



## URBAN GreenUP

### **D6.1: Establishment of the URBAN GreenUP cluster and Network of Cities with an interest in NBS**

***WP6, T 6.7***

***June 2019 (M25)***



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## **0 Executive summary**

This document represents **Deliverable 6.1. Establishment of the URBAN GreenUP Cluster and Network of Cities with an interest in NBS**. The document fits under WP6: Replication and City Clustering. WP6 focuses on ensuring a smooth, effective transfer of knowledge and experiences on the planning, design, implementation, maintenance and monitoring of urban NBS across the cluster of URBAN GreenUP's 8 cities. It also includes creating a community of interest within and beyond the URBAN GreenUP partnership for the engagement of cities with an interest in the design and implementation of NBS for addressing current and upcoming urban challenges.

The aim of the current document is to describe the establishment of the Urban GreenUP Cluster and Network of Cities, along with the concrete definition of the key structuring elements for its operation. According to what is defined in the Document of Agreement (DoA), by the time of its establishment, the Cluster should have had already defined its "(...) activities, initial members, objectives and framework for operation (...).

Taking into consideration the DoA, the document is structured into 6 chapters:

1. Introduction;
2. Objectives / Key Performance Indicators;
3. Governance and operation structure;
4. Relevant activities and actions;
5. Current situation;
6. Next steps, monitoring and sustainability.

In **Chapter 1** it is explained how the establishment of the Urban GreenUP Cluster and Network of Cities is aligned with the specific project objectives, forming a key part of the methodological approach. At this level, the Cluster and Network of Cities will play a key role in disseminating replication among Front-runner and Follower Cities. It will also promote within each country, in Europe and at the international level, the Renaturing Urban Plan methodology and specific NBS being implemented at the project level.

Considering this dual purpose of the Cluster, it was considered necessary to develop a literature review in order to understand the type of entity it could be. Given its focus on both fostering replication within the *First Level Cluster* (i.e. including Front-runner and Follower Cities) and also in creating a wider *Network of Cities* composed by European and International Cities with high replication potential and interest in NBS, it was defined that the entity to be established within the URBAN GreenUP project should be:

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***A Cluster and Network of Cities with an interest in promoting Nature Based Solutions as a strategy to promote better adaptation to the impacts of Climate Change.***

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**Chapter 2** defines the URBAN GreenUP Cluster and Network of Cities main and specific objectives.



### Main objective

*To promote widespread acceptance, awareness, replication and dissemination of the Renaturing Urban Plan methodology and of the individual Nature Based Solutions implemented in the URBAN GreenUP project among and beyond Front Runner and Follower cities, ensuring its transference to the greatest number of cities possible at the European and International levels.*

### Specific objectives

**SO1.** To ensure a straightforward and effective replication of knowledge and experiences regarding the RUP methodology and NBS planning, design, implementation, maintenance and monitoring from Front-runner to Follower Cities

**SO2.** To promote the development of relevant actions and activities, ensuring extensive replication-oriented dissemination of the project RUP methodology and concrete NBS implemented, towards the creation of a wider Network of Cities beyond the URBAN GreenUP Front Runner and Follower cities

**SO3.** To provide the adequate framework and tools, allowing its members to exchange knowledge, best practices, experiences and lessons learnt, and to perform as ambassadors for other cities;

**SO4.** To actively engage external cities and relevant cities associations at the European and Worldwide level.

In addition, Key Performance Indicators (KPIs) were also defined aiming at measuring the level of achievement of the specific objectives and demonstrating the impact and progress until the end of the project.

**Chapter 3** sets the governance model and operational structure providing the framework under which the project replication activities will be developed. The governance and operational structure has 3 levels. Within each level, a detailed description of the members' competences and roles is provided:

1. The URBAN GreenUP Cluster and Network of Cities Secretariat.
2. The URBAN GreenUP project Cities;
3. The External cities joining the First Level Cluster.

**Chapter 4** provides a description of the activities to be carried out in order to meet the project's replication objectives. Among these activities/actions to be developed by the Cluster itself (under the Secretariat lead), but also those that stand within the scope of the wider city clustering and replication-oriented replication activities.

These activities are organized into 4 levels:



### 1. Activities to be developed / tools to be provided to foster replication and knowledge transfer between FR and FC Cities

Coaching and mentoring activities  
Staff exchange among Front-runner and Follower Cities  
Information packages  
Newsletters  
Replication webinars  
Dedicated online platform

### 2. Actions to be taken to promote the enlargement of the Cluster

Definition of criteria informing the broadening of the Cluster  
Identification of potential sources of external cities to join the wider Network of Cities  
Approaching external cities to join the Urban GreenUP Cluster and Network of Cities  
Preparation of relevant forms of contact and respective materials  
Ensuring cross collaboration with the Main City Associations and Networks at the European and International levels

### 3. Activities to be developed / elements to be offered to new cities joining the Urban GreenUP Cluster and Network of Cities

Invitation to take part on URBAN GreenUP Replication Webinars  
Invitation to the consortium meeting parallel activities  
Development of tailored workshops  
Creation of cities profiles in the project website  
Direct access to an extended network of contacts

### 4. Tools to be provided to URBAN GreenUP partner cities allowing them to perform as ambassadors for other cities

Development of a digital storytelling page  
Development of a best practices kit  
Production of short city videos  
Development of a standardized Power Point Presentation

Building upon the activities described on the previous point, **Chapter 5** focuses on a detailed overview of the relevant activities developed to date. These include the:

- Official establishment of the Urban GreenUP Cluster and Network of Cities;
- Organization of 3 Replication Webinars;
- Development of 2 Newsletters;
- Definition of criteria informing the broadening of the Cluster; and,
- Identification of potential sources of external cities to join the wider Network of Cities.

Finally, **Chapter 6** focuses on the next steps and monitoring. A timeframe comprising the actions/activities to be developed and organized until the end of the project is provided. How progress of the Cluster activities will be monitored is explained.



## 1 Introduction

The Urban GreenUP project aims at obtaining a tailored methodology to support the co-development of RUP focused on climate change mitigation and adaptation and efficient water management, and to assist in the implementation of NBS in an effective way.

A large scale and fully replicable demonstration action of NBS accompanied by innovative business models will provide evidence about the benefits of NBS contributing to the creation of new market opportunities for European companies, and fostering citizen insight and awareness about environmental problems.

Three European cities will assume the demos as Front-runners (Valladolid, Liverpool and Izmir), another set of two European cities will act as followers to strengthen the replication potential of the results (Ludwigsburg and Mantova) and finally three non-European cities (Medellín, Chengdu and Quy Nhon) will allow the identification of market opportunities for European companies out of Europe and foster European leadership in NBS implementation at a global level. Furthermore, it will promote the involvement of other cities in Smart Cities and Lighthouse based projects such as Urban GreenUP, paving the ground for collaboration in future EC calls.

To achieve such overarching objectives, the establishment of a Cluster and Network of Cities is considered to be crucial in order to foster transferability and to maximise the replication potential of the RUP methodology and NBS to be implemented in demo sites at two main levels: from the Front-runner cities to Follower Cities and from the project partner cities to external cities.

This will be performed following what the Description of Action (DoA) defines as a “replication cascade” approach. Replication should start and give priority to the exchange of knowledge and practices between Front-runner and Follower Cities (*First Level Cluster*), but should go beyond these addressing at least further 15 cities with a high replication potential and interest in exchanging experiences with the project cities, creating a *Wider Network of Cities*. To ensure this, URBAN GreenUP will make use of main city associations and networks at the European and international levels as well as other H2020 Smart City projects’ cities, among others.

Therefore, the Cluster activity goes beyond playing a key role in disseminating replication activities between the project partner cities, assuming a vital importance in promoting within each country, in Europe and at the international level, of the methodology at the core of RUPs ensuring that these approaches are transferred to the greatest number of cities possible. In doing so, the Cluster will contribute to fostering the European leadership in NBS implementation at the global level.

To this extent, in line with what is stated in the DoA, it is important to have two operational concepts in order to provide the necessary theoretical background to what the document defines as “First Level Cluster” and the wider “Network of Cities”.



According to the existing literature, being more classic or contemporary, the concept of *Cluster* focuses on the existence of a group of entities which are connected to a given field and that have the capacity/scale to develop expertise and services in the same issue area (Table 1).

**Table 1. Definitions of Clusters**

Author, publication, year	Definition
Michael E. Porter, <i>On Competition</i> , 1998	"A cluster is a geographical proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and externalities."
European Commission - DG Growth, <i>Smart Guide to Cluster Policy</i> , 2016	"(...) groups of firms, related economic actors, and institutions that are located near each other and have reached a sufficient scale to develop specialized expertise, services, resources, suppliers and skills".
Alec Walker-Love, <i>What on earth is a cluster? A case study in stellar collaboration</i> , EU Smart Cities Information System, 2016	In astronomy, a cluster is 'a group of neighboring stars, held together by mutual gravitation, that have essentially the same age and composition and thus supposedly a common origin'."

