

Urban Planning and Design Ready for 2030

D2.5 - Report on vision co-design methodology and its application for pilot shared visions WP2-Updating



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AbstractThe report outlines a m adaptive pathways wi supported by theoretic within various contexts, design approach and a goals. The report concl applications and outline and includes practical res			odology for a co-des nd practic ough UP20 ment of ur s with refl ture steps rces for pro	r defining nei ign framew al insights, i 030 pilot citie ban strategi ections on th for its enhan ocess applica	ghbourhood visions and ork. The methodology, s adapted to be tested es. It emphasises the co- es with broader project ne methodology's initial neement and replication tion.	

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Executive summary

The Report on Vision Co-design Methodology and Application in Pilot Shared Visions outlines a methodology to help cities define pilot visions and adaptive pathways for achieving climate neutrality goals. At the heart of the UP2030 project lies an innovative methodology called the 5UP-approach (Update, Upskill, Upgrade, Upscale and Uptake), positioning cities at the forefront of the transition to carbon neutrality, resilience, and just transition. Urban areas and neighbourhoods are seen as a crucial scale and intersection point for transformation. Therefore, the vision co-design methodology serves as a useful tool for cities in setting a clear direction for an impactful implementation at a pilot scale. In turn, valuable lessons can be derived for city-wide upscaling, both within and outside of UP2030.

The methodology leverages theoretical principles from co-design approach, visioning, and adaptive pathways to develop flexible and responsive urban strategies, engage multiple stakeholders, and promote a shared responsibility in the vision's development. This report then provides an overview of the methodology, emphasizing innovation through co-design, the theoretical basis for the dual components of visioning and adaptive pathways, and the division into distinct milestones. Moreover, the adaptability of the methodology across diverse urban contexts is highlighted, along with its potential for customisation in places with unique characteristics.

The report integrates theoretical principles with practical insights from participating cities and technical partners, to inform the development of a methodology that is practical for cities to use. Reflections on the co-visioning methodology's dissemination and communication strategies are then detailed, offering insights into what materials are to be provided, to whom, when, and for what purpose.

Given the implementation timelines of the UP2030 project, the co-visioning process is in its initial stages. The section 'Application Process', which describes how the methodology for co-visioning was applied within each pilot, is to be added at a later stage once the pilots have used the methodology to formulate visions and adaptive pathways.

The report concludes with key observations and prospects, outlining steps. Materials such as a visioning glossary, guides, and other templates that have been used in the process are compiled in the annex to provide a valuable resource for replicating this process across different urban landscapes.

Content alignment with other UP2030 deliverables

The UP2030 project fosters exchange and cooperation among partners and deliverables beyond the work package structure. Therefore, the content of this document has been developed in alignment with Mapping for Change (MfC), RCities, iCatalist, Buro Happold (BH), Universitat Internacional de Catalunya (UIC), Universitat Politècnica de València (UPV), TU Delft and other partners from WP2, WP3 and WP4. The following table lists the deliverables and milestones that were input for this present document and the upcoming ones that could benefit from the content here presented.



Input from	Contributes to
 D 4.1 UP2030 Implementation Plan for the Pilot Cities 1 D 4.3 Sustained Engagement Strategy of Learning & Action Alliances to Promote the Neutrality Vision in the UP2030 Pilots D 2.4 An Interactive Toolkit for Stakeholder Engagement in Co-Design of Visions and Pathways towards Climate Neutrality 	D 4.4 Report on Monitoring, Evaluation and KPI Validation in the 5UP-approach Implementation Pilot 1 D 3.6 Digital Planning and Design Tools for Climate Neutral Cities 1
M5 - Cities run first workshop on needs	M6 - Cities run second workshop on vision M7 - Cities establish user stories M10 - Cities run third workshop on action

This document describes the methodology for co-designing visions and adaptive pathways to achieve climate neutrality goals. It is tailored to serve a diverse group of stakeholders within the realm of sustainable urban development. It primarily targets cities administrations and practitioners, as well as the project consortium. Furthermore, it holds value for the broader public, including other European cities not directly involved in the project but interested in adopting the suggested methodologies. This deliverable is developed at month 12 (M2), marking the completion of the first year, and encapsulates a year's worth of collaborative efforts and lays the groundwork for subsequent stages of the project.

The content of this report already was and will be shared through extensive stakeholder engagement and dissemination activities with WP6, ensuring that the methodology is not only disseminated but also practically tested with pilot cities (Belfast, Budapest, Granollers, Istanbul, Lisbon, Milan, Münster, Rotterdam, Thessaloniki, Zagreb). Beyond the formal publication, interactive workshops, masterclasses, and presentations at relevant conferences will be instrumental in promoting the methodology's adoption both within and beyond the project's scope. The aim is to foster a replicable model of co-designing city visions and adaptive pathways towards resilient, climate neutral and just urban development.



<u>Acronyms</u>

Acronym	Full name
АР	Adaptive Pathways
ВН	Buro Happold
D	Deliverable
КРІ	Key Performance Indicators
LAA	Learning and Action Alliance(s)
М	Milestone
M#	Project month number
MfC	Mapping for Change
NBS	Nature-based Solutions
TF	Task Force
TSPA	Thomas Stellmach Planning and Architecture
TU Delft	Delft University of Technology
UCCRN	The Urban Climate Change Research Network
UIC	Universitat Internacional de Catalunya
UPV	Universitat Politècnica de València
WP(s)	Work package(s)

1. Introduction

1.1. Purpose and Scope of the Document

The purpose of this document is to outline the methodology developed for co-designing shared pilot visions and adaptive pathways. It provides an overview of the theoretical background, explaining the key concepts upon which the methodology was shaped, as well as a detailed explanation of the methodology itself, including its key components and guiding principles, in a user-friendly manner. This approach enables the report to serve purposes beyond the UP2030 project scope, facilitating the upscaling of the process to cities outside the project consortium.

The scope of this document covers main sections: background, methodology for visions co-design, and reflections on its application process. The background provides an overview of UP2030 project and co-visioning activities within it, as well as the purpose of the task for developing the methodology for co-designing visions. The methodology section provides an in-depth overview of the chosen approach and how it can be contextualised for each pilot case. Meanwhile, the section on Application Process, (one finalised by cities) will provide reflections on how the methodology was implemented, and key outcomes.

1.2. Document Structure

The document is organised as follows:

- Section 1 Introduction
 - Purpose and Scope of the Document
 - Document Structure
 - Glossary for Co-visioning Process
- Section 2 Background
 - o Context
 - Co-visioning Scope within UP2030
 - UP2030 Thematic Pillars Guiding the Co-visioning Process
 - Theoretical Framework
 - Purpose of the Methodology for the Co-design of Visioning and Adaptive Pathways
- Section 3 Methodology for Co-designing Visions and Adaptive Pathways
 - Overview of the Methodology
 - Brief Introduction
 - Innovation Component Co-designing Visions
 - Rationale Bridging Theory to Practice
 - Key Roles and Responsibilities



- Engagement Toolkit
- Process milestones
 - Objectives Validation
 - Spatial Assessment
 - Pillar Visions
 - Pilot Vision
 - Actions and Barriers
 - Action Filter
 - Comprehensive Assessment
 - Adaptive Pathways Validation
- o Guiding Principles for Practical Implementation
- Section 4 Integration to UP2030 Processes
 - Links to Engagement Activities
 - o Links to Benchmarking Framework and KPIs
 - Links to Implementation Activities

Section 5 - Application Process

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

o Reflections on Co-Visioning Methodology Application

- Belfast
- Budapest
- Granollers
- Istanbul
- Lisbon
- Milan
- Münster
- Rotterdam
- Thessaloniki
- Zagreb
- Rio de Janeiro



- o Dissemination and Communication Aspects
- Section 6 Conclusions and Next Steps
- Section 7 References
- Section 8 Annex
 - Objectives Validation Templates
 - Guide for Visioning
 - Capacity Training Slides
 - o Vision Pages
 - Adaptive Pathways Pages

1.3. Glossary for Co-visioning Process

Action - a specific activity, task, or intervention that helps to achieve was identified as needed for mitigating or adapting to climate change impacts in the pilot area and to overcome any identified barriers.

Adaptive Pathways - a sequence of actions required to achieve defined objectives and vision. Barriers, turning points, and vulnerabilities are considered in the sequencing of actions, which leads to alternative routes that can be taken in the future. This is a flexible and dynamic approach to implementing strategies, as it allows for adjustments and responses while addressing challenges and needs.

Adaptive Pathways Page - a concise document outlining the final result of a pilot's adaptive pathways process. It encapsulates actions, barriers, and a preferred strategy for achieving transformation, serving as a reference for the envisioned future state. The template can be found in the Annex Section 8.4.

Co-Designing Process – a collaborative design process that aims to actively engage stakeholders and include diverse needs, and opinions into the outcome. A collaborative approach where designers, stakeholders, and users work together to create solutions ensuring that the outcome meets the needs of the users or community.

Engagement Method – a structured approach designed to involve various stakeholders in the planning process and capture diverse insights presented in the process and to ensure that all concerns and responses are reflected. E.g. Integrated Spatial Analysis Method

Engagement Toolkit - a comprehensive collection of methodologies or tools from UP2030 technical partners that were and will be used within the project. Each method within a Toolkit presents a method and details what and how to implement it. The toolkit was designed based on the methodology used for the UP2030 project, aiming to support cities in driving the socio-technical transitions required to meet their climate neutrality targets by leveraging participatory urban planning and design. Toolkit is publicly accessible via the <u>UP2030 Toolkit for stakeholder Engagement towards Carbon Neutrality</u>.

(Governance) Barriers – refers to the obstacles and challenges that hinder the effective implementation of policies, programs or initiatives and which were identified during the needs and barriers assessment steps.

Implementation Roadmaps – a translation of visions to specific actions to obtain the delivery of prototyping actions in the tested neighbourhood environments (Fernandez et al., 2023).

Liaison(s) - Each Pilot City is assigned a City Liaison partner. The Liaisons are research/technical partners of the project from the same country as the pilot city for logistical and language reasons, who help the cities engage more efficiently and deeper with the project through direct support. Previous project experience has shown this is a strong asset for the integration of the city in projects and better demonstrators (UP2030, 2022).

Vision Milestone: The visioning process is made up of milestones, which are significant stages to be completed within the process. The milestones build upon each other to produce the final outcomes of the visioning and adaptive pathways. Each milestone includes recommendations to help achieve that specific stage of the process.

Monitoring KPIs - quantifiable measures to evaluate the success and achievements of a system. Within UP2030, KPIs will be determined to measure these achievements and study the impact of actions within the project's lifetime (Ammouriova & Tsertsvadze, 2023).

Need(s) - (in the context of integrated spatial analysis) what is considered necessary for mitigating or adapting to climate change impacts in the pilot area, at a spatial scale.

Barrier(s) - (in the context of the integrated spatial analysis) an obstacle to achieving what was identified as needed for mitigating or adapting to climate change impacts in the pilot area.

Opportunity(-ies) - (in the context of the integrated spatial analysis) what you see as an opportunity or strength (e.g., natural capital, participation, digitization) in the pilot area to achieving what was identified as needed for mitigating or adapting to climate change impacts. E.g. Need: green infrastructure Opportunity: opportunity to connect three existing parks in the pilot area; Barrier: lack of sustainable financing to develop and maintain green infrastructure; Action: (a specific action that supports in arriving at sustainable financing mechanisms).

Pilot Objectives - are clearly defined targets that encapsulate the city's aspirations towards achieving climate neutrality in a specific pilot area. These objectives serve as guiding principles, articulating the envisioned outcomes that align with the broader ambitions of the project. Rather than detailing the specific actions or strategies, these objectives focus on the end goals, exemplifying what the city aims to accomplish in terms of environmental sustainability and carbon neutrality. E.g. Achieving a 30% reduction in greenhouse gas emissions in the pilot area by 2030).

Pilot Vision - a clear, aspirational statement that outlines desired future scenarios which serves to guide short-term actions and long-term strategies towards sustainable, inclusive, and resilient urban development. The comprehensive future-oriented framework engages various stakeholders, leverages innovative and technological solutions, and provides a holistic approach to urban development. A vision provides a crucial guiding framework for its realisation. E.g. Melbourne's Climate 2050 Strategy statement: "In 2050, Melbourne is a thriving, resilient, zero-emissions city that enhances and protects its natural environment, embraces social inclusion and activation, demonstrates leadership, and facilitates the transition to a new climate economy."

Pillar Vision - it represents a thematic element within the overarching Pilot Vision, focusing on a specific realm crucial to achieving inclusive, climate neutral and resilient urban development. Each Pillar Vision

addresses distinct, yet interconnected, aspects of urban development and provides detailed, aspirational, objectives which will guide actions and decision-making within its sphere.

- **Pillar for Carbon Neutrality** aims to establish a strategic framework for achieving net zero carbon footprint vision within pilot area
- **Pillar for Resilience** aims to develop a foundation to enhance the capacity to anticipate, withstand, prepare and adapt to various challenges (environmental, social, economic)
- Pillar for Just Transition aims to ensure inclusive and equitable progress within the pilot area as it navigates towards a resilient and carbon-neutral vision. E.g. Resilience Vision Pillar: "Envisioning a Future-Ready, Adaptive Community"

Project Pillar - thematic fields within which targets and implementation strategies are developed to guide cities through socio-technical transitions to meet their ambitions. The three project pillars are carbon neutrality, climate resilience and just transition.

Spatial Analysis - a method used to analyse and interpret spatial components, where stakeholders collaboratively engage in identifying, mapping, and assessing spatial issues and opportunities within a specific area or community. Without relying on advanced GIS tools, this approach emphasizes direct stakeholder involvement, utilizing simpler, more accessible methods such as physical maps, drawings, or other visual aids.

UP2030 Project Terminology - identification of different development trajectories, based on adaptation and transformation of the current system, for addressing a carbon-neutral future.

Vision Page - represents a concise document outlining the desired outcome of a pilot visioning process. It captures the vision statement, pillar visions and objectives, for the future that the visioning process seeks to achieve. The template can be found in the Annex Section 8.3.



