URBAN Green**UP**

D1.14: Third Stage. Integration and articulation of the methodology

WP1, *T1.10*

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[1] PU = Public

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0   Abstract

The methodology outlined in this report provides a way to implement Nature-Based Solutions (NBS) in urban areas, "solutions that are inspired and supported by nature (Cohen-Shacham et al., 2016), which are cost-effective, simultaneously provide environmental, social and economic benefits and help build resilience. (Maes J et al., 2015)" (Source: Sustainability 2020).

The governance of urban areas is directly linked to the decisions being made regarding economic and social stability which are all tied to the inclusiveness, functionality, and quality of life of urban landscapes (Kabisch et al., 2016). NBS are offered as a mechanism to promote resilience within socio-political discussions of landscape and urban development. But what is the real value of re-naturing in my city? How to establish the goals? How can NBS be designed and implemented? What is the step-by-step action plan that can help you to achieve the goals you have in your city? This document addresses these questions and is directed toward cities who are developing plans to re-nature their cities using NBS.

This guide will help you with the process on exploration, diagnosis, and evaluation, as well with the definition of the impact that process on re-naturing may have on your city. Using NBS as a means of climate change adaptation and to mitigate carbon emissions can provide more resilient responses than conventional approaches. Improving risk management and resilience using NBS can lead to greater benefits than conventional engineered methods and offer synergies in reducing multiple risks.

1   Background

The aim of this report is to provide cities with a useful guide to the re-naturing process of cities and/or areas. It explains the URBAN GreenUP re-naturing urban planning concept (RUP). It supports the direct implementation of one or a set of NBS in a specific area of the city to address also specific challenges in a more effective way.

The document explains the different phases and steps of the methodology. It clearly indicates the objectives of each of actions needed and list all the outputs considered. It outlines the methodology and defines the specific concepts used in this process, which includes a step-by-step guide to the main processes involved in the methodology. All the processes and actions, when linked together, enable cities to meet the main objective, which is Re-Naturing urban areas with NBS.

2   Introduction

2.1   The value of re-naturing in your city

The methodology outlined in this report provides a way to implement Nature-Based Solutions (NBS) in urban areas, which are defined by the European Commission as *"solutions that are inspired and supported by nature (Cohen-Shacham et al., 2016), which are cost-effective, simultaneously provide environmental, social and economic benefits and help build resilience. (Maes J et al., 2015)" (Source: Sustainability 2020).*

The European Commission approach NBS as a method of providing added socio-economic value to existing approaches to smart cities and communities, using ecosystems and ecological functions to address societal and environmental challenges in urban environments. The European Commission's use of 'resilience' terminology, the ability to adjust and adapt in the face of change. It couches the thinking in an understanding that the governance of urban areas is directly linked to the decisions being made regarding economic and social stability which are all tied to the inclusiveness, functionality, and quality of life of urban landscapes (Kabisch et al., 2016). Thus, NBS are offered as a mechanism to promote resilience within socio-political discussions of landscape and urban development.

But what is the real value of re-naturing in my city? How to establish the goals? How can NBS be designed and implemented? What is the step-by-step action plan that can help you to achieve the goals you have in your city?

To begin to answer these questions, let´s try to answer the opposite question, what would be a potential scenario of growth for our city without consideration of re-naturing? How would your city address challenges have related to climate mitigation and adaptation? How would you address public health and well-being, air quality, urban regeneration, and space management? What about the potential for a better economy? The nature-based solutions (NBS) are solutions to several societal challenges and not only climate change issues, but also water management, coastal resilience, urban green space management, air/ambient quality, urban regeneration, participatory planning and governance, social justice and social cohesion, public health, economic opportunities, and green jobs (Source: based on classification created by the EKLIPSE initiative).

It is also helpful to consider how your city compares to other cities. For example, as compared to other regions, countries, is there any re-naturing aspect our city is currently strong? Do you want to maximize this? Do you want to join other cities in being a model of how to implement NBS and other innovative greening actions? What would be the potential timeline for achieving of the goal? This guide will help you with the process on exploration, diagnosis, and evaluation, as well with the definition of the impact that process on re-naturing may have on your city.
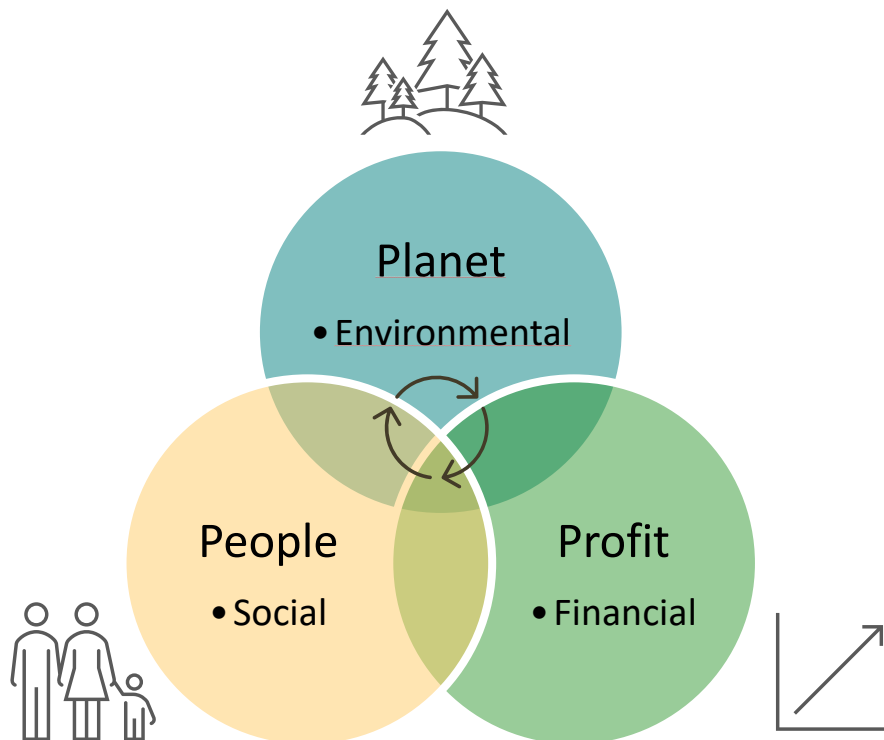
Figure 2.1: Considerations guiding NBS performance and impact evaluation (John Elkington, 2004, Source URBAN GreenUP)

The overarching aim of implementing NBS in urban areas is to achieve sustainability across the three pillars (i.e., the planet, people, and profit). Key considerations in each of these pillars deals with the environmental, the social, and the financial or economic aspects of sustainability. Enhancing sustainable urbanisation using NBS can address environmental challenges as well as stimulate economic growth, making cities more attractive, and enhancing human well-being. Restoring degraded ecosystems using NBS can improve the resilience of ecosystems, enabling them to deliver vital ecosystem services and to meet other societal challenges. Using NBS as a means of climate change adaptation and to mitigate carbon emissions can provide more resilient responses than conventional approaches and enhance the storage of carbon et al. Improving risk management and resilience using NBS can lead to greater benefits than conventional engineered methods and offer synergies in reducing multiple risks.

2.2   URBAN GreenUP RUP methodology

To support re-naturing journey of the cities, URBAN GreenUP developed a systematic strategy to reach high level of impacts using NBS. It aims to provide an integrated methodology to support the Urban Planning of NBS at the local city level, as a powerful strategy to contribute to increase sustainability, addressing a range of societal challenges.