Since the URBAN GreenUP "First Level Cluster" is composed of Front-runner and Follower cities with a common origin and a shared destination of creating more liveable and resilient urban ecosystems, the term *Cluster* fits particularly well the purpose of engaging the project Follower Cities in successfully replicating and transferring both the RUP methodology and particular NBS being developed and implemented on Front-runner cities.

Aside from the cities taking part on URBAN GreenUP either as Front-Runner or Follower cities, it is intention of the project to significantly broaden the community of interest around it, namely through the creation of a wider *Network of Cities*. Rafael Boix succeeds in describing this concept precisely (Table 2).

**Table 2. Definition of Network of Cities**

Author, publication, year	Definition
Rafael Boix, <i>Networks of Cities and Growth: Theory, Network Identification and Measurement of the Network Externality</i> , 2003	"It is a structure where the nodes are the cities, connected by links of different nature, through which flows of socioeconomic nature are exchanged."



Therefore, taking into account the theoretical considerations assumed, the entity to be established within the URBAN GreenUP project is better described as follows:

***A Cluster and Network of Cities with an interest in promoting Nature Based Solutions as a strategy to promote better adaptation to the impacts of Climate Change.***



## 2 Objectives / Key Performance Indicators

The URBAN GreenUP Cluster and Network of Cities will have as **main objective**:

*To promote widespread acceptance, awareness, replication and dissemination of the Renaturing Urban Plan methodology and of the individual Nature Based Solutions implemented in the URBAN GreenUP project among and beyond Front Runner and Follower cities, ensuring its transference to the greatest number of cities possible at the European and International levels.*

The main objective defined, can be divided in 4 specific objectives (SO):

- **SO1.** To ensure a straightforward and effective replication of knowledge and experiences regarding the RUP methodology and NBS planning, design, implementation, maintenance and monitoring from Front-runner to Follower Cities;
- **SO2.** To promote the development of relevant actions and activities, ensuring extensive replication-oriented dissemination of the project RUP methodology and concrete NBS implemented, towards the creation of a wider Network of Cities beyond the URBAN GreenUP Front Runner and Follower cities;
- **SO3.** To provide the adequate framework and tools, allowing its members to exchange knowledge, best practices, experiences and lessons learnt, and to perform as ambassadors for other cities;
- **SO4.** To actively engage external cities and relevant cities associations at the European and Worldwide level.

In order to measure the level of achievement of the aforementioned specific objectives, the following Key Performance Indicators (KPIs) were defined:

**Table 3 Key performance indicator for assessing the impact of this task.**

Key Performance Indicator	Associated SO	Progress by M24	Progress by M42	Progress by M60
Organization of 4 coaching and mentoring workshops	SO1	0	1	4
Organization of 5 staff exchange interactions	SO1	0	1	5
Production of 5 information packages	SO1, SO2, SO3	0	0	5
Production of 10 Newsletters	SO1, SO2, SO3	2	6	10
Organization of 10 Replication Webinars	SO1, SO2, SO3	3	7	10
Implementation of 1 dedicated online platform	SO3	0	1	1
Identification of 5 sources of potential cities to join the cluster	SO4	5	5	5
Identification and contact of 50 relevant external cities to join the Urban GreenUP Cluster and Network of Cities	SO4	0	35	50



Key Performance Indicator	Associated SO	Progress by M24	Progress by M42	Progress by M60
Engagement of at least 15 external cities in the Urban GreenUP Cluster and Network of Cities	SO4	0	8	15
Development of contacts with 10 cities associations	SO4	0	6	10
Invitation of 10 external cities to take part in the project Replication Webinars	SO2, SO4	0	5	10
Invitation of 20 external cities to take part in the consortium meeting parallel activities	SO4	0	14	20
Development of 2 tailored workshops to external cities	SO2	0	0	2
Creation of at least 15 cities profiles in the project website	SO4	0	8	15
Development of 1 digital storytelling page	SO2, SO3	0	0	1
Development of 1 best practices kit	SO2, SO3	0	0	1
Production of 4 short city videos	SO2, SO3	0	0	4
Development of 1 standardized Power Point Presentation	SO2, SO3	0	1	1



### 3 Governance and operational structure

Taking into consideration its objectives, the range of activities it is sought to perform and the number and typology of partners to incorporate, the Urban GreenUP Cluster and Network of Cities should be provided with a governance and operational structure in order to clearly define a concrete framework for the development of the project replication activities.

The governance and operational structure proposed has 3 levels:

1. The URBAN GreenUP Cluster and Network of Cities Secretariat;
2. The URBAN GreenUP project Cities;
3. The External cities joining the *First Level Cluster*.

According to the DoA and as represented in Figure 1, the Secretariat and the URBAN GreenUP project Cities will form the **First Level Cluster**. The wider **Network of Cities**, for its part, will be composed of the members of the *First Level Cluster* along with an additional number of at least 15 External cities with a high replication potential joining the initial group.

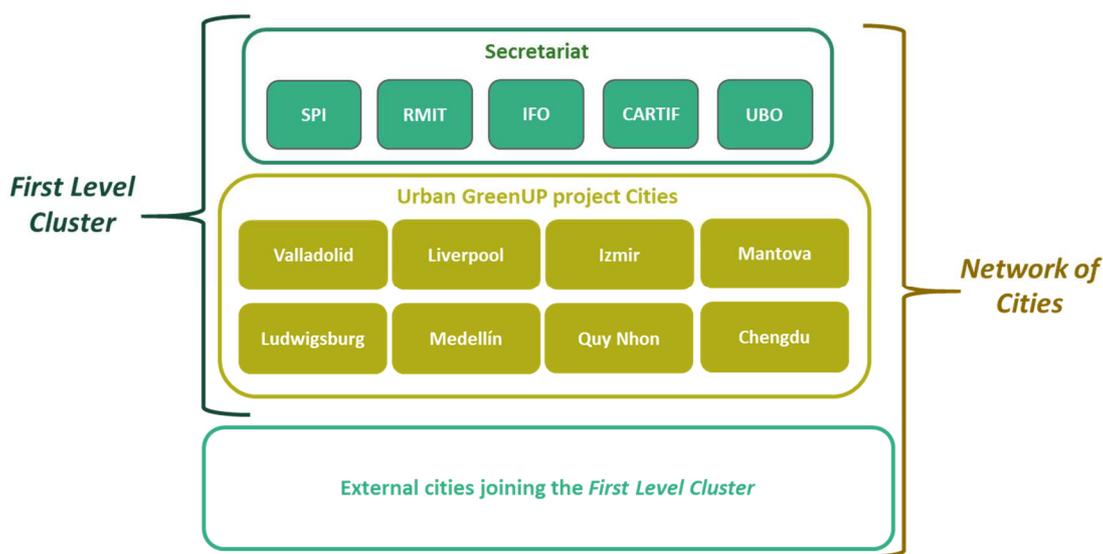


Figure 1. URBAN GreenUP Cluster and Network of Cities structure and members

A brief overview of the structuring elements of the Urban GreenUP Cluster and Network of Cities and its members is provided below:

#### 1. URBAN GreenUP Cluster and Network of Cities Secretariat

As defined both in the WP6 and WP8, the Urban GreenUP Cluster and Network of Cities will be set up aiming at establishing, maintaining and guiding the Cluster and Network of Cities replication activities. To this extent, a strong collaboration with all the project cities (Valladolid, Liverpool, Izmir, Mantova, Ludwigsburg, Medellín, Quy Nhon and Chengdu) is envisaged, as well as with external cities later joining the wider network of cities.

The URBAN GreenUP Cluster and Network of Cities Secretariat will be managed by SPI in close collaboration with CARTIF (project coordinator), RMIT (WP6 leader), UBO (WP7 leader) and above all IFO (WP8 leader and manager of the Dissemination & Communication Secretariat), taking into consideration the need for close coordination in the replication-oriented dissemination activities.

The leader of the WP7, UBO, was not originally included as a member of the Secretariat, according to the DoA. However, considering the importance of the Cluster and Network of Cities in the process of exploiting the project results, UBO's inclusion was decided during the 2<sup>nd</sup> Periodic Meeting held in Izmir.

Among the Secretariat competences are:

- Establishing and maintaining the URBAN GreenUP Cluster and Network of Cities;
- Defining relevant activities and establishing an adequate timeframe;
- Providing the tools to support replication activities;
- Supervising, managing and monitoring the development of the activities and the quality of the outputs;
- Identifying, inviting and developing contacts with external cities to join the wider Network of Cities;
- Managing and coordinating the cities' relations.

### 2. URBAN GreenUP project Cities

For its part, the URBAN GreenUP Cities - the Front-runners (Valladolid, Liverpool and Izmir), the European followers (Ludwigsburg and Mantova) and the non-European Follower cities involved in the project (Medellín, Chengdu and Quy Nhon) – will also take part as members of the *First Level Cluster* and form a key part of the wider *Network of Cities* to be created.

