monitor the implementation of its climate policies and activities, including the Municipal Urban Observatory, which centralizes indicators among several areas.

Local Forums and Climate Networks: The city of A Coruña participates in local forums and climate networks to exchange information and best practices with other cities, and to collaborate on joint initiatives, such as the UrbanByNature programme.

Participatory Budgeting: In A Coruña, this approach has been used to involve citizens in the decision-making process for the allocation of funds, including climate-related projects.

Place-based location

In A Coruña, the COPE project activities will primarily target the Sagrada Familia neighbourhood. From the urban and building point of view, the great presence of social housing stands out, much of which has been built during the 1950-60s, with deficiencies from the point of view of conservation. A good part of the flats are now rental flats, due to the departure of the owners to other neighbourhoods in search of better living conditions. Significant opportunities exist for enhancing the living conditions, accessibility, and energy efficiency of the buildings.

The main street in the neighbourhood is scheduled to become part of the "Ronda Peatonal" (Walking Ring). This is a 3.5 km pedestrian route that is part of the "A Coruña, Walkable City" strategy connecting several densely populated areas in the city through a green walkable pathway. This pedestrianization will hopefully encourage the transit of people through the neighbourhood to boost the local economy, which is very affected right now. There is hardly any neighbourhood commerce, with around 900 empty premises at this moment, giving an idea of the vibrance that the area has lost in recent years.

This is one of the neighbourhoods in the city with a lower average annual net income per household. A hard social reality in the economic aspect, but tremendously rich and diverse due to the significant presence of migrant population that can contribute an added value to the transformation process of the neighbourhood. At the associative and social cohesion level, a recently established neighbourhood association comprises approximately 8 active members and collaborates with around 100 supporters who contribute to funding activities. The current president is highly active and prolific in generating ideas, presenting an opportune moment to initiate any participatory processes in the neighbourhood. The president maintains excellent relationships with all entities in the area, fostering potential collaboration goals in the near future, although a stable structure has not been established among them yet. Noteworthy among these associations and entities is the Social Center of the Sagrada Familia, housed in a 5000 m² building governed by the Sagrada Familia Charitable Construction Foundation. Alongside the municipal civic centre and the public library, this foundation serves as one of the neighbourhood's centres for inter- and intra-generational coexistence, offering various activities.

Additionally, the Emperor Football Club, a well-established tradition in the neighbourhood, stands out as a potential association with the ability to mobilize the community. The area also hosts numerous private entities in the social sphere, showcasing a remarkable quantity and variety.

Possible focus of the URBACT Integrated Action Plan

The overarching goal is to transform the Sagrada Familia neighbourhood into a sustainable, resilient, and vibrant community that serves as a model for urban regeneration across the entire city.

The Integrated Action Plan designed for the COPE pilot activities in the Sagrada Familia neighbourhood will concentrate on holistic urban regeneration, emphasizing sustainability, mobility, accessibility, and community involvement. The plan seeks to tackle the issues associated with aging housing and restricted income levels, aligning with the city's broader objectives of sustainable development and climate action.

Community engagement will play a pivotal role in fostering a sense of ownership and involvement among residents, enhancing the success of the initiatives. Crucial focus will be on:

-) Housing renovation and energy efficiency, aiming to improve the quality of dwellings while reducing energy consumption and emissions.
-) Sustainable mobility solutions will be developed to encourage the use of softer mobility modes, mainly cycling and walking.
-) Inclusive accessibility will be addressed to ensure that the urban environment caters to everyone, regardless of their abilities.
-) Green infrastructure will be integrated to enhance the city's sustainability and resilience, with an emphasis on urban green spaces and biodiversity. Strategies for social and economic development, aiming to create opportunities and improve the quality of life for local communities.

The city policy focus.

The main objectives of the climate action are:

-) **Sustainable Mobility:** Prioritizing walking and cycling initiatives, and reducing reliance on private transport, to enhance urban mobility, reduce emissions, and alleviate traffic congestion.
-) **Urban Greening:** Implementing green infrastructure and urban greening projects to enhance biodiversity, create climate-resilient spaces, and mitigate the urban heat island effect.
-) **Improving Air Quality:** Implementing measures to reduce air pollution and improve air quality through stricter emissions standards, traffic management, and promoting cleaner energy sources.
-) **Enhancing Energy Efficiency:** Focusing on energy-efficient construction, retrofitting of buildings, and utilizing renewable energy sources to reduce energy consumption and greenhouse gas emissions.
-) **Community Awareness and Engagement:** Engaging citizens through awareness campaigns, education, and community involvement to foster a culture of sustainability, empower individuals to take action, and create a sense of collective responsibility toward climate change mitigation.

The following initiatives and actions have been launched:

-) The "A Coruña, Walkable City" strategy which is dedicated to making the city's streets more pedestrian-friendly and attractive, promoting active mobility, and improving urban quality of life.
-) The A Coruña Urban Agenda 2030, which is a multi-annual strategic plan outlining the city's priorities and policies for the coming years. This plan underscores the city's aspirations for a sustainable and low-carbon economy and the enhancement of urban green spaces. It also encompasses the development of a Sustainable Energy and Climate Action Plan and an Integral Green Infrastructure Strategy.
-) A Coruña's Sustainable Urban Mobility Plan is another key framework that seeks to encourage a shift toward sustainable transportation modes such as walking, cycling, and public transport. The plan's objective is to decrease private car usage, enhance accessibility, and improve urban mobility. This plan complements the "A Coruña, Walkable City" strategy.
-) A Coruña's Climate Change Strategy is an integral part of its efforts to mitigate and adapt to climate change's effects. This strategy encompasses measures to reduce greenhouse gas emissions, promote energy efficiency, employ renewable energy sources, and reduce waste. Simultaneously, it seeks to decrease vulnerability, adapt to changing climate conditions, and strengthen the city's capacity to handle extreme weather events.

Ambitions and initiatives regarding gender equality, social inclusion, diversity and digital transition.

Gender equality, social inclusion and diversity: A Coruña is committed to promoting equal opportunities and removing the barriers of discrimination towards women and other marginalized and vulnerable populations, such as disabled people, refugees and migrants.

The city has a Department for Social Welfare, which includes the areas of Social Services, Equality, Citizen participation, Youth, Diversity and Fight against Gender Violence. This department includes dedicated spaces for vulnerable collectives, such as follows:

-) Migration Advice Unit: This is a unit that helps migrants and refugees who come or live in the city.
-) Observatory of Equality and Diversity: This is an observatory that studies and improves the situation of equality and diversity in the city.
-) Women's Information Center: This is a centre that helps women who need it.
-) Diverse Space: This is a public resource for LGTBIQA+ people and their families.
-) Additionally, the city has a Municipal Council for Social Inclusion and a Municipal Council for Equality, participatory bodies that aim to promote equality policies and actions in the city.

Digital transition: A Coruña is committed to becoming a leading city in the field of digital innovation and transformation, with the aim of improving the quality of life of its citizens, boosting the local economy, and addressing the challenges of sustainability and climate change. The city was selected to host the Spanish National Agency for the Supervision of Artificial Intelligence (AESIA). This is a public body that will be responsible for regulating, monitoring, and evaluating the use and impact of artificial intelligence in the public and private sectors, as well as promoting research, development, and innovation in this field. The city's old weapon factory is currently being repurposed into an ICT Center, a project that aims to create a hub of innovation and digital transformation in the city, using the existing industrial heritage as a base. The project is led by a public-private partnership that involves the City Council, the University of A Coruña, the Galician Innovation Agency, and several technology companies.

Potential themes and subthemes
 Urban greening, Energy efficiency, Sustainable mobility

Learning needs
 Co-creation, citizen engagement, breaking silos, engaging different departments (with different priorities), building trust between citizens and authorities.

Contributions in terms of experience and practice
 Urban gardens (engagement and community), Pedestrianization (pilot experience), Local “sustainable energy” network.

Current composition of ULG

The ULG will be set as a new group, although it will build on existing platforms and connections within the municipality and with external stakeholders.

Name	Position	Organisation
Guillermo Leira Nogales	Local Coordinator	A Coruña City Council – Environment Department
Raúl Pernas Cabo	Member, expert	A Coruña City Council – Environment Department
Marta Ríos Rodríguez	Member, expert	A Coruña City Council – Environment Department
Maria de Isasi Zaragoza	Member, expert	A Coruña City Council – Infrastructures Department, Green Areas
Antonio Prieto González	ULG Coordinator	Asociación Consensus
María González Vázquez	Member	Asociación Consensus
Juan José Rodríguez Cabanas	Member, expert	Residents' Association and Merchants of Sagrada Familia
Soledad Muniategui Lorenzo	Member, expert	University Institute of Environment (IUMA) - UDC
Purificación López Mahía	Member, expert	University Institute of Environment (IUMA) - UDC
Eva María Peralbo Rubio	Member, expert	UDC (A Coruña University)
Guillermo Fernández-Obanza García	Member	Ecodesarrollo Gaia NGO
Enrique Rodríguez Ordóñez	Member, Library Director	Sagrada Familia Library
Javier F. Rouco	Member, School Director	Rosalía de Castro Primary School
Oscar Rodríguez Fernández	Member	Alas (LGBT Association) A Coruña
Lorena Santos Salgado	Member	Interparish Caritas Primary Care NGO
Beatriz Pereira Piñeiro	Member	Interparish Caritas Primary Care NGO
Juan Luis Villamisar	Member, Football Club President	Imperator OAR (Football Club)

Bistrița, Romania - Bistrița Municipality	
Region	Bistrița-Năsăud
Place-Based Location	The Green Line
Population: Neighbourhood / City	78.877 / 78.877
GDP / € / Capita / year	7900

Historical and geographical context.

Bistrița, Capital of Bistrița-Năsăud County, is called “the gate of Transylvania” because of its location by the European road E58 (DN17) connecting Transylvania and Moldova. Bistrița is two hours by car from Cluj, the regional capital where there is an international airport, and nine

hours from Bucharest, the capital city of Romania. Bistrița is in the North-Eastern part of the Transylvania plateau, and is placed on a plain ground, at an altitude of 356 m. The city is crossed by a river, and it is surrounded by hills covered with orchards and forests, with a total surface of 145,47 km².

In 1241, Nosa, as documented in the Echternach Codex, marked the birth of the locality. By 1264, it evolved into Bistrice. In 1349, the city gained the pivotal right of *civitas*, and in 1405, it earned the title of a King's free town, enjoying autonomy and King Matei Corvin fortified it in 1464. However, Austrian administration took hold after 1707, eroding administrative autonomy by 1872.

In 1918, Bistrița joined Romanian administration after the unification of historical provinces. By 1968, it became the capital of Bistrița-Năsăud County, enhancing regional importance. In 1979, a transformative shift to municipality status showcased Bistrița's dynamic evolution, adopting new roles in the Romanian landscape.

Economically, Bistrița is above the national average, but below the average of other major cities in the region. During the past six years the number of local active companies grew by 18.6%, and more than half of the active companies from the county are in Bistrița. The main companies are in the fields of industry, food-products and construction and installation works. The Functional Urban Area of the city Bistrița includes 6 surrounding localities.