URBAN GreenUP introduces the concept of Renaturing Urban Planning, which incorporates NBS alongside the traditional urban planning aspects to generate a more sustainable approach to Urban Planning. In parallel to traditional planning processes, the methodology supports cities in the direct implementation of one or more NBS in a specific area or across the city to address specific societal challenges in a more effective and ecologically sustainable way.

The social aspects are considered one of the main key elements, and the economic issues complementing the environmental one, fostering the creation of good business cases to solve the general lack of budget of the public administration. To achieve good outcomes, a co-creation approach is adopted in the definition of the methodology, from the definition and design of the technical solutions to the final assessment. This ensures that NBS are adapted to the local context, that they address local priorities and needs of stakeholders, and work within the opportunities and constraints of the local context.

Through this report, there are several other questions that are addressed, i.e.:

- What is the purpose? – Development of the local (RUP) Renaturing Urban Plan answering the city challenges established.
- What is new? – The focus on NBS, projects and initiatives, as an integral part of the plan and a solution to local city barriers and functions.
- How to focus your actions? – Linked to the current city strategy and planning, in specific city environment, traditions, local character.
- What should be the process? – Cities develops the RUP plan being supported by easy-to-follow step-by step procedures and tools.
- Who should be involved? – City re-naturing key partners including citizens.
- How far should be considered? – This is an iterative process starting with assessment, and adjusting responses based on the lessons learnt. Proper monitoring, evaluation, and appropriate timing should be established in the planning process.

The method produces a RUP Action Plan, which should be fully integrated in the city's urban planning and land use planning processes. The method also enables cities to specify a set of NBS to mitigate one or several societal challenges, ready to the tendering process.

This holistic approach to the methodology builds in part on the experience of the cities involved in Urban GreenUP. This includes both successes and problems encountered in the 'real world', and lessons learned through the process of implementing NBS in the 'leading' cities of Liverpool (UK), Izmir (Turkey), Valladolid (Spain), and simultaneously validated in 'follower' cities of Mantova (Italy), Ludwigsburg (Germany), Medellin (Colombia), Changdu (China), and Quy Nhon (Vietnam).

2.3 Main Concepts Definition

Re-naturing City Methodology – methodology for supporting the Re-naturing of the cities and/or areas, that will include new concepts as Re-naturing Urban Plans RUPs that will let embrace the climate change challenges.

NBS – Nature-Based Solutions - can provide a multitude of benefits that influence human health, lifestyle, and well-being, can improve air quality, reduce local temperatures on a small scale, act as carbon stores, help on mitigation of climate change, reduce flooding disasters overcoming the adaptation to climate change and be an important habitat for wildlife.

RUP – Re-naturing Urban Plans – which incorporates the urban planning aspects directly related with nature-based solutions as major strategy to fight against climate change. It will be part of the Sustainable Urban Planning and totally integrated with the urban strategy for dealing with the main city challenges.

Methodology Component – All components needed for methodology developments, those could be activities, but also, catalogues, guides, decisions.

Methodology Processes – methodology activities that analyse/ define/ evaluate the methodology concept, and create corresponding outputs, in many cases, basing also on inputs from different activities.

Methodology Procedure – methodology output related to the systemized step-by-step activity for Re-naturing Methodology Implementation.

Input – Information coming from other project processes, or external, not developed in the project but needed for methodology definition.

Output – Information created in a project process, could be an input to other project process.

Workflow – relation among different project processes and components. It also indicates the correct direction to implement the methodology.

Assets – green infrastructure that is delivering a function or functions in an area of identified need. For example, woodland that is intercepting and storing water in an area of flood risk is a water management asset; it is providing functions that help to reduce the risk of flooding.

Pinch Points - Area where a need has been identified and where green infrastructure could provide part of the solution to address the need but at present is not.

Zoning – The term "zoning" has several meanings and can often be used to identify areas that have statutory policy in place for their development and management. In other cases, zoning can be a generic term for identifying "areas of focus" or interest that have no statutory implications. In this document the term zoning is used to refer to targeting areas for NBS.

Co-creation - an advanced, modern form of community engagement.

Scaling up – The term "scaling up" in its pure definition it is to make something larger in size, amount etc. In this document the term "scaling up" referring, the set of processes, methodology based, providing a larger scale of implementation of NBS strategies. The viability of the scaling up, will be identified according to how, "Credible, Relevant, Relative advantage over existing practices have, Easy to adopt, Compatible and Able to be tested" the methodology is.

3   Tips to the RUP Methodology implementation

3.1   How to effectively start the re-naturing

"Citizens are at the heart of a city and at the heart of the challenges cities face through on-going urbanization and demographic mix, consumption habits as well as increasing expectations as regards quality of life. Citizens must therefore also be at the heart of the solution" (Source: European Innovation Partnership on Smart Cities and Communities - Strategic Implementation Plan, 2013).

Co-creation is an advanced, modern form of community engagement. Collaboration of diverse stakeholders such as governments, NGOs, scientists, interest-groups, philanthropists, and charities are likely to enhance the social and environmental outcomes of NBS. Involving of the residents, business and other groups of society taking part in the development and implementation of your Renaturing Urban Plan can also greatly improve its chances of success. When citizens are engaged in shaping their public spaces, services, and there is a true culture of empowerment and co-creation between citizen and local authorities, then NBS are thought to be more effective in addressing societal challenges. Citizens are central stakeholders because they not only help to build the cities and the services to better focused their (users) interest, but also will automatically protect the environment once created. Collaboration of diverse stakeholders such as governments, NGOs, scientists, interest-groups, philanthropists, and charities are likely to enhance the social and environmental outcomes of NBS.

As a first step, and once identified the key stakeholder groups and their aspirations, the different techniques for engaging these groups need to be considered. The choice of each method or technique should come from an examination of approaches that are likely to be beneficial for the stakeholders as well as supporting the desired decision or co-creation outcome.

The team involved in developing the RUP can then start to define the main targets for the city, and to translate them into the language of challenges, and select the ones that will most positively affect the city environment and its habitants. The process will allow the identification of the different nature-based solutions that are the best option to the city environmentally, socially, technically, and economically.

3.2   To whom it may concern RUP methodology

The Public Authorities of the local municipality can initially take the role of a leader and coordinate all the re-naturing actions, in parallel linking them to the local goals established, identifying the team, its communication channels, and taking care about the proper dissemination and evaluation of all the results. The guide is created with this audience in mind. The residents, business, and other groups of society, involved directly or indirectly into the development and implementation of city Renaturing Urban Plan, can also take advantage of this guide, as NBS developers and integrators.

Urban GreenUP methodology is developed as a modular procedure to achieve a clear, easy to follow method, a step-by-step procedure for re-naturing urban areas. The methodology was described by actions corresponding to each methodology phase and step. There are also identified all important methodology components to have in mind, like the catalogues and tools, indicating the specific outputs to be achieved with every action at the end.