2. Background

2.1. <u>Context</u>

UP2030 aims to support cities in facilitating the socio-technical transitions necessary to achieve their climate neutrality goals through the integration of urban planning and design. This involves understanding and utilising urban planning and design as tools to enhance the quality of life in urban communities. The focus on liveability connects these approaches to providing various socio-environmental benefits, especially at the neighbourhood level. The strategic emphasis on piloting and prototyping in neighbourhoods is driven by their significance in problem-solving, investment, and climate innovation within cities. This localised testing serves as a valuable learning ground for potential city-wide implementation and long-term upscaling of the project results.

As part of the consortium, ten European cities and one observer outside the EU are participating and bringing the project results directly into practice, providing synergies between different cities and testing developed concepts which then can be subsequently used as a model for replication and implementation through cities outside of the current project consortium. Further dissemination activities through WP6 as well as the observing role of Rio this will be supported.

The following cities are part of the consortium: Belfast, Budapest, Granollers, Istanbul, Lisbon, Milan, Münster, Rotterdam, Thessaloniki, and Zagreb, Rio de Janeiro. Each city is to implement the UP2030 project in a pilot area, which are generally at a neighbourhood or site-level scale.



Figure 1: UP2030 Pilot Cities (Source: UP2030, 2023)

2.2. Co-visioning Scope within UP2030

UP2030 is following an innovative methodology called the 5UP approach which positions the city at the centre of leading the transition towards carbon neutrality. With urban areas and neighbourhoods being a



crucial scale and intersection point for transformation, the overall scope of this approach is to support cities in:

- **UP-dating** those policies, codes, regulations that need to be left behind to make room for the new vision,
- **UP-skilling**, through building the capacities of the entire city stakeholder ecosystem that shall deliver actions,
- **UP-grading**, through the development of solution prototypes (digital and physical) at selected neighbourhoods,
- **UP-scaling** to achieve city-wide impact by shaping the enabling governance arrangements and matching project portfolios to financial resources, and
- **UP-taking**, by engaging with the Mission and sharing best practices across European cities. (CINEA, 2023, p. 76).



Figure 2: The 5UP-Approach Conceptual Framework (UP2030, 2022)

Co-creating pilot visions is a dynamic process within the 5UP approach that involves a comprehensive analysis to identify areas in need of updates. Going beyond analysis, this approach actively shapes and co-creates a vision for the future of the pilots and delineates the complex strategies to achieve it. This forward-looking aspect of visioning aligns with the core tenets of the 5UP approach described above.

Shaping pilot visions plays a key role in the 'UP-dating' phase by ensuring that the pilot projects are not hindered by outdated frameworks but instead are in line with the overarching goals of UP2030. Beyond that, visioning is also instrumental in the 'UP-skilling' phase, focusing on building capacities of the entire city stakeholder ecosystem. The visions serve as a guiding force that informs and inspires the various stakeholders involved in the pilot projects. It provides a clear direction for the development of skills and knowledge necessary for effective implementation. Additionally, the visioning process sets the stage for

the subsequent phases of the 5UP approach, including 'UP-grading', 'UP-scaling', and 'UP-taking'. Welldefined visions and strategies for pilot projects become the foundations for the development of implementation measures, the scaling up of successful initiatives to achieve city-wide impact, and the dissemination of best practices across European cities.

In essence, visioning for pilot projects under the 5UP approach is crucial for establishing a forward-thinking framework, aligning stakeholders, and ensuring that the subsequent phases of the methodology unfold in an integrated and aligned manner, leading to comprehensive and impactful urban development following the overall UP2030 objectives.

2.3. <u>UP2030 Thematic Pillars Guiding the Co-visioning Process</u>

Within the UP2030 project, so-called project pillars serve as thematic fields within which targets and implementation strategies are developed to guide cities through socio-technical transitions to meet their ambitions. The three project pillars are carbon neutrality, climate resilience and just transition and are defined as follows:

- **Carbon Neutrality**: With cities accounting for 75% of global CO2 emissions (United Nations Environment Programme, 2022), climate mitigation is heavily dependent on urban action. The project pillar of carbon neutrality targets the reduction of greenhouse gases associated with a city, accounted for in the form of CO2 emissions, to achieve carbon neutrality.
- **Climate Resilience**: Generally, city resilience is defined as a city's 'capacity to survive, adapt and thrive no matter what kinds of chronic stresses or acute shocks they experience' (Rockefeller Foundation & Arup, 2014). With a focus on climate resilience, this project pillar targets to increase the cities' capacity to react, respond, adapt, or transform in the face of climate change related events such as droughts, floods or heat stress.
- **Just Transition**: This project pillar aims for the reduction of socio-economic vulnerability within the anticipated urban transformation. This includes impacts of decarbonisation and resilience actions and the consideration of how communities are facing these transformations.

The above listed definitions are in line with the detailed conceptual review of the three project pillars and their dimensions of implementation that can be found in deliverable D2.2 UP2030 benchmarking report against state-of-art and identification of pilot opportunities.

These project pillars were defined at an early stage of the project and aim to ensure a holistic development of the city pilots. The visioning approach therefore aims to integrate the three thematic pillars of UP2030. This integration serves to ensure a holistic approach also to the pilot visioning. While the individual steps of the visioning process are outlined in Section 3 of this report, the following section serves to detail how the project pillars are integrated into the visioning process at different steps. Within the visioning process, certain measures are taken to ensure the development of the pilot vision as a holistic vision, considering all three project pillars.

Cities are guided to align their pilot objectives with the three pillars as they work through visioning and adaptive pathways process milestones. By using curated templates and methods, they develop pillar-specific visions, targets, and actions for implementation. The benchmarking framework, developed as part

of WP2 (Task 2.2 Benchmarking against the state of the art in urban planning and design) supports cities in the identification of strategies to implementing climate actions on the ground. This framework emphasises carbon-neutral, resilient, and just transitions, enhancing the holistic development of the visioning process across the project's three pillars. A more in depth explanation of the co-visioning process alignment with other inputs and activities is further elaborated in Section 4.

2.4. <u>Theoretical Framework</u>

The following section presents a concise overview and theoretical foundation of the key components that make up the methodology for co-designing pilot visions and adaptive pathways: co-design approach, visioning, and adaptive pathways. This section aims to provide readers with an understanding of the core concepts and frameworks that inform the development of a methodology that fosters inclusive and innovative solutions.

2.4.1. Co-Designing Approach

Co-design is a creative and inclusive approach that actively involves a broad spectrum of stakeholders in the design process to address specific community challenges and needs. this approach blends expert knowledge to design spaces that respond to community needs to enable the inclusion of life experiences, views, and skills from diverse perspectives. The methodical involvement of stakeholders in the design process ensures that the result meets their needs. Co-design is grounded in the philosophy that all stakeholders are experts and thus should collaborate as equals with professional designers. The stakeholders' possession of first-hand experience and knowledge of their own context and needs can contribute unique insights that significantly enhance the design process (Simonsen & Robertson, 2013). Co-design is an engagement-driven process, activities such as workshops, brainstorming sessions, prototyping, and testing aim to create more satisfactory, efficient and effective, products, systems, or plans (Steen et al., 2011). In terms of urban planning, it aims to promote active participation and shared decision-making and has its roots in participatory planning methods pioneered by architects like John F. C. Turner in the 1960s (Turner, 1976).

Originally known as cooperative design, the concept originated in Scandinavian countries during the 1960s and 1970s, a period when trade unions sought to have a say in the design process of technologies that affected their work in response to being previously excluded from such discussions. After introducing it in the United States, co-design started being referred to as 'participatory design' (Sundblad, 2011).

Co-designing methods may involve various degrees of participation, ranging from collaboration between different stakeholders to the active involvement of the community in the design process. According to recent literature, there is a growing interest in co-designing methods to achieve urban innovation and planning, with a focus on shared responses to the social, environmental, and economic challenges in contemporary urbanism (Tewdwr-Jones & Wilson, 2022). Billger (Billger et al., 2020) emphasizes that co-designing methods should not only consult stakeholders but actively involve them in all phases of the design process. Their study on the development of a serious game for collaborative urban sanitation planning highlighted the importance of iterative testing and collaboration with relevant stakeholders to create an engaging and effective tool for knowledge sharing and attitude change. Furthermore, research

on the development of a virtual care guidance document emphasized the rapid co-design process that involved consultation sessions, surveys, and literature review to support health and community service providers, older adults and caregivers during the COVID-19 pandemic (Glover et al., 2023).

The co-design approach offers multifaceted benefits for planning, especially in the context of carbon neutrality strategies. The engagement of diverse groups of stakeholders can lead to the development of comprehensive and context-sensitive solutions (Simonsen & Robertson 2013). The pooling of varied expertise inherent to this approach can foster innovative solutions that are both sustainable and socially inclusive (Steen et al., 2011). Furthermore, involving community members ensures that local knowledge and values are integrated into climate action plans, leading to increased community buy-in and enhanced feasibility of implementation (Simonsen & Robertson, 2012). Additionally, co-design processes can facilitate a shared understanding and alignment of goals among stakeholders, which is crucial for the complex, interdisciplinary challenge of achieving climate neutrality (Manzini, 2015).

2.4.2. Visioning Process

Visioning in the planning context refers to the process of developing a vision for a community, organisation, or project. The vision serves as a guiding image or statement that describes the desired future or outcome. Visioning is a concept that emerged mainly in the USA in the 1980s and 1990s, representing a strategic approach to long-term city development, aiming to outline a clear and formalised future direction for urban areas over a span of 25 years or more. This approach is used globally in both planning practice and theory, although its concepts have often been applied without critical examination (Shipley, 2000). The methods of visioning have evolved to integrate various planning methods such as inclusive scenario building, storytelling, and the integration of sophisticated spatial models into public planning processes, making a shift towards more participative planning practices (Pelling et al., 2023).

In the realm of planning, visioning can be segmented into two interrelated streams: substantive and procedural. Substantive visioning delves into the essence of the vision - laying out precise objectives and the envisioned accomplishments that a community or entity strives for. It zeroes in on the "what"—the concrete and aspirational results that the planning endeavours to bring into existence. Conversely, procedural visioning is oriented towards the "how"—the assortment of strategies and steps taken to conceive and convey a vision. It advocates for a collaborative approach, establishing not just the desired outcomes but also the strategic pathway to attain those objectives, thereby framing both the end goal and the journey toward it (Minowitz, 2012).

A study published in 2023 explores a successful implementation of visioning in planning (Jittrapirom et al., 2023), the paper proposed an integrated robust, and generative framework for visioning future transport systems, aiming to address the challenges of urban transport and develop a shared vision for the future. The framework involved a comprehensive approach to envisioning future transport systems, taking into account factors such as sustainability, efficiency, and accessibility. By engaging stakeholders in combination with using advanced modelling and scenario planning techniques, the study demonstrates how visioning can be effectively applied to address complex planning challenges and create a shared vision for the future of a city's transport system.



2.4.3. <u>Adaptive Pathways</u>

Adaptive pathways — also known as adaptation pathways — began being conceptualized in 2010 as a strategic approach to managing and planning for uncertain futures, particularly in the context of climate change and environmental management. Adaptation pathways involve analytical processes to explore and sequence potential actions in response to external developments over time. This approach addresses uncertainty by incorporating the flexibility of considering a wide range of future scenarios in the context of the established vision. While being similar to other decision-making tools under uncertainty such as decision trees, adaptation pathways put a bigger emphasis on planning and adjusting over time and prioritise learning and flexibility, and adaptation pathways may include decision trees as one of the many tools to inform the sequencing of actions (Barnett et al., 2015).

Adaptative pathways are conceptualized within three overlapping categories, as described by (Werners et al., 2021). The first, performance threshold-oriented, prioritizes the ordering of adaptation actions based on different projected scenarios within a specific system, where actions are aligned with measurable targets reflecting established values. Originating in environments rich in data, these approaches benefit from clear objectives and decisive leadership. The second category, multi-stakeholder-oriented, underscores the social and institutional dynamics of adaptation, incorporating diverse influences and perspectives, including non-scientific insights, to foster collaborative learning and enhance adaptive planning capacities. Lastly, transformation-oriented pathways consider more radical shifts, suggesting strategic directions that diverge from current value systems and question the adequacy of present system performance, thus not merely supporting but potentially altering the status quo.

Adaptive pathways enhance strategic planning by addressing the intricate and unpredictable nature of future scenarios, especially relevant for climate change which is a dynamic process with evolving impacts. While traditional scenario planning evaluates different future outcomes based on key uncertainties, forming a scenario matrix with various potential developments, it usually prepares for a limited set of possible futures. In contrast, adaptive pathways emphasise ongoing adaptability, allowing plans to evolve with new information. This method stands out from more rigid planning strategies by incorporating decision points that facilitate the adjustment of actions over time, providing sustained flexibility. The flexibility and forward-looking aspect of adaptive pathways that anticipate and respond to changes over time has a significant contribution to resilience and sustainability. This allows systems whether social, ecological, or spatial to absorb disturbances while undergoing change to retain essentially the same function and structure, or even to transform and improve the structure into a new stable state that resembles the essence of the original system, despite of the previously unforeseen changes (Haasnoot et al., 2013). Sustainability is enhanced through adaptive pathways by ensuring that decisions made today do not preclude future options but instead support enduring ecological balance and resource availability (Wise et al., 2014).

The inherent long-term planning function of adaptive pathways under uncertainties pivots the temporal dimension at the centre of this approach. The time needed to develop and implement adaptive pathways varies significantly depending on the context, guiding vision, and level of uncertainty involved. The development and implementation of adaptive pathways comprise several overarching phases such as an analytical phase, strategic phase, and operational phase, each of which requires significant time to develop, implement, and adjust. For example, a study on coastal adaptation strategies in New Zealand found that developing a 100-year coastal adaptation strategy using dynamic adaptive pathways and real

options analysis required ongoing political leadership and governance with monitoring systems that can manage the adaptive process over long timeframes (Lawrence et al., 2019).

Incorporating adaptive pathways in planning and decision-making is complex due to the unpredictability of forecasting future conditions. This uncertainty often requires substantial adjustments to, or complete revision of, initial plans in response to new information (Walker et al., 2013). The flexibility needed to accommodate such changes, while necessary, can also be resource-demanding and lead to fatigue from constant revision (Haasnoot et al., 2013). Path dependency is another concern, with early decisions potentially constraining future options and leading to less effective strategies as circumstances evolve (Lawrence & Haasnoot, 2017). Actions intended to address specific risks may inadvertently lead to maladaptation, increasing vulnerabilities in other areas or future scenarios (Barnett & O'Neill, 2010).