It is in this core group of cities that the RUP methodology and particular NBS will be first developed and implemented and then replicated. At this level, the Secretariat will be a central figure in providing the framework that allows that the knowledge, experiences, best practices, methodologies and concrete NBS implemented on Front-runner cities are fully transmitted and reproduced on Follower Cities.

Within the structure created by the Secretariat (e.g. coaching and mentoring activities, staff exchange, replication webinars, etc.), Front-runner Cities will play a key role in systematizing and providing relevant information to Follower Cities based on their knowledge and experience in implementing/planning the implementation of NBS. On their part, Follower Cities should be proactive in suggesting topics of their particular interest and in analysing and discussing them with Front-runner cities according to their specific context.

Besides taking part and playing their part in the *First Level Cluster*, both the Front-runner and Follower cities will play a critical role as ambassadors for external cities to join the wider *Network of Cities*. This means that the project partner cities will be actively seeking to organize



and participate in national and international events, fairs and initiatives, sharing the positive impacts and results of adopting the project solutions and methodologies.

### 3. External cities joining the *First Level Cluster*

Apart from the Urban GreenUP Cities, other external cities will also be invited to join the *First Level Cluster*, as it is where NBS will first be implemented (FR cities) and then replicated (FC cities), contributing to the formation of a wider Network of Cities.

According to the DoA they will have to be “at least 15 cities with a high replication potential and interest in exchanging experiences with the URBAN GreenUP FR and FC cities”. These additional cities will strengthen the replication action, going far beyond Follower Cities using a cascade addressing further committed cities up to a broader target group “focussing on European cities first and then opening to cities worldwide”.

External cities joining the cluster will be identified, selected and contacted according to specific criteria defined by the Secretariat. Cities taking part in the Urban GreenUP Cluster and Network of Cities will have to declare their purpose to actively engage in project activities (including Replication Webinars, participation in workshops, study tours, etc.), as well as their commitment to provide relevant details about the city and to participate/organize local dissemination activities.

#### **Liaising the three levels: the replication cascade concept**

The replication process being developed under the Urban GreenUP project will be built upon the concept of “replication cascade”. The replication cascade is a concept which aims at ensuring that such activities will go through different levels, having the ultimate goal of reaching global influence. This vision of achieving an international impact is already reflected in the very structure of the project, which is composed not only composed by European Cities, but also cities coming from Asian and South American countries taking part in the *First Level Cluster*.

The replication between the project Front-runner and Follower Cities is therefore understood as the first layer of this replication cascade process, with the involvement of additional external cities being envisaged as a second major step towards promoting widespread awareness, replication and diffusion of the methodologies and concrete Nature Based Solutions implemented in the project.

The Secretariat, for its part, will play a key role in defining the framework and providing tools and moments for such interactions, allowing knowledge and experience transfer to take place and ensuring the quality of the outputs.



## **4 Relevant activities and actions**

While assuming that the *Urban GreenUP Cluster and Network of Cities* should primarily focus on the replication efforts to be developed within the *First Level Cluster*, it should be actively seeking to engage external cities.

Therefore, under the responsibility of the Secretariat, the Urban GreenUP Cluster and Network of Cities is sought to define, plan and ensure the development of a wide range of activities having the ultimate objective of fostering replication, transferability, dissemination and market uptake of the methodologies, products and services to be developed in the course of the project. Among these activities are not only activities/actions to be developed by the Cluster itself (under the Secretariat lead), but also those that stand within the scope of the wider city clustering and replication-oriented replication activities.

Among there are not only activities but also tools to be developed by the Cluster and Network of Cities, which can be structured in 4 different levels:

- Activities to be developed / tools to be provided to foster replication and knowledge transfer between FR and FC Cities;
- Activities to be developed / elements to be offered to new cities joining the Urban GreenUP Cluster and Network of Cities;
- Tools to be provided to URBAN GreenUP partner cities allowing them to perform as ambassadors for other cities;
- Actions to be taken to promote the enlargement of the Cluster.

### **4.1 Activities to be developed / tools to be provided to foster replication and knowledge transfer between FR and FC Cities**

#### **4.1.1 Coaching and mentoring activities**

Coaching and mentoring activities, foreseen on Task 6.5., are planned to start on M31 in order to promote replication of the project methodology and NBS being implemented in FR cities to FC Cities. These activities will take place at dedicated workshops that will coincide with consortium meetings. It is suggested that these activities take half or one day long, generally allowing the exchange of experiences, opinions and suggestions between among partner cities. A total of 4 workshops are perceived to be taking place until the end of the project in the consortium meetings foreseen for M33, M45, M51 and M56. These workshops, to be organized and coordinated by the Secretariat, might follow the following indicative structure (in the case of a one day long workshop):



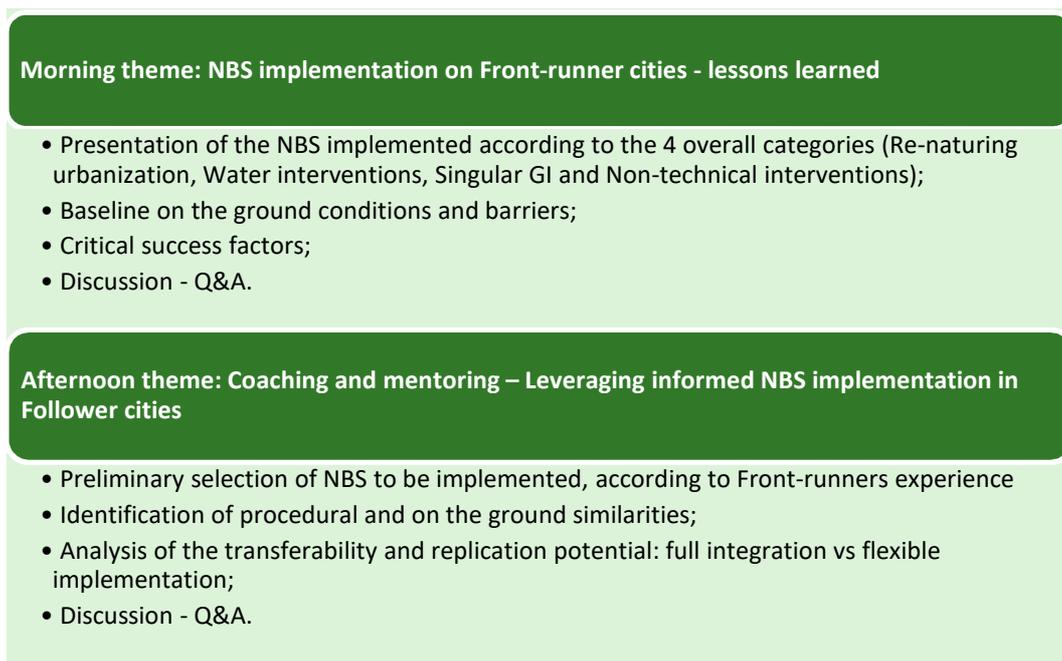


Figure 2. Indicative structure for the coaching and mentoring activities

### 4.1.2 Staff exchange among FR and FC Cities

This activity, planned on Task 6.6., is envisaged as a rotational staff exchange programme will be implemented between the FR and FC Cities. Also starting on M31, staff exchange activities will be structure in two different stages: in the first one, representatives from the follower-cities will visit the front-runners cities, while the opposite will happen in the second stage.

Concerning the first stage, representatives from each one of the follower-cities will visit the three front-runner cities for a period of one week to directly experience the development process of NBS implementation, and seek relevant advice and expertise for the development and future implementation of their own development plans. In the second stage, representatives from the front-runner cities will visit all three follower-cities to understand if any urban plans are being developed and to provide practical advice in support of the development of the urban plans. Therefore it will be an opportunity for representatives of the front-runners cities to support and guide the application of NBS in the follower cities.

It is suggested that first stage staff exchange interactions take place the week before forthcoming consortium meetings taking place in Front-runner cities, allowing representatives from both Front-runner and Follower cities to provide some accurate and practical inputs in the coaching and mentoring workshops taking place during the consortium meetings. A total of 3 interactions will be taking place in this first stage, one in each one of the three Front-runner cities.

Regarding the second stage staff exchange moments (representatives from each one of the Front-runner cities visiting the European Follower cities) it is suggested that they should take place between consortium meetings, as none of these is planned to take place in Follower

cities. Also in this case a total of 2 interactions will be taking place in the second stage on Follower Cities.

### 4.1.3 Information packages

Info-packs are important materials supporting the dissemination-oriented replication activities (point 4.2.6. of the Dissemination and Communication Plan), contributing to facilitate the replication and exploitation objectives of the project. Such info-packs will take shape in fact and/or info-sheets, providing also images of the NBS implemented in the FR cities, as well as easy-to-understand descriptions of the different solutions, business and financial models used along infographics.