List of Catalogues and Guides:

- NBS Catalogue *(URBAN GreenUP D1.1)*
- Societal Challenge Catalogue *(URBAN GreenUP D1.2)*
- Diagnosis procedure Guide *(URBAN GreenUP D1.3)*
- Baseline Calculation Guide *(URBAN GreenUP D1.4)*
- Barriers and Boundaries Guide *(URBAN GreenUP D1.5)*
- Zoning and Mapping Guide *(URBAN GreenUP D1.6)*
- Tendering Process Guide *(URBAN GreenUP D1.9)*
- Scaling UP Guide *(URBAN GreenUP D1.10)*
- Co-creation and Co-development Guide *(URBAN GreenUP D1.11)*

List of the Tools:

- NBS scenarios generation Tool *(URBAN GreenUP D1.7) with KPIs prioritization criteria Guide (URBAN GreenUP D1.8)*
- Co-creation and Co-development Tools *(URBAN GreenUP D1.11)*

4   Methodology process for RUP definition

4.1   RUP methodology structure

The URBAN GreenUP methodology process is referring to the strategic planning framework of the city, with the aim to introduce the re-naturing concept by means of NBS, towards the EU sustainable politics. It enables the city administration to perform an effective urban RUP Action Plan step-by-step.

The methodology is divided into steps, and each step contains the actions, leads to the creation of the "Renaturing Urban Plan" (RUP) Action Plan of the city. The link between the different actions, the key outputs across different steps, and all the supporting tools to be used during the RUP process, are explain in continuation.

- **STEP I. Understand Your Present**
    - Identify and involve stakeholders (1.A.)
    - Understand your needs & capacity (1.B.)
    - Map challenges (1.C.)

- **STEP II. Choose Your Future Aspirations**
    - Prepare for co-delivery (2.A.)
    - Choose your "city" targets (2.B.)
    - Evaluate NBS scenarios and select one (2C)
    - Set spatial priorities (2.D.)

- **STEP III. Write the Actual Plan**
    - Establish Baselines and KPIs (3.C.)
    - Choose how success will be monitored (3.D.)
    - Publish and promote RUP (3.E.)

- **STEP IV. Implement and monitor the actions**
    - Integration into the Council´s Urban Plans (4.C.)
    - Define budget, roles, and responsibilities (4.D.)
    - Assess lessons learnt and validate the strategy (4.E.)

4.2   RUP methodology by steps and main actions

STEP 1 UNDERSTAND YOUR PRESENT	STEP 2 COOSE YOUR FUTURE	STEP 3 WRITE THE ACTUAL PLAN	STEP 4 IMPLEMENT AND MONITOR THE ACTIONS

1.A. IDENTIFY AND INVOLVE STAKEHOLDERS

2.A. PREPARE FOR CO-DELIVERY

ENGAGE AND EXPLORE

1.B. UNDERSTAND YOUR NEEDS AND CAPACITY

2.B. CHOOSE YOUR "CITY" TARGETS

DIAGNOSE

1.C. MAP CHALLENGES

2.C. EVALUATE NBS SCENARIOS AND SELECT ONE

3.C. ESTABLISH BASELINES AND KPIS

4.C. INTEGRATION INTO THE COUNCIL'S URBAN PLANS

VISUALIZE

2.D. SET SPATIAL PRIORITIES

3.D. CHOOSE HOW SUCCESS WILL BE MONITORED

4.D. DEFINE BUDGET, ROLES, AND RESPONSIBILITIES

PLAN

3.E. PUBLISH AND PROMOTE RUP

4.E. ASSESS LESSONS LEARNED AND VALIDATE THE STRATEGY

INFORM AND CO-CREATE

Table 4.1: Graph to the RUP methodology main components by steps and actions (Source: URBAN GreenUP).

4.3   RUP methodology by key outputs

The methodology proposes the key outputs (steps and actions linked) to be performed and delivered at different development stages from exploration and engagement of key stakeholders, through city or district diagnosis and visualisation, finally towards RUP implementation. The list of key Outputs to the RUP process helps to structure the RUP planning and select the relevant stakeholders on behind of each step locally.

STEP 1 UNDERSTAND YOUR PRESENT	STEP 2 COOSE YOUR FUTURE	STEP 3 WRITE THE ACTUAL PLAN	STEP 4 IMPLEMENT AND MONITOR THE ACTIONS
1.A. IDENTIFY AND INVOLVE STAKEHOLDERS	**2.A. PREPARE FOR CO-DELIVERY**		
-List of key stakeholder groups - List of capabilities, interest, relationships in each group	-Co-creation plan		
1.B. UNDERSTAND YOUR NEEDS AND CAPACITY	**2.B. CHOOSE YOUR "CITY" TARGETS**		
-The city re-naturing goal -City profile -1st kick off City Workshop	-List of city challenges and sub-challenges		
1.C. MAP CHALLENGES	**2.C. EVALUATE NBS SCENARIOS AND SELECT ONE**	**3.C. ESTABLISH BASELINES AND KPIS**	**4.C. INTEGRATION INTO THE COUNCIL'S URBAN PLANS**
			-List of the main constraints to public procurement -Funding opportunities -Outline to the integration of the RUP methodology into the Municipality Planning
-Key focus areas for NBS	-NBS Scenario Tool	-Plan for collecting baseline data across a setoff indicators	
	2.D. SET SPATIAL PRIORITIES	**3.D. CHOOSE HOW SUCCESS WILL BE MONITORED**	**4.D. DEFINE BUDGET, ROLES, AND RESPONSIBILITIES**
			-Definition of internal roles and responsibilities -Co-create a Local Communication plan with your stakeholders -Financial plan, innovative financial tools, annual budget
	List of green assets and pinch points	-KPIs Guide -KPIs prioritization for NBS Tool	
		3.E. PUBLISH AND PROMOTE RUP	**4.E. ASSESS LESSONS LEARNED AND VALIDATE THE STRATEGY**
		-Promotion among the stakeholders -Validation of the early list of NBS -Write the RUP plan	-Collection of lessons learned and strategy validation though continues monitoring of KPIs

ENGAGE AND EXPLORE

DIAGNOSE

VISUALIZE

PLAN

INFORM AND CO-CREATE

Table 4.2: Graph to the methodology main outputs by phases, steps, actions and RUP chapters (Source: URBAN GreenUP).

4.4 RUP methodology supporting tools

The tools and guides that supporting the methodology process are included under the RUP process.