2.5. <u>Purpose of the Methodology for the Co-Design of Visioning and Adaptive Pathways</u>

Cities have historically followed a project-by-project decarbonisation approach, however there is a need to shift towards a strategy-based approach. Furthermore, one of the major problems is the disconnect between strategy-making and implementation, whereby there is a need to connect strategy to the fast deployment of high-impact transformational change (UP2030, 2022). The use of visions and adaptive pathways supports in making this connection.

Visioning coupled with the development of adaptive pathways is an important strategic pairing, whereby pathways are constructed towards an aspirational vision of what could be based on participatory measures. This pairing is especially appropriate in multi-driver contexts where a need for transformational change has been identified, as is the case of the multi-pilot and co-design context of UP2030 (Werners et al., 2021).

The overall aim of visioning within UP2030 is to co-design holistic climate neutrality blueprints specific to each pilot context that align with the aspirations of the stakeholders, especially the most vulnerable affected by climate issues. Based on the city's pilot objectives and vision, adaptive pathways are then essential for creating a flexible strategy that can evolve with changing circumstances, ensuring an effective and resilient implementation towards a sustainable urban future.

This also feeds back into the overall success of the UP2030 project: As visions serve as instruments that assist cities in pursuing their goals with precision and implementing meaningful measures, they enable the early implementation of overarching UP2030 objectives in pilot projects. This facilitates the evaluation of the success of individual measures, allowing for their transfer to other contexts or cities. In essence, the use of visions acts as a strategic guide, not only helping cities achieve their individual immediate goals but also contributing to the broader, long-term objectives outlined in UP2030.

Furthermore, UP2030's overall objective is to support cities in driving the socio-technical transitions required to meet their climate neutrality targets. Therefore, the outcome of Task 2.4 Co-designing pilot shared visions and adaptive pathways for transformation does not lie solely in co-designing pilot-shared visions and adaptive pathways for transformation, but also in the development of a methodology that will meaningfully support cities outside UP2030 in doing so. The methodology serves as a useful tool for cities



in setting a clear direction for an impactful implementation at a pilot scale. In turn, valuable lessons can be derived for city-wide upscaling, both within and outside of UP2030.

3. Methodology for Co-designing Vision and Adaptive Pathways

3.1. Overview of Methodology

The following sections of the report describe the methodology for co-designing pilot-shared visions and adaptive pathways. The methodology, unique for UP2030, is not only grounded in a theoretical framework of co-design, visioning, and adaptive pathways described in Section 2.4 but is also tailored based on the authors' expertise and feedback from the pilot cities. By summarizing the developed methodology, this document illustrates its practical and dynamic nature, reflecting the collaborative inputs and adjustments made during the process. Furthermore, it elaborates on the roles played by cities, liaisons, and technical partners in implementing this adaptive and co-creative approach. Detailed explanations are provided for each vision milestone, including their recommended engagement methods and the connection to other critical inputs such as needs assessment, benchmarking, key performance indicators (KPIs), and tool selection. This helps to contextualize the visioning process as part of a broader mission toward climate neutrality and transformational change. Lastly, the report underscores the guiding principles that make the methodology practical for implementation in the pilot settings.

3.1.1. Brief Introduction

The co-visioning methodology outlined in the report is divided into two primary components: visioning and adaptive pathways (Figure 3). The division into the two components is strategic: Visioning serves as the foundational stage where collective aspirations are articulated and to understand *what the future scenario for the cities is,* while adaptive pathways are about translating these aspirations into actionable and flexible steps on *how to reach those objectives.* This divide is essential to reflect the dynamic nature of urban development, which requires not only direction but also the ability to adapt to changing circumstances. Combining the 'what' and 'how' components in visioning also reflects the theoretical framework of substantive and procedural visioning (Minowitz, 2012).

Within each of these key components, the approach is further granulated into milestones, where each is accompanied by specific engagement methods. Breaking the process down into smaller steps ensures that at each stage of the process, stakeholders are engaged meaningfully, and their contributions are mapped against clear targets. By breaking down the process into manageable units, the methodology allows for adjustments that are sensitive to the local context and responsive to emerging challenges and opportunities. Furthermore, just as the theoretical frameworks emphasised how adaptive pathways stand out from more rigid planning strategies by providing sustained flexibility, the use of milestones looks to mirror this idea of responding to context and accounting for flexibility.





Figure 3: Process Milestones: Vision and Adaptive Pathways Process (Source: TSPA, 2023)

The visioning component is made up of the following suggested milestones:

- Validation of pilot objectives: to form a base on which to start the visioning process.
- **Spatial assessment:** to spatially identify ongoing projects, strengths, and opportunities, within pilot area and reveal synergies among them.
- **Definition of pillar visions:** to contextualise carbon neutrality, resilience, and just transition to themes specific to the pilot context to facilitate the process for shaping holistic vision.
- **Definition of pilot vision**: to form a holistic vision statement about the desired future scenario for the pilot area.

The adaptive pathways component is made up of the following suggested milestones:

- Identification of action and barriers: to identify actions and barriers and sequence over time into alternative paths to reaching objectives.
- **Filtering with benchmarking criteria:** to expand, deepen, and clarify actions against best practice concepts of carbon neutrality, resilience, and just transition so that they are intentional, pragmatic, and adaptable.
- **Comprehensive assessment:** to leverage technical expert knowledge to transform the content into draft adaptive pathways.
- Validation of adaptive pathways: to provide a final round of validation and iteration for this phase.



3.1.2. <u>Innovation Component – Co-Designing Visions</u>

The methodology for visioning is anchored in co-design principles that are integrated at every stage, ensuring that the process involves relevant key stakeholders directly, rather than outsourced to consultants as common in planning practice. As described, the proposal 'UP2030 sees citizens as an integral part of the transition as they shall become agents of change' (UP2030, 2022). This inclusive approach allows for collectively defining visions and pathways for transformation and becomes an instrument for decision-making. As further explained in Section 2.4.1, the co-design component not only fosters a sense of ownership among participants but also ensures that the solutions are relevant and effectively address the unique challenges of the environment in which they are applied (Simonsen & Robertson, 2013).

The strong focus on co-design principles throughout the entire visioning process is what makes the approach innovative. Innovation at this stage is not only in the sense of the outcomes but also in the approach to the process. The goal of UP2030 is to innovate the typical planning practice by establishing a sustained engagement strategy from the very beginning of the project and using it as a tool for co-creation and distributing decision power among key stakeholders. The methodology was thoroughly crafted to be accessible to a diverse spectrum of stakeholders, enhancing engagement and collaboration at every step. There is a deliberate effort to design a process that is inclusive and accessible, built upon a deep local understanding of the context, yet supported by urban professionals with international expertise.

3.1.3. Rationale – Bridging Theory to Practice

The development of the methodology for co-designing pilot visions and adaptive pathways to reach climate neutrality targets was grounded in theoretical foundations (Section 2.4), practical implications relative to UP2030 defined in Section 3.3, and with significant consideration for applicability beyond UP2030. This section briefly describes the theoretical influences in the development of the main components of the methodology.

The creation of the specific and divided milestones was influenced by the theoretical backing that pathways benefit from clear objectives, especially from incorporating diverse influences and perspectives (Haasnoot et al., 2013). Each milestone has a certain output from which the visioning and adaptive pathways are built, along with engagement methods that reflect the diversity of perspectives needed to shape these outputs. In the context of UP2030, since the first year of the project was dedicated to the analysis of barriers and needs to overcome those barriers, the understanding of objectives and needs has evolved. Therefore, using the validation of existing pilot objectives as the first milestone within the visioning component looks to establish a clear and up-to-date base to shape both, the visions and adaptive pathways.

In terms of the adaptive pathways component, the identification and sequencing of actions and barriers at the local scale is necessary as a first milestone. This milestone includes recommended engagement methods with various stakeholders, as theory suggests the integration of diverse expertise and knowledge in the development of adaptive pathways has the potential to enhance the quality of decisions (Walker et al., 2013). As such, having a more comprehensive output of actions and barriers at the onset of the adaptive pathways' development will in turn increase the quality and flexibility of decisions to be made in the future. The next milestone, filtering actions, is intended to address the need stated in the literature to avoid maladaptive consequences within the suggested actions and interventions (Walker et al., 2013).

Literature also notes that visual communication of adaptive pathways assists the decision-makers to imagine a dynamic response to changing conditions and navigate the process itself (Walker et al., 2013). Therefore, within each milestone of the proposed methodology, a significant focus is placed on visual representation, for example in the form of spatialized visions or templates for representing adaptive pathways.

In general sense, methodology for co-designing pilot visions and adaptive pathways, is based on urban planning and design principles. The discipline allows to take into consideration the complexity of urban systems while also promoting tangible and intangible interventions. With specific reference to applying the urban planning and design approach of UP2030 to the co-visioning and adaptive pathways process, it will mean embedding spatial planning and design in the recommended engagement methods, recognising the interdisciplinary nature of urban planning and design by bringing together a range of stakeholders needed within the recommended methods, aligning the methodology with the three pillars of carbon neutrality, resilience, and just transition to form a holistic vision, and representing both structural (physical) and non-structural (intangible) interventions within the adaptive pathways.

Unique to the UP2030 framework is the definition of thematic pillars, further described in Section 2.3. This process aids in contextualising resilience, carbon neutrality, and just transition, and helps to facilitate the process of shaping a holistic vision. In addition, to inspire the vision development, the process includes assessing visions against best practices, conceptual city models, such as the 15-minute city, water-sensitive design, further described in *D2.3 Benchmarking report against state-of-art and identification of pilot opportunities*, as well as in Section 4.

A defined vision lays the groundwork for the definition of adaptive pathways, while the objectives act as a guide for action identification. These actions are then evaluated in conjunction with previously identified barriers (e.g., lack of data, lack of financing), contributing to the formulation of a preliminary adaptive pathway. The first draft co-designed by cities' stakeholders will then be analysed and, if needed, further elaborated by the technical partners, to ensure that the strategy is comprehensive and technically sound. To assess the preliminary draft of adaptive pathways, partners also plan to employ filter for actions, developed under *D2.2* The filter acts as a comprehensive guide to ensure that identified actions are aligning with three project pillars (resilience, carbon neutrality and just transition) but also, does not lead to maladaptation space.

It should be noted that, given the dynamic nature of the work with the cities, the adaptive pathways part described in this document will be revised and adjusted if needed. This will be based on the feedback received from the pilot cities who will undergo the application process, aiming to enhance the overall execution process in the future.

The full methodology for co-designing visions and adaptive pathways is defined in step-by-step manner in the Section 3.2. It includes detail explanation of each process milestone, it's outcomes as well as suggested engagement methods.



3.1.4. Key Roles and Responsibilities

The UP2030 project operates with a clear delineation of responsibilities among its participants throughout different project steps. As co-design approach is central to UP2030 processes, cities are at the centre of focus, having the best overview of the pilot area and relevant stakeholders needs. In this case, they are not mere observers, but active participants in the process, with their challenges and observations being pivotal to the project's direction. Therefore, it was essential to provide a link between cities and technical partners, to enable more effective communication and ease the load cities will face. For that reason, liaisons, selected research or technical partner from the same country as the pilot city, have been assigned to this role at the beginning of project. They serve as vital connectors between the cities and the project team and play a significant support role in facilitating the workshops with city representatives, help the cities engage more efficiently and deeper within the project. For this specific reason, authors for covisioning methodology have developed set of materials, such as 'Guide for Co-visioning', program for introduction and capacity training with liaisons to effectively introduce the concept and other existing materials to support the implementation of this methodology. Finally, technical partners bring their expertise by offering guidance and defining a suggested framework for the methodology. Their role is crucial in ensuring that the project's approach is professionally and technically sound, as well as innovative.

When extending the co-visioning scope beyond the UP2030 framework, cities and their engaged stakeholders are identified as pivotal in adopting the methodology. Their role expands to contextualising co-visioning process and delineating transformative pathways toward achieving the ambitious targets of climate neutrality and resilience.

3.1.5. Engagement Toolkit

Each one of the co-visioning process milestones includes a set of recommendations for its implementation. Most of which consist of certain engagement methods which has been collected from UP2030 partners. The collection of engagement methods, unique to UP2030, known as <u>Toolkit for Stakeholder Engagement</u> towards Carbon Neutrality, was developed by MfC with support of TSPA and is further referenced in document *D2.4 Interactive toolkit for stakeholder engagement in co-design of visions and pathways* towards climate neutrality. (Covernton et al., 2023)



Toolkit for Stakeholder Engagement towards Carbon Neutrality	
Quốc line: Hone : About the U-2000 project : Stare your toda' Cambad up	
ADJUST IN DATE: In closels and a prior field and on the methodogic and for the U-2000 predict, cloring the according is another than a prior to index the discuss that the index to accord the set of the control of the according and discuss. The closels are a strategic of the methodogic and the field and the closels of the according and discuss. The closels are a strategic of the methodogic and the field and the closels of the methodogic and the field and the closels of the methodogic and the field a	100948. 16 or the
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Figure 4: Screenshot from the Engagement Toolkit Platform

The choice of combining engagement methods and creating a publicly assessable database aims to make collaboration of multiple stakeholders more seamless. It is also crucial to point out that the engagement methods listed within the Toolkit and employed at the co-visioning process are not experimental; they have already been proven in practice by consortium members and have been validated in different contexts. Engagement methods, that are associated with the co-visioning process were packaged into the vision roadmap, ensuring that future applications can benefit from a tested framework that is both robust and adaptable, embodying the very principles of the co-visioning process it seeks to promote. Each method presents user with a clear, step by step guide, explaining its implementation, including templates, required materials and expertise and outlining key results.

Within the visioning process, engagement methods were grouped with process milestones, creating the Visioning Roadmap. A more detailed description of each milestone and method will be further outlined in Section 3.2, which provides an in depth-overview of co-designing visions and adaptive pathways methodology and its steps.