Political organisation / structure

The mayor, in collaboration with public officers, constitutes Bistrița City Hall, serving as the local public administration authority dedicated to addressing public affairs in the best interest of the municipality's citizens while upholding legal standards. The institution also includes 2 vice-mayors and 21 local councillors. Monthly regular meetings of the Local Council, supplemented by necessary extraordinary meetings, are convened. These officials are elected through a secret ballot by citizens, with separate lists for the mayor and councillors, representing various political parties. Following election, the councillors choose two from among themselves to serve as vice-mayors, maintaining a total council membership of 21 in accordance with national legislation.

Experiences with and implementation of citizen involvement and open governance techniques.

The citizens are involved in public debates regarding all municipal strategies, at the date of their approval. In the framework of the transnational projects, the citizens are involved in different activities of awareness raising, of action planning and implementation of small-scale actions. The list below shows some examples:

-) Participation in annual actions to mark the events of the international ecological calendar: Wetlands Day, World Environment Day, European Mobility Week/Car Free Day.
-) Project proposals under *participatory budgeting* based on Law no. 303/2005 regarding the regime of non-refundable financing from public funds allocated for non-profit activities of general interest, in the fields of culture, education-youth, employment and entrepreneurship, volunteer activities, sports, health and environment.
-) Access to the online air quality monitoring platform - the network of 18 sensors installed near the streets with intense car traffic and inside the educational units and the administrative headquarters of the town hall. Citizen's view in real time the indicators measured by the sensors.
-) First steps for the establishment of local energy communities.
-) Local public debates of specific strategic documents, followed by their adoption within the local Council.
-) *Green School* ecological education and information centre equipped with the necessary logistics to support the municipality's meetings with representatives of local stakeholders: workshops, seminars, etc.

Place-based location

The specific local area is represented by the implementation area of the infrastructure project of *The Green Line* which is a pilot project envisaging the change of the way transport works all over the city, in order to make it more fluent and more pedestrian friendly:

- a new local public transport line across Bistrița using a dedicated priority lane for electric buses.
- 45 km of bike lanes until 2023
- reconfiguration of a municipal transport line.

To narrow the place-based focus it is under considerations to focus on the bus stops and their close surroundings.

Possible focus of the URBACT Integrated Action Plan

The primary challenge lies in changing the citizens' mobility behaviour. However, this aspect may evolve as the project progresses.

The city policy focus

The main ambitions and focus points of climate action in Bistrița are:

-) Informing and raising awareness of citizens in particular and the local community in general, followed by their active involvement on a large scale in all stages of the development and implementation of climate measures.
-) The exchange of experience and the application of lessons learned from other projects in specific fields: mobility and sustainable transport, sustainable energy and energy efficiency, water and air quality, waste and the circular economy, etc.
-) Networking with those who implement similar projects, measuring and presenting the multiple benefits of project implementation.

The following initiatives and actions have been launched:

-) The CO2 reduction targets for Bistrița were calculated on a scientific basis starting from the carbon budget, according to the Tyndall methodology, enabling the city hall to set out clear planned actions.
-) Covenant of Mayors for Climate & Energy: Bistrița committed to decrease by 40% its GHG emissions between 2008 and 2030. This ambitious target presents several challenges for the city, as the emitted levels have recorded an increase since 2008, reaching over 350,000 tons of CO2 emissions in 2021. The data underlying this statement has been recorded by the local administration, who started monitoring CO2 emissions every two years since 2008 following the city's previously mentioned commitment.
-) "Green City Accord": starting in 2021. Bistrița committed itself to implement public policies and programs in an integrated manner to achieve the ambitious goals of the 5 areas of environmental management: air, water, nature and biodiversity, circular economy and waste, and noise.
-) Long-Term Renovation Plan of the Public Buildings stock in Bistrița for 2021-2050: in accordance with the objectives of the National Long-Term Renovation Strategy to support the renovation of the national stock of residential and non-residential buildings, both public and private. This document describes in detail how the city will gradually transform its buildings into a highly energy efficient and decarbonized stock by 2050.

The municipality did a good prioritization of Structural Funds in the fight towards reducing energy consumption, as 30% of the collective housing stock older than 1990 was refurbished, reaching the best renovation rate in Romania. Bistrița managed to mobilize its local buildings' associations in taking action, however the driver for this change was the citizens' wish for improved comfort, not climate change fight. Moreover, in 2020 Bistrița developed a strategy for the city's heating and cooling system on medium and long term. Since 95% of the fuel used to heat buildings in Bistrița is natural gas and most houses have individual boilers, it is necessary to consider the transition to renewable individual heating systems. Although cooling was not a problem for Bistrița, the summertime high temperatures are raising more and more questions related to the need and choices for cooling systems, particularly for non-residential buildings.

And in 2021 Bistrița has become a member of the European CIVITAS network, one of the representative programs that helps the European Commission achieve its ambitious mobility and transport goals, namely those of the European Green Deal.

Ambitions and initiatives regarding gender equality, social inclusion, diversity and digital transition.

Bistrița's public administration is committed to upholding gender equality, aligning with the Labor Code, and emphasizing ethical principles such as personal autonomy and non-discrimination. This commitment is vital for meeting European standards and guides the municipality's activities. In project implementation, gender equality is integrated from design to execution, influencing team formation and subcontractor expectations. The focus remains on professional merit and skills, fostering equal opportunities for all employees, regardless of gender, ethnicity, or race. The municipality ensures a fair and inclusive work environment, extending this principle to its partners.

The municipality is working on elaborating more specific policies and strategies on these subjects.

Potential themes and subthemes

Circular economy, Recycling, Kids are the green engine.

Learning needs

Changing mindset, active green citizens, green conscience

Contributions in terms of experience and practice

Experience in engagement and awareness activities such as: Month of the forest, European mobility week, Earth hour and Parks Day.

Current composition of ULG

The core group was involved previously in other transnational projects. However not all of worked together in the same projects, and some of the ULG members are new.

Name	Position	Organisation
Anca Lazar		Transmixt – local public transport society
Claudiu Vidican		Tura cu copaci – NGO involving development of cycling activities
Sebastian Crisan		Citizens, involved in different environmental and sporting activities
Gavrila Urs		UBG Construct, construction company owner, actively involved in mobility and climate actions
Florin Frandes	Head of local police	Local police
Liliana Cocesiu	Project team member	Bistrița Municipality
Cristina Cudrec	Project team member	Bistrița Municipality
Dana Zanca	Project team member	Bistrița Municipality
Maria Curtuius	Project team member	Bistrița Municipality
Elena Grecu	Project team member	Bistrița Municipality
Cristina Hangea		NGO Youth for Community
Mircea Plaian		Public Services Dept, in charge of local transport

Copenhagen, Denmark - Technical and Environmental

Administration at the Copenhagen Municipality

Region	Capital of Denmark, situated in the north-eastern part of the country
Place-Based Location	Sønderbro – an area renewal project
Population: Neighbourhood / City	9100 / 653.648 (in 2023)
GDP / € / Capita / year	35.334

Historical and geographical context

Copenhagen, the capital of Denmark, is in the eastern part of the country on the island of Sealand, facing Sweden. Its history traces back to the 11th century, gaining significance under Bishop Absalon's possession and fortification in the 13th century. The town was significantly enlarged under

Christian IV of Denmark after his coronation in 1596 by the addition of new city districts and modern fortifications with earthworks and bastions. During World War II, the city was occupied by German troops. Post-war, Copenhagen experienced substantial growth, marked by the 1970s commuter train plan and recovery from financial challenges in the 1980s and 1990s. The city's revival, driven by a service- and knowledge-based economy, culminated by 2010.

Key developments include the Copenhagen Metro's construction starting in 1992 commenced operations in 2002, the Ørestad new city area on Amager Island in 1993, and the Øresund Bridge connecting Copenhagen and Malmö since 2000.

Copenhagen played a significant role in the global climate meeting COP15 in December 2009.

Political organisation / structure.

The Copenhagen City Council, governing the municipal affairs of Copenhagen, convenes at Copenhagen City Hall. Comprising 55 members, chaired by the lord mayor, it sets the framework for committee tasks. The city's government includes an economic committee and six standing committees, each overseeing specific fields. The lord mayor, six mayors, and six council members form the Economic Affairs Committee. Unlike other municipalities, Copenhagen lacks deputy mayors but has first and second vice-chairs.

Mandates are allocated using the D'Hondt method. Decision-making involves the City Council and seven committees. Committees meet privately to decide within their expertise, while the City Council meets openly to discuss general matters.

Experiences with and implementation of citizen involvement and open governance techniques

The City of Copenhagen works systematically with citizen involvement and citizen engagement. E.g., The technical and environmental area works with the vision 'Community Copenhagen', which is about creating Copenhagen together. It is an open invitation to everyone who uses the city: citizens, commuters from neighbouring municipalities, businesses, associations, partners, etc. to take an active part in the city's development.

Many different tools are also being utilised. Here are some of them:

-) Citizen panels - e.g. via local committees.
-) local committees that can communicate between citizens and the municipality + distribute funds and other support for local initiatives and issues.
-) citizens' meetings - both city-wide for all administrations and specifically in the climate area.
-) citizens' gatherings - preferably on more localised issues in geographical areas. For example, traffic in the medieval city centre and weighting between cars/urban nature/urban space in Østerbro.
-) Area renewal - involvement and co-determination in the development of vulnerable urban areas.

Both areal renewal and local committees have been used for many years.

The history of citizen involvement in the City of Copenhagen can't be written in a clear-cut way. When it comes to Urban Renewal, however, it's a little simpler. It began in 1990 with the establishment of the Urban Renewal Centre in Valdemarsgade, as a kind of precursor to what we now call Area Renewal. The Urban Renewal School in particular was all about empowerment.

However, another example could be when Østerbro Samvirke was founded in 1947 and later became a local council, which later became the local committees we have today. Formalised consultations of (primarily municipal and local plans) came in the early '90s.

Place-based location

Sønderbro is situated approximately 4 km from the city centre of Copenhagen, on the southern part of Copenhagen called Amager. The Sønderbro area is housing about 9,100 residents in 4,700 homes. It offers numerous social and cultural facilities, including a shelter for homeless, an activity centre and several community spaces.

The area renewal efforts in Sønderbro focus on addressing local challenges and wishes for a physical, social and cultural renewal of the neighbourhood, with a goal of fostering community connections. There are two central indoor gathering points in the neighbourhood: the community centre on Sundholm and the resident house A-huset in Hørgården. The area of Sønderbro hosts various local initiatives such as parent groups, food initiatives, the event venue Maskinhallen, and the artist community Fabrikken for Art and Design,

among others. The area also includes two schools, Amager Fælled School, and Peder Lykke School, but has only few shops or businesses.

Possible focus of the URBACT Integrated Action Plan

The Copenhagen IAP will build on their experience with Integrated Urban Renewal. Urban renewal is generally regulated by the Act on Urban Renewal and Development of Cities (Urban Renewal Act) and is carried out in cooperation between municipality and state. The Urban Renewal Act gives the municipality a special mandate to use public funds, in cooperation with private actors, to also develop the approx. 60% of the municipality's area that is privately owned, and the almost 4 out of 5 homes that are either owner-occupied, cooperative, or private rental housing. The efforts are financed by a combination of municipal, state, and private funds.