STEP 1 UNDERSTAND YOUR PRESENT	STEP 2 COOSE YOUR FUTURE	STEP 3 WRITE THE ACTUAL PLAN	STEP 4 IMPLEMENT AND MONITOR THE ACTIONS
1.A. IDENTIFY AND INVOLVE STAKEHOLDERS -Output 1A-1 -Output 1A-2 **Tool related:** **Co-Creation Toolkit (D1.19)**	**2.A. PREPARE FOR CO-DELIVERY** -Output 2A-1 **Tool related: D1.19 Co-Creation**	**ENGAGE AND EXPLORE**	
1.B. UNDERSTAND YOUR NEEDS AND CAPACITY -Output 1B-1 **Tools related:** **1st kick off Workshop of the city (D1.3)** **SWOT analysis (D1.3)**	**2.B. CHOOSE YOUR "CITY" TARGETS** -Output 2B-1 **Tools related:** **URBAN GreenUP Societal challenges Catalogue (D1.2)**	**DIAGNOSE**	
1.C. MAP CHALLENGES **VISUALIZE** -Output 1D-1 **Tools related:** **GvSIG** **QGIS** **GeoServer**	**2.C. EVALUATE NBS SCENARIOS AND SELECT ONE** -Output 2C-1 **Tool related:** **URBAN GreenUP NBS Scenario Tool (D1.7)**	**3.C. ESTABLISH BASELINES AND KPIS** -Output 1E-1 **Tool related:** **Climate change catalogue (D1.6)**	**4.C. INTEGRATION INTO THE COUNCIL'S URBAN PLANS** -Output 3B-1 -Output 3B-2 -Output 3B-3 -Output 3B-4 **Tool related:** **Gidelines to tendering process specification (D1.9)**
PLAN	**2.D. SET SPATIAL PRIORITIES** -Output 2D-1 **Tool related:** **Graphic of assets and pinch points**	**3.D. CHOOSE HOW SUCCESS WILL BE MONITORED** -Output 2E-1 **Tool related:** **NBS Scenario Tool (D1.7)**	**4.D. DEFINE BUDGET, ROLES, AND RESPONSIBILITIES** -Output 1F-1 -Output 1F-2 -Output 1F-3 **Tool related:** **URBAN GreenUP info channel (D1.11)**
INFORM AND CO-CREATE	**3.E. PUBLISH AND PROMOTE RUP** -Output 2F-1 **Tools related:** **Stakeholder's database** **Local communication dissemination plan** **Social networks** **Local newspaper, TV, radio**		**4.E. ASSESS LESSONS LEARNT AND VALIDATE THE STRATEGY** -Output 3A-1 **URBAN GreenUP NBS Selection Tool**

Table 4.3: Supporting tools and guides by phases and steps. (Source: URBAN GreenUP).

4.5 How to maintain the methodology over time

This step-by-step methodology is not conceived as only a linear process, but as circular one. The outputs coming from **Action (4.E.)** related the assessment of the lessons learnt and validation, is considered the last action of the **Step4. "Implement and Monitor the Actions"**, but also as a key input to **Step1. "Understand your Present".** The lessons learnt gathered from the RUP process executed as a first in your city, will give a valuable information for an improvement of the process during the replication and/or scaling up of the RUP Action Plan to another city zone, as same as the City Green Goal maintenance in time.

INFORM AND CO-CREATE
- Publish and promote RUP
- Assess lessons learrned and validate the strategy

ENGAGE AND EXPLORE
- Identify and involve stakeholders
- Preare for co-delivery

DIAGNOSE
- Understand your "city" needs and capacity
- Choose your "city" targets

PLAN
- Set spatial priorities
- Choose how success will be monitored
- Define budget, roles and responsibilities

VISUALIZE
- Map challenges
- Evaluate NBS Scenarios and select one
- Establish baselines and KPIs
- Integration into the council's urban plan

Figure 4.1: RUP methodology main components by actions in circular graph (Source: URBAN GreenUP).

5   RUP Action Plan step-by-step

> - **STEP I. UNDERSTAND YOUR PRESENT**

> o   **Identify and involve stakeholders (1A)**

Identify all key stakeholders, including people in your organization, the public, businesses, and relevant governmental agencies. Once identified, the stakeholders will become a central part in the development and implementation of the RUP at some level.

Main output:
List of key stakeholder groups.
List of capabilities, interests, relationships for each group.

> o   **Understand your needs & capacity (1B)**

the most important urban re-naturing trends and your goal. This will help understand the value of re-naturing your city and identify choose the most interesting scenario, (depending on the political, technical, legal, social and financial context), consider advantages and disadvantages of their integration.

Main output:
The city re-naturing goal.
City profile (base) definition.
1st Kick off City Workshop.

> o   **Map challenges (1C)**

Define the green infrastructure picture by identifying the focus areas for each challenge and NBS. For each challenge, spatial data is required wherever possible. When it's not available, use the information to provide context for the RUP. This will be less useful and robust than mapped data

Main output:
Key focus areas for NBS

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o **ACTION 1.A. IDENTIFY AND INVOLVE STAKEHOLDERS**

Identify and create a list of stakeholders

The stakeholders are the people who are impacted by or interested in the Project. For example:

- Local residents
- Local workers
- Resident groups
- Business groups and chambers of commerce
- Relevant not-for-profits, charities, and social services
- Scientific agencies or peak bodies
- Internal teams such design, engineering, and maintenance
- Road agencies
- Heritage agencies
- Key internal executives
- Key politicians
- Technical specialist firms/consultants

Create a list of capabilities, interests and relationships

The scope of this step is to find out important information about stakeholders: Understand the stakeholders to plan accordantly how to involve them in developing and implementing your RUP:

- Interest in the project
- Power to influence decision making
- Stakeholder capacity and limitations
- Appropriate methods of engagement
- Barriers to engagement
- Additional resources

TIPS FOR MUNICIPALITIES REGARDING THIS ACTION:

- We recommend considering which resources you might need to encourage previously uninvolved stakeholders. Using different formats of communication will be useful in attracting a broader range of participations.
- Online platforms such as social media can be useful, as well as physical flyers that can be placed in local community hubs and in existing parks.
- Be ready to 'snowball' by using one group of key people to identify other key participants.
- For groups you know are going to be either very influential, this is a good time for the project leader to reach out to key individuals and establish relationships and trust. Meet with them informally, on their terms.
- It's very important that your stakeholder list is a live document that can include new groups as they are discovered during the process of the project.
- Talk to experts that have done projects in your target areas. They will know important stakeholders and may also have contact details and trust

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○ **ACTION 1.B. UNDERSTAND YOUR NEEDS AND CAPACITY**

Understand the city needs

Organize a city workshop to create a common picture of the future city and develop scenarios in detail. With this process, you will be able to identify the city goal and character of grow. These local scenarios are created with different NBS solutions proposed in "NBS Catalogue". Use deliverable D1.3.

The works can be supported by the specific city workshop with the group of interest will be useful in the development of:
- Key city areas to reform
- List the challenges
- Prioritization of challenges
- NBS main groups and examples
- Prepare the current re-naturing initiatives
- Prepare previous lessons learnt
- The Stakeholder consensus should be reached in accordance with the listed aspects above, and the list of the challenges and its prioritization should be proposed.

Understand the city capacity

Analyze the different factors of the city and surrounding the potential NBS implementation. Obtain city information covering aspects such as:
- Site analysis (geomorphology, water, subsoil, vegetation, but also and for specific climate definition, solar impact, average temperatures, wind direction)
- Zoning analysis (construction and public spaces balance, and equipment's, build environment character, use of soil, construction elements available for NBS)
- Legal regulations NBS related
- Other specific city data related with the city
- SWOT chart, that compilates and classifies the Strengths, Weaknesses, Opportunities, and Treads.

Depending on the specific city context (including political, technical, legal, social, and financial implications), as well as different NBS characteristic and needs, we will have to consider some influential advantages and disadvantages of their potential integration. Some NBS strategies will work better in some situations, being unnecessary until damaging the functioning in others.