3.2. Process Milestones

The following section presents an in-depth description of the key milestones in the co-visioning and adaptive pathways development methodology, which is unique to the UP2030 project. It's important to note that this section outlines the general methodology and does not delve into the specific application process. The chapter detailing the application process to the project's pilot cities is defined in Section 5.

For each process milestone in this section, an overview is given, including detailed information on the Inputs, Purpose, Key Outcomes, Involved Parties, and Methods:

• Inputs describe what information, expertise or content is needed to feed into the development of the milestone.

- Purpose describes the intention of the suggested approaches in that step and highlights the aim
 of the individual exercises.
- Key Outcomes describes the expected outputs and progress to be made in achieving the milestone.
- Stakeholders explains which partners, organisations, and groups are to be involved, as well as their role. This includes assigning of responsibilities, which partners may support, and which stakeholders should potentially be involved.

Finally, the Methods overview describes the *how* component of the milestone – in essence – which engagement methods should be utilised to successfully execute this process milestone.



Figure 5: Process Milestones: Vision and Adaptive Pathways Process (Source: TSPA, 2023)

3.2.1. Objectives Validation

Many cities already have broad visions and agendas for reaching carbon neutrality. The implementation of such may take place in both wide-scale policy reforms and smaller, localised projects in which sustainable development principles are tested and applied. It is in these localised projects where specific development objectives can be aligned with principles such as social justice, carbon neutrality, and resilience.

While cities may have sets of objectives at both the municipal level and project level, the *Objectives Validation* step is an exercise in synthesising these together and gain a better overview of the timeline they align with. For example, in the *UP2030* project, each city has already identified its own set of objectives, for their specific pilot that might include both, targets from ongoing programmes, as well as newly conceived objectives, for aligning with the pillars of *resilience, just transition, and carbon neutrality*. The *Objectives Validation* milestone is thus achieved when the city's previously identified objectives are validated as to their clarity, relevance, feasibility, and contribution to the three pillars.

Inputs

Prior to the validation of objectives, it is imperative that the city identifies a set of objectives for the project. This can come from various methods such as SWOT analyses, needs and barriers assessments, or



any other form of identification. In the case of UP2030, objectives were gathered from various sources and stakeholders through the use of multiple living documents with process updates from each city (e.g. city storylines and first engagement reviews.)

Purpose

To develop a coherent project vision from a set of objectives, they must be tested and considered for feasibility, contribution to the cities' strategic goals such as resilience, carbon neutrality, or equity, and to ensure the utility of the identified objective. In effect, the *objectives validation* phase is intended to develop useful and actionable objectives. The challenge, which is being responded to, is that objectives can be formulated in a wide range of scopes, scales, and timelines. For example, an objective could be formulated as broadly as 'make urban transportation sustainable', or as specific as 'plant 150 trees in Westerpark by 2025'. The validation phase is thus intended to expand or refine these objectives into a practical scope and timeframe. In turn, these refined objectives can be ranked and classified to develop a sense of priorities in desired project outcomes.

Key Outcomes

The key outcome of this milestone is a set of objectives which synthesise previous assessments and analysis activities. This set should have objectives validated by key stakeholders regarding their relevance, feasibility, and approximate timeline (short-, medium-, long-term goals). Validated objectives should be framed or categorised regarding their contribution to guiding principles of the project, such as UP2030's pillars of *resilience, just transition or carbon neutrality*.

Stakeholders

Internal stakeholders such as municipal officials, planning experts, and key external stakeholders related to the project are central to this process. The original sets of objectives, however, can be collected from a wide array of both internal and external stakeholders. In the case of UP2030, the *Objectives Validation* is administered by technical partners, who are responsible for compiling the original set of objectives from previous work and research within the consortium, and the subsequent communication with each city, their respective liaisons, and documentation of the milestone.

Methods

Considering parallel efforts within complex municipal projects, the first step of the process is the scanning of previous research done in *assessments* of needs, *strategic goals*, *SWOT analysis* or any such evaluation of key outcomes that has been done previously. This is done to avoid duplicating efforts and to capitalise on pre-existing knowledge. At this stage, the *objectives* are preliminary, as they may have been collected in various formats and from numerous sources.

The objectives are collected and compiled, with an effort to be as comprehensive as possible. They are then communicated with whichever stakeholders have been granted the agency to take part in the validation process – a choice which is ultimately the decision of the project's implementing body. The representatives are then asked to assess the relevance of each listed objective, rewording, refining, or outright eliminating them as they see fit. For example, an objective may be eliminated if the project scope has changed since it was originally conceived and it is therefore no longer relevant. It is also the key moment to add in objectives which have been missed in earlier project activities. The stakeholders are

finally asked to rank which of their guiding principles each objective contributes to most, and to assess the timeframe in which they would expect that objective to be achieved.

The validation process can be executed digitally using shared co-editable documents, in person through workshops held with relevant stakeholders to foster discussion, or some hybrid of the two methods. The template suggested for *Objectives Validation* can be found in the Annex Section 8.1.



Figure 6: Objectives Validation workshop at the UP2030 1st General Assembly on 15th November 2023, Lisbon (Source: TSPA, 2023)

3.2.2. Spatial Assessment

Regardless of the project focus, be it social, economic, environmental, etc., the co-visioning process can benefit from localising the challenges and opportunities through spatial assessment. The Spatial Assessment milestone is critical for grounding the project in the local context, to enrich the understanding of complex challenges which affect the project, and to coax out where adjacent processes, projects, and issues which may interact with the proposed project. There several methods for undertaking this milestone depending on the city's unique needs. The aim is to create rich visual and spatial representation of both barriers and drivers for the project, which can be included in the further visioning and adaptive pathways development.

Inputs

Leading into workshops developed for spatial assessment, facilitators and/or researchers should have a baseline understanding of core project components and aims. For example, validated objectives can feed into the spatial assessment milestone. They can be localised within the context of the project neighbourhood, and in turn they can define the topics which may be mapped and analysed. Prior to such workshops, the topics and geographical bounds should be agreed upon, and any relevant background data should be collected and transformed into practical formats for the participants to grapple with.

Purpose

The primary objective of spatial assessment is to represent specific challenges and opportunities to be further addressed in the future vision. This is to identify potential vulnerabilities, localise barriers and risks, and create a spatial representation of various stakeholders' understanding of the context which the project is to exist within. While ongoing projects and challenges may have potential for interplay with any proposed project, the understanding of these may be radically different from various perspectives – i.e. that of a local resident versus that of a sectoral expert. Spatial assessment can bring various forms of knowledge together to be considered and visualised in the context of their local interactions, rather than just from a policy or conceptual understanding.

Key Outcomes

While it depends on the method(s) used, the key outcomes of spatial assessment are sketches, visuals, and schematic maps. Thematically differentiated maps of issues, existing and ongoing projects, risks and opportunities can be created. Complex subjective, qualitative, and quantitative information can be brought together, such as ideas, opinions, local knowledge, and technical assessment. New datasets and visualisations are primary potential outputs. These, in turn, are utilised for creating more specific, contextually sensitive strategies, visions, and actions to be undertaken. For everyone involved, a key outcome is an enriched understanding of the interplay between various local factors, and the perspectives of other stakeholders with different views, expertise, and understanding.

Methods

Community Maps is a mobile and computer-based web-application which can be leveraged for public engagement of various forms. It can be used to allow various stakeholders to engage with various spatial datasets and to collect co-created data created by those stakeholders themselves. The detailed process for using the platform and method is in the link below:

https://up2030.notion.site/Community-Maps-a68a2a311bc446eeac564934b650be72



Figure 7: Screenshot of the Community Maps Interface adjusted for UP2030



Source: https://up.communitymaps.org.uk/project/up2030-visioning)

Integrated Spatial Analysis is a workshop-based method. It is primarily executed by hand-sketching thematic maps of local issues and opportunities in groups and allowing for collaboration of a range of stakeholders. Opportunities, drivers, challenges, and risks are prioritised, considered for potential synergies or interactions with the pilot project, assessed for agency and responsibility, and localised on the map. In UP2030 for example, these maps can be thematically differentiated between resilience, carbon neutrality, and just transition issues and opportunities. Sketches and maps can then be presented, moderators can identify overlaps in a pin-up style review, and can eventually be documented, digitised, and distributed. The detailed process for this method can be found in the link below: Engagement Toolkit.

	UP2030 INTEGRATED SPATI CITY NAME PROJECT TITLE	AL ANALYSIS		
	Exercise E	3: Identification of Opportuniti	es, Strengths and Drivers. Res	ilience
	Integrated Spatial Analysis step, the proves of participants are asked as identify approximations or strengths and spatial locals times. Herefind approximations shall be based out on the range investments the key theratic mean resilience, cataton executing and just installation. More Nano be colour, cata be used for those that poply to multiple elements.	ty Chosen colors for hesilience	proposed elements:	. Just transition
	Prioritise and list opportunities /strength/ drivers (eg. unutilised river front, future projects)	Write down what synergies that can be established with UP2030 (eg. Its contribution to project pillats)	Write down who is the promoter/responsible agency (eg. municipal department, communi- ty-based)	Identify where the opportuni- ties are localised (mark the areas on the map and assign a number to each)
Toto I	eg, community gardens initiative	ng pointifier of carbon real ally and second partice	•	1
131				0
				0

Figure 8: Integrated Spatial Analysis Workshop (Source: TSPA, 2023)

Exploratory Charrette is a workshop-based method that aims at collaboratively determining spatial priorities for productive decision-making and plan development. Stakeholders are engaged in a cooperative and hands-on process, discussing spatial challenges, marking up plans, and localising high level targets. The method provides an overview of the spatial priorities and opportunities the project will address, as well as enables a common understanding of goals, targets, and objectives.

Step by step process for conducting this method can be found here: Engagement Toolkit.



Figure 9: Photo and Example Template From the Exploratory Charrette (Source: TSPA, 2023)



Stakeholders

Depending on the method used, target stakeholders vary. Within the *Integrated Spatial Analysis* method, participants can include *Decision Makers, Urban Planners, Sustainable Development Experts, local stakeholder representatives, and/or people with deep knowledge of some aspect of the context of the project.* Within the *Community Maps* method, it is facilitated by urban planners and experts who are trained on the process, whereas practically any other stakeholder group can make use of the tool. The stakeholders involved in contributing to the maps will depend on the topics and locales that are chosen to be mapped. Liaisons are responsible for organising, facilitating, and recording the exercises.

3.2.3. Pillar Visions

Pillar visions represent a thematic element within the overarching pilot vision, focusing on a specific realm crucial to achieving inclusive, climate-neutral, and resilient urban development. Each Vision Pillar addresses distinct, yet interconnected, aspects of urban development and provides detailed, aspirational, objectives which will guide actions and decision-making within its particular sphere. These visions consist of their respective objectives. In the case of UP2030, these are visions which are developed specifically in reference to the future of Carbon Neutrality, Resilience, and Just Transition in the pilot. Shared values from multiple stakeholder groups are brought together, and a common understanding of 'where we are today' and 'where we would like to go,' are developed along the lines of the project pillars. This common understanding categorises and prioritises the key objectives for each pillar and identifies gaps or overlaps. Pillar vision can be seen as first step in defining and informing the holistic pilot vision definition, or in other cases, take place after the holistic vision was already created. In that way pillar vision can support the identification and formulation of specific values, which in case of UP2030 are Carbon neutrality, Resilience and Just Transition.

Inputs

Objectives validation is a pre-requisite to the development of this milestone. In order to develop pillar or principle-oriented visions, there should be a baseline understanding of the project scope, and key objectives within it. While not strictly necessary, having executed some degree of spatial analysis can enrich and stimulate the process of visioning, by providing greater understanding and context for the brainstorming and development of new ideas.

Purpose

The first aim in achieving this milestone is to connect the city's overarching visions for each principle or *pillar* to the strategic objectives of the specific project or *pilot*. The other key aim is to develop a common understanding of share values and priorities from different stakeholder groups, and to synthesise those into a coherent co-defined vision for the future of the project areas.

Key Outcomes

Objectives that have been previously defined are considered more deeply and sets of ideas for the achievement of them are developed from various perspectives. This can aid in the development of actions in the later stages of the adaptive pathways. The key output from this process, however, is the generation



of visions that are highly specific to the project (*pilot*), concise, actionable, and aligned amongst the various stakeholders.

Methods

The approach proposed for developing the *Pillar Visions* milestone is a method called *Thematic Brainstorming*. Thematic Brainstorming is a flexible method which can be executed in person or remotely. It functions by asking groups to enrich the previous *Validated Objectives*, by generating ideas according to how each of those objectives could contribute to the project principles or *pillars*. The groups are subsequently asked to take these ideas and synthesise them into coherent and ambitious visions for each principle or *pillar* within the scope of the project. Finally, these ideas and visions from separate groups are presented, compared, and clustered together, to discuss and integrate the visions from all the involved stakeholders.

The detailed steps for this method can be found in the link below: Engagement Toolkit

Stakeholders

Any stakeholder with a deep understanding of the physical, institutional, or thematic context of the project area can participate in the *Pillar Visioning* process. This can include technical professionals, urban planners, policy makers, local residents, asset managers, NGO representatives etc. The process should be facilitated and moderated by professional familiar with the contexts. In UP2030 context, city liaisons have been assigned to this role.



Thematic Brainstorming

Duration	1-3 hours
NF Format	On-site Online
🗥 Target stakeholders	Urban Planners Residents Decision Makers
	Economy industry and commerce NGOs/activists
	Sustainable development experts Researchers Service/utility providers
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3.2.4. Pilot Vision

The *Pilot Vision* is the synthesis of all the other visioning activities. It is also the development of a comprehensive and holistic vision for the desired future transformations to take place within the scope of the project or *pilot*. The vision is co-defined as a vision statement (text-based component) and as a vision diagram or map (spatial component). It incorporates the validated, refined, and categorised objectives. It also includes the *pillar visions*, which should effectively align with the overall vision. All these components are collected into a concise document referred to as the *Vision Page – Figure 11 (the template can be found in the Annex Section 8.3).* Vision Page was developed specifically for UP2030 project as a template to document the city's vision and can be adjusted to each city's outcome. In that sense, each pilot city within UP2030 will develop its own vision page at the end of this process.