Furthermore, with the Policy for Disadvantaged Areas of Copenhagen³⁹, they have chosen three approaches to create lasting and holistic development and cohesive and socially robust urban areas:

-) **Supportive**, where their efforts support the area's children, adults and families and compensate for a lack of local resources.
-) **The local organizing**, where they increase the social sustainability of the area through strengthened networks, strong organizations, institutions and businesses and good neighbourliness.
-) **The structural**, where they change and improve the structural conditions for settlement, e.g. through changes in infrastructure, buildings, or urban space functions to change residents' and visitors' behaviour and experience of the area.

Copenhagen has several green policy ambitions that needs to be addressed. But to fully live up to the COPE scope the specific focus of the COPE project will be defined in co-creation with the local citizens and stakeholders.

In the context of the Sønderbro area renewal initiative, the administrative responsibility and oversight are vested in the Technical and Environmental Administration, specifically within the purview of the Area Renewal Unit.

The city policy focus

The main ambitions and focus points of climate action are:

-) **CO2 Emissions:** The goal is to achieve CO2 neutrality by 2025. The strategies to achieve this goal are detailed in the 2025 Climate Plan and associated roadmaps.
-) **Energy Consumption:** Focus on energy efficiency to enable a cost-effective and resource-efficient transition.
-) **Energy Production:** Historically, energy production has been the largest contributor to CO2 emissions in Copenhagen. Efforts to reduce these emissions include collective energy systems and promoting solar panel installations.
-) **Transportation:** The transportation sector is expected to become the largest source of CO2 emissions in Copenhagen. Road traffic accounted for approximately 75% of CO2 emissions in 2019.
-) **Air Pollution:** Copenhagen aims to meet the World Health Organization's air quality guidelines.
-) **Recycling Rate for Copenhagen Municipality:** The goal is to have 70% of household waste recycled by 2024. In 2022, the recycling rate was 41.2%.

These policy ambitions are addressed in several specific policies and strategies, such as:

-) Policy for Disadvantaged Areas of Copenhagen
-) CPH 2025 Climate Plan
-) Action plan for photovoltaic cells

³⁹ [Politik for udsatte byområder | Københavns Kommunes hjemmeside \(kk.dk\)](#). Retrieved 14. December, 2023

-) Circular Copenhagen
-) Biodiversity Strategy and Action Plan 2022-50

Ambitions and initiatives regarding gender equality, social inclusion and diversity.

The City of Copenhagen has adopted a Gender Equality Plan, covering all administration and all work done in the administrations, and has dedicated resources to follow up on the plan and the progress in equality work. One of the aspirations is to achieve gender-balanced leadership and encourage increased participation of men in parental leave.

The City of Copenhagen have a LGBTI+ policy for 2019-2023 where all the seven departments have identified how they can support a Copenhagen for all regardless of sex, age, origin, disabilities, religion, or gender.

The goal is that there will be no more than 10% deviation from an equal distribution (50/50) in the proportion of men and women in the group of level 1 and level 2 managers in any of the administrations of the City of Copenhagen.

Potential themes and subthemes

Circular economy (circular construct, waste sorting, repair communities, entrepreneurship), Energy (Habits/efficiency, energy communities, PV Panels), Biodiversity (Renewal of public spaces, Education, Urban Garden)

Learning needs

The team:

How can we measure the process other than in CO2 reductions?

Engaging storytelling about just green transition.

The community:

How can we give them knowledge about the themes in a way that enables them to act?

Contributions in terms of experience and practice

Vast experience in Asset-based community development and in working with and governing place-based approach.

Current composition of ULG

Name	Position	Organisation
Lise Arre	ULG coordinator	Integrated Urban Renewal, The Municipality of Copenhagen
Øystein Leonardsen	Lead Partner	Integrated Urban Renewal, The Municipality of Copenhagen
Ida Nordborg	Communications Officer	Integrated Urban Renewal, The Municipality of Copenhagen
Simon Hansen	Member, Green project leader	Amagerplanen, 3B/KAB
Caroline Pedersen	Member, Project leader	Environmental NGO: Miljøpunkt Amager
Celeste Arnold	Member, Project leader	Environmental NGO: Miljøpunkt Amager
Søren Bjarnø	Member, Architect	Building Renewal, The Municipality of Copenhagen
Mark Alexander Deloughery	Member, Special consultant	Social housing, The Municipality of Copenhagen
Camilla El-Sayed	Member, Special consultant	Social housing, The Municipality of Copenhagen
Kenneth Schelbech Dollerup	Member, project team member	Local Committee for the local neighbourhood of Amager West
Morten Hesselbjerg	Member, project leader	Climate Meetings, Climate & City Development, The Municipality of Copenhagen
Mariann Anderson	Member, Special consultant	Sustainable Energy & Energy Efficiency, Climate & City Development, The Municipality of Copenhagen
Matilde Hjelm	COPE, project team member	Integrated Urban Renewal, The Municipality of Copenhagen
Niels Frisch Kjølholt	COPE, project team member, team leader for Sønderbro Area Renewal	Integrated Urban Renewal, The Municipality of Copenhagen

Kavala, Greece - The Municipality of Kavala	
Region	Macedonia & Thrace
Place-Based Location	Neapolis Neighbourhood of Kavala
Population: Neighbourhood / City	4000 / 66.376
GDP / € / Capita / year	27.964

Historical and geographical context

Kavala's captivating history can be distilled into four distinct periods, each contributing to its unique identity and contemporary charm. In antiquity, Kavala, then known as the "Neapolis of Macedonia," thrived as a

pivotal trade and administrative hub under Roman and Byzantine rule. Its strategic location and formidable fortifications enhanced its significance. In the 14th century Kavala transitioned into Ottoman rule and got the name "Kavala." As a bustling Ottoman port and trading centre, it drew people from diverse backgrounds, creating a multicultural tapestry.

Since the mid-19th century, Kavala has been distinguished as an international node in the trade of eastern type tobacco, with a peak in the 1920's where Kavala became the primary exporting port of Greece, employing half of the national workforce. In the late 19th and 20th centuries Kavala played a pivotal role in the Greek War of Independence against the Ottoman marked. It officially became a part of Greece after the Balkan Wars and World War I through the Treaty of Sèvres in 1920. Today, Kavala has evolved into a thriving modern city. It is celebrated for its commercial prowess, vibrant cultural scene, and burgeoning tourism industry. Located 650 km from Athens and 160 km from Thessaloniki, Kavala is connected to both cities by car and bus.

Political organisation / structure

The political decision-making and administrative structure for Kavala, like many other cities in Greece, follows a similar pattern. The city's administrative structure is established by Greek law and is led by elected officials. The mayor is responsible for executing policies and managing the city's administration. The City Council is composed of 35 elected representatives, called councillors or council members, who are responsible for making legislative decisions at the municipal level. They participate in policymaking, budget allocation, and oversight of city services. Kavala is divided in administrative divisions such as districts or neighbourhoods, each with local representatives or respective councils responsible for addressing local issues. The city administration comprises various departments and offices responsible for different aspects of city management, including public works, education, healthcare, and public safety. Civil servants and municipal employees staff these departments. Kavala is also subject to the laws and regulations of the central government of Greece and the regional government. Most of the decisions are subject to the central government.

In 2021 the Municipal Council of Kavala decided to create the Municipal Youth Council of Kavala in order to provide a platform for young citizens to voice their concerns and instil a comprehensive approach in the way the city plans its youth policies. Since today, the Municipal Youth Council has been acting as an informal rapporteur of youth issues in the Municipal Council and having the legal status of a municipal committee.

Experiences with and implementation of citizen involvement and open governance techniques

Kavala has some activities, like public workshops, that both stakeholders, authorities, and residents can participate in. In these workshops, everyone will have a shared opportunity to discuss local issues and take part in knowledge-sharing experiences. Concerning youth involvement, young people can be described as apathetic and alienated toward the political affairs of the Municipality. Nevertheless, this specific trend does not provide a holistic picture as it fails to account for any non-institutional forms of participation such as online activism and volunteerism. Therefore, we notice that young citizens tend to abstain from traditional forms of political participation and choose alternative routes. The Municipal Youth Council tries to address and efficiently incorporate this specific political behavior in its planning and operation.

In Kavala, the Municipality has over the years adopted a lot of different ways to communicate with the citizens. It has an open dialogue platform, the KAVALA URBAN CENTER – CONSULTATION PLATFORM. Through the Consultation platform, the Municipality promotes and strengthens the participation of citizens

and all kinds of actors, the logic of jointly shaping the actions that make up the strategy of city, while speeding up collective decision-making processes for the design and implementation of actions.

Place-based location

Neapolis Neighbourhood of Kavala is a newer neighbourhood build without a coherent plan. Kavala chose this neighbourhood as intervention area for the following reasons:

1. It fits the profile, being a neighbourhood consisting of primarily young persons and families with education and in some cases young children. Low density in build environment, mostly detached small houses.
2. A neighbourhood that is very responsive to change as we saw recently when testing a new system of garbage bins.
3. The neighbourhood council is particularly active, outnumbering 900 members.
4. This local area has 3 well-functioning primary schools that all are engaged in this project.
5. There are 4000 citizens living in this neighbourhood.

The residents in the neighbourhood currently face a shortage of shared green areas for leisure, and there is a need for a shift towards circular practices, mindful consumption, and waste recycling.

Possible focus of the URBACT Integrated Action Plan

The primary objectives revolve around revitalizing and expanding communal green spaces, promoting eco-friendly transportation, and launching awareness initiatives on the impacts of climate change. Our specific focus will be to formulate a comprehensive action plan for localized climate initiatives and pilot these strategies in practice.

The goal is to create an environment that attracts the installation of big companies while also providing support to small-scale businesses operating in the city. These efforts are intended to be achieved without compromising the residents' environment or everyday life.

The overall goals and ambitions are centred around promoting sustainable economic growth and increasing local job opportunities, particularly for the youth fostering higher levels of civic engagement.

The city policy focus

The main ambitions and focus points of climate action are:

-) **Green Policy Development:** Develop and propose specific green policies that address energy communities, biodegradable waste management, and recycling awareness.
-) **Public Space Revitalization:** Identify priority public spaces in Kavala that can be transformed into green, usable areas. Develop detailed plans to revitalise these spaces, including landscaping, infrastructure, and amenities.
-) **Youth Engagement and Empowerment:** Design programs and initiatives to actively involve young people in the project. Create platforms for them to participate in decision-making, organising events, and voicing their opinions on public space design and green policies.
-) **Community Education and Awareness:** Implement educational campaigns to raise awareness about sustainable practices, waste reduction, and the benefits of green spaces. Engage schools, community centres, and local media in these efforts.
-) **Equality, equity, diversity, and inclusion:** Take all the necessary steps to successfully include all interested parties and ensure equal representation of men and women, elder and younger.
-) **Collaboration with Stakeholders:** Foster partnerships with local authorities, environmental organisations, educational institutions, and community groups to ensure a coordinated, comprehensive, and holistic approach to the project.
-) **Monitoring and Evaluation:** Establish key performance indicators (KPIs) to measure the impact of green policies and public space revitalisation efforts. Regularly assess progress and make adjustments based on data and feedback.