At least 5 info-packs will be produced and uploaded on the project's communication channels and/or distributed via 1-to-1 e-mails to be sent to registered users and other interested stakeholders. Indicative dates for its completion are M48, M51, M54, M57 and M60.

### 4.1.4 Newsletters

E-Newsletters will be produced as part of the dissemination-oriented replication activities of the project (point 4.2.5. of the Dissemination and Communication Plan), working closely with the Dissemination and Communication Secretariat. They will give an overview of the project results, highlighting the progress made in the implementation of the solutions in FR cities as well as in the clustering activities. The following indicative sections may be considered in the preparation stages of the E-Newsletters:

- Editorial;
- News articles and interviews on topics relevant to URBAN GreenUP;
- News from the Cluster of Cities;
- Events.

Until the end of the project, a total of 10 E-Newsletters will be produced.

### 4.1.5 Replication webinars

Webinars will also form a key part of the replication activities within the First Level Cluster. These can be structured in two different types:

- Thematic webinars. These webinars will be focusing thematic areas of interest for the cities (e.g. dealing with NBS in internal departments innovative business models, specific/thematic NBS, etc.). The topics to be addressed in each session will be defined in close contact with partner cities (namely Follower Cities) as main recipients. The project Front-runner cities and/or Urban GreenUP project experts will handle the presentation of these webinars, will all the needed support being provided by the Secretariat. As stated in the point 4.3.1. below, some of thematic webinars to be run will be involving external cities and possibly external project experts;
- Progress webinars. These webinars will be taking place between consortium meeting, with FR cities presenting the progress made on NBS implementation.



A total of 10 Replication Webinars, combining both thematic and progress webinars, will be carried out until the end of the project.

All the Replication Webinars will be recorded using an appropriate digital recording tool (i.e. Adobe Connect), allowing to record both the sound and supporting materials (e.g. PPT presentation, videos, maps, photos, etc.) used during the events. The recording will be made available through a short memo to be developed by the Secretariat after each webinar.

### 4.1.6 Dedicated online platform

A dedicated online platform will also be implemented, providing cities selected representatives an adequate online tool deemed at sharing ideas, fostering discussion, place questions/answers, address common challenges and exchange doubts. This platform – to be originally created or integrated in an existing one (e.g. ThinkNature) – is envisaged as a digital tool for Follower Cities to seek expert advice in its replication process. The implementation of the platform will be completed by M36.

## 4.2 Actions to be taken to promote the enlargement of the Cluster

### 4.2.1 Definition of criteria informing the broadening of the Cluster

Criteria informing the broadening of the Cluster will be defined in order to promote an informed enlargement process towards a wider *Network of Cities*. Such criteria will take into consideration the guidelines provided by DoA, both in terms of the replication potential and the ambition of European and Worldwide impact of the project results, allowing the Secretariat to target and hierarchize external relevant external cities.

The criteria under which the enlargement of the Cluster has been defined.

### 4.2.2 Identification of potential sources of external cities to join the wider Network of Cities

Before actively seeking to involve and engage external cities to join the Cluster, potential sources will have to be identified in order to make the process more effective and straightforward. Such sources will have to be dully aligned with the criteria to be defined, allowing the Secretariat to identify and contact, at a later stage, concrete cities that demonstrate an interesting level of knowledge/experience in NBS and/or that show real interest in adopting NBS as a key part of their sustainable urban development process. Apart from ensuring the pre-selection of relevant cities to take part in a larger community of interest around NBS, this process will also significantly increase the probability of an effective engagement of external cities.

The identification potential sources of cities has been completed.



### **4.2.3 Approaching external cities to join the Urban GreenUP Cluster and Network of Cities**

Taking into consideration the criteria defined and the potential sources identified in order to clearly understand which cities could be joining the Cluster, the Secretariat will actively seek to contact and engage these cities.

In terms of the entry procedure, there will be two main ways to trigger the process:

#### **1. Cities proactively identified and contacted to join**

Using one of the sources previously identified, the Secretariat will identify a relevant city. Following the identification, the Secretariat will initiate contacts by sending an e-mail with a Letter of Invitation to the relevant city department/contact person. In the event of a positive feedback by the city, a Letter of Commitment will be sent along with the request for some relevant data. The city will then return the Letter of Commitment dully signed along with the relevant city data. At last, the Secretariat will recognize the city as official member of the Urban GreenUP Cluster and Network of Cities. This standard process might have two variants:

- Variant 1. In the event of being an H2020 project partner city, a first contact via e-mail sending a Letter of Invitation at the project coordination level will be made prior to emailing the city itself;
- Variant 2. In the event of being a city located in the geographical vicinity of a partner city of the Urban GreenUP project, the contact will be made by the project partner city itself. The Secretariat will provide the needed support and manage the whole process.

To achieve a total of at least 15 external cities joining the Cluster, a first shortlist of 50 cities will be identified and contacted.

#### **2. Cities unilaterally showing interest in joining**

In this case, upon using the existing project channels to express its interest in joining the Network of Cities, the hypothetical entrance of the city will be evaluated and decided by the members of the Secretariat. In the event of a positive decision, a Letter of Commitment will be sent to the candidate city along with the request for some relevant data. The city will then return the Letter of Commitment dully signed along with the relevant city data, after which the Secretariat will recognize the city as official member of the Urban GreenUP Cluster and Network of Cities;

### **4.2.4 Preparation of relevant forms of contact and respective materials**

In order to effectively approach external cities to join the Cluster, it will be under the Secretariat responsibility the preparation of relevant forms of contact and respective materials to engage these cities, namely:



### 1. The preparation of a Letter of Invitation

The Letter of Invitation will comprise: a general description of the Urban GreenUP project, a presentation of the added value that that external cities joining may benefit from and the obligations associated to taking part in it. The Letter of Invitation will be completed on M25.

### 2. The preparation of a Letter of Commitment

By signing the Letter of Commitment cities will: declare their intention to actively participate in the project activities, commit to provide relevant details about their city, commit to attend Urban GreenUP Replication Webinars and agree to perform local dissemination activities. Through this form, the city will also nominate a contact person, providing its function/title and contacts. The Letter of Invitation will be finalized on M25.

### 3. The preparation of a data collection template

This template will serve to collect some basic data about the city that could figure in the project and Cluster communication channels, namely the website. It will comprise the following indicative fields: city overview (e.g. population, climate change challenges, etc.); types of NBS implemented and expected impacts; responsible departments and contacts. The data collection template will be concluded on M25.

## 4.2.5 Ensuring cross collaboration with the Main City Associations and Networks at the European and International levels

Aiming at reaching out a larger Network of Cities, it will also be important to ensure the linkage with the Main City Associations and Networks at the European and International levels, among which are:

- UN Global Compact Cities Programme;
- Covenant of Mayors
- ICLEI;
- Eurocities;
- Polis Network;
- Climate Alliance;
- United Cities and Local Governments;
- C40 Cities;
- Metropolis;
- METREX.

These associations and networks will be contacted undertaking a case-by-case approach, depending their particular objectives, focus and interests. Regarding possible synergies with the URBAN GreenUP Cluster and Network of Cities, the following activities might be suggested:

- Invitation/participation in mutual events;
- Cross sponsorship and promotion of events;
- Organization of joint events.



### **4.3 Activities to be developed / elements to be offered to new cities joining the Urban GreenUP Cluster and Network of Cities**

#### **4.3.1 Invitation to take part on URBAN GreenUP Replication Webinars**

Using the channels previously identified, external cities will be invited to join the Urban GreenUP project Replication Webinars, namely those focusing on thematic/technical issues to be presented by partner cities and/or project experts. A total of at least 10 external cities will be invited to participate in the project thematic webinars will be pursued.

#### **4.3.2 Invitation to the consortium meeting parallel activities**

External cities will also be invited to join particular events of the project, namely those taking place during the consortium meetings, such as the study tours, conferences, on-site visits and workshops. The invitation of external cities is likely to lead to the restructuring of the consortium meeting programming, allowing to have a private part (only for project partners) and an open part (involving external cities). A total of 20 external cities will be invited to take part in the consortium meeting activities taking place from M31 onwards will be pursued.

#### **4.3.3 Development of tailored workshops**

In the context of the project events to which external cities will be invited (point above), tailored workshops shall be held on introducing and explaining the RUP methodology and on the development of an accurate replication process that takes into consideration each city's particular context and needs.

Two workshops oriented to external cities will be organized in the consortium meetings taking place on M45 and M51.

#### **4.3.4 Creation of cities profiles in the project website**

External cities integrating the Urban GreenUP Cluster and Network of benefit from increased visibility, with their profiles (e.g. including general information, size, density, types of NBS, potential RUPs planned, etc.) being shared on the project communication channels, namely the website. Apart from general city data and contacts, emphasis will be given to the work planned/being implemented with NBS, structured according to the NBS typologies covered by the project.