As a pivotal milestone concluding one of the two main components of the co-visioning process, the *Pilot Vision* is crucial for developing a clear direction to head towards and is necessary for the development of Adaptive Pathways. In essence, the *Pilot Vision* will define the adaptive space within which the pilot ought to operate.

Inputs

Validated and refined objectives, spatial analysis, and an overview of opportunities and challenges can all provide a basis upon which a comprehensive pilot vision can be defined. This is an effort primarily to synthesising information previously developed in earlier processes within the project to create a cohesive concept, rather than starting from a blank slate. It would also be advantageous to have developed *pillar visions* prior to developing the overarching vision concept, however, this is not strictly necessary. Of the two methods proposed, the *Future Newspaper* requires little in the way of formal inputs, whereas the Common Vision – being a spatial exercise – requires layer overlays such as those developed in the integrated spatial analysis method.

Purpose

The ultimate purpose of this step is to fully develop the comprehensive vision which has been co-created throughout the prior milestones. It should provide decision makers with clear spatial areas for intervention, connect higher level carbon-neutrality, resilience, or equity-based ambitions with the local scale, and outline an ambitious but realistic future which stakeholders aim to achieve through the implementation of the project or *pilot*. To prepare cities for developing an adaptive pathways approach to planning, it is assumed that the path to getting from where they are now – the status quo – to where they would like to head, will be non-linear. Thus, this approach to co-visioning asks the stakeholders to define what that future would look like, what it will not, and thereby defining the space within which iteration and adaptation in the development / transformation process can operate.

Key Outcomes

The key outcomes of the Pilot Vision milestone are collected and represented in the vision page. This is in effect, the synthesis of all the co-visioning milestones. This will include a clear *Title* for the project. An indicative *vision statement*, which can be defined and elaborated in the *Future Newspaper* method, encapsulates the holistic concept for the *pilot* or project's carbon neutral future. There are *Pillar Visions*, which are comprised of the outcomes from the previous milestone, and effectively break down the holistic vision into envisioned contributions to the guiding principles. In the case of *UP2030*, these are the three



pillars of *carbon neutrality, resilience,* and *just transition. The graphic – referred to as the Vision Visual* in (Figure 11) – can be derived from the *thematic brainstorming* and *common vision* methods and gives a spatial and localised understanding of the vision. Finally, the page will include the *refined objectives* which are associated with the relevant principles or *pillars* which they are most associated with.



Figure 11: Vision Page Template for Each Pilot (Source: TSPA, 2023)

Methods

In this milestone, there are two proposed methods which can help cities round out their visions. The first is the *Future Newspaper* method. This is an exercise which is intended to be done in a workshop environment. The method is valuable in helping participants think through and conceptualise how they envision the future by coming up with headlines that they would read in their local newspaper about the site. This can help them come up with ambitious but realistic end-goals which they aim to achieve through the project. The grouped participants consider the headlines in reference to the project's key climate, resilience, or equity-based priorities, and develop the 'stories' that such an article might describe. This method can be adapted to whichever theme(s) cities are working on and can help define the qualitative and/or quantitative characteristics of the vision. The details of this method are in the link here: Engagement toolkit

The other method is the Common Vision method, which focuses on defining a singular and cohesive spatial vision. The method brings stakeholders together and focuses on aligning priorities and objectives into a spatially actionable concept. This vision is a spatial map of project's future and a powerful tool that can be shared, discussed or further contested. Working with layered inputs from previous mapping exercises such

as the integrated spatial analysis, participants are asked to trace and plot objectives at the *pilot* or project scale. Overlapping these, they are asked to find synergies, conflicts, and other intersections. Finally, participants are asked to develop a graphical sketch of their cohesive vision, or a few options for this. In the case of multiple options, they are then merged and harmonised by the workshop organisers. The details of this method are in the link here: Engagement Toolkit

Finally, the results from the methods completed in this step, and in those prior, are recorded and shared with technical partners or internal experts who can compile them into the Vision page format.

Stakeholders

As a synthetic step, all involved parties and stakeholders are, in essence, engaged in this milestone. However, the methods described above are to be championed by the city and its liaison organisation and should include stakeholders both internal and external in this pivotal step of holistically defining the vision for the project or *pilot*. In UP2030, this means engaging with the LAAs. Ultimately, the cities, liaisons, and technical partners are responsible for compiling results from each workshop into formats which can be clearly understood and communicated with technical partners for assessing and compiling the outcomes. For this specific reason, the Vision Page will serve the purpose of communicating final outcome – pilot vision - to all participating stakeholders.

3.2.5. Actions and Barriers

Having completed the co-development of the shared vision, the *Actions and Barriers* step is the first of the adaptive pathways' methodology component. This section aims to pave the way for practical, adaptive strategies aligned with the project or *pilot* objectives and vision. The focus here is to break down objectives into potential actions (interventions, strategies and activities) required to accomplish what is envisioned. This is linked with identifying potential barriers that stand in the way of such actions, and risks which may lead towards a maladaptive space outside of the vision. Within UP2030, actions and barriers step can also support selection of tools and digital solutions that cities can explore in order to reach set goals.

Inputs

The primary input for actions and barriers step is the comprehensive *vision*. This comes in the format of the *Vision Page*. As a reference for the eventual output of the adaptive pathways' milestones, a template for the *Adaptive Pathways Page* is also useful in giving participants a conceptual understanding of what they are working towards. Depending on the project's previous analysis and engagement efforts, previously executed needs and barriers assessments can be a valuable contribution to this phase. In the case of UP2030, governance barriers identified in the first engagement review can feed into this step. Additionally, a clear glossary of defined terminology for the adaptive pathways process is valuable for stakeholders and participants for whom this methodology is unfamiliar.

Purpose

The first step in developing adaptive pathways is in trying to make connections between the current, donothing scenario, and the future state that has been collectively envisioned. By breaking down the vision into its constituent objectives, and transforming those into tangible actions, pathways that can start to be developed. However, it is expected in complex transformations such as aiming for carbon neutrality, resilience and achieving justice, that this will be a non-linear process. As such, identifying key barriers to these actions can start to build a more robust and dynamic approach for delivering on the project's objectives. It is also important to project the actions into the future and begin to sequence them together, to understand how the actions relate to each other and where interdependencies lie.

Key Outcomes

The *actions and barriers* milestone and the associated methods are designed to make projects actionable. Project objectives and visions are unpacked into manageable project components. By identifying interconnected actions, this approach illuminates how they can collectively contribute to a shared vision while amplifying the impact of each individual action. As a result, priority topics emerge, establishing defined focus areas and initiating actions.

Stakeholders

Due to the complexity and novelty of developing adaptive pathways for achieving carbon neutral urban *pilots* or projects, this milestone is to be led by a combination of the cities and their liaison organisations who are advised and assisted by technical partners – in the case of UP2030, this is TSPA and Buro Happold. LAAs and internal municipal stakeholders are the participants being engaged in the development of this milestone.

Methods

This step utilises the Adaptive Pathways method to come up with a set of alternative actions that form a decision-making framework for the future. Actions are defined and barriers to such actions are identified. In turn, participants are asked to conceptualise actions to overcome these barriers, or to identify the impacts of what happens if attempting to overcoming that barrier is unsuccessful. Working within the overarching project vision, and the specific *pillar* vision, actions and results which could lead towards or away from the objectives begin to define the *adaptive space* and *maladaptive space*.

For each objective, participants work backwards:

What are the actions needed to achieve this objective? How do these actions fit into the short medium and long-term? Which actions rely on one another? Which previously identified barriers stand in the way of effectively executing the actions? Are there other barriers? How can these barriers be localised? How can the actions and barriers begin to be strung together in a decision-tree format?

The full description of this method can be found in the link here: Engagement Toolkit





Figure 12: Adaptive Pathways Method Template: Unpacking Objectives into Actions (Source: TSPA, 2023)

3.2.6. Filtering Actions

Following the creation of the preliminary adaptive pathways, with objectives broken down into *Actions and Barriers*, the *Filtering Actions* step is the process whereby the actions are further refined against a set of benchmarks. The benchmarking framework in *UP2030* is built upon *city models;* best-practice urban planning approaches for carbon neutral, just, and resilient cities such as the 'fifteen-minute city' concept. This process should expand, deepen, and clarify actions so that they are intentional, pragmatic, and adaptable.

Inputs

The key inputs to this process are the actions defined in the previous milestone, any additional barriers that have been identified in parallel processes, the co-developed vision, and a set of targets developed within benchmarking framework. The benchmarking framework is crucial as it provides a measuring stick for which to assess the actions against.

Purpose

The purpose of this is threefold: First, to hone the steps that will be taken into functional, realistic actions. Second, to identify actions which may lead in directions away from your vision, to realign them with the Carbon Neutrality, Resilience, and Just Transition goals and ensure actions does not lead to maladaptation

space (See *Pillar Vision* Milestone). Third, and finally, to create specific benchmarks for the outcomes of actions, to understand how they contribute to achieving a certain component of your vision.

Key Outcomes

In the case of *UP2030*, the key outcome from this process is the further refinement of actions, and the validation that the actions to be included in the adaptive pathways development contribute to the three strategic pillars. Additionally, the connection between the individual projects or *pilots* and the benchmarking framework allows for more specific, relevant, pilot-specific benchmarks to reference and measure against through the later implementation stages.

Methods

The benchmarking task leaders will develop a set of filters that each action will be evaluated against, to filter whether the action will lead to maladaptation or whether the action needs to be adjusted. By using best practice city models such as *the inclusive city, the water-sensitive city, or the 15-minute city,* these filters ask whether the sets of actions that have been devised contribute to building out a resilient, just, and carbon-neutral future. Each individual action will pass through a filter that first tests whether it contributes to both carbon-neutrality and resilience. It is checked by determining if the action contains aspects which build towards *core-principles* of these pillars such as *net-zero, compactness, connectivity, redundance,* and *decentralisation.* If it doesn't have co-benefits for both pillars, then it is suggested that the action should be revised in such a way so that it does. The actions are then passed through a filter to test how they contribute to the other core pillar of the *just transition.* This filter is centred upon three aspects of *spatial justice,* namely; *redistributional justice,* procedural justice, and *recognitional justice.* As the framework and its filters develop, the technical partners will support in their application to the adaptive pathways development.

Stakeholders

Cities internal stakeholders and the Liaisons will be supported by the technical partners to execute the actions filtering. The technical team will help in utilising the benchmarking framework for filtering and provide urban planning expertise for assessing individual actions against the criteria proposed in the framework.

3.2.7. Comprehensive Assessment

Following the development of the actions and barriers, and after filtering them against the benchmarking framework, cities should have a set of refined and sequenced actions. Barriers should have been identified which could impact their realisation. The *Comprehensive Assessment* milestone leverages technical expert knowledge to transform the content into draft adaptive pathways. Drafts of the adaptive pathways pages are created, to be shared for a last round of iteration in the final *milestone*.

Input

The key inputs into this step are the complete vision page, the filtered actions, and barriers which have been identified and sequenced. Expertise of technical partners regarding the development of adaptive pathways is also a necessary input for this stage.



Purpose

The aim is to develop implementable adaptive pathways, grounded in the co-defined objectives and vision. The pathways are intended to provide clear, practical, and resilient implementation guidance approaches. They should serve to help cities avoid executing their projects and failing to achieve their various visions which were defined at the outset. Thus, this step involves capitalising on the technical, theoretical, and practical expertise of the technical partners to assess the overall actions and preliminary adaptive pathways developments. This external technical assessment will highlight unseen barriers and risks associated with the proposed sequences of actions and assist in developing more robust approaches to achieving the city's visions.

Key Outcomes

There are two key outcomes of this milestone. First is the technical refinement and assistance in developing more comprehensive adaptive pathways. This includes the identification of risks and holes that have been identified in what had been proposed. Second, is the first draft of Adaptive Pathways Pages. This is a tangible product which charts the sequences and interlinkages of actions and decisions which should lead towards the realisation stated objectives and visions. In turn, this allows for communication and dissemination with the cities, and their respective liaisons and stakeholders for further iteration.

Methods

Technical partners receive from the liaisons the results of the actions and barriers identification and filtering and advise where needed. Input is arranged into the Adaptive Pathways Page(s) for the city to review in the next and step.

Stakeholders

The primary partners involved in this stage are the technical partners, who receive the information from the previous milestone from the liaisons and cities, and then take this stage upon themselves. However, this stage may also require coordination and communication between the technical partners and cities for clarification.

3.2.8. Adaptive Pathways Validation

The last milestone of the adaptive pathways development methodology, the *Adaptive Pathways Validation* stage serves to provide a final round of validation and iteration. The drafts of the adaptive pathways pages are to be shared with the cities and liaisons for review, to be edited, commented upon, further expanded, etc. The edits can in turn be incorporated to develop 'final' adaptive pathways pages.

Input

The key inputs to this phase are the drafts of the adaptive pathways pages, and the complete co-developed visioning pages.

Purpose

While the previous milestone, the *Comprehensive Assessment*, provided adaptive pathways pages, it is imperative that the final versions of these are collectively assessed by vested stakeholders with the local,



contextual knowledge base. This iterative process allows for assumptions and judgements made by external technical partners to be checked by those with the intimate contextual knowledge of their city's processes and capacities. In essence, it is of utmost importance that local stakeholders have the final say. The adaptive pathways pages should be useful and understandable to those who will make use of them, so it is important to have that assessed before finalising them.

Key Outcomes

The key outcome from this final process milestone is the completed *Adaptive Pathways Pages*. Each city will likely have multiple pages, each with interlinked, sequenced actions and key decision points which can help guide cities through the implementation of their visions through their *pilots* or projects. These *pages* are intended to provide resilient, flexible, *adaptable*, paths which reduce the risk of failure to deliver on the project's goals. They should be, by design, non-linear guides which help mitigate the impact if various actions or dependencies are not realised in full, by allowing space for alternative methods to achieve their vision.

Methods

The primary method for this milestone is the distribution of draft adaptive pathways pages to cities and liaisons, who can assess, modify, distribute, and make editorial suggestions however they see fit. This is to be communicated back to the technical partners to incorporate all the revisions into the final *adaptive pathways pages*, and thereby completing the development of the adaptive pathways.