-) **Sustainability Measures:** Integrate sustainability into all aspects of the project, from materials used in public space design to the long-term maintenance of green areas. Consider renewable energy options and eco-friendly infrastructure.
-) **Public Space Activation:** Develop a calendar of events and activities to activate the newly revitalised public spaces. This can include cultural events, art installations, community gatherings, and youth-driven initiatives.
-) **Advocacy and Policy Implementation:** Advocate for implementing proposed green policies at the municipal level. Work with local government officials to ensure the guidelines are integrated into the city's planning and decision-making processes.
-) **Documentation and Communication:** Document the project's progress through various media, including photos, videos, and reports. Share success stories and project updates with the community to maintain transparency and build support.
-) **Long-Term Planning:** Consider the sustainability of the project beyond its initial phases. Develop long-term plans for maintaining green spaces, enforcing green policies, and ensuring continued youth involvement.
-) **Evaluation and Feedback Loops:** Establish mechanisms for ongoing evaluation and feedback from the community, stakeholders, and project participants. Use this input to refine and adapt the project as needed.

The Municipality of Kavala is a signatory member of the Covenant of Mayors. The EU Covenant of Mayors for Climate & Energy brings together thousands of local governments voluntarily committed to implementing EU climate and energy objectives. Kavala has been a member of the covenant since December 2012. The vision of the city for 2030 was the reduction by at least 20% of the carbon dioxide emissions in the municipality of Kavala. Residents and visitors will recognise the municipality of Kavala as one of the most environmentally conscious and energy-efficient in Southeastern Europe.

-) Sustainable Urban Development Plan
-) Sustainable Urban Mobility Plan (SUMP)
-) Strategic public procurement plan-prioritizing green procurement
-) Pay as you throw programme.
-) Local Waste Management Plan
-) Local Green Composting Unit Waste in Krinides
-) The revised National Circular Economy Action Plan, adopted in November 2021, is a 4-year roadmap (2021 – 2025) with 71 actions in 5 main pillars.
-) Sustainable production (and consumption) actions involve the adoption of the framework for, among others, reusing recovered CDW in new construction projects.
-) Biowaste source separation and composting cover 50% of the Municipality's population (to be implemented in 2023 – early 2024). The Pilot project (2,000 residents) starts in March.



Ambitions and initiatives regarding gender equality, social inclusion, diversity and digital transition

The Municipality of Kavala fully complies with the laws regarding social cohesion and gender equality. Following the gender equality plan of the Municipality, a women-overrepresented project team consisting of more than 60% women has been appointed to the project. Also, the Municipal departments and anchor institutions involved in the project have a gender-balanced quota, and women are very well represented. Similarly, the engagement of local stakeholders under an extended stakeholder format included a gender-balanced group. The Municipality of Kavala is committed to developing a sustainable action plan that will allow the voices of both genders to be expressed and included and respect the ratified gender equality plan of the institution.

Digital transition: It is essentially the accelerated introduction of the municipality into the digital age. This targeting is not just about installing some digital media, programs, and applications but the overall change in the philosophy and operation of the Municipality, removing meaningless bureaucracy, upgrading the services offered and strengthening the relationship between the municipality and its citizens. In recent years, the digital solutions introduced Electronic Document Management System (EDMS), solutions of the Ministry of Digital Governance and of the Ministry of Digital Governance and exploited the software licences offered through the GISD, and the services offered by the KEDE through govhub.

Potential themes and subthemes

Green mobility, Sustainable tourism, raise awareness campaign, reclaiming public green space, well-being.

Learning needs

Increase engaging stakeholder skills, what green skills are in policy and engagement, how to achieve engagement, how to train policy makers in green skills, how we cultivate green consciousness.

Contributions in terms of experience and practice

URGE + making spend experience matter:
 - co-development of action plan
 - prioritize green procurement
 - energy communities.

Current composition of ULG

Having a successful experience with the URBACTIII/URGE project, Kavala wishes to capitalize on the work done and invest in an already existing and functional ULG in which new members will be added to better address the challenges of energy and green policies as well as youth engagement, and therefore Kavala will enlarge the ULG to include actors to support this.

Name	Position	Organization
Sotiris Lazaridis	President	TECHNICAL CHAMBER OF GREECE-EASTERN MACEDONIAN SECTION
Charalambos Papadopoulos	Head of Quality of Programming, Development and Digital Services Division	Municipality of Kavala
George Michailidis	Deputy Mayor in Quality of Programming, Development and Digital Services Division	Municipality of Kavala,
Thalia Chorinou	Coordinator	Municipal Public Consultation Committee of Kavala-Urban Centre
Panagiotis Moutzakis	Political Scientific volunteer	Kavala Youth City Council
Chrysa Kostarelli	President	Neapolis Neighbourhood Association Kavala
Eleni Psyrouki	Member of the board-volunteer	NGO Pnoi
Kyriakos Kellidis	Director	Π.Ε.ΕΚ.Π.Ε. (Hellenic Union of Teachers for Environmental Education)
Zafeiris Mystakidis	President- Agronomist	Geotechnical Chamber East Macedonia Branch- GEOTEE
Atkmini Papaioannou	Architect- member of the scientific team of Opsometha	NGO- Opsometha- Philippi Park
Kimón Papadopoulos	Owner	NGO Eykalipsis
Nikos Verderas	Organization executive member	Public Benefit Organization

Korydallos, Greece - Municipality of Korydallos	
Region	Attica
Place-Based Location	Kanaria - an old school building
Population: Neighbourhood / City (2021)	5.000 / 61.248
GDP / € / Capita / year (in Piraeus, 2011)	20.989

Historical and geographical context

The Municipality of Korydallos is located at the junction of the industrial zone next to the centre of Athens and Piraeus. Administratively it belongs to the Region of Attica - Subregion of Piraeus and

borders to the west and south with Nikaia, to the east with Agia Varvara and to the north with Chaidari. Korydallos is connected with the centre of Athens by metro line.

In antiquity, Korydallos was part of the city of Ancient Athens. It was one of the 100 municipalities of Athens founded at the end of the 6th century BC by the great Athenian politician Cleisthenes. According to the ancient geographer Strabo the location of the area is determined at the eastern foothills of Mount Egaleo. In 1923, the area acquired the name "Korydallos" that it had during the years of the ancient Athenian democracy while in 1928 the 2,500 inhabitants developed the first settlements. In 1934 the area was detached from the Municipality of Athens and the autonomous Community of Korydallos was created by a Presidential Decree. In 1946 Korydallos was recognized as a Municipality.

Korydallos has been a welcoming haven for diverse groups, including those displaced by the Asia Minor campaign, the persecuted during the military juntas of '36 and '67, and the disabled from the Albanian front in the 1940s. It provided refuge for the famished during the German Occupation and the destitute of the Greek Civil War. In recent times, it has been a sanctuary for immigrants seeking a better future amidst various crises since 2008: economic downturns, refugee challenges, pandemics, energy crises, and environmental issues. Despite the challenges, the city's culture has shown resilience and a readiness to extend support.

Political organisation / structure

The Municipality of Korydallos functions as the Local Governance Organization overseeing the city of Korydallos, responsible for the management of local affairs. The city council consists of 31 municipal councillors elected for a period of 5 years. The administrative entity, established by law 3852/2010, cover 5.41 km², with 2.94 km² designated as the residential area, organized into 10 Planning Units of varying size and population. Korydallos municipal services covers directorates for cleaning, social services, technical and financial services, as well as nurseries. The planning department plays a crucial role in the municipality's staff structure. Additionally, Korydallos owns well-equipped buildings and properties, ensuring a robust logistical infrastructure.

Experiences with and implementation of citizen involvement and open governance techniques

The Municipality is currently working on a project that underlines the political engagement of citizens through a digital platform and facilitates participatory processes for governance, consultancy, and local debates. Local stakeholders that Korydallos is cooperating with, can participate and produce new ideas, proposals to managing national and European authorities for energy transition.

Korydallos is in this project in collaboration with the Chamber of Commerce and Industry, the Development Association of West Attica, the University of West Attica, the University of Piraeus, the Local Commercial Association, the Association of municipalities for Environment in West Athens, the Association of Municipal Employees, the Education stakeholders (Local Association of teachers, professors, parents), the Several Local Collectivities for Environment, Culture, Sports, Individuals (politicians, academics, energy experts etc.) that are citizens of Korydallos or partners of the Municipality.

Place-based location

The chosen place-based location is called Kanaria. It is the neighbourhood that encompasses the western side of the Prison's building within an expansive area now known as 88 acres. Originally part of a much larger 200-acre expanse, 120 acres were dedicated to the prison, while the remaining space served as a buffer between the prison and the residential area during the 1950s - a decade marked by significant

societal restructuring in Greece after a series of tumultuous events, including World War II, the Greek-Italian War (1940), German Occupation (1941-1944), and the Greek Civil War (1946-1949). These events triggered economic and political upheavals, leading to internal and external migration as a means of economic support.

Against this backdrop, Korydallos experienced growth, but it also grappled with infrastructure challenges intensified by a substantial influx of people. Both Korydallos and the broader western suburbs of Athens were often treated as marginal areas, somewhat on the fringe.

The 88-acre space now hosts schools, childcare facilities, a theatre, sports fields, and recently, a family park. Since the 1950s, the community has engaged in numerous struggles, advocating for public roads, water supply, schools, and buses. Various municipal authorities, mayors, council members, and citizens have collectively navigated these challenges, contributing to the development of Korydallos.

Possible focus of the URBACT Integrated Action Plan

The primary focus centres on the restoration and renovation of an old school abandoned since the earthquake of 1999. The vision is to create a green space that fosters playfulness and creativity, encouraging citizen empowerment, ownership, and entrepreneurship. The goal is to establish a modern innovation hub where start-ups and entrepreneurs can operate in an eco-friendly environment, contributing to the city's ongoing revitalization.

The main focus of the Integrated Action Plan is to restore the old school building and turn the surrounding area in to a public green space that promotes and stimulates new commercial ideas and projects.

The city policy focus

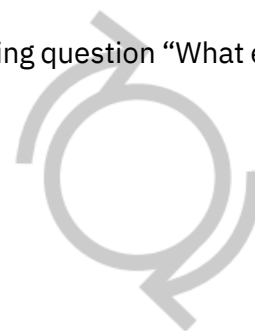
The main ambitions and focus points of climate action are:

The shift towards a low-carbon economy preserving and protecting the environment and promoting resource efficiency. To ensure the success of the strategic plan, the municipality are working with people engagement through participatory consultancy and governance, as well enforcing the awareness of citizens to circular economy trying to cope with the sustainability of city's future.

These policy ambitions are addressed in several specific policies and strategies, such as:

-) **Business Plan** for the next 5 years includes the following actions:
 - a business plan for local waste management
 - an action plan for charging electric vehicles including charging points, maintenance, and repair costs of municipal vehicles.
 - an action plan of urban accessibility
 - a business plan for public and common good areas
 - a study of photovoltaic panels in public buildings
-) **Energy efficiency strategy.**

The Energy efficiency strategy has been developed based on the following question “What energy future do we envision and how do we get there?”