Classify the Strengths, Weaknesses, Opportunities, and Threats (SWOT) prioritizing the most urgent and important, and those improbable, for NBS implementation in the local city context. Use D1.3

Create a SWOT chart for diagnosis process and selection of the best strategies supporting RUP. This methodology allows cities to analyze the problem from the point of view of the different factors:

- **Offensive.** To eliminate all Weaknesses and Threats
- **Orientation**. To take advantage of Opportunities, and improve the Weaknesses
- **Defensive.** To protect the Strengths and minimize the Threats, or avoid them
- **Of survival.** To avoid Threats and to reduce the Weaknesses

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TIPS FOR MUNICIPALITIES REGARDING THIS ACTION:

- Organize the first meeting between the Stakeholders
- Try to wonder on what if we do not have actions to "re-naturing"
- Try to consider the period of at least of 10 years
- Try to recuperate the previous lessons learnt (if exists)

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o   **ACTION 1.C. MAP CHALLENGES**

Identify the focus areas for NBS

The main goal of this action is to define the green infrastructure picture, identifying the key areas of focus for each challenge and NBS. This step is crucial in the development of the RUP. Understanding the range, scale and complexity of the challenges facing a city is essential if arguments for NBS are to be made and resources found to implement NBS.

Data is often available from local or national government for many of the challenges that may need to be addressed in a city. This data has the advantage of being linked to statutory plans and strategies and therefore, it has already been accepted as a robust dataset.

A basic RUP may simply look at national/regional strategy and policy and assess how these are being addressed locally.

TIPS FOR MUNICIPALITIES REGARDING THIS ACTION:

- The use of Geographic Information Systems is, in almost all cases, essential. There are several commercial and free to use systems available, but if special data is not available, it may be possible to use the information to provide context for the RUP, but this is always going to be less useful and less robust than mapped data.
- Ensure that you a clear scope is provided for gathering data. There is a vast array of data available, and it is easy to gather more and more date sometimes more does not mean better. Gather fewer, high quality data sets that clearly show the scale and distribution of the challenge.
- If possible, ensure that your project budget allows for a GIS specialist to manage data and produce the challenge maps.
- Catalogue the data gathered and describe how it is used to produce the challenge maps

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Recommended tools: GvSIG QGIS GeoServer

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STEP II. CHOOSE YOUR FUTURE ASPIRATIONS

o PREPARE FOR CO-DELIVERY (2A)

Prepare a clear engagement plan which outlines clearly how your stakeholders will be involved with the preparation and delivery of the RUP.

Main output:

Co-creation plan

o CHOOSE YOUR "CITY" TARGETS (2B)

Identify the targets of your city and translate them into the language of challenges and sub-challenges. Select specific targets for each challenge, along with the reason why the challenge has been prioritized. More information in "NBA Catalogue" in **D1.1.**

Main output:

NBS Scenario tool

o EVALUATE NBS SCENARIOS AND SELECT ONE (2C)

Find the best NBS for the needs, targets, and capacities of the city. You can do so by checking Deliverable D1.7 and by using the NBS selection tool developed by URBAN GreenUP and publicly available here:

Main output:

List of city challenges and sub-challenges

o SET SPATIAL PRIORITIES (2D)

The main goal of this action is to identify the priority precincts for action – where will the NBS go. The mapping of the challenges had allowed the identification of the areas in "need", while the mapping of the existing green infrastructure and its functionality indicated which NBS are already in place across the city. More information in "Zoning for NBS"

Main output

List of green assets and pinch points

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○ **ACTION 2.A. PREPARE FOR CO-DELIVERY**

Prepare an engagement plan

Generate a co-creation plan outlines how you will involve each stakeholder, when you'll involve them, and how. Use deliverable **D1.19.**

This Action is critical to the success of your RUP because delivering NBS is a very collaborative, multi-stakeholder process. A co-creation plan is a very important tool in working successfully with the stakeholders in your organization, as well as in other agencies and the general public.

The co-creation plan applies to every step of the methodology – in almost all steps. It is possible and may be appropriate to involve your stakeholders.

Key sections:

•   Purpose of the plan

•   Stakeholders for co-creation

•   Timing of activities

•   Location of activities

•   Outline of activities

•   Evaluation

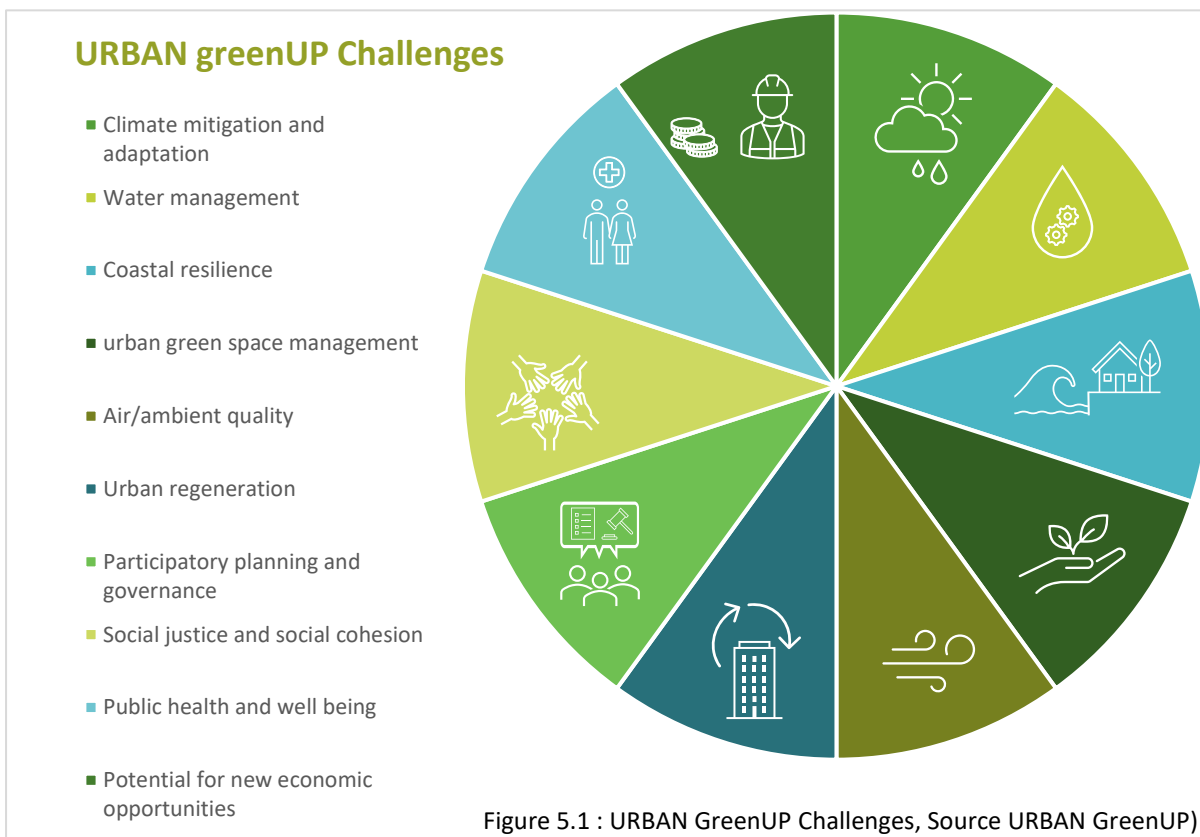| TIPS FOR MUNICIPALITIES REGARDING THIS ACTION: |
|---|
| The use of Geographic Information Systems is, in almost all cases, essential. There are several commercial and free to use systems available, but if special data is not available, it may be possible to use the information to provide context for the RUP, but this is always going to be less useful and less robust than mapped data. Ensure that you a clear scope is provided for gathering data. There is a vast array of data available, and it is easy to gather more and more date sometimes more does not mean better. Gather fewer, high quality data sets that clearly show the scale and distribution of the challenge. If possible, ensure that your project budget allows for a GIS specialist to manage data and produce the challenge maps. Catalogue the data gathered and describe how it is used to produce the challenge maps |

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○   **ACTION 2.B. CHOOSE YOUR CITY TARGETS**

Create a list of challenges and sub challenges

The objective is to define the aspirations for re-naturing process of the city. Use deliverable **D1.2.**

The Societal Challenges and NBS solutions will be proposed, to answer the city/area different criteria, characteristics, problems, targets, budget, social issues, climate, previous experiences, etc.