Stakeholders

The parties involved are, most crucially, the cities and their respective internal and external stakeholders whom they choose to involve in the final revision of this document. In the context of UP2030, each city's respective liaisons and LAAs are likely to be consulted in this final iteration as well. The technical partners will support in the incorporation of revisions and putting the final documents together.

3.3. <u>Guiding Principles for Practical Implementation</u>

UP2030 is made up of 10 European city pilots, and one observer city in Global South, each with societal and environmental challenges that shape a unique context in which climate neutrality is to be achieved (UP2030, 2022). To support cities in driving the socio-technical transitions required to meet their climate neutrality targets, the goal was to develop a general methodology that supports a practical implementation for each pilot's context.

The practical application of theory is central to UP2030's aim of developing and applying an innovative methodology that cities can adopt to meaningfully engage with the Mission. In particular, the codevelopment and implementation of science-based - yet practical – tools. (in this case, the author refers to the tools in the wider perspective without linking the digital solutions proposed by UP2030 partners) (UP2030, 2022). Therefore, bridging theory and practice is essential in the development of a methodology that can be used to translate visions into practical actions.

The Analysis Phase is crucial in gaining critical insights into the context and realities of each pilot. For example, as part of the Engagement and Vision Task Force within UP2030, meetings were held with each

participating city and liaisons to discuss and reflect on the engagement activities undertaken within the Analysis Phase. Critical feedback on the practicalities related to the implementation of UP2030 thus far was received. In turn, this feedback helped to establish guiding principles for the development of a methodology for co-designing visions and adaptive pathways that are practical for cities to use.

The following are key points regarding practicalities for implementation, relevant to the development of the methodology, based on the feedback from pilot cities:

- **Challenging to hold long engagement sessions:** it is challenging for cities to hold long engagement sessions, for example longer than three hours, due to the multitude of stakeholders needed and their respective commitment capacities.
- **Pre-existing projects, initiatives and processes within the pilot areas:** Cities often have preexisting projects in the pilot areas, relevant to the three pillars of UP2030 of carbon neutrality, resilience, and just transition. For example, in the case of Rotterdam, the "Resilient BoTu 2028" program was launched in 2019. In Münster's case, the pilot area of Frauenstrasse has already undertaken visioning workshops with residents prior to UP2030. Therefore, a challenge of scoping UP2030 within the pilot areas was a frequent topic brought up by cities.
- **Duplication:** UP2030 is made up a large consortium with multiple tasks being performed in parallel. Cities are often at the centre of these tasks. Therefore, cities and liaisons expressed the need for avoiding the duplication of work and the need to build on information already being provided in the project thus far.
- **Terminology:** There is a wide range of stakeholders involved in the engagement sessions, whom have different understandings of technical vocabulary related to urban planning, design, and climate, and project-specific terminology related to UP2030.
- **Forward planning:** Cities have limited resources and engagement includes multiple stakeholders with varying capacities, therefore communication around the entirety of processes and timelines are highly valuable for planning resources for a successful implementation.

Building upon what was heard from cities and liaisons during the first year of the project, five principles were established to guide the development of the methodology to ensure it is valuable and practical for the cities and liaisons to implement within and outside UP2030 project.

- Modular and Adaptive Processes: The process is broadly applicable yet adaptable to each pilot's needs and context. This also supports the potential to up-scale the methodology to contexts beyond UP2030. The methodology is designed specifically in milestones, in which their execution and timeline is flexible. Each milestone contains recommended engagement methods that can be combined into one long-workshop or separated into sequential workshops depending on city and liaison capacity and timeline. For example, with the case of Granollers the preferred timeline is to combine several milestones into one longer workshop, tackling development of pillar vision and holistic pilot visions at once, while in case of Budapest the milestones might be distributed over a period of time.
- Alignment: Both within and outside of the UP2030 project, cities have ongoing projects and work related to the pilot areas. Specific engagement methods are recommended within the co-visioning process to support integrating and aligning parallel efforts at the outset of the visioning process.

In case of Thessaloniki, which has clearly defined objectives, but pilot area comprises many ongoing projects, the suggestion was to dedicate time for mapping ongoing projects (by exploring *Community Maps* and *Integrated Spatial Assessment*) that align with UP2030 goals, enabling to revealing link and synergies among them. Additionally, scoping within the three project pillars (Carbon Neutrality, Just Transition, and Resilience) is built into the engagement methods of the co-visioning process to support aligning the pilot's objectives to the UP2030 scope and ensure a cross-cutting and non-siloed approach to achieving climate neutrality.

- **Iterative**: To build more resilient strategies, feedback loops are embedded in the process to allow for revision and refinement, to adjust to the progression of the implementation of the visioning and adaptive pathways methodology to changing circumstances and to ensure they continuously reflect the context in the pilot area. The feedback loops and close communication with cities and liaisons are key for each step of the process. The goal is not only a key open communication channels, but also update and refine outcomes in each step. This principle is also in line with the co-design approach, elaborated in Section 2.4.1.
- Accessible language: Consistent use of pre-defined terms is done from the onset of the visioning process, so it is clear to multiple stakeholders what is being asked of them and how they can contribute. The glossary with key terms for co-visioning process can be found in Section 1.3. Furthermore, significant focus is placed on how to ensure the dissemination and communication of information on co-visioning and adaptive pathways is clear across a multitude of stakeholders involved in the process. Refer to Section 5.2 for further details of the dissemination strategy.
- **Co-Design approach:** With cities' expertise of being closest to the on-the-ground implementation, they can tailor this process to their unique circumstances, by structuring their process to the milestones and engagement methods that best suit their needs.



4. Integration with UP2030 Processes

According to the project proposal (UP2030, 2022), the UP2030 process is structured into four steps: Analysis, Vision, Action, Upscale. Co-designing pilot visions and adaptive pathways is part of *Step 2 - Vision* and builds on results and steps already carried out, such as the needs and barriers analysis. The integration of the previous inputs (such as needs analysis) and key findings within task (for example vision and actions) is crucial for project success. It is equally important to build upon and pass onto the information and knowledge gathered within first steps of the process, as well as create an alignment of how each of key project steps are implemented.



Figure 13: Diagram of the Four Project Phases (Source: UP2030 Project, 2022)

The following aim to section describes an important links to other tasks and activities carried out within the first year of the project and reveal the connections with other process steps.

4.1. Links to Engagement Activities

The co-visioning methodology, anchored in a needs assessment conducted under the Task T2.3 and enriched by data from City Storylines (which are living documents, comprising key information of the pilot city and its progress during UP2030 project), provides a foundational framework for identifying pilot cities' unique needs, obstacles, aspirations, and city profiles. This analysis allowed to reveal patterns among pilot cities, leading to the formation of thematic clusters. The clusters provide detailed insights for applying suitable approaches and engagement methods to specific city contexts. Within the scope of UP2030, the needs assessment differentiates pilot clusters, thereby fostering peer-to-peer exchange. It also identified emerging patterns among all cities regarding their pursuit towards carbon-neutral, resilient, and just transition transformation.





Figure 14: Co-visioning Process and Links to Other Activities (Source: TSPA, 2023)

Milestone 1 from the co-visioning process as illustrated in Figure 14, sets a base for the entire co-visioning process. Identified objectives determine which of the engagement methods are most appropriate for each milestone, marking the initial step being closely tied to the identification of city needs and objectives.

For the pursuit of climate neutrality goals in inclusive manner, establishing sustainable engagement strategy and setting up stakeholder groups that can follow the entire process is essential. Therefore, Learning & Action Alliances (LAAs) play a key role, ensuring a seamless integration and information flow throughout each project phase. These alliances, formed early in the process, create a stakeholder ecosystem. Their involvement in needs analysis and co-visioning is vital, incorporating a wide range of perspectives and needs. Thus, the co-visioning process is designed to integrate LAAs throughout its duration. The LAA's role within the project is further elaborated in D.4.3, the Sustained Engagement Strategy of Learning & Action Alliances, to advance the neutrality vision in the UP2030 pilots.

4.2. Links to Benchmarking Framework and KPIs

A cohesive benchmarking framework was drafted together with technical partners (from UIC, UPV, TU Delft, BH, TSPA, UCCRN) to establish a coherent theoretical framework throughout the project, from analysis to co-visioning, and until the monitoring of actions and impact though KPIs. This framework, anchored in the project's core principles of neutrality, resilience, and justice, is vital. Thus, the synchronisation of benchmarks, co-visioning, and KPIs tasks was critical. To this end, UP2030's benchmarking framework was devised, comprising three primary components:



- Inspiring
- Driving
- Monitoring

This structure not only reflects the project's pillars but also embodies fundamental principles of urban planning and design, anchoring future visions in best practice models, including resilience but also compactness or connectedness principles.

The conceptual framework is designed to motivate and 'inspire' stakeholders and shape the definition of pillar visions and comprehensive pilot visions. Incorporating analysis and benchmarking of exemplary urban models (notable models include the 15-minute, water-sensitive, inclusive city and positive energy district concepts) - those that exemplify resilience, carbon neutrality, and just transition goals — enables the accumulation of collective, global knowledge. Instead of starting from scratch, it helps identify effective measures and concepts that have been applied in similar context.

The 'Driving' component of the benchmarking framework acts as a filter, setting ambitious targets (details to be determined upon the completion of Benchmarking T2.3). These targets, developed in alignment with the three pillars, and derived from the broad expertise of the consortium members, will maintain consistency across the project's phases. They will ensure that co-design processes address crucial conceptual principles and technical aspects such as urban planning, design, water management, energy infrastructure, finance, governance, and many more. This filter aids in assessing and directing objectives and actions towards innovation and steering clear away from of maladaptive practices. The actions assessment against these ambition targets is incorporated into Milestone 6 – Filtering Actions with benchmarking criteria.

Last but not least, the alignment of the defined vision and objectives, along with adaptive pathways, will inform pilot-level KPIs. This allows cities to measure their success and progress. City-specific KPIs associated with the three pillars will be identified and correlated during Milestones 1, 4, and 8 (respectively: objectives validation, pilot vision and adaptive pathways definition. For more clarity, refer to Figure 14) linking objectives, visions, and actions that align with the themes of resilience, carbon neutrality, and just transition.

The coherence between analysis, visioning, and monitoring (KPI) activities relies on integrating thematic fields, UP2030 pillars—resilience, carbon neutrality, and just transition—into each task, fostering linkage and alignment among different tasks.

Through the validation and refinement of objectives, pilot cities within and beyond UP2030 will be able to recognise alignment with these realms or identify any emerging gaps. By articulating pillar visions and associating objectives with each realm, the aim is to support cities and guarantee a holistic vision is defined that encompasses all three pillars and contextualises each theme.

4.3. Link to Implementation Activities

Co-visioning process involves a synergistic approach where visions and information are continuously exchanged across different project parts. As one of the key connections, it is also to ensure that the efforts from WP3 and newly formed Work Groups (WG) in analysing and matching tools are informed by the co-



visioning process. Co-created pilot visions, along with adaptive pathways, play a pivotal role in the tool selection process by delineating the steps necessary to achieve set goals. This process is not just about selecting tools; it's about matchmaking, pairing the right tools with the right stages and thematic fields to support cities in reaching their objectives.

5. <u>Application Process</u>

5.1. <u>Reflections on Co-Visioning Methodology Application</u>

The goal of this section is to provide insights, on how the methodology described above was applied in each pilot city and reflect on key takeaways of the application process. The section will detail key learnings from the process and present the outcome - co-designed visions and adaptive pathways developed in each pilot unique to its needs and context.

Given the current timeline for UP2030 and the visioning process having just begun, a section on applying the methodology per each pilot case will be detailed in the report in the later stages, and once the pilots have gone through the visioning process. The information here will be added incrementally meanwhile.

5.1.1. Belfast

Under UP2030, Belfast's overall aim is to develop and test a framework for making the Linen Quarter Northern Ireland's first sustainable and net zero business district, while embedding the UP2030 framework into other city-wide programmes. Within this framework for regeneration, they seek to integrate tree planting, green infrastructure, play and co-design with young people.

5.1.1. <u>Visioning</u>

Considering this context, along with the pilot taking place within an existing and inhabited district, Belfast's visioning will be shaped by spatial identification exercises (Integrated Spatial Analysis, Community Maps, and Common Vision). Furthermore, Belfast's focus on community engagement and the extensive mapping of stakeholder groups influences the recommended methods for engagement throughout the visioning process. For example, additional activities, such as the *Participatory Mapping with Children*, are recommended to reach the target groups identified by Belfast.



Figure 15: Belfast Recommended Co-visioning Engagement Methods (Source: TSPA, 2023)

Belfast is currently in Milestone 1, validating objectives that were compiled from the needs assessment phase and refining to ensure the objectives are linked to the pilot area and align with UP2030 pillars. The activity was started during the General Assembly meeting in Lisbon in November 2023, supported by the liaison team, Mapping for Change. Some of the objectives that exist to date include developing a cost-benefit-analysis to understand, communicate, and prioritise action on retrofitting buildings, setting baselines for air quality and emissions, and engaging youth in planning of projects.

A capacity training, to support liaisons in facilitating visioning activities with each city, was held in early December 2023 with Belfast's liaison, Mapping for Change. In terms of next steps, Belfast intends to finish refining the objectives and prepare for the upcoming visioning workshops to be held in early 2024.

5.1.1. Adaptive pathways

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.1. <u>Reflections</u>

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.



5.1.2. Budapest

Budapest's aim under UP2030 is to upscale the *Healthy Streets* methodology across the Districts. In particular, by having urban development professionals adopt the Healthy Streets methodology in practice and by facilitating street improvements through a competitive tendering process with EU support, allowing districts to request and obtain funding. *Healthy Streets* is a human-centred approach developed in London by Lucy Saunders. This framework uses social, economic, and environmental sustainability indicators that describe an aspect of the human experience of being on streets, to embed public health in transit, public realm, and planning (Healthy Streets, 2023). It is important to note that Budapest's tendering process for the *Healthy Streets Initiative* is scheduled for 2024, as such there are currently no pilot areas designated within UP2030.