Ambitions and initiatives regarding gender equality, social inclusion, diversity, and digital transition.

Korydallos has formulated an Action Plan dedicated to advancing Gender Equality, and since 2007, the city has actively convened a committee specifically focused on promoting gender equality. Additionally, the Social Services sector has orchestrated numerous multiplier events aimed at fostering equality and social inclusion, with a particular emphasis on individuals with disabilities and other vulnerable groups, such as those facing challenges related to education and unemployment.

Korydallos has 1.750.000 euros funded by NSRF 2021-2027 for:

-) digital energy management of municipal buildings & public electric lighting
-) digital management of the use of municipal buildings (theatre, terrains, etc.)
-) digital platforms for citizen services
-) digital platforms for warning and risk management (floods, fires, earthquakes etc.)

Potential themes and subthemes

Circular economy, entrepreneurship, energy efficiency

Learning needs

Working place-based, methodology that can have successful results in public engagement.

Cultivating trust for any kind of authorities and new politics.

Identification of other funding resources than ERDF.

Contributions in terms of experience and practice

Balcony gardens, well organized voluntary & solidarity network, digital technologies. Experience in building rehabilitation, design, and integration of an Energy efficiency strategy. Experience in collaborating with voluntary & solidarity ecosystem.

Current composition of ULG

The ULG group is composed by entirely new members.

Name	Position	Organisation
Dr Mimina Pateraki	ULG Coordinator	Municipality /University
Aggelos Spiliotis	Member, expert	Civil and Structural Engineer at MOU S.A.-Experienced in monitoring the implementation of projects co-financed by the EU
Nektarios Tsirmpas	Member, expert	Deputy of Mayor for Transparency, Digital Governance & Digital Convergence
Kostas Georgiou	Member, expert	External Consultant for the EUCF project, All About Business
Eygenia Batmanoglou	Member	municipal councillor, Vice President of "ANASA ZOIS", Local NGO
Kostas Asimakopoulos	Member	Resident of the neighbourhood, Head of Vocational School
Dr. Andreas Alexopoulos	Member, expert	Assistant professor for Local and regional Development, at University of West Attica.
Theodoros Merentitis	Member	resident of neighbourhood, dentist
Evmorfia Kazana	Member	Students from Vocational School
Andriani Katana	Member	Students from Vocational School
Thenia Ferentinou	Member	Students from Vocational School
Chrysa Vouzika	Member, expert	Social Anthropologist
Kostas Kavvadias	Member, expert	Enviromentalist, resident of the municipality
Kyriaki Seliniotaki	Member, expert	Political Scientist, MSc in Local Development
Vina Koromila	Member, expert	Business Administration

Pombal, Portugal - Municipality of Pombal	
Region	Leiria region, centro Region, Portugal, 150km north of the capital Lisbon and 150km south of Porto
Place-Based Location	The Urban Rehabilitation Area of the Pombal' city centre.
Population: Neighbourhood / City	16 884 / 55.000
Average Annual Gross Income per family (2021)	17.265

Historical and geographical context

Pombal is a municipality with a vast territory in central Portugal that goes from the mountain to the sea and that is in the middle of the two main cities of Portugal: Lisbon and Porto. The city of Pombal is surrounded by a rural area. Many residents live in the countryside and commute to work or study in the city of Pombal where 1/3 of the population lives. The city is also well-connected to major urban centres,

both national and regional, through national highways and a railway, that cross the country on a north-south way, and a regional highway that links Spain to the littoral.

Originally an ancient Roman and Moorish-influenced area, Pombal transformed into a medieval settlement in the 12th century gaining official town status in 1161 and constructing the Pombal Castle. During the Renaissance in the 16th century, Pombal became a trade hub, strategically positioned on the route between Lisbon and Porto. The Marquis of Pombal, a prominent historical figure, implemented reforms in the 18th century, modernizing Portugal and overseeing the reconstruction of Lisbon after the 1755 earthquake, becoming one of the most prominent figures of Pombal. In the 19th century, Pombal continued to grow, serving as an industrial and agricultural centre. In the 20th and the 21st centuries, the city has further developed and is now a regional hub for education, industry, and trading.

Political organisation / structure

In Portugal, municipalities are crucial in delivering services, managing local affairs, and representing their communities. The key components of a typical Portuguese municipality are the Municipal Assembly, the Mayor, and the municipal councillors. Additionally, Portugal's municipalities are subdivided into civil parishes with their own advisory councils handling local matters.

The Municipal Assembly is the highest decision-making body at the municipal level as it is responsible for making key decisions, including approving the municipal budget, establishing local regulations, and overseeing the actions of the municipal government. The Municipal Assembly of Pombal, elected for the period 2021-2025, is composed by 21 deputies, that nominate one President of the Assembly, and 13 Presidents of civil parishes.

The mayor is directly elected by the municipality's residents during local elections and is responsible for executive functions, implementing municipal policies, managing municipal services, and representing the municipality both locally and regionally. The mayor also leads the executive body responsible for day-to-day administration, composed by four Municipal councillors who are appointed by the mayor and are responsible for different areas like education, social development, urbanism, culture, and environment.

Experiences with and implementation of citizen involvement and open governance techniques

Citizens are regularly called to provide their feedback through surveys, participatory budget, and thematic workshops.

Strategic Planning: Citizens and Stakeholders were involved to produce the Strategic Plan 2030 through workshops, surveys, information sessions, online forms, and public exhibition, allowing to give them a voice on the planning process and prioritization of the action plan.

Communication and Awareness: through social networks, website, outdoors, weekly newsletters and monthly cultural agenda to inform citizens about the activities being implemented, by the municipality of the community, and to raise awareness about the possibilities to participate.

Education and sensibilization: The ECO-XXI Green Flag Initiative from the European Blue Flag Initiative together with almost all the schools and all the parishes. Every year, schools and parishes co-create a plan

with representatives of the community on how to become more sustainable and in the end of the year they produce a report acknowledging the activities being implemented.

Monitoring: Local Sustainable Development Goals (SDG) Observatory which monitors how far we are from reaching them, gives awareness to the best practices from the municipal departments, companies, institutions, and the civil society that shape the way through the goals and promotes the SDGs.

Participatory Budget: The municipality implements this project annually allowing citizens to participate through ideas in the allocation of public funding.

Young mayor: Every year, the students are invited to propose themselves as candidates and prepare an electoral plan. The students vote and nominate the young mayor that implement their electoral plan.

Public Intervention: the Popular Arts Museum invites schools, associations, local business, and citizens to prepare public installations using recycling materials for welcoming spring and Christmas time. These installations are then distributed among the city center, becoming an attraction for those who walk on the street.

Place-based location

The local area to be addressed is the historical centre of the city of Pombal, located within the Urban Rehabilitation Area of the Pombal' city centre. Steeped in history, this area is characterized by cobblestone streets and ancient buildings. It showcases a blend of medieval and Renaissance influences, offering a glimpse into Pombal's captivating past and cultural significance. Yet, this area, located very close to the nucleus of the city, that serves as a hub for most of the public amenities and social infrastructures in Pombal, is struggling with the loss of inhabitants and business and the private houses are old and not energy efficient. The historical Urban Rehabilitation Area represents a strategic urban development initiative aimed at revitalizing and improving the city's historical and central area of the city due to aging infrastructure, deteriorated buildings, and the preservation of cultural heritage. Besides the urban rehabilitation of the public space and the public buildings, this classification gives property owners access to fiscal benefits in upgrading their buildings. This aligns with a broader urban planning and development trend, acknowledging the significance of revitalizing city centres to ensure their enduring sustainability and prosperity. The public space has been rehabilitated within this process and some buildings are being rehabilitated by the owners. Still, the project was not able to remove cars from the historical area, to bring new businesses and create new dynamics on streets and squares and there are still many buildings not being rehabilitated.

At the local level, the primary objective is to improve the walkability between the nucleus of the city centre and the heart of the historical centre, as well as to augment the number of businesses and privately renovated residences and structures within the designated area.

Possible focus of the URBACT Integrated Action Plan

The prospective focus of the Integrated Action Plan is to transform the historical centre into a sustainable, resilient, and vibrant community that serves as a model for other historical rehabilitation areas located in the Municipality of Pombal. The plan will follow a holistic approach and tackling issues associated with housing rehabilitation, energy efficiency, walkability, biodiversity, micro-level public space enhancement and economic development.

There are two ultimate outcomes for this plan:

1. The public space of the area. It is the creation of initiatives that will bring awareness on the need for changing habits and help to make the streets of the historical centre more vibrant, full of people walking and free of cars.
2. The private space. It is the creation of tools to furnish information access and assist citizens in seeking financial assistance to make their houses more sustainable.

Local policy focus

The Municipality of Pombal just approved the Pombal 2030 Strategic Plan aiming to turn Pombal more:

-) competitive and digital, based on a dynamic and sustained transition of the local economy, capable of attracting structuring investment.
-) sustainable and resilient, contributing to a safe, adaptable territory that promotes an energy and climate transition.
-) cohesive and inclusive, promoting equal access to essential goods and services, social inclusion, and quality of life.
-) connected to the territory and people, based on integrated, balanced and differentiated development.

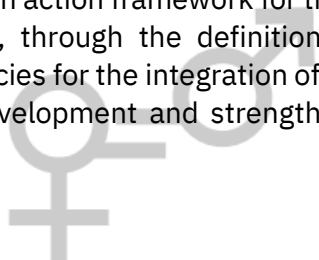
Within this plan, the following initiatives and actions will be launched:

-) Development of the Pombal Smartcity Strategic Plan to provide more people-centered, inclusive, sustainable, and interoperable services.
-) Implementation of an Urban Management Platform, an intelligent management and monitoring system for mobility, environment, waste, urban space, water management, energy consumption, tourism, people flow, civil protection, among others, allowing for effective and efficient monitoring and evaluation, as well as preventive action, contributing to sustainable resource management.
-) Development and dissemination of digital tools to promote civic participation and the dematerialization of processes.
-) Development of a living lab for decarbonization and sustainability, aiming to experiment and transform small-scale areas, making them more innovative, sustainable, inclusive, and resilient.
-) Dissemination of initiatives, workshops, debates and world cafe to raise awareness and training regarding topics like circular economy, the recovery of waste and the sustainable use of resources.
-) Implementation of the Action Plan for Energy and Climate Sustainability.
-) Development of the Pombal + Energy Program to encourage the adoption of practices and implementation of measures that result in the reduction of energy consumption, particularly in buildings and public space.
-) Support the constitution of Renewable Energy Communities that allow citizens, companies and other public and private entities to produce, consume, share, store and sell energy produced from renewable energy sources.
-) Revision of the Municipal Sustainable Urban Mobility Plan in order to evaluate its execution and propose new, expanded measures and actions to the entire territory.

Ambitions and initiatives regarding gender equality, social inclusion, diversity and digital transition

The Municipality of Pombal is working on implementing the Municipal Plan for Equality and Non-Discrimination “Pombal + Equal” that aims to mitigate unfair gender inequalities through a gender lens on policies that contribute to social change.