A minimum of 15 profiles for external cities joining the Urban GreenUP Cluster and Network of Cities will be created and shared on the project communication channels

#### **4.3.5 Direct access to an extended network of contacts**

Another added value to foreign cities entering the Cluster is the access they will benefit from to a wide set of contacts - e.g. other cities, companies, science and technology bodies, local



and territorial stakeholders, experts on NBS, planning and related issue areas - with a potential to be used in many different ways: other international projects, development of methodologies, tailored strategies/action plans/NBS.

### **4.4 Tools to be provided to URBAN GreenUP partner cities allowing them to perform as ambassadors for other cities**

#### **4.4.1 Development of a digital storytelling page**

Urban GreenUP project partner cities will be provided with a digital tool allowing to visually demonstrate to other cities and external audiences the changes occurring in its urban context upon the development of their respective RUPs and the implementation of NBS. This will include the development of “before and after” type of photo montage, including video material, audios, images and texts allowing to compare the past and current layout of urban spaces and to visually narrate the process of NBS implementation).

A digital storytelling page comprising at least “before and after” stories from Front-runner cities will be produced until the end of the project. To this end, partner cities will have to contribute with the necessary materials (e.g. videos, audios, images, etc.) that will be edited by the Secretariat.

#### **4.4.2 Development of a best practices kit**

A Best Practices Kit, highlighting the results and impacts of the project particularly in partner cities, will be developed close to the end of the project. Based on the planning and implementation experiences and business models developed on partner cities, this kit will provide recommendations and guidelines to external cities, policy and decision-makers and other relevant stakeholders on the key success factors to take into consideration from the policy development and strategic planning points of view.

The best practices kit will be completed by M56, and made available in the project website in both electronic and printable format.

#### **4.4.3 Production of short city videos**

Within the scope of the replication-oriented dissemination activities, short web videos either focusing on each city involved in URBAN GreenUP and/or on thematic NBS will be produced and distributed online and via social media. Such videos will comprise animations, infographics, photos and possible footage, in such a way that allows its recipients to clearly understand the positive impact of the implementation of NBS from the visual, urban, environmental and social points of view.

A total of 4 short videos will be produced by M50.



#### **4.4.4 Development of a standardized Power Point Presentation**

Partner cities will also be provided with a standardized Power Point Presentation to be used in external events promoting the work being developed regarding the planning/implementation process of their respective RUPs and concrete NBS. Along with file, whose design and layout comply with the visual identity defined for the project (DoA, Task 8.2.1.), a few slides presenting the cluster, its objectives, main activities and accession process will also be provided.

The standardized Power Point Presentation will be finalized by M25.



## 5 Current situation

This Chapter provides an overview of the important aspects implemented to date.

### 5.1 Official establishment of the Cluster

The DoA stated that “The cluster will be officially established within the duration of the project (M12)” adding that by them “(...) the consortium will define the cluster’s activities, initial members, objectives and framework for operation, among others.”.

The Urban GreenUP Cluster and Network of Cities was officially established on M14 in Liverpool, given that the 3<sup>rd</sup> Consortium Meeting, initially programmed to M12, only took place on this date. Representatives of the *First Level Cluster* members present at the meeting signed the document establishing the Urban GreenUP Cluster and Network of Cities respecting the principles and approach defined in the Concept Note on the Establishment of the Cluster of Cities where the “(...) Cluster’s activities, initial members, objectives and framework for operation” were already defined, in line with the provisions contained in the DoA. The document establishing the Urban GreenUP Cluster and Network of Cities along with pictures are available on Annex 1.

The following cities signed the establishment document:

City	Representative
Valladolid	Alicia Villazán
Liverpool	Juliet Staples
Izmir	Ertan Dikmen
Mantova	Roberta Marchioro
Ludwigsburg	Charlotte Klose
Medellín	Marcela Noreña
Quy Nhon	Nguyen Viet Cuong

On behalf of the Secretariat, the following representatives of each partner signed:

Secretariat member	Representative
CARTIF	Raúl Sánchez
RMIT University	Thami Croeser
Fondazione Icons	Elisabeth Schmid
Università Bocconi	Edoardo Croci
SPI	Francisco Melo



## 5.2 Activities developed to date

The primary focus of the Urban GreenUP Cluster and Network of Cities should be on concentrating replication efforts within the *First Level Cluster* cities. Therefore the activities developed to this date were mostly focused on promoting knowledge and experience transfer between Front-runner and Follower Cities. However, actions paving the way to initiate the process of broadening the Cluster have also been completed.

### 5.2.1 Replication Webinars

To date, a total of 3 Replication Webinars have been organized by the Secretariat of the Urban GreenUP Cluster and Network of Cities. They were all presented by project partners with Follower Cities as main participants. The topics addressed in each webinar were defined upon suggestion/request of the project partner cities in an internal consultation process.

The Replication Webinars were recorded using Adobe Connect, allowing the full content of each session to be made available for partners on the project Youtube channel. A short memo was also produced and stored on the project teamsite for each webinar including: date, time, subject, agenda, attendees and link to the recording (see annex 2).

A brief description of each webinar is provided below:

1st Replication Webinar			
Presenter	Date	Time	Duration
Valladolid	07 June 2018	15:00 CEST	58:18
<p><b>Subject</b> General issues from Follower Cities, promoting their involvement in the whole NBS/RUP process starting from basics.</p> <p><b>Objective</b> Tacking the existing different levels of knowledge and experience with NBS and RUP concepts and process of planning and implementation, sharing some concrete experiences from Valladolid.</p> <p><b>Programme</b></p> <ul style="list-style-type: none"> <li>• Valladolid   Presentation about the reasons and key drivers leading to the adoption of RUP/NBS as a strategy for sustainable urban development;</li> <li>• Follower Cities   Discussion focused on the experience of starting a NBS project;</li> <li>• Valladolid   Overview and practical examples of key challenges faced in the months after the Kickoff Meeting;</li> <li>• Follower Cities   Discussion focused on different challenges faced by partner cities.</li> </ul>			



**2<sup>nd</sup> Replication Webinar**

<b>Presenter</b>	<b>Date</b>	<b>Time</b>	<b>Duration</b>
Liverpool / Izmir	05 November 2018	15:00 CET	44:54

**Subject**

Sharing stories from Liverpool and Izmir about working with internal departments to get past barriers in the definition/planning/implementation of NBS.

**Objective**

Understanding which are the cities’ internal departments involved in the planning/implementation processes of RUP/NBS, how they are internally organized and how they interact.

**Programme**

- Liverpool | Stories from Liverpool collaborating with internal departments;
- Follower Cities | Q&A and discussion;
- Izmir | Stories from Izmir collaborating with internal departments;
- Follower Cities | Q&A and discussion.

**3<sup>rd</sup> Replication Webinar**

<b>Presenter</b>	<b>Date</b>	<b>Time</b>	<b>Duration</b>
Università Bocconi	07 May 2019	15:00 CEST	01:01:37

**Subject**

Innovative Business Models

**Objective**

Understanding the concept of business model and how the economic and social valuation of NBS is done, based on concrete case studies

**Programme**

- Università Bocconi | Business models and financing instruments: general framework & case studies presentation on the implementation of business models at the urban level;
- FC & FR Cities | Q&A and discussion.



### 5.2.2 Newsletters

Two issues of the project newsletter have been published aiming at keeping its recipients – e.g. policy makers, cities/local governments, research communities, citizens, among others – informed about the progress of the project.

With focus on the dissemination-oriented replication activities of the Cluster, the Newsletter provides the latest news and ongoing news and activities taking place on the project partner cities.

Newsletter 1	February 2018
<b>News about activities / initiatives taking place on partner cities</b>	
<ul style="list-style-type: none"><li>• Izmir   Organization of the first International Green Infrastructure Workshop, highlighting the local government role in molding policies that support nature-based solutions;</li><li>• Liverpool   Promotion of the approval of plans to create a new Northern Forest (comprising over 50million trees over 25 years) stretching from Liverpool across to Hull;</li><li>• Valladolid   Promotion of the Sustainable Urban Development Strategy to be developed in Valladolid within the framework of the Urban GreenUP project, along with the project video focused on the 42 NBS to be implemented in the city.</li></ul>	

Newsletter 2	February 2019
<b>News about activities / initiatives taking place on partner cities</b>	
<ul style="list-style-type: none"><li>• Liverpool   Overview of the methodology allowing the city to leave behind its maritime legacy by introducing innovative green solutions into its urban spaces;</li><li>• Valladolid   Promotion of the events organized by the city in order to actively engage and raise awareness among local communities and stakeholders about the key aspects covered by the project (e.g. climate change, RUPs, NBS, a urban restoration and resilience, green and blue infrastructures, etc.);</li><li>• Mantova   Introduction to the green area of Formigosa and the reforestation of the left bank of Lake Inferiore, a new green infrastructure covering a total area of 5 hectares;</li><li>• Ludwigsburg   Promotion of the “Mobil Green Room”, a cooling oasis consisting of green walls that can be easily deployed in various urban areas providing shade, dust filtering and water storage;</li><li>• Quy Nhon   Presentation of the initiatives launched by the city council aiming to protect the local mangrove forest with objective of mitigating the impact of natural hazards.</li></ul>	



### **5.2.3 Definition of criteria informing the broadening of the Cluster**

Analysing in detail the orientations provided by the DoA, two main criteria will drive the integration of external cities: the **replication potential** and the **geographical spread**.