5.1.2. Visioning

In Budapest, the visioning process is not heavily influenced by specific spatial engagement methods because the areas for implementation have not yet been selected. Instead, the focus of the visioning process is on brainstorming activities (Thematic Brainstorming and Future Newspaper) to develop an engagement strategy that aligns with the overall aims mentioned above. The intention in Budapest is to employ this engagement strategy to raise awareness about the *Healthy Streets* methodology. This awareness-building effort will target both the district-level, in support of the tendering process and future implementation of the methodology, as well as urban development professionals.



Figure 16: Budapest Recommended Co-visioning Engagement Methods (Source: TSPA, 2023)

Budapest has completed Milestone 1, by validating and refining objectives that originated from the needs assessment phase, to account for any changes in scope and aims (Figure 17). Among the various objectives, some include creating an 'LAA' for Budapest *Healthy Streets* to disseminate and adopt the methodology, enhance Budapest citizens' public discourse on the public health of their streets and public spaces, and



have urban development professionals (architects, designers, urban planners, engineers) learn and apply extensively Budapest's *Healthy Street* methodology.

Objectives

Overarching upscaling vision

Healthy Streets	#	Célok	Objectives	New objec -tive?	ST (0-1 year)	MT (1-5 years)	LT (5+ years)
UPSCALE METHOD O-LOGY	1	Egészséges Utcák szempontrendszert ismerje és alkalmazza a szakma (építészek, tervezők, várostervezők) a közterületeket érintő város- és ingatlanfejlesztési gyakorlatban.	Urban development professionals (architects, designers, urban planners, engineers) learn and apply extensively Budapest's Healthy Street approach in practice in public space development projects.	New		х	
	2	A Budapesti Egészséges Utcák szövetségének "LAA" létrehozása a módszertan terjesztéséhez és adaptálásához, professzionális diszkurzus megteremtéséhez, tudásközpont létrehozásához, módszertan aktív terjesztéséhez.	Creation of 'LAA' for Budapest Healthy Streets to disseminate and adapt the methodology, creation of professional discourse, the establishment of Healthy Streets knowledge center, and active dissemination of the methodology.	New	Х		
	3	Budapestiek beszéljenek, gondolkodjanak arról, hogy az utcájuk, lakóhelyük mennyire "egészséges", alakuljon ki ezzel kapcsolatos elvárás a budapestiekben.	Enhance Budapest citizens' public discourse on the public health of their streets and public spaces, awareness raising and building public expectations.	New		×	
	4	Az Egészséges Utcákkal kapcsolatos közösségi térképezési eszközök tesztelése közvélemény-kutatáshoz, lehetséges projektek és fejlesztési célok meghatáro- zásához, valamint a tudatosság növelése érdekében.	Testing community mapping instruments in line with the Healthy Street approach to gather public opinion, define potential projects and development targets, and raise awareness.	New	х		
	5	Készítsünk útmutatókat, szabványokat a saját <u>cégeinknek,</u> kerületeknek és érintett tervezőknek.	Create guides and standards for our own companies, districts and the planners involved.	New		Х	
	6	Piaci és egyéb szereplők bevonása, akik (anyagilag is) érdekeltek és változás a motorjai lehetnek.	Involvement of market players who are (financially) interested and can be the drivers of change.	New	Х		
FUNDING	7	Társadalmasítás támogatása a kerületeken keresztül (helyi lakosok bevonása) a tervezésbe és megvalósításba.	Supporting the involvement of local citizens through the districts in the planning and implementation.	-	Х		
APPLICA- TION	8	Egészséges Utcák pályázat megvalósítása, nyertes projektek implementációja.	Implement Healthy Streets projects across Budapest (winning proposals).	-		Х	

Figure 17: Budapest's Refined Objectives as of December 2023 (Source: TSPA, 2023)

In late November 2023, a capacity training session was conducted to support liaisons, including Budapest's liaison represented by GGGI, in their role of facilitating visioning activities with each city. Looking ahead, Budapest plans to engage in visioning and adaptive pathways activities in the interim period between the Healthy Streets Initiative's tendering process, as they are actively involved in the evaluation of these tenders. These visioning workshops are expected to occur from December to February, with the expected outcomes of defining members to be included within the LAAs for the engagement strategy, further defining the objectives of the engagement strategy, defining a timeline for the engagement strategy, and understanding which members could take part in which engagement activities.

5.1.2. Adaptive pathways

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.2. <u>Reflections</u>

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.



5.1.3. Granollers

Under UP2030, Granollers' overall aim is to create an inclusive and equitable low-carbon district in the new sector development of La Bòbila, incorporating grey, blue and green infrastructure. Granollers also specifically seeks to integrate climate mitigation and spatial justice in the assessment of future urban planning decisions of new developments.

5.1.3. Visioning

The engagement methods recommended included more spatially oriented exercises in the context of new urban developments, such as Design Charrette and Common Vision, given the context of the pilot as a new urban development on an uninhabited site.



Figure 18: Granollers Recommended Co-visioning Engagement Methods (Source: TSPA, 2023)

Granollers has already completed the first stage of the Co-visioning, Milestone 1, by validating and revising their objectives taken from the various processes in the first year of the UP2030 process. The validated objectives for the co-visioning process contribute to the three pillars in a variety of ways, described as follows: The city wants to design La Bòbila to be a net-zero emissions neighbourhood. It intends to implement cross-cutting climate mitigation and spatial justice tools to assess future urban planning. From a resilience perspective, the aim is to balance between grey and blue/green infrastructure. Regarding the just transition, contributing objectives include the creation of a citizen laboratory focused on the urban transformation of the city, maintaining inclusion and equity, and preventing gentrification.

A capacity training, to support liaison's in facilitating visioning activities with each city, was held in November 2023 with Budapest's liaison, Aquatec. In terms of next steps, the next workshop is planned for January 2024, where the pre-selection tools to aid in the co-design process will be worked on alongside



the definition of the overarching Pilot Vision. To develop this vision, Granollers plans to make use of the common vision method.

Granollers



Figure 19: Granollers Co-visioning Roadmap as of December 2023 (Source: TSPA, 2023)

5.1.3. Adaptive pathways

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.3. <u>Reflections</u>

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.4. Istanbul

Istanbul's aim under UP2030 is to decarbonise buildings and transport while integrating photovoltaic systems; and to promote inclusive transport (particularly for women and young people) through installation of e-bikes. Istanbul's pilot area is Kadıköy, given its position as a high traffic transit point with multiple transportation modes available.

5.1.4. <u>Visioning</u>

Istanbul's visioning process is shaped by the need for spatial analysis and representation. Therefore, Integrated Spatial Analysis, Community Mapping, and the Common Vision are engagement methods recommended to support the needs of Istanbul's pilot context.



Istanbul

Figure 20: Istanbul's Recommended Co-visioning Engagement Methods (Source: TSPA, 2023)

Istanbul is in the process of refining the pilot objectives in Milestone 1. During the General Assembly meeting in Lisbon in 2023, the representatives of the city, with the support of liaison, reflected on the alignment between the identified objectives and the pilot context. This exercise helped to ensure that the objectives are linked to the pilot scale and to further specify them. For example, objective for 'Measuring Social Benefits' was further specified that link to pilot can be explored through sustainable energy systems, by decreasing air pollution / climate change related diseases, as well as providing a better access to the energy resources for community. Other example, of how objective for 'promoting inclusive transport' is linked with Kadıköy pilot district, was through promoting micro mobility options for youth and students, which also contributes to the decarbonisation goals.

A capacity training, to support liaisons in facilitating visioning activities with each city, was held in early December 2023 with Istanbul's liaison, GÜNAM. In terms of next steps, Istanbul intends to finish refining the objectives and prepare for the upcoming visioning workshops to be held in early 2024.

5.1.4. Adaptive pathways

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.4. <u>Reflections</u>

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.



5.1.5. <u>Lisbon</u>

Under UP2030, Lisbon's overall aim is to integrate intelligence in their digital decision-support platform around the level of effort and impact of its climate neutrality and adaptation actions. The approach will be tested and validated at the parish of Alvalade, within four intervention areas. Lisbon's pilot context places a particular focus on measuring the cost/benefit of previous interventions, identifying locations for future action for risk reduction and carbon reduction, community engagement, and upscaling.

5.1.5. <u>Visioning</u>

Given the spatial aspects to Lisbon's pilot focus areas as well as their intended next steps of promoting synergies between projects and partners, the visioning process is shaped by spatial analysis and representation (Integrated Spatial Analysis, Community Mapping, and the Common Vision).



Figure 21: Lisbon's Recommended Co-visioning Engagement Methods (Source: TSPA, 2023)

Lisbon is in the process of finalising the validation and refinement of pilot objectives in Milestone 1. Reflection on the alignment between the identified objectives and the pilot context was undertaken in the General Assembly in November 2023. Some objectives include creating and implementing a dashboard with air quality information, creating a neighbourhood ambassador to have an active and engaged community to promote change in the neighbourhood, and creating a portfolio of nature-based solutions.

A capacity training, to support liaisons in facilitating visioning activities with each city, was held in early December 2023 with Lisbon's liaison, LNEC In terms of next steps, Lisbon will be meeting in December 2023 to discuss the immediate way forward.



5.1.5. <u>Adaptive pathways</u>

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.5. <u>Reflections</u>

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.6. <u>Milan</u>

Under UP2030, Milan's overall aim is to regenerate the pilot area (Scalo Porta Romana) to form part of the Winter 2026 Olympic Park. The strong focus is on decarbonisation of the building stock, creation of a resilient community, circular economy, and nature-based solutions (First Engagement Review). Milan aims to develop a robust monitoring and evaluation system that can be replicated in all similar regeneration projects of the city.

5.1.6. <u>Visioning</u>

Milan is in the process of finalising the validation and refinement of pilot objectives in Milestone 1. Reflection on the alignment between the identified objectives and the pilot context was undertaken in the General Assembly in November 2023. Some objectives include articulated need to improve the decision-making process for the design of urban green areas, as well as assess and monitoring urban regeneration projects and their benefits to the local community.

The challenges that the city currently is facing that affects the visioning phase, relates to the difficulties in identifying specific entry points, how UP2030 can support ongoing projects in Porta Romana or Scalo Farini and therefore, setting specific objectives to selected pilot area.





Figure 22: Milan's Recommended Co-visioning Engagement Methods (Source: TSPA, 2023)

To tackle the challenges of identifying how UP2030 can support ongoing efforts, it was suggested to employ Community Maps for identify and spatially mapping ongoing projects, initiatives and programs and Integrated Spatial Analysis for mapping vulnerabilities and opportunities by relying on stakeholder engagement and insights. The activities could support further ideation of the process and set a clearer direction and intervention fields for the next steps.

A capacity training, to support liaisons in facilitating visioning activities with each city, was held in early December 2023 with Milan's liaison, LINKS. In terms of the next steps, Milan is currently revising suggested process for co-visioning and will tailor the approach together with its liaison and technical partners to contextualise the process.

5.1.6. <u>Adaptive pathways</u>

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.6. <u>Reflections</u>

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.7. <u>Münster</u>

Münster's aim under UP2030 is to develop a blueprint of neighbourhood-level climate strategies in the Münster city centre with a specific focus on balancing mitigation and adaptation measures in governance, implementing social and spatial justice, and gaining an understanding of existing policies and resources.

Münster plans to align the UP2030 project with the ongoing work from the project "KlimaTraining" taking place on Frauenstrasse in the city centre. Within the "KlimaTraining" program, volunteer climate trainers help small groups develop and implement climate protection tips in everyday life.

5.1.7. <u>Visioning</u>

The visioning process for Münster emphasizes using spatial identification exercises, given its context of taking place in an inhabited built-up area with climate initiatives already taking place. The Community Maps engagement method is recommended to spatially identify existing initiatives that overlap with the UP2030 pillars of carbon neutrality, just transition, and resilience. The Integrated Spatial Analysis method is recommended to spatially identify existing and challenges, and the Common Vision method is recommended to create a spatial representation of Münster's objectives under UP2030 and identify synergies with the results from the previous spatial analyses.



Figure 23: Münster's Recommended Co-visioning Engagement Methods (Source: TSPA, 2023)

A capacity training was held in December 2023 with Münster's liaison, Fraunhofer, to support in their preparation of the facilitation of the upcoming visioning exercises. In terms of next steps, the project team will be scoping the UP2030 project to further specify the objectives to be achieved and planning the future visioning exercises based on these scoping efforts.



5.1.7. <u>Adaptive pathways</u>

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.7. <u>Reflections</u>

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.8. Rotterdam

Under UP2030, Rotterdam's aim is to create a blueprint for creating a resilient neighbourhood, through co-design and co-ideation that can be used in other areas of the city. This blueprint is to based off of the ongoing efforts from the Resilient BoTu program, in the Bospolder Tussendijken ("BoTu") pilot area. Therefore, Rotterdam's visioning process is shaped by its context of UP2030 being embedded into an existing program in the pilot area, and the project scope and focus on up-scaling.

5.1.8. Visioning

Given Rotterdam's focus on increasing awareness, understanding people's needs, and wanting an integrated approach, the visioning process recommends engagement methods that involve various groups of stakeholders in spatial analyses to identify these needs and opportunities for integration. Rotterdam also places a significant focus of the UP2030 project on asset-based community development. Therefore, the Participatory Mapping with Children exercise is an additional exercise recommended that could be used to identify the needs of groups with no previous expertise in spatial assessment methods.

Rotterdam



Figure 24: Rotterdam's Recommended Co-visioning Engagement Methods (Source: TSPA, 2023)

Rotterdam is currently in the process of validating and refining the pilot objectives, as part of Milestone 1, as a continuation from the workshop held in the General Assembly. Some objectives to be refined to the UP2030 scope include building on asset-based community development to increase resilience, decreasing fossil-fuel dependency, and improving the quality of life of residents. A capacity training was held in December 2023 with Rotterdam's liaison, Resilient Cities Network, to support in their preparation of the facilitation of the upcoming visioning exercises. In terms of next steps, the project team is focusing on completing Milestone 1 and planning the visioning exercises to be held in early 2024.