As it is developing the Municipal Plan for the Integration of Migrants aiming to define an action framework for the integration of migrants into society, e.g., through the definition and implementation of locally based policies for the integration of immigrants in territories, as a factor of development and strengthening of democracy and social dynamics.



Potential themes and subthemes

Soft mobility and less cars, better public space, More green and shadows, Rehabilitation (bring people in to live), Alive dynamics in the public space.

Learning needs

How to bring the community together, changing behaviour, taking action.

Contributions in terms of experience and practice

Network with local associations, festivals, and cultural events, considering public opinion, most sustainable municipality in Portugal 4th time in a row.

Current composition of ULG

The ULG group is composed by entirely new members.

Name	Position	Organisation
Emanuel Rocha	Part of the executive team of the NGO	Amigos do Arunca
Cláudia Neves	President of the NGO	GPS - Sicó Protection Group
Silvia Ferreira	Director	Urbanism Division, Municipality of Pombal
Julio Freitas	Director	Real State Division, Municipality of Pombal
Catarina Soares	Director	Environment Unit, Municipality of Pombal
Nuno Elias	Director	Mobility and public conservation Unit, Municipality of Pombal
Cidália botas	Director	Popular Arts Museum, Municipality of Pombal
Vera Domingues	Architect	Urbanism Division, Municipality of Pombal
Carla Longo	President	Parish of Pombal
Claudio Dias	Owner of an engineer company	Caminhos, Lda
Marta Ramos	Member of an association regarding housing construction	Passive Haus Association - Portugal
Lucie Mota	Researcher	University of Coimbra
Martinho Martins	Researcher	University of Aveiro
Paula Silva	Owner of an environmental services consultancy	Petala Milenar – Environmental Services Consultancy
Lucilia Ribeiro	Part of the executive team	Amigos do Arunca
Filipe Coimbra	Owner of a sustainable business	Sol da Sicó Brewery

Saint-Quentin, France - Municipality of Saint Quentin

Region	Region of Hauts-de-France
Place-Based Location	The Faubourg d'Isle - Neuville district
Population: Neighbourhood / City	0.536 / 53.000
GDP / € / Capita / year (2020)	17.990

Historical and geographical context

Saint Quentin is situated in the northern part of France, 170 km north-east of Paris reachable by train or car. The city is close to several big cities such as Lille, Amiens, Reims and only 170 km from

then EU centre Brussels; all easily accessible by train or car.

The town of Saint-Quentin was founded by the Romans between the first and the third century BC. In the Middle Ages, the town developed particularly well, thanks to trade, as evidenced by the town hall and basilica, vestiges of this period.

During the First World War, Saint-Quentin was located on the front line and was almost entirely destroyed. It was rebuilt at the end of the conflict in an Art-Deco style. After the Second World War, the town

experienced strong economic growth thanks to the textile and mechanical engineering industries. Since the 1970s, Saint-Quentin has lost both importance and population.

Political organisation / structure

Saint-Quentin is a French commune in the Aisne department in the Hauts-de-France region. The town is governed by a municipal council elected for a six-year term (current term 2020-2026). This council includes deputy mayors and the elected mayor. Local Councillors are elected for a 6-year term by direct universal suffrage by French and European voters registered on electoral rolls in France.

The voting system combines the rules of the 2-ballot majority system with those of the proportional system. The mayor and his deputies are then elected by the municipal Councillors. The next municipal elections will be in 2026.

The town of Saint-Quentin is also part of an inter-municipal structure, the Agglomeration Community Saint-Quentin, which brings together 39 towns and 80,000 inhabitants. Several local responsibilities are transferred from the communes to the Agglomeration Community, including waste management, water, sustainable development, and economic development. The head of the two local authorities is the same person. As a result, it is the Agglomeration that is responsible for the climate policy in partnership with the city of Saint-Quentin, particularly as part of the PCAET.

Experiences with and implementation of citizen involvement and open governance techniques

The town hall created a delegation for the population in 2014. Since then, we have had an elected official who is very active on this subject. The Saint-Quentin population was not sufficient for the law to impose neighbourhood councils, but the mayor had a real intention of consultation and co-construction. For various subjects, such as the development of the square de la 2ème DB, the square Francois Mitterrand, participatory workshops have been set up so that the inhabitants can give their opinion and take ownership of the new places. Consultation and the exchange of ideas are part of the decision-making process. The city is for instance calling on the inhabitants for projects such as the development of squares, floor coverings or even projects under study as the development of the marina.

The town of Saint-Quentin uses different methods for engagement, such as:

-) Themed events or weeks with workshops e.g., sustainable food week, air quality week, sustainable development fair, sustainable development evening, mobility week.
-) Citizens' spaces: sustainable development workshops, world café. The local democracy department works closely with the neighbourhood councillors, including the sustainable development council.
-) Maison du parc d'Isle: the Parc d'Isle's action programme dedicated to biodiversity.
-) Citizen participation in projects.
-) Organisation of neighbourhood councils and dedicated spaces: social centres, etc.

Place-based location

The Faubourg d'Isle - Neuville district is a large, dynamic area with many shops and service providers. With a population of around 10,000, the area has several assets, including a major shopping street, the station with its forecourt, the Parc d'Isle with its nature reserve and animal park, and art-deco monuments such as the Casino and the Buffet de la Gare.

The creation of an eco-neighbourhood and the Square de la 2ème DB are two major projects for which we have had a great deal of citizen participation, and which form part of the town's greening plan. This district has a social centre with an advisory committee and two district councils (one for the Faubourg d'Isle area and the other for Neuville).

To meet the needs and expectations of its residents, the town has created an eco-district, the Square de la 2ème DB, and an intermodal hub on the station forecourt (co-financed by ERDF).

Possible focus of the URBACT Integrated Action Plan

Our focus will be the adaptation to climate change. To determine the specific focus, we will hold discussions with the local group of citizens and stakeholders using the methodology and tools provided by URBACT and involving the relevant city departments and elected representatives.

The city policy focus

Saint-Quentin faces social challenges by promoting age-inclusive housing and eco-districts, aligning with the "Senior-Friendly Town Initiative." Efforts focus on reinforcing intergenerational ties, emphasizing family bonds, education, and community engagement.

Economically, the city aims to bolster the local business environment, attract new ventures, provide opportunities for youth, and promote robotics and coding awareness. Strategic decisions revolve around balancing industry preservation with globalization, adapting to changing consumer habits, sustainable urban planning, and supporting social economy structures.

In addressing environmental concerns, Saint-Quentin commits to a leading role in climate action. Initiatives include limiting greenhouse gas emissions, raising awareness, enhancing urban greenery, preserving biodiversity, and creating green and blue corridors. Embracing energy-efficient housing, eco-friendly materials, modular living, and efficient transportation solutions are key. Additionally, the city is encouraged to support local social economy structures for their rootedness, collective nature, and democratic governance.

The main objectives of climate action in Saint Quentin are:

Target figures for the Territorial climate, air and energy plan (PCAET):

-) Reduce energy consumption by 24% by 2030 and by 51% by 2050.
-) Reduce CO2 emissions by 18% by 2030 and by 79% by 2050.
-) Multiply carbon storage by 2.5 by 2050

Strategic environmental objectives for the town of Saint-Quentin:

-) To enhance and intensify the presence of water and nature, the image of a gentle way of life
-) Facilitate accessibility in all its forms
-) Increase public awareness of environmental issues
-) Create a sustainable town to preserve resources, landscapes and the territory

Ambitions and initiatives regarding gender equality, social inclusion, diversity and digital transition.

Saint-Quentin is currently working on a digital roadmap.

Concerning gender equality, social inclusion and diversity actions have been taken but not systematically.

Current composition of ULG

The Local Urbact group will be based on a pre-existing group from the URBACT Active Citizen network and will also include new players working on environmental issues.

Potential themes and subthemes

Renaturation, Soft mobility, Waste management, Heat islands

Learning needs

Focus area diagnostic, workshops on climate workshop

Contributions in terms of experience and practice

Citizen participation, communication, funding, strategic planification on climate change.

Name	Position	Organisation
Anaïs DHENRY	Chargée de mission	Association Eco&Logique
Guillaume FLOQUET	President d'association	Le Gerموir des possibles
Alexandre BOUVIER	Membre du CA	Vélo2
Michel MAGNIEZ	Elus Ville	Ville de Saint-Quentin
Agnès POTEL	Elus CASQ	Agglo du Saint-Quentinois
Nicolas BAYARD	Directeur d'agence	TRANSDEV
Nathalie PUGA	Directrice	CCAS
Emmanuelle BELLANGER	Directeur	INSSET
COOREVITS Patrice	Directeur	IUT
Jean Robert BOUTREUX	President	Vie Pays Environnement
Alexandre BOUVIER	Member	AMAP d'Isle

Vilnius, Lithuania - Vilnius city administration	
Region	Vilnius region
Place-Based Location	Not specified – 21 communities from Vilnius City
Population: City	633 478
GDP / € / Capita / year (2021)	30.000

Historical and geographical context

Vilnius, the capital and primary economic hub of Lithuania, significantly contributes to the national GDP, showcasing substantial growth potential in IT, fintech, global business services, and high-tech manufacturing. Situated in the south-eastern part of Lithuania, 312 km from the Baltic Sea and the main harbour of Klaipeda, the total area of Vilnius spans 402 km². The city is geographically divided into three sections: the inner area with the historic centre, the middle city encompassing Soviet-era districts, and the peripheral zone.

Established in the 14th century, Vilnius has long been recognized for its modernity and cultural/religious diversity. Celebrating its 700th anniversary in 2023, the city has experienced the influence of various powers throughout history, including the Grand Duchy of Lithuania, the Polish-Lithuanian Commonwealth, the Russian Empire, and the Soviet Union. Today, Vilnius thrives as a dynamic centre for business, culture, education, and tourism.

Political organisation / structure

The current Vilnius City Municipal Council was established in 1990 as part of the Vilnius City Municipality, one of the 60 municipalities in Lithuania. This 50-member council is elected to four-year terms, with candidates nominated by registered political parties and committees. The most recent election took place in March 2023.

Before 2015, mayors were appointed by the council. However, starting with the elections in 2015, mayors are directly elected by voters registered in the municipality using a two-round system. The city is divided into 21 elderships, which serve as municipal districts, based on neighbourhoods. An eldership is the smallest current administrative-territorial unit in Lithuania, introduced in 1994 July 7th by Lithuanian Local Self-Government Law. The head of the eldership is an elder (a municipal district manager). By legal status an elder is a civil servant given the right and financial conditions to directly solve the problems of lower-level local communities themselves. Elders are elected for 4 years based on equal suffrage, by secret voting in direct elections according to the majority election system in a single-mandate electoral district.

Experiences with and implementation of citizen involvement and open governance techniques

City planning procedures prioritize citizen engagement, ensuring involvement from the initial stages of pre-project planning for green public spaces. Comments, recommendations, and amendments from the community are actively incorporated into subsequent planning phases. Furthermore, communities have the freedom to initiate new climate-friendly activities through the CITY Neighbourhood programme, with municipal support available for implementing environmentally friendly solutions in inner yards of multi-dwelling housing neighbourhoods.