#### **1. Replication potential**

The DoA clearly states that the external cities that will eventually join the Cluster should have “(...) a high replication potential and interest in exchanging experiences (...)” with the project partner cities. Taking this put into consideration, it should be further substantiated and hierarchized the type/general profile of cities that will be targeted:

- Cities to whom the implementation of NBS is seen as the main driver in promoting climate change mitigation and adaptation and efficient water management;
- Cities to whom the implementation of NBS is seen as a complementary element in promoting climate change mitigation and adaptation and efficient water management (e.g. there are cities whose main driver can be energy solutions, mobility solutions, urban design solutions, etc.);
- Cities to whom NBS represent an accurate solution to the specific stressors - environmental, urban, territorial, economic, social, etc. - affecting it.

#### **2. Geographical spread**

In this case, the DoA defines that, however ultimately aiming at achieving global impact, the building process of a wider *Network of Cities* should start by “(...) focussing on European cities first and then opening to cities worldwide”. In general terms, this general guideline should be pursued for two main reasons:

- European cities are part of the leading world region in the fight against climate change, being therefore much more conscious about the crucial importance of acknowledging these aspects in their development model;
- Fostering European leadership in NBS implementation at the global level is one of the main objectives of the Urban GreenUP project, and therefore the involvement of European Cities is considered a key aspect on achieving this target.

The creation of regional value chains on NBS around the project partner cities, both European and non-European is envisaged. Cities located in the subnational/regional proximity of these cities are much more likely to share similar challenges and also solutions mitigate/adapt to climate change, therefore being more prone to see added value in taking part in such a network.



**5.2.4 Identification of potential sources of external cities to join the wider Network of Cities**

Closely related to the criteria previously defined, the following 5 potential sources of external cities were considered in order to promote the creation of a broader community of interest around NBS:

**1. H2020 SCC-01 Projects cities**

SCC-01 projects have the general objective of guiding urban spaces towards low-carbon and resource efficient areas, mainly through solutions involving energy and digital solutions based on collaborative models.

Considering both leader and follower cities within the projects mentioned below, a universe of approximately 60 European and non-European cities can be reached:

**Table 4. H2020 Smart Cities projects'**

REMOURBAN	REPLICATE	GrowSmarter
SMARTER TOGETHER	Triangulum	mySMARTLife
SmartEnCity	Ruggedised	Sharing Cities
STARDUST	MATCHUP	IRIS

The relevance of involving these cities arises from the high importance they are likely to recognize on NBS as complementary to the work being developed under their respective projects.

**2. Non-partner European Cities integrating other NBS projects' databases**

There are other NBS projects – namely NATURVATION – that have developed comprehensive databases of solutions and interventions inspired and/or supported by nature to address urban challenges. As part of the project methodology, a *Nature Urban Atlas* was developed comprising more than 1000 NBS projects/examples across 100 cities in Europe.

However, these cities were not actively involved in the project or part of a community of interest within it. Therefore, even if most of these cities do have developed/implemented or strategically defined them as a priority in addressing urban societal challenges, it is very likely their knowledge level of such solutions is still low or partial.

Given that NBS are already included in the sustainable urban development process of these cities, their inclusion in the Urban GreenUP Cluster and Network of Cities is very likely to be envisaged as an added value.





Figure 3. Layout of the Naturvation’s Nature Urban Atlas

### 3. International Cities integrating the Natural Hazards – Nature-based Solutions platform

The *Natural Hazards – Nature-based Solutions* is a platform supported by the World Bank Group which works as a hub for projects, investments, guidance and studies making use of nature to reduce the risks associated with natural hazards. Its objective is to host and facilitate the exchange of experiences and knowledge from a variety of stakeholders on the planning and implementation of nature-based solutions.

The platform includes a map of a wide variety of NBS projects being implemented in cities at the worldwide level, in all the five continents. Also in this case, it is not clear whether most of these cities have an in-depth knowledge about NBS and related methodologies to plan and implement them in a structured way at the city level.

The participation in the Urban GreenUP Cluster and Network of Cities will surely be understood as valuable for those cities looking to deepen their knowledge on NBS planning and implementation.

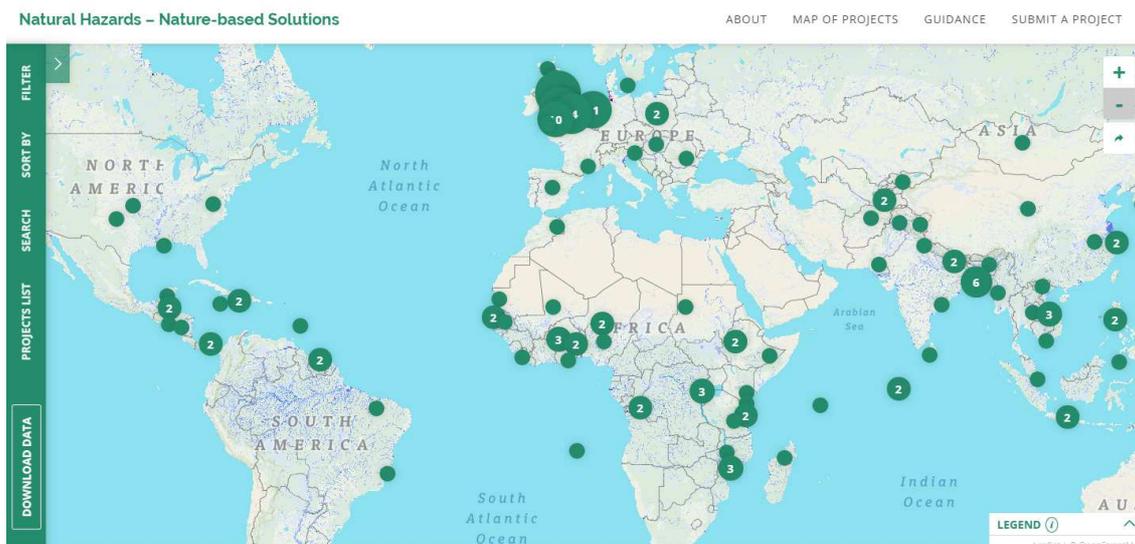


Figure 4. Layout of the Natural Hazards – Nature-based Solutions’ map of projects

#### 4. Cities collaborating with the European Federation of Green Roof and Wall Associations

The European Federation of Green Roof Associations, composed of 14 European National/Regional Associations, has the general objective of promoting and encouraging the uptake of green roofs and green walls to help address issues related to climate change, ecosystem services, green infrastructure and lack of green space in the built environment.

The 14 National/Regional Associations integrating the European Federation of Green Roof Associations are:

Table 5. Countries and respective associations composing the European Federation of Green Roof Associations

Country/Region	Association
Austria	Austrian Green Roof and Living Wall Association
Belgium	Green Building Projects
Czech Republic	Czech Green Roof Association
Germany	Bundesverband GebäudeGrün e. V.
France	Association des Toitures et Façades Végétales
Hungary	National Division of Green Roof and Green Wall Contractor
Italy	Italian Green Roof Association
Netherlands	Vereniging van Bouwwerk Begroeners
Poland	Polish Green Roof Association
Portugal	Portuguese Association for Green Roofs
United Kingdom	Livingroofs.org
Scandinavia	Scandinavian Green Roof Association
Spain	Spanish Society for the Promotion of Nature in Urban and Rural Areas
Serbia	National Green Roof Association

### 5. Cities located in the geographical vicinity of the project partner cities

As already described in the criteria defined to broadening the Cluster, an important source to take into consideration are those cities located in the regional area of influence of the project partner cities.

The fact that these cities are more likely to share with partner cities contextual, geographical, legal and/or social challenges, while solutions being planned/implemented are also potentially more suitable to neighbour cities. For these and other reasons, cities located in the wider regional vicinity might be keener to understand what is being done in fellow adjacent cities, and therefore willing to join the Network.

Beyond cities, the recent development of “Innovation Laboratories” for Green Infrastructure / Nature Based Solutions, supported by national and regional funding bodies should be considered. These laboratories have the general objective of minimizing the existing implementation, technology and scientific gaps between the public, private, research and citizen sectors, promoting also the installation of research pilots related not only to NBS but also to Green Infrastructures (e.g. green façade pilots, air quality pilot with NBS, smart soils pilot as NBS, hydroponic pilot, green shade infrastructure pilot, etc.).