5.1.8. <u>Adaptive pathways</u>

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.8. <u>Reflections</u>

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.9. Thessaloniki

Within UP2030, Thessaloniki's goal is to establish the Diokiterion district as a Living Lab, piloting a neutral, circular eco-district for all and tackling urban shrinkage. While the emphasis is on housing affordability, and policy improvements, specific climate priorities are not clear. This lack of detail could stem from a data gap that needs to be addressed during the baselining phase. In connection to that city have expressed the need to focus on participatory policy tools and aim to improve planning capacities by adopting new data collection and monitoring efforts to improve climate preparedness and emergency response strategies.

5.1.9. Visioning

Currently, the team of Thessaloniki is in the process of validating and refining the pilot objectives, as part of Milestone 1, as a continuation from the workshop held in the General Assembly. Some objectives to be refined to the UP2030 scope include tackling urban shrinkage, improving affordable green housing policy development as well as including more green space and natural elements in the city.

Given this context, Thessaloniki's co-visioning process can benefit a lot for the strong spatial assessment to identify possible areas of interventions, but also identify ongoing projects and initiatives within the Diokiterion district. The purpose of this step is to capitalise on synergies with other ongoing projects in the pilot area and to see how UP2030 can fit in. Moreover, mapping climate adaptation/mitigation issues and opportunities, vulnerable communities within pilot area. Meanwhile, defining pillar visions, could support the efforts of framing holistic vision that consist of inclusive, but also climate responsive and carbon neutral goals.

In terms of next steps, the project team is focusing on completing Milestone 1 and planning the visioning exercises to be held in early 2024. A capacity training was held in December 2023 with Thessaloniki's liaison, MDAT, to support in their preparation of the facilitation of the upcoming visioning exercises.



Figure 25: Thessaloniki's Co-visioning Roadmap with Suggested Engagement Methods (Source: TSPA, 2023)

5.1.9. Adaptive pathways

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.9. <u>Reflections</u>

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.10. Zagreb

Zagreb's overarching aim under UP2030 project is to develop a circular system of modular urban farms that capitalizes on a strong local agricultural history and community involvement. In connection to the main goal, some of the key objectives include raising public awareness about local climate issues and development of educational programs. For its pilot area within UP2030 project, Zagreb has chosen two areas: the elementary school in the district of Sesvete and a zoo in the city district of Maksimir.

5.1.10. Visioning

Co-visioning process in Zagreb focuses on ideating the process for improving the development of circular food system. Considering this context, spatial component of mapping ongoing initiatives and vulnerabilities was suggested as optional step that could strengthen the outcome. The emphasis is largely on the community involvement into the co-creation process as well as ideation on how UP2030 can support ongoing efforts. Therefore, defining pillar visions that reflect contextualised goals for carbon neutral, resilient and just transition could support further steps and framing of adaptive pathways.

Currently, Zagreb is in the process of validating and refining the pilot objectives, as part of Milestone 1, as a continuation from the workshop held in the General Assembly. Some objectives to be refined to the



UP2030 scope include goals to expand existing urban farm projects targeting schools, reduce transport related CO2 emissions as well as establish supply chain for school meals from local urban farms.



Figure 26: Zagreb's Co-visioning Roadmap with Suggested Engagement Methods (Source: TSPA, 2023)

Currently, Zagreb is revising the suggestion made by technical partners for co-visioning process to further specify the objectives to be achieved and plan future visioning exercises based on these scoping efforts.

5.1.10. Adaptive pathways

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.10. Reflections

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually as the implementation of the methodology takes place.

5.1.11. Rio de Janeiro

This section can only be completed as the project progresses, as this input will only occur after this report's submission deadline given the current timeline. The inputs for this section will be added gradually once available.



5.2. <u>Dissemination and Communication Aspects</u>

The dissemination and communication of the co-visioning and adaptive pathways process is an important consideration for supporting a practical and successful implementation and for adapting the general methodology to the local context. From a conceptual standpoint, the principles previously described of co-design, adaptability, iteration, language accessibility, and alignment were used to strategize on what materials are to be provided, to whom, when, and for what purpose.

The following are communication forms, based on the UP2030 context yet still applicable beyond UP2030, which were shared with cities and liaisons in reference to the co-visioning and adaptive pathways methodology.

Visioning Guide (Annex 8.2): A guide detailing, step-by-step, each milestone and engagement method recommended as part of the entire co-visioning process was created. This guide, tailored for each specific city context, was shared with cities and liaisons at the beginning of the process to communicate in a clear and visual manner what can be expected from the entire task. This allows cities to be able to plan the resources needed and strategize on what milestones and engagement methods are applicable to them. As part of the guide, a glossary was provided for key terms used in the methodology, so that there is a clear and consistent use of terms and to make sure it is clear to various stakeholders what kind of information is being asked for and why.

Capacity Training Sessions: In line with the co-design approach, liaisons play a key support role for cities as they will be facilitating the visioning engagement activities with cities. Therefore, a capacity training session was held to breakdown the different engagement methods available and to offer an opportunity for direct discussions and questions on the methodology. Each session was tailored to city or city cluster needs, also enabling the peer-to-peer exchange.

Vision Page (Annex 8.3): The Vision Page represents the final template of the outcome of the co-visioning process. The Page was shared with cities and liaisons at the onset of the co-visioning process in order to understand what the outcome will be. This allows the city to anticipate how they can expect to use all the information obtained from the visioning activities in a way that is useful for communicating their results.

Adaptive Pathways Page (Annex 8.4): The Adaptive Pathways Page represents the final template of the outcome of the adaptive pathways activities of the co-visioning process. This Page will be shared after the co-visioning activities, in order to learn from the first visioning activities and include any feedback in the final template, in line with the iteration principle.

6. <u>Conclusions and Next Steps</u>

This section will include observations and considerations for future process replication. In addition, the overview of the next steps will be presented here as well, showing the links to the work done within Implementation Task Force and further Engagement activities.

This section can only be completed after the cities have implemented the methodology. Therefore, this will only occur after this report's submission deadline given the current timeline.



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8. <u>Annex</u>

This section will include the additional materials that have been collected throughout the process, such as templates for preparatory activities or final outcomes.

8.1. Objectives Validation Templates

8.1.1. <u>Template: Objectives Validation</u>

Dear partner,

This template will help in validating and clarifying the key objectives you are aiming for your UP2030 pilot project. This will in turn serve as the starting point for the Pilot Vision and Adaptive Pathways process.

We have collected 'Ranked Objectives' and other objectives from prior documentation in the UP2030 process. You will see them below. We ask that you do the following:

Validate each objective by writing 'YES' in the box beside the stated objective. If you don't believe the objective is relevant anymore, please write 'NO', and add a comment (see step 2.)

If need be, add any comments or clarifications in the 'comments' column to the right of the stated objective. This can include a suggested rewording of the objective.

Add an "X" to whether the objective is most relevant to the short term, medium term, or long-term.

Add any additional key objectives that you see are missing from the list.

Thank you.

Key Objectives	Valid? (YES / NO)	Short-term (0-1 year)	Medium- term (1-5 years)	Long-term (5+ years)	Comments
Example Objective	YES		х		The wording was adjusted to reflect

Table 1 Template for Objectives Validation.



8.1.2. <u>Template for Revising Objectives</u>

Task: Reflect on your pilot objectives with the three given questions. Not all of the objectives have to be considered during the workshop. Focus on a few objectives in order to get a deeper understanding of how the objective needs to be formulated for the further process.

Table 2 Template for Objectives Validation.

Next Steps (after the workshop): If need be, continue with the template and adjust objectives based on your reflections. Key Objectives	STEP 1 How is it linked to the pilot?	STEP 2 To which of the UP2030 pillars doe it contribute the most? Which othe ones does it contribute to?		
Further explanation	Objectives will support the development of the pilot vision. Please consider, specific and linked to pilot context objectives will ease the process of co- visioning the objectives also need some connection or link to the pilot. Please consider that the objectives will be translated into specific actions for the pilot in the upcoming visioning process.	Carbon Neutrality x	Resilience x	Just Transition x


8.2. <u>Guide for Visioning</u>

This section includes a guide, prepared for co-visioning and adaptive pathways process. The document also includes a compilation of recommendations drafted for each pilot city.









7

Glossary for Vision & Adaptive Pathways

To facilitate the visioning and adaptive pathways co-design process, a comprehensive glossary has been developed, featuring outlined key terms.

This clossary serves as a valuable resource to ensure that This glossary serves as a valuable resource to ensure that all stakeholders involved in the process have a clear and unified understanding of the relevant terms and their precise definitions.

UP2030 This project has recalled funding from the Nation Intervention Actions under the grant agreements* 2020/005

Overview of Key Terms: Action Adaptive Pathways Adaptive Pathways Page

Barriers Engagement Method Engagement Toolkit Pilot Objective Pilot Vision Vision Page Vision Pillar

Glossary for Vision & Adaptive Pathways

Action: a specific activity, task or intervention designed to implement a particular strategy and vision. Multiple sequenced actions form adaptive pathways, which outlines paths towards transformation in the pilot.

paid. Adaptive Partinergy: a sequence of actions required to achieve a defined objective and vision. Barriers, turning points, and valumabilities are considered in the sequencing of actionary which leads to admensive routes that can be taken in the future. This is a flexible and dynamics approach to implementing strategies, as it allows for adjustments and regories white admissing sharing and media.

Adaptive Pathways Page: a concise document outlining the plot's adaptive pathways process. It encapsulates actions, barriers and preferred strategy for achieving transformation, serving as a reference for the envisioned future state. Link to come soon

Barriers: refers to the obstacles and challenges that hinder the effective implementation of policies, programs or initiatives and which were identified during the needs and barriers assessment sleps.

Engagement Method: structured approach designed to involve various stakeholders in the planning process and capture diverse insights presented in the process and to ensure that all concerns and responses are reflected.

negotise aix networks. Epogenetic Tockie a: comprehensive collection of methodologies technical partners that will be vised within the popier. The toolt trans-degined based on the methodology und of the UF200 project, ainting to support sillies in delang the socio-technical transitions regaled to meet their dimaks neutrality targets by leveraging periodeploty voltaon planning and delang Lable.

Glossary for Vision & Adaptive Pathways

Pilot Objectives: statements about desired outcomes for climate neutrality that the city is trying to achieve through UP2030 in the pilot

The second second second statement that outlines desired future scenarios which serves to guide don't serve actions and dong serve strategies towards asstantialle, inclusive, and realistic uban devolgement. The outpending future second second second various state-bidden, levregae innovative and levrhological solucions, and provide a holitotic provide second second second second second second second and provide a holitotic groups this turk weeksgement. A vision provides a unusual guiding family work for its melikution.

Vision Page: represents a concise document outlining the desired outcome of a pilot visioning process. It captures the vision statement, pillar visions and objectives, for the future that the visioning process seeks to achieve <u>Link</u>

UP2030 O The project has readed

Aspects

UP2030 Dbs project has received funding from the Parton invo

Vision PILe: It represents a thematic element within the ownersching PIdo Vision focusing on a pacelle math neural to achieving industry dimans neural and realister utural advectment. Each Vision PILer addressed distinct, yet intercontextd, aspects of utural development and provide distal-aparticular dispersive which will guide actions and decision making within traperisadir taphnes.

- Pillar for Carbon Neutrality aims to establish a strategic framework for achieving net zero carbon footprint within pilot Pillar for Resilience aims to develop a foundation to enhance the capacity to anticipate, withstand, prepare and adapt to various challenges (environmental, social, economic)
- Piller for Just Transition aims to ensure inclusive and equitable progress within the pilot area as it navigates towards a resilient and ordern exercise livition.





If stakeholder engagement and participation has been high, do you have a plan do manage expectations? Not all needs will be addressed at once through this project, so it is good to be realistic and communicate transparently with your autiance

Priorities To what extent are stakeholders clear on the priorises you want to tacket through this process? Lack of clarity makes stakeholder engagement processes less focused, and as a result less efficient or null

11

UP2030 Visioning Process Overview A general overview of the UP2030 visioning process, outlining key milestones for planning up to 2030.









Spatial	Assess	ment			
• •	0 0 0 0	0 0			
Method	Outcome	Purpose	Who is Responsible	Stakeholders	Timelne
Lating formations	Information on engoing projects in the plot area the are relevant to UP2000 acce sable in one place	To spatially localize end identify-organing projects within plate area. The interfuences up 2030 can fit in	Cities and Labora	Inernal statisholders, LAA	Now - December
	A visual and synthesised sketched map shorecasing larmer	To soliect spatial information on climate adaptation issues, reportunities, chall innoves and valenable	Cities and Liakons	Internal staleholden, LAA	Nos-December







Filtering Actions	
• • • • • • • • • •	
Made Dense Prove Markets Endedse The shorted strate does not be shorted at the shorted strate strat	Stakeholders January-February
UP2030 💼 The project have not well with the total a bismut which they will refuge and generator of 20000000.	20





















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Adaptive Pathways Page

ncompasses final outcomes from the	
ngagement activities during the second	
art of the visioning process. The	
nformation collected by city team and	
aisons, will be put together by the technical	
artners for the final output: Adaptive Pathways Page.	
ater, it will be presented to the city's project	
eam for evaluation and validation.	

The Adaptive Pathwave Page

UP2030 🔘 🐜



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Questions & Support

Stakeholder Engagement and

Visioning Task Force Resilient Cities Network (Nilo) - task force leader ntsjuddin@resilientcitiesnetwork.org Mapping for Change (Louise and Hannah) Lfrancis@mappingforchange.org.uk h.stockwell@mappingforchange.org.uk (Catalist (Tommaso)

UP2030 Dis project has made effending from the Harbon instead on Actions under the grant agreement of 10006405

Visioning and Adaptive Pathways task group TSPA (Aurelija, Frankie, and Cole) - task hum@tspa.eu Buro Happold (Jill, Felicitas, and Peter) Jill Theobold@BuroHappold.com Felicitas Leithner@burohappold.com

UP2030 Guide for the Visioning and Adaptive Pathways Process



8.3. Vision pages

Example of a template developed within UP2030 for compiling results of the co-visioning process. Such template can be easily adjusted for each city.





8.4. Adaptive Pathways pages

Example of a template, developed within UP2030 for compiling results of the adaptive pathways process. The current version of Adaptive Pathways Page template will be adjusted in later steps, also including the feedback from the cities, during the process application.