This way, the city targets are translated into the societal challenges and sub-challenges. By identifying and classifying the main societal city challenges, will allow examining these challenges in a simple way.

Category the city targets into URBAN GreenUP approach, that consists in 10 challenges:

URBAN greenUP Challenges

- Climate mitigation and adaptation
- Water management
- Coastal resilience
- urban green space management
- Air/ambient quality
- Urban regeneration
- Participatory planning and governance
- Social justice and social cohesion
- Public health and well being
- Potential for new economic opportunities

Figure 5.1 : URBAN GreenUP Challenges, Source URBAN GreenUP)

TIPS FOR MUNICIPALITIES REGARDING THIS ACTION:

- Involve at the beginning of the process all the related stakeholder groups in the municipality.
- Keep the same team during all the process.
- Try to involve citizens and other relevant stakeholders in the city within the process.

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o   ACTION 2.C. EVALUATE NBS SCENARIOS AND SELECT ONE

Create a list of the NBS

Generate a list of the NBS interventions according user requirements (city capabilities, challenges and sub-challenges and barriers, boundaries and enablers). This list will be generated by the ToolUGU, deliverable **D1.7**. The objective of the process is to identify those NBS solutions, supporting city/area different criteria, characteristics, problems, challenges, budget, social issues, climate, previous experiences, etc.

This action will need information about city diagnosis, city challenges and targets and barriers, boundaries and enablers. By processing these data, the tool will create the NBS candidates as an intermediate output of the action.

The user will validate and refine the list selecting the NBS according to the identified criteria in previous actions. This validation and refinement will serve to correct a lack of barriers selection or an unspecific selection of city challenges. This refinement is also needed when the list shows a big number of possible adequate NBS.

This process generates a NBS scenario and ToolUGU will estimate the impact of the NBS scenario.

The ToolUGU, as a part of the evaluation method for NBS scenarios definition, is a base guide to evaluate different city NBS scenarios sets. In consequence, it allows the selection of one or several NBS alternatives previously identified, working in an integrated way, and solving possible city problems holistically
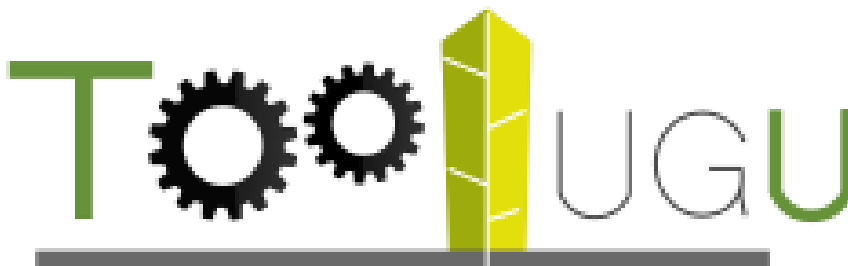

Figure 5.2: Tool UGU logo. (Source: URBAN GreenUP).

TIPS FOR MUNICIPALITIES REGARDING THIS ACTION:
• Try to make a proper diagnosis, city challenge and barriers identification.
• Read carefully ToolUGU user's guide before starting.
• Keep the same team during all the process.
• Take your time to assess several scenarios before generate the final one.

<table>
<tr><td>○   **ACTION 2.D. SET SPATIAL PRIORITIES**</td></tr>
</table>

Create zones of assets and pinch points

This step is based on the mapping of the challenges. identifies area of "need" and the mapping of the existing green infrastructure and its functionality describes what NBS are already in place across the city.

From the data and mapping of needs and green infrastructure functionality we can start to look at differing needs across the city, starting to zone the city into areas of:

- **Assets** – The term "asset" is used to describe green infrastructure that is delivering a function or functions in an area of identified need. For example, a woodland or wetland that is intercepting and storing water in an area of flood risk is a water management asset; it is providing functions that help to reduce the risk of flooding.
- **Pinch Points** - Pinch Points are identified as areas where a "need" has been identified, for which green infrastructure functionality could provide a solution, but where that functionality is not provided now. This is where NBS interventions can be targeted.

Assets require safeguarding or enhancement of the benefits they are already providing.

Pinch Points require interventions, evidence-based NBS, to help to overcome the challenge identified.

TIPS FOR MUNICIPALITIES REGARDING THIS ACTION:

- Agree the Pinch Point approach early. The approach is a simple one, but it is worthwhile describing how Pinch Points and Assets are defined and what actions are appropriate for each so that there is a good understanding of the outputs.

- Remember that this is a model! It should inform activity; it does not need to constrain the project. ("All models are wrong, some are useful" George Box)
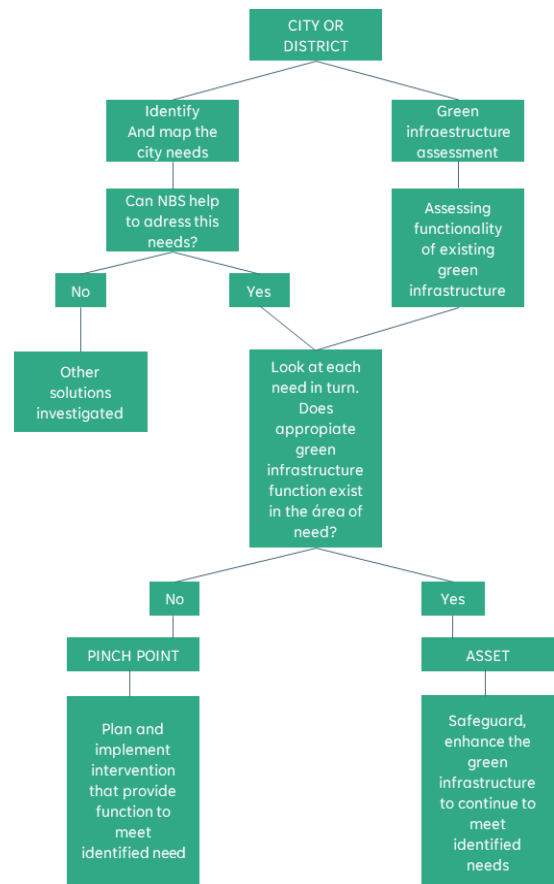

Figure 5.3: Spatial priorities. (Source: URBAN GreenUP).

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- **STEP III. WRITE THE ACTUAL PLAN**

  o **ESTABLISH BASELINES AND KPIS (3C)**

Establish the baseline condition of the locations where the NBS will be implemented. This includes the development of Key Performance Indicators (KPIs), to monitor the baseline condition and assess the NBS impact.