Such initiatives were triggered in 2018 in a set of European countries, including Austria and Spain. Given the recent start of these processes at the local level, the Secretariat of the Urban GreenUP Cluster and Network of Cities will monitor and remain receptive to outputs from NBS innovation laboratories, especially regarding the collaborative work developed with urban authorities.



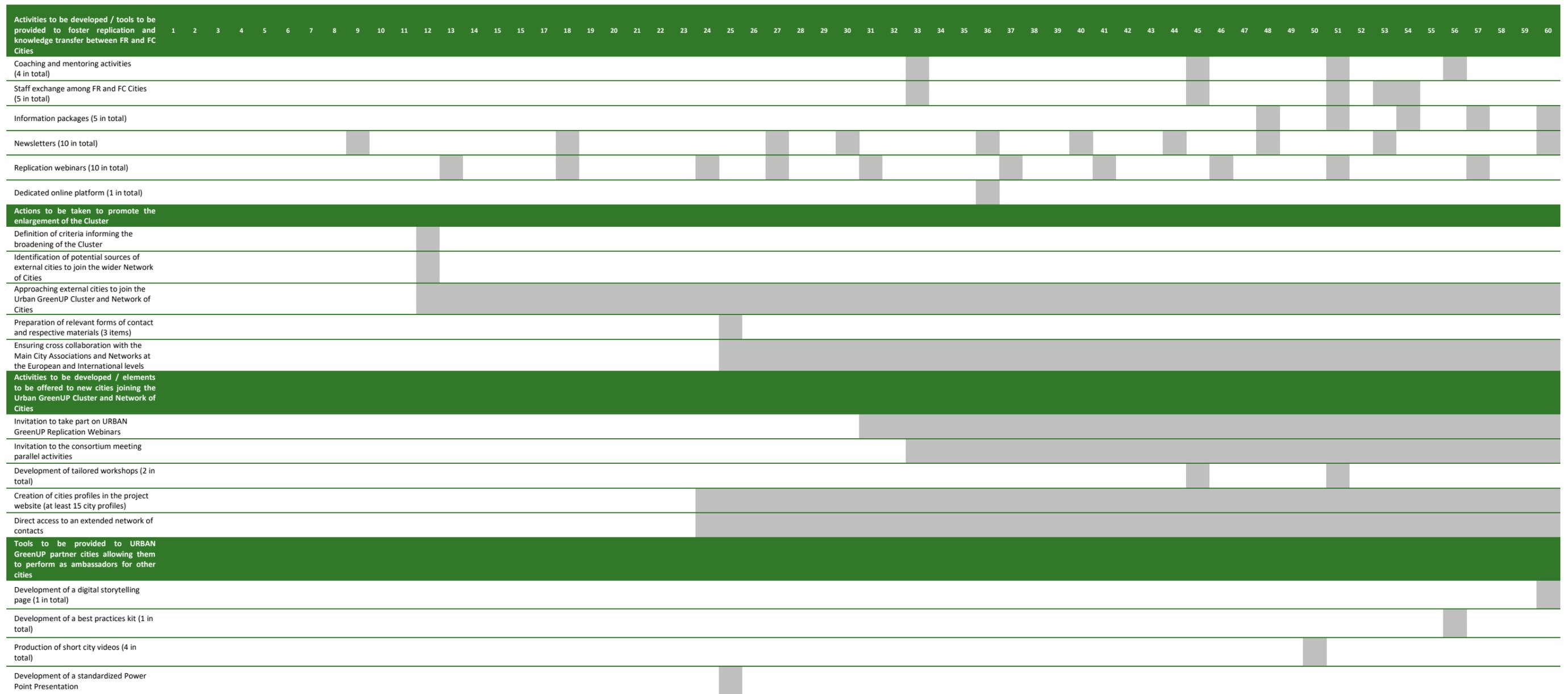
## **6 Next steps and monitoring**

### **6.1 Next steps**

Building upon the wide range of activities and tools defined in Chapter 4, a Gantt chart comprising both the activities and actions already completed along with the ones to be carried out until the end of the project is provided on Table 6.



**Table 6. Gantt chart of the actions / activities to be carried out until the end of the project**



## 6.2 Monitoring

The Secretariat of the Urban GreenUP Cluster and Network of Cities will be responsible for **monitoring and measuring** the impact of the clustering activities performed by the relevant partners of the project, including the cities. Impacts and concrete results of the dissemination oriented replication activities be assessed through dedicated, which provide a measure of the effectiveness and efficacy of the clustering strategy proposed. Updates and potential adjustments to this will be provided under the relevant the WP6, namely:

- D6.7. “URBAN GreenUP information package - promotional material and collateral to promote EU capacities and expertise in the NBS market through specific examples from the Consortium” (M48);
- D6.5. “URBAN GreenUP knowledge transfer activities” (M58)
- D6.4. “Global NBS engagement and networking” (M60).

## Annex 1



### *Establishment of the Urban GreenUP Cluster/Network of Cities*



We, the undersigned parties - according to what is stated in the DoA and respecting the principles, approach and framework defined on the Concept Note on the Establishment of the Cluster of Cities – agree to establish the Urban GreenUP Cluster/Network of Cities and declare our commitment to pursue its objectives, namely:

*To promote widespread acceptance, awareness, replication and dissemination of the Re-naturing Urban Plan methodology and of the individual Nature Based Solutions implemented in the URBAN GreenUP project, ensuring its transference to the greatest number of cities possible at the European and International levels;*

*To ensure the pursuit of the URBAN GreenUP project replication objectives;*

*To take part in events, develop activities and disseminate the project results towards a wider Network of Cities beyond the URBAN GreenUP Front Runner and Follower cities;*

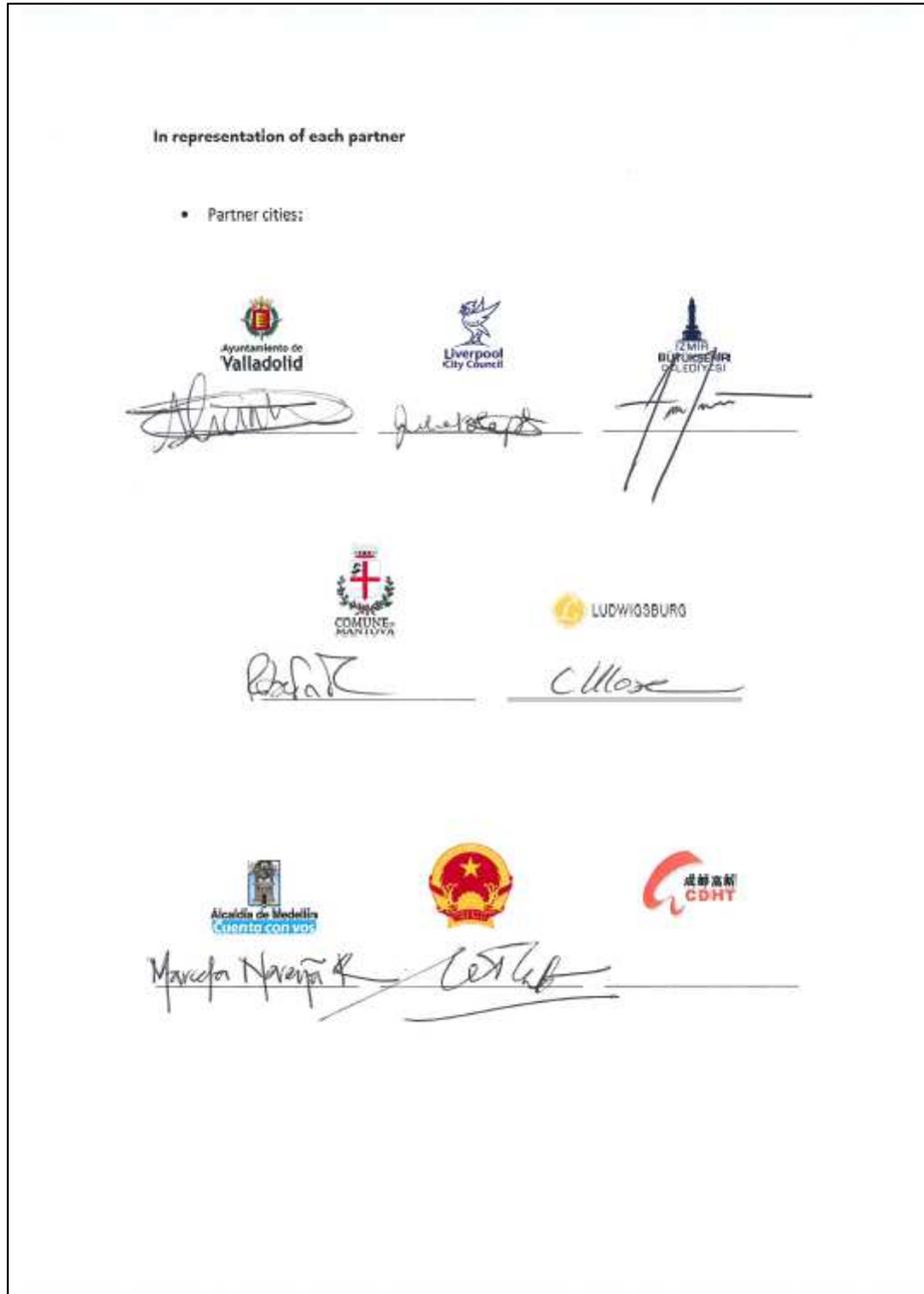
*To engage other cities and relevant city associations at the European and global levels;*