Place-based location

Based on an extensive questionnaire for the city's communities and calls to become a Climate Neutral Community 21 answers from different communities were received. Representatives of the groups or communities that have responded were invited to the first meeting during the CLIMATE week arranged by one of the key stakeholders "Climate Neutral and Smart Vilnius" municipality entity.

These communities are spread across various parts of the city, with some already having ongoing initiatives and others expressing interest in initiating new projects within their neighbourhoods. This situation presents a significant opportunity to establish a network of communities that can learn and progress with municipal support in gradually implementing climate-neutral activities. This strategy enables the activation of various locations within the city fabric, fostering learning from diverse contexts and situations. The goal is to initiate changes gradually in various locations throughout the city, taking small steps toward achieving a broader impact on a city-wide scale.

Possible focus of the URBACT Integrated Action Plan

Overall goal is to have a better and more structured and consistent dialogue with the city's citizens and a better support for future Climate action related decisions and policies.

The aspiration of the Integrated Action Plan is to focus on an integrated approach that involves listening to citizen initiatives and ideas alongside the city's needs. It includes a model to test and pilot new initiatives, ideas, and policies in the field of green transition before implementing them on a city-wide scale. It also establishes formalized collaborations among all stakeholders.

The goal is to create a more formalised city development model, that could be used in the overall City planning process and become a standard practice.

The city policy focus

The city has a general ambition of creating a more integrated and inclusive way of working with policy development. Seeking the support of the political actors is part of the planned process.

Formal initiatives to ensure equal access, social inclusion, and diversity in citizen engagement are enshrined in legislation. This framework enables citizens to participate in official open hearings, discussions, and to form or join initiative groups. Project-based agendas, such as COPE, exemplify ongoing efforts in this direction. Related overall goals of the city are foreseen in the following documents:

-) VILNIUS City Master Plan since 2021
-) VILNIUS Strategic plan 2021-2030
-) VILNIUS SUMP
-) Air Quality Management Programme and Action Plan 2020-2050

Currently Vilnius has implemented the following initiatives and projects:

-) New Environmental monitoring Programme, since 2022
-) "Green Wave" initiative, since 2021
-) Yearly Climate week
-) European Green Capital 2025
-) Green City Accord
-) Life project "Green me Five"
-) G2020 project "Climate Campaigners"

Ambitions and initiatives regarding gender equality, social inclusion, diversity and digital transition.

Gender equality issue is included in the Strategic plan as well as in VILNIUS SUMP The latest Decree re. Gender equality of Vilnius City Administration is released in 2023 (No.40-295/23). Vilnius city works with open data <https://opendata.vilnius.lt/>. Retrieved 14. December, 2023

Current composition of ULG

The ULG will be a composition of members from the pre-existing Ru:rbn group and new members. The coordinator is Laura Petruškė, with experience from the Ru:rbn project.

Potential themes and subthemes

Biodiversity in the city, food waste, circular economy actions, e.g., repair café, items swiping spots.

Learning needs

Stormwater management, green roofs installations, innovative recycling practices, sustainable transportation solutions. What kind of programs cities are running in the field of Climate neutral actions, what are the funding sources. Crowdfunding practises.

Contributions in terms of experience and practice

Practise from implemented “Green wave”, “PARTICIPATE” Programs, New streets design Standard, H2020 PROJECT” CLIMATE CAMPAIGNERS”, GREEN CITY ACCORD indicators monitoring, Knowledge on place-based locations, in Cross-sectoral cooperation. Best example of IAP within URBACT frames - RE-BLOCK project.

Name	Position	Organisation
Laura Petruškė	ULG Coordinator	NGO “Bed of ideas”
Daiva Mikulskienė	Member	Municipality, responsible for communities
Ona Motiejūnaitė	Member, expert	Municipality, Ecologist, responsible for Schools ecological education
Goda Sosnovskienė	Member	Founder of the City Laboratory, eco Centre
Lina Bairašauskienė	Gymnasium Director	Maironis, gymnasium, involved in climate neutral actions
Naujininkai	Member	Citizens community in the New town/Naujininkai district involved in climate neutral actions, part of a Creative industries communities
Aušrinė Vitkutė	Member	Climate Neutral Vilnius, Municipal entity
Augustina Matusevičiūtė	Member	Paupys community
Beatričė Umbrasaitė	Member	Vilnius municipal company “Vilniaus planas”
Daiva Sinkuvienė	Member	Vokes Community
Dainius Anziulis	Member	Chief manager of Šeškinė eldership
Skaidrė Vainikauskaitė	Member	NGO “Versli mama”, Dūmų loftai
Eglė Vankevičė	COPE communication manager	Vilnius city Municipality, Communication unit
Aušra Sičiūnienė	COPE coordinator	Vilnius city Municipality, Landscape unit
Giedrius Kavaliauskas	COPE project manager	Vilnius city Municipality, Projects management unit
Giedrė Vanagė	Member	VASA, Municipal company (waste recycling issues)
Gabrielė Janilionytė	Member	NGO “MIKROEMPATIJA” - climate neutral actions, educational activities
Pilypas Savickas	Member	URBAN BEE, NGO

3. Synthesis, Methodology and Network Roadmap

3.1 Synthesis: Context and understanding

The partner cities differ in terms of tools, available resources, and internal skills. These aspects are key in terms of capacity of each city to build a green transition and carry on actions. Moreover, the cities differ in terms of the local ecosystem of stakeholders (multilevel support institutions, local partners, civil society, etc.). And the cities have very different governance mandate and area, some cities manage local police, schools, and waste management whereas some cities manage less. These contextual differences give very different opportunities for development.

The cities histories of governance and leadership have also made an impact on the relation between citizens and governance today. E.g., from the many conversations during the city visits more informal knowledge points at countries with former communistic regimes tends to have grown a system with a gap between governance and citizens with mistrust or disconnection. This culture is difficult to change, it takes time. Another difference based on historical circumstances that came up during the conversations was that of countries with a long history of industrial development and wealth and those who in more recent history has grown in development and wealth. In these newly developed countries newly won privileges such as having a car, or two as important status symbols are hard to give up. This fact challenges the local green transition into soft mobility.

These many differences feed the COPE network with opportunities to learn from each other.

Engagement of COPE partners and their ULGs

A sound engagement of the network requires the involvement of every partner city in all activities as well as activating methodologies for exchange and learning. The composition of the city ULGs can vary intentionally, depending on the thematic and content of the individual activity. The network will encourage active involvement of relevant public servants, who will affect the work of the ULGs and local policy development. The political level of the partner cities; the elected actors, will also be involved to ensure the political support and underpin the anchoring of the local policies.

Following the **quadruple helix** model all ULGs will engage local stakeholders from the four sectors: Business, Academia, Governance and Civil organisations. Engaging stakeholders is an everlasting task, and the cities will keep being curious and open to inviting new and more stakeholders.

Designing methodology for exchange and learning

COPE will apply methodologies for **exchange and learning**, which promote **visibility, interaction, and testing**, and with **creative contributions by the external experts**. The network will apply a **variety of tools** including webinars, online collaboration platforms and social media.

A successful exchange and learning program is depending on an **active and meaningful facilitation** and **activating sessions**, that embody **different themes** and **include different partners and local stakeholders**.

Getting everyone involved in the transition demands **new and creative approaches to urban administration**. It forces the cities to think in new ways in terms of organising the administration and to plan and implement policies more place-based, closer to citizens. It will entail new local administrative compositions to get new perspective on challenges to the local green transition. All of this is dependent on in-depth data-based research and understandings of the local environment. For this complex change to succeed, partner cities will cooperate with each other to provide new inspiration and see individual local challenges through other administrative or geographical lenses.

Iterative design

In the COPE network we will work on testing small scale actions to gain fast experience by following the design thinking process⁴⁰. Fast learning will be gained through evaluation with the local citizens and stakeholders to adjust the design and try again.

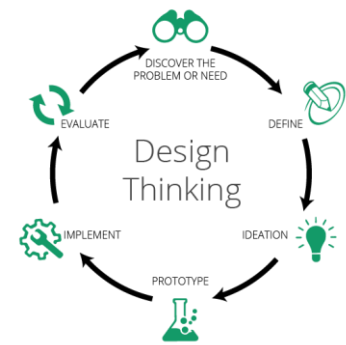


Figure 3: A model of the Design Thinking process.



Participatory processes

The Engage2020 Action Catalogue⁴¹ is an online decision support tool that is intended to enable researchers, policymakers and others wanting to conduct inclusive research, to find the method that is best suited for their specific project needs. The COPE network will use this catalogue as a go-to-tool when planning actions.

Figure 4: A visualization of a selection of participatory methods

Themes and sub-themes for Core Network Meetings and online webinars

During the Core Network Meetings (CNM) specific themes and sub-themes will be addressed both in plenum meetings but also in clustered bilateral or tri-lateral meetings. We also aim to meet with other relevant networks and lastly online webinars will also be organised. The structure and duration of the online webinars will be flexible depending on the agenda. All interested parties of the network are welcome to join the online webinars.

We see in the partner profiles that we have a diverse palette of themes. In table 2 below the subthemes have been clustered and these clusters will be used when planning the network meetings in detail.

Tableau 2 Clustering of Themes and Sub-themes

Themes and Sub-themes	Partner cities
ABCD-approach	ALL
Place-based approach	ALL
Deliberative and participatory methods	ALL
Open and participatory governance – facilitating citizen engagement	ALL
Climate policy actions	ALL
Funding	ALL
Circular economy	Kavala, Bistrița, Copenhagen
Energy efficiency	A Coruña, Copenhagen, Pombal, Saint-Quentin, Korydallos
Building renovations	Copenhagen, Pombal, A Coruña, Korydallos
Urban greening, re-naturation and Biodiversity	A Coruña, Saint-Quentin, Vilnius, Pombal, Copenhagen, Kavala, Bistrița,
Sustainable mobility, soft mobility	A Coruña, Pombal, Bistrița, Saint-Quentin, Kavala
Sustainable tourism	Kavala
Waste sorting and management	Saint-Quentin, Copenhagen
Food waste	Vilnius
Heat Islands	Saint-Quentin, Pombal

⁴⁰ <https://www.arkgroup.com/thought-leadership/an-introduction-to-design-thinking/>. Retrieved 12. December, 2023

⁴¹ <http://actioncatalogue.eu/search>. Retrieved 14. December, 2023

Recycle, Repair Café	Vilnius, Bistrița, Copenhagen
Rehabilitation	Pombal,
Entrepreneurship, Local, young co-creation	Copenhagen, Kavala, Saint-Quentin, A Coruña, Korydallos, Vilnius

Recapping the cities potential contributions and learning needs we see in table 3 below that they also here are quite diverse. This will give very good opportunities for discussions and knowledge sharing throughout the project.