Main output:
Plan for collecting baseline data across a set of indicators

  o **CHOOSE HOW SUCCESS WILL BE MONITORED (3D)**

Creating an NBS Community of Innovators and improving NBS communication are crucial for the renaturing urban areas. To this aim, publish the RUP and promote it via a local communication plan. Budget, and responsibilities will complete the strategic planning step.

Main output:
Promotion among the stakeholders
Validation of the early list of NBS
Write the RUP plan

  o **PUBLISH AND PROMOTE RUP (3E)**

Choose and prioritize KPIs. Establish a monitoring program to track indicators and progress, considering the challenges and needs of the cities. Define a review process, as well as an adaptive management as milestones are met/missed and learnings derived. More information in "Use of the URBAN GreenUP NBS Scenario Tool" More info KPIs guide in WP5.

Main output:
KPIs Guide
KPIs prioritization for NBS Tool

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o **ACTION 3.A. ESTABLISH BASELINES AND KPIS**

Develop a baseline

Stablish the baseline conditions in the locations where the interventions will be implemented,

This action must therefore include the development of Key Performance Indicators (KPIs) for monitoring this baseline condition, to allow for direct comparison before and after the interventions.

This action focuses on developing a baseline understanding of the current conditions in the city, in order to monitor the impact of the interventions. It builds on the diagnosis, focusing on the defined list of NBS project and actions to understand whether the NBS interventions are successful. The baseline will need to consider the capacity of the city and the type of NBS that are planned, in order to develop a clear list of KPIs that need to be monitored, including a clear description and motive for their selection. Cities should consider what their priority challenges are and where these are located, based on an analysis of assets and "pinch points", to identify the monitoring locations.

This action should include development of a user-friendly monitoring protocol. The baseline and KPIs must be context-driven, and developed in light of any legal, technical, and social considerations within the city

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TIPS FOR MUNICIPALITIES REGARDING THIS ACTION:

- Identify a coherent, meaningful and appropriate set of KPIs that are responsive to city/local context

- Seek advice from experts on whether your KPI and methodology will establish the baseline conditions

- The baseline may reveal new issues that you did not identify in the diagnosis, so there is a need to be flexible and allow for changes based on what you find

- Focus on the most relevant KPIs in relation to your project

- The creation of a baseline position for the calculation of benefits requires a clear definition of the current state of the location, the objectives for the project, and the proposed outcomes, to assess what 'success' means (and looks like)

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○   **ACTION 3.B. CHOOSE HOW SUCCESS WILL BE MONITORED**

Determine the priority of the KPIS

Through the design monitoring program to track indicators to confirm progress and definition of the processes for review and adaptive management as milestones are met/missed and learnings are derived.

The cities will select the challenges as defined by the EKLIPSE methodology (and as re-adapted in deliverable **D1.2.** This should also be based on previous studies of the cities for the project, from the drop-down list. From each challenge selected from the list, the KPIs previously determined in WP5 monitoring studies will automatically appear as a drop-down list in the next column. List of questions:

- Q1 - Is the methodology/KPI credible? Who uses this method? Is it recognized as best practice or widely accepted/used in decision making or compliance monitoring?
- Q2 - Is it practical, reliable and replicable? Can one/two people do this quickly and accurately?
- Q3 - Does other similar data exist for comparison and benchmarking?   Here or in other comparable cities or partner cities. Are there accepted thresholds?
- Q4 - Does it offer good value for time/money invested?   Can we get results quite quickly? Are consumables and parts affordable? Is it resource efficient?
- Q5 - Will it further our understanding / add value to the NBS solutions? How much does it tell the story of the NBS solutions?   Is it meaningful? Is it appropriate? Is it understandable? Is it convincing?
- Q6 - Do we have the expertise/software/time to make the analysis? Can this be done in-house? Is there a training need?

The average value will be determined as a result of the scoring of these pre-determined questions. Scoring will be made by project teams of each city by internal discussions. Based on these averages, the city's KPI prioritization will be visualized via the spider diagram. The average score can be interpreted as follows:

- Between 1.00 and 2.50; minor priority
- Between 2.50 and 3.75 medium priority
- Between 3.75 and 5.00 high priority

TIPS FOR MUNICIPALITIES REGARDING THIS ACTION:

- Try to focus on at least two KPIs for each challenge for a better understandable benchmark between challenges.
- Do not try to select every challenge described in EKLIPSE methodology. For example, you might not have any opinion for the challenge, coastal resilience, if there are no coastal areas within your project.
- If exists, please consider previous experience about each KPI during scoring

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o **ACTION 3.C. PUBLISH AND PROMOTE RUP**

Create a document and publish it

Create a written document, that summarizes the plan to urban renaturing should be where all the re-naturing greed between all parties. The same, it should be a result of a collaborative work between the different actors, identified at the beginning of the process.

The full re-naturing process contains the definition, development, evaluation and implementation of the actions providing the full re-naturing implementation at the strategic level and contains the city NBS selected scenario adapted to the personal city character, socio-economic environment and targets.

Finally, the potential NBS projects should be identified and included estimating the potential benefits to the city current situation.

Creating a NBS Community of Innovators and improving NBS communication are crucial for the renaturing urban areas. To this aim, publish the RUP and promote it via a local communication plan.

Promote the initiative among stakeholders

Create a NBS Community of Innovators and improve communication and NBS Awareness. Those are some of the main actions to promote NBS when renaturing urban areas.

The main objective of this action is sharing the knowledge and technical, environmental and social results expected and obtained, among citizens, partners and other stakeholders.

To promote the NBS and the RUP defined to the city there can be used different techniques and tools, such as the information sharing, meetings, talks, communication media, etc. All the different actions planned have to be considered in a Local Communication Plan, which must be especially adapted to the communication and dissemination of NBS. We recommend using Deliverable **D1.11.**

The consultation of a broad range of stakeholders and knowledgeable actors should allow for a multidisciplinary approach. Visionary examples and pilot projects can be used as reference. Strong communication skills are highly recommended

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TIPS FOR MUNICIPALITIES REGARDING THIS ACTION:

- Adapt the language of communication to the recipient. It is not the same to transmit the RUP to the City Council technicians, the Academia, professionals or to the general public.

- Use the media and platforms that already exist, such as website, newsletter, social networks, etc.

- Provide examples of good practice and success stories, as well as enhancing the expected benefits for the city.

- **STEP IV. IMPLEMENT AND MONITOR THE ACTIONS**

o **INTEGRATION INTO THE CITY COUNCIL'S URBAN PLAN (4C)**

Identify the regulatory frameworks restricting the implementation of the RUP. This includes all the legal elements at international/national and local level. Identify procurement processes and funding opportunities.

Main output:

List of the main constrains to public procurement

Funding opportunities.

Outline to the integration of the RUP methodology

o **DEFINE BUDGET, ROLES AND RESPONSIBILITIES (4D)**

Create the team within the City Council that will implement the RUP. The team must be multidisciplinary and include members from various areas of the City Council. The financial plan should set a schedule for funding in accordance with the implementation timetable.

Main output:

Definition of internal roles and responsibilities

Co-create a Local Communication plan with your stakeholders

Financial plan, innovative financial tools, annual budget

o **ASSESS LESSONS LEARNED AND VALIDATE THE STRATEGY (4E)**

Collect feedback on the implementation of the RUP, and insights concerning the early adoption of NBS. This will help improve RUP implementation for future applications, and help other cities develop successfully.