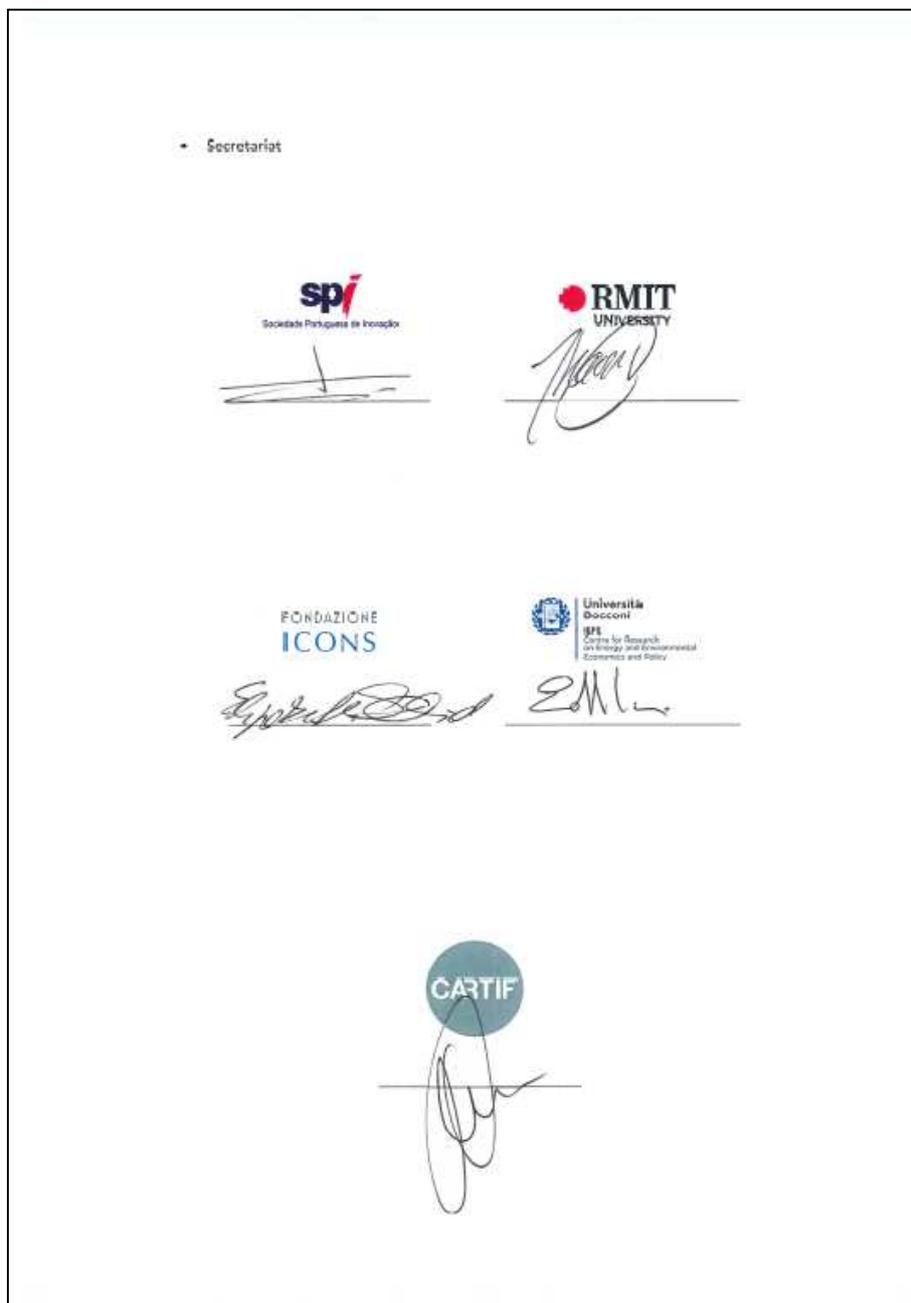
*To share knowledge, best practices, challenges and lessons learnt;*

*To contribute to the creation of a wider community of interest on NBS;*

*To provide the necessary structure and collaboration tools for the members to exchange ideas, knowledge and challenges.*











## Annex 2

### Webinar 1



**WP6 | 1<sup>st</sup> REPLICATION WEBINAR**

Date: 07/06/2018
Time: 15:00 – 16:00 CEST

**1. Subject**

General issues from Follower Cities, promoting their involvement in the whole NBS/RUP process starting from basics.

**2. Agenda**

Time (CEST)	Theme	Responsible Partner
15:00 – 15:05	Frontrunner city gives a short discussion/presentation about why they got involved, what the key drivers were, and how their work area came to be responsible for the work	Valladolid
15:05 – 15:10	Discussion with follower cities on the experience of starting a NBS project	Follower Cities
15:10 – 15:20	Frontrunner city gives an overview of key challenges in the months from project kickoff, with a couple of examples.	Valladolid
15:20 – 15:30	Discussion with follower cities on different challenges facing different cities.	Follower Cities



**WP6 | 1<sup>st</sup> REPLICATION WEBINAR**  
 Date: 07/06/2018 | Time: 15:00 – 16:00 CEST

**1. Subject**

General issues from Follower Cities, promoting their involvement in the whole NBS/RUP process starting from basics.

**2. Agenda**

Time (CEST)	Theme	Responsible Partner
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15:05 – 15:10	Discussion with follower cities on the experience of starting a NBS project	Follower Cities
15:10 – 15:20	Frontrunner city gives an overview of key challenges in the months from project kickoff, with a couple of examples.	Valladolid
15:20 – 15:30	Discussion with follower cities on different challenges facing different cities.	Follower Cities



Webinar 2



WP6 | 2<sup>nd</sup> REPLICATION WEBINAR

Date: 05/11/2018	Time: 15:00 – 16:00 CET
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**1. Subject**

Sharing stories from Liverpool and Izmir about working with internal departments to get past barriers in the definition/planning/implementation of NBS.

**2. Agenda**

Time (CEST)	Theme	Responsible Partner
15:00 – 15:15	Stories from Liverpool collaborating with internal departments	Liverpool
15:15 – 15:30	Q&A and discussion with Follower Cities	Follower Cities
15:30 – 15:45	Frontrunner city gives an overview of key challenges in the months from project kickoff, with a couple of examples.	Valladolid
15:45 – 16:00	Q&A and discussion with Follower Cities	Follower Cities

3. Registered attendees

Name	Institution
Giulio Mazzolo (host)	IFO
Sofia Cunha (host)	SPI
Alicia Villazán	VAL
Benedetta Lucchitta	UBO
Carlos Aragon	CEN
Charlotte Klose	LUD
Elisa Parisi	MAN
Esra Demir	DEM
Juliet Staples	LIV
Kaan Emir	DEM
Magdalena Rozanska	ACC
Maria Ortega	CAR
Patricia Briega	SGR
Trinh Tran Duc	RMI

4. Link to the webinar recording

<https://youtu.be/DyLmdCM9Wvg>

Webinar 3



**WP6 | 3<sup>rd</sup> REPLICATION WEBINAR**

Date: 07/05/2019 | Time: 15:00 – 16:00 CEST

**1. Subject**  
Innovative Business Models and financing instruments.

**2. Agenda**

Time (CEST)	Theme	Responsible Partner
15:00 – 15:30	Business models and financing instruments: general framework Case studies presentation on the implementation of business models at the urban level	UBO
15:30 – 16:00	Q&A and discussion	FR Cities/ FC Cities / Urban GreenUP partners

3. Registered attendees

Name	Institution
Giulio Mazzolo (host)	IPO
Francisco Melo (host)	SPI
Sofia Cunha (host)	SPI
Almudena González	GMV
Benedetta Lucchitta	UBO
Clare Oliver	CFT
Cristina Yacoub	LEI
Esra Demir	DEM
Ha Viet	RMIT
Jesús Ortuño	GMV
Juliet Staples	LIV
María González	CAR
Nhu Quynh	BIN
Roberta Marchioro	MAN
Serif Hepcan	EGE
Tania Molteni	UBO
Trinh Tran DUC	RMIT

4. Link to the webinar recording

<https://youtu.be/RXk5aBmoZlc>