Tableau 3 Potential contributions and learning needs

Partner	Potential contribution in terms of experience & practice	Thematic knowledge and skills to be developed
A Coruña	Urban gardens (engagement and community), Pedestrianization (pilot experience), Local “sustainable energy” network	Co-creation, citizen engagement, Breaking silos – engaging different departments (with different priorities), building trust between citizens and authorities.
Bistrița	Experience in engagement and awareness activities such as: Month of the forest, European mobility week, Earth hour and Parks Day. Installation of air quality sensors. Methods for identifying relevant stakeholders and building a collaborative group, diagnose problems, develop integrated solutions, how to co-create ideas and shared visions with stakeholders, how to plan actions, to assess progress, to share results of an action, to run and facilitate interactive digital ULG meetings, to run a creative digital workshop with the local ULG	Working place-based, Changing mindset, active green citizens, green conscience
Copenhagen	Vast experience in Asset-based community development and in working and governing place-based approach	The team: - How can we measure the process other than in CO2 reductions? - Engaging storytelling about just green transition. The community: - How can we give them knowledge about the themes in a way that enables them to act?
Kavala	URGE + making spend experience matter: - co-development of action plan - prioritize green procurement - energy communities	Increase engaging stakeholder skills, what green skills are in policy and engagement, How other cities are achieving engagement and transfer knowledge on the field, how to train policy makers in green skills, how we cultivate green consciousness
Korydallos	balcony gardens, well organized voluntary & solidarity network, digital Technologies	Working place-based, methodology that can have successful results in public engagement. Cultivate trust for any kind of authorities and new politics.
Pombal	Network with local associations, festivals and cultural events, considering public opinion, most sustainable municipality in Portugal 4th time in a row.	How to bring the community together, changing behaviour, taking action.
Saint-Quentin	Citizen participation, communication, funding, strategic planification on climate change	Focus area diagnostic, workshops on climate workshop
Vilnius	Green wave Program, New streets Standard, PARTICIPATE program, H2020 PROJECT CLIMATE CAMPAIGNERS. Extensive knowledge on working place-based. Best example of IAP within URBACT	Stormwater management, green roofs installations, innovative recycling practices, sustainable transportation solutions. What kind of programs cities are running in the field of Climate neutral actions, what are the funding sources, crowdfunding practises

	frames - RE-BLOCK project. Cross-sectoral cooperation.
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3.2 Network methodology and workplan

Adopting the URBACT METHOD, we have a well-tested and known structure to build a programme where partner cities can develop their many experiences and meet their challenges with new perspectives and concrete tools and methods. The URBACT TOOLBOX provides a solid foundation for this.

The COPE network journey follows the four stages “Activation Phase”, “Planning actions”, “Preparing implementation” and the “Finale”. In the Activation Phase we have laid out the methodology the COPE Scope described in section 1. When beginning the phase of planning actions, the COPE Scope will be used to structure the local workplans as they will be used to identify policies and strategies for implementation. All COPE partners will during the project write their integrated action plans based on the experience and learnings through working with the COPE Scope and the testing of actions.

Online Roadmap

In the first Core Network Meeting the partners co-created the ROADMAP, which will be the process plan that will guide us through the two years we have together. Here we plan the Core Network Meetings, who is hosting the meetings, what themes we will explore when and with whom. It will all be closely related to the process laid out by URBACT on European level but also to the local processes in the COPE cities. The COPE partners decided to prioritize in-person Core Network Meetings in all eight partner cities. The first CNM was held in November 2023 in Korydallos. In 2024 and 2025 seven more CNMs will be held in the rest of the cities having the second meeting in A Coruña in Spain in March 2024 and the final CNM in Copenhagen in Denmark hosted by the Lead Partner.

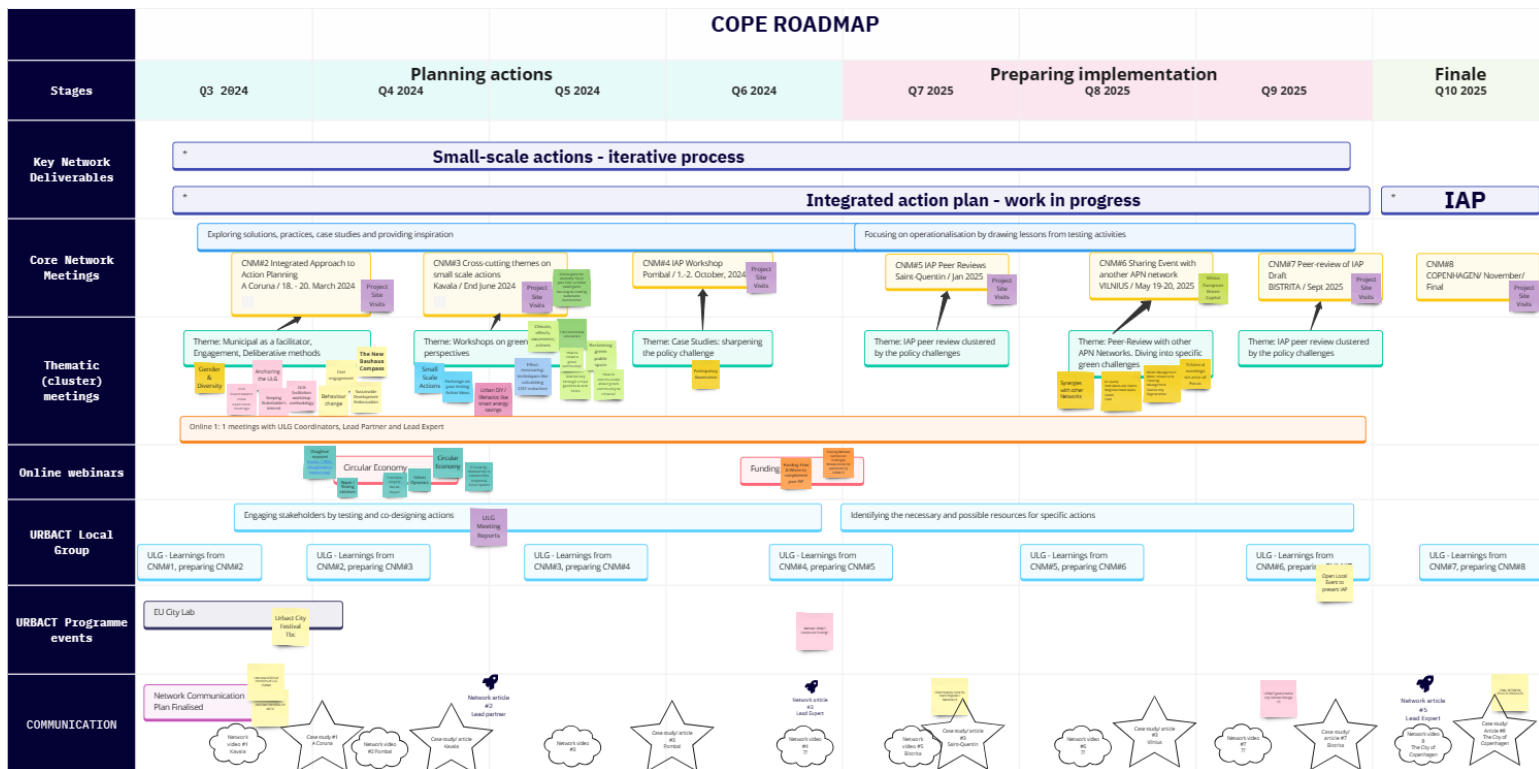


Figure 5 COPE ROADMAP picture from MIRO Board

In COPE we will work online in a shared Roadmap on the online platform MIRO. This online Roadmap maps everything in the COPE network on a timeline and shows how they interact. In figure 5 you see how it gives an overview of the specific activities and the themes in a headline format. The roadmap also works in a more detailed level. It is possible to click on the specific activities both to plan, to set agendas and to delegate tasks. But it is also possible to take notes and takeaways under each activity.

All local groups (ULGs) will have their own road in a separate MIRO board. This will be used for preparing the ULG for both local and network activities transporting knowledge and decisions between the local and network level. This will also be a go-to tool for drafting input for the Integrated Action Plans. In this way all ULG coordinators will use this online roadmap as a key tool to feed the lessons learned, ideas and strategies into the drafting of their Integrated Action Plans, which will be a working document that follows the partners throughout the process.

All CNMs will be facilitated with interactive tools and methods focusing on one or more specific themes and sub-themes. In Figure 5 and Table 3 you see the ROADMAP and the clustering of themes which we will follow when we do the detailed planning at a later stage. For now, it is too early for the partners to choose which themes will be prioritized for bringing in Ad Hod experts. It is likely to be relevant to dive deeper into specific technologies concerning the green transition, but it could also be relevant to focus on doughnut economy, funding possibilities or digital transition.

All CNMs will be carefully planned with the Lead Expert, the Lead Partner, and the hosting partner. They will prepare a briefing note with clear information and on preparations for the partners.

As a principle the local coordinators will attend the CNMs and bring 1-2 members of their local group. All CNMs will also feed into the Quarterly network reports and the network articles as a mandatory procedure.

The Lead Expert will during the CNMs teach different facilitation methods by using them and explaining the reasoning behind them to give the partners tools for facilitating the local meetings. In all CNMs the host city will plan site-visits of the city neighbourhood in focus to make the local activities and challenges visible, understandable, and relatable for all partners. In all CNMs we will do site-visits to the local neighbourhood in focus to get concrete insights to make coming peer reviews and case studies even more relatable. In all CNMs 1-2 partners will share relevant knowledge and experience presented as a case study or in another relevant format.

Furthermore, the COPE network has decided to meet in webinars to gain more knowledge. The webinars will be no longer than 1,5 to 2 hours and they will be to the point lectures showing and using concrete tools. Throughout the process Lead Expert will support the partners with material and input according to the individual partner needs. This could be support and capacity building on specific participatory methods such as participatory budgeting, café seminars, future workshops etc.

At all meetings we would like to explore the destination by foot, bicycles, or public transportation. We will be conscious of avoiding single use items and customized merchandise. We will prioritize a green, locally produced and eco diet, be conscious of reducing food waste and make sure that waste is managed properly. Throughout the project both Lead Partner and Lead Expert will have 1:1 meetings with the ULG coordinators to have individual counselling sessions if needed.

Workplan

<p>CNM#2: Integrated Approach to Action Planning Date: March 18 – 20, 2024 Host city: A Coruña Theme: Municipal as a facilitator, Engagement, Deliberative methods.</p>	<p>CNM#5: IAP Peer Reviews Date: January 2025 Host city: Saint-Quentin Theme: IAP peer review clustered by the policy challenges</p>	<p>CNM#8: Final Date: November 2025 Host city: Copenhagen Theme: Celebrating and sharing</p>
<p>CNM#3: Cross-cutting themes on small scale actions Date: End June 2024 Host city: Kavala Theme: Workshops on green perspectives</p>	<p>CNM#6: Sharing Event with another APN network Date: May 19-20, 2025 Host city: Vilnius Theme: Peer-Review with other APN Networks. Diving into specific green challenges</p>	<p>Online webinar #1 Date: April 2024 Theme: Circular Economy</p>
<p>CNM#4: IAP Workshop Date: October 1 - 2, 2024 Host city: Pombal Theme: Case Studies: sharpening the policy challenge</p>	<p>CNM#7: Peer-review of IAP Draft Date: September 2025 Host city: Bistrița Theme: IAP peer review clustered by the policy challenges</p>	<p>Online webinar #2 Date: November 2024 Theme: Funding</p>

4. Annex

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