Main output:

Collection of lessons learned and strategy validation through continues monitoring of KPIs.

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○ **ACTION 4.A. INTEGRATION INTO THE COUNCIL'S URBAN PLAN**

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Find legal constraints associated

Identify the legal framework that applies in the municipality where a RUP is being considered. The city must identify and handle the legislation at different levels:

- Supranational law. The first two distinct groups are EU countries and Non-EU countries. The EU countries are regulated by the rule of law of the European Union. There are two main types of EU law – primary and secondary. EU legal acts are the EU Treaties, Regulations and Directives (all compulsory for all the EU countries), Decisions (compulsory for the determined countries) and Recommendations and Opinions (both have no binding force).
- National law. Most countries have a national database of their law. Countries' law generally derives from the constitution, the statutes or legislation and/or regulations by government agencies.
- Regional and Local law Local law is a law limited in application to a particular district within a territory. Regional laws are shared laws among a common territory. Local Urban Planning is included in this type of regulation, as well as rules, norms, ordinances or other plans.

Other applicable laws: urban planning, construction and architecture, heritage, environment, biodiversity, health and safety, management of resources such as water or energy and public procurement, among others.

Funding opportunities

- Involve at the beginning of the process all the related stakeholder groups in the municipality.
- Keep the same team during all the process.
- Try to involve citizens and other relevant stakeholders in the city within the process

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TIPS FOR MUNICIPALITIES REGARDING THIS ACTION:

- Go to the legal department of the city council for professionals to identify all applicable regulations

- Arrange a multidisciplinary team within the City Council, which mixes technical (design and implementation), legal (regulations) and administrative (procedures) capacities

- Use an inclusive narrative that can bridge knowledge and agendas across different departments of the city and tackle with departmental disputes

- Plan budget requirements in advance so that they are compatible with the annual items

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o ACTION 4.B. DEFINE BUDGET, ROLES AND RESPONSIBILITIES

Create a team within the city council

Create a human resources scheme within the municipal organization that will be the RUP implementation team.

In this executive step the organization chart of relevant positions is formally defined and documented by the Human Resources Department. Roles and responsibilities are also clearly defined on the Position description sheet.

The financial plan should set a schedule for funding in accordance with the implementation timetable.

It is recommended to create a Working Committee that meets periodically. This Commission will be made up of members from all areas with competence in the strategic implementation of renaturation.

The creation of this multidisciplinary Committee must be approved through some element of local regulations, such as a rule or standard, approved by the Local Government Board.

City council departments

NBS are cross-sectional interventions. The work team must be multidisciplinary and integrate team members from various areas of the City Council. There had been identified the following City Council Departments:

- Urban planning
- Urbanism
- Environment
- Parks and gardens
- Mobility
- Civil protection
- Heritage
- Lighting
- Public participation
- Innovation

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○ ACTION 4.C. ASSESS LESSONS LEARNED AND VALIDATE THE STRATEGY

Learn from the RUP delivery

This action serves as a check to fine-tune your RUP. Delivering new NBS is difficult and will usually require a few iterations for the organization to become truly effective and efficient.

In this step you will work with your stakeholders to understand lesson learnt from the RUP delivery to transfer the best experience to the cities would like to develop a successful RUP by itself. We also provide a tool to help you reflect on your capabilities within your municipality.

Success factors:

- Stable executive and political support
- Suitable internal processes, standards, regulations and policy
- Adequate and empowered staffing
- Advanced community engagement skills
- Alignment of internal departments
- Culture of innovation and risk tolerance
- Supportive departments in other level of government
- Access to suitable technical skills

TIPS FOR MUNICIPALITIES REGARDING THIS ACTION:

- Try to involve the same stakeholders that were identified at the beginning of the RUP and identification step.

- Inform the stakeholder clearly on the purpose of this action as a validation step for the methodology.

- Document during any variations and changes needed to make to deliver the RUP during implementation.

- Document any difficulty in the RUP development step for the final assessment, document any administrative and local legal that impacted by the implementation of RUP.

6   Annexes to the methodology process

6.1   The table of contents of the city local RUP Plan

Table 6.1: The table of contents of the city local RUP Plan *(Source: URBAN GreenUP, D1.13 Guide to "Renaturing Urban Plan")*

	Level of development of RUP:				
STEP I. ENGAGE AND EXPLORE	I	II	III	IV	V
Action 1A. Identify and involve stakeholders. **Action 2A**. Prepare for co-delivery.					
STEP II. DIAGNOSE	I	II	III	IV	V
Action 1B. Understand your needs and capacity **Action 2B.** Choose your "city" targets.					
STEP III. VISUALIZE	I	II	III	IV	V
Action 1C. Map challenges **Action 2C.** Evaluate NBS scenarios and select one **Action 3C.** Establish baselines and KPIs. **Action 4C.** Integration into the council's urban plan					
STEP IV. PLAN	I	II	III	IV	V
Action 2D. Set spatial priorities **Action 3D.** Choose how success will be monitored **Action 4D.** Define budget, roles and responsibilities					
STEP V. INFORM AND CO-CREATE	I	II	III	IV	V
Action 3E. Publish and promote RUP **Action 4E.** Assess lessons learned and validate the strategy					

7   URBAN GreenUP Links

List of Catalogues and Guides will help to specify the particular methodology components:

- **NBS Catalogue** *(URBAN GreenUP D1.1), Source: URBAN GreenUP, May 2018,* https://www.urbangreenup.eu/resources/deliverables/
- **Societal Challenge Catalogue** *(URBAN GreenUP D1.2) , Source: URBAN GreenUP, July 2018,* https://www.urbangreenup.eu/resources/deliverables/
- Diagnosis procedure Guide *(URBAN GreenUP D1.3), Source: URBAN GreenUP, September 2020 (on-going)*
- Baseline Calculation Guide *(URBAN GreenUP D1.4), Source: URBAN GreenUP, September 2020 (on-going)*
- **Barriers and Boundaries Guide** *(URBAN GreenUP D1.5), Source: URBAN GreenUP, July 2018,* https://www.urbangreenup.eu/resources/deliverables/
- **Zoning and Mapping Guide** *(URBAN GreenUP D1.6), Source: URBAN GreenUP, May 2020,* https://www.urbangreenup.eu/resources/deliverables/
- Tendering Process Guide *(URBAN GreenUP D1.9) , Source: URBAN GreenUP, December 2020 (on-going)*
- Scaling UP Guide *(URBAN GreenUP D1.10), Source: URBAN GreenUP, May 2022, URBAN GreenUP, September 2020 Interim ver. D1.18 (on-going)*
- **Co-creation and Co-development Guide** *(URBAN GreenUP D1.11), Source: URBAN GreenUP, May 2022 (on-going);* **URBAN GreenUP, December 2019 Interim ver. D1.19,** *currently available,* https://www.urbangreenup.eu/resources/deliverables/

List of the Tools

- NBS scenarios generation Tool *(URBAN GreenUP D1.7) with KPIs prioritization criteria Guide (URBAN GreenUP D1.8), Source: URBAN GreenUP, September 2020 (on-going)*
- Co-creation and Co-development Tools *(URBAN GreenUP WP6), Source: URBAN GreenUP, May 2022 ,* https://www.urbangreenup.eu/resources/nbs-selection-tool/nbs-selection-tool.kl

8   References

All references are included into the text.