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Report on the Follower Cities' stakeholder set-up

Deliverable 2.7

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2	URBASOFIA	URBASOFIA	Romania
3	Cascais Ambiente – Terrestrial and maritime environment management	CASCAIS	Portugal
4	City of Piraeus	PIRAEUS	Greece
5	Asociatia de Dezvoltare Intercomunitara Zona Metropolitana – Cluj	CLUJ	Romania
6	City of Zenica	COZ	Bosnia and Herzegovina
7	Kyttaro Enallaktikon Anazitiseon Neaon	KEAN	Greece
8	Zenica rezvojna agencija	ZEDA	Bosnia and Herzegovina

Abbreviations

CH	Chapter
D	Deliverable
EU	European Union
FRC	Front-Runner Cities
FC	Follower Cities
GCAP	Green Cities Action Plan
GI	Green Infrastructure
LL	Living Lab
LLL	Living Lab Lounge
NBS	Nature-Based Solutions
proGlgreg	productive Green Infrastructure for post-industrial urban regeneration
RT	Replication Toolkit
SWOT	Strengths, Weaknesses, Opportunities, Threats
URA	Urban Regeneration Area
WP	Work Package

Executive Summary

This report provides an overview of the first process steps towards the development of Urban Plans in the four Follower Cities (FC) of the proGlgreg project. Deliverable D2.6 – Roadmap towards urban planning in Follower Cities elaborated the methodology for this process based on two main tools: the roadmap, a step-by-step guideline for cities in their process of integrating and replicating the eight proGlgreg NBS at local level; and the Replication Toolkit, a collection of tools, solutions, recommendations and tips and tricks gathered from Front-Runner Cities (FRC) throughout their implementation process (reported within WP3) of how to overcome potential obstacles and barriers (WP5).

Deliverable D2.7 – Report on the Follower Cities' stakeholder set-up focuses on the first block of the roadmap – updating (spatial analysis). The report includes updated information of the spatial analysis prepared by each FC in Task 2.1 for D2.2 – Spatial Analysis in Front-Runner and Follower Cities, and activities of initial interactions with local stakeholders. This process entailed setting-up the Local Group of Stakeholders in each FC, which will be in charge of following and supporting the process of developing Urban Plans, and organising the kick-off meeting of proGlgreg Task 2.3 activities at FC local level to involve all interested stakeholders. The local group of stakeholders will also assist in Task 5.2 of identifying and tackling administrative barriers at local level for replication of NBS.

Firstly, the deliverable offers an overview of updating the plans and policy framework, the SWOT analyses (see D2.2.) and identifying barriers and drivers for the implementation of the following work elaborated in the Roadmap (consolidation of the URA – preliminary vision for the implementation of NBS). Given the pandemic situation that preceded the official start of FC activities, no relevant modifications have been made to the set of policies, plans and regulations already identified in D2.2. Many development processes have been slowed down and relevant budgets have been transferred to pandemic related priorities. This situation may hamper future steps of the process. The SWOT updating by NBS revealed specific characteristics of the local context that will be considered when developing scenarios with FC stakeholders. The process of identifying barriers and drivers revealed interesting results and commonalities: Administrative issues, communication barriers, and lack of funds are the most present obstacles among FC, while social components such as the spontaneous formation of local groups is a driver for promoting NBS at local level.

Secondly, the deliverable includes the updated stakeholder list and analysis of the composition of the Local Groups of stakeholders, formed in line with local needs and the potential for the integration of NBS at local level. The stakeholder constellation in each FC has been visualised showing the set-up of the Local group of stakeholders, stakeholders to be involved and target groups. Furthermore, FC report on first interactions with stakeholders, both organized prior to the official start of Task 2.3 (e.g., Cascais) or concomitant with the kick-off meeting event (e.g., Cluj-Napoca, Zenica). The stakeholders actively involved provided useful information on the local context, possible linkages to other local and international initiatives and funding possibilities to integrate locally adapted NBS. Roles were drafted for each stakeholder involved, assessing the initial team expertise.

The first official stakeholder engagement events enabled the FCs to gather important insights to anticipate the next steps of the roadmap, aimed at defining a long-term vision and directions for the development of local urban plans. It also provided the opportunity to assess stakeholders' willingness to further contribute to the proGReg local project.

This report represents the beginning of the process in each FC towards testing the replication potential of the proGReg NBS. This replication process will feed into the wider replication strategy to be further developed and disseminated within WP6 - Global networking, training, dissemination and impact in Task 6.2: Promotion of NBS Replication in FRCs outside of the LL areas and FCs. A close cooperation between the two tasks to interlink processes and results is ongoing. The results aim at enabling capacity building and promoting ecologic behaviour and knowledge sharing.

1. Introduction

1.1. Introduction to the project

Productive Green Infrastructure for post-industrial urban regeneration (proGReg) is developing and testing nature-based solutions (NBS) co-creatively with public authorities, civil society, researchers and businesses. Eight NBS, which will support the regeneration of urban areas affected by deindustrialization, have been implemented or are going to be deployed in four front-runner cities (FRC): Dortmund (Germany), Turin (Italy), Zagreb (Croatia) and Ningbo (China). The follower cities (FC) of Cascais (Portugal), Cluj-Napoca (Romania), Piraeus (Greece) and Zenica (Bosnia and Herzegovina), in the meantime, will receive support in developing their strategies for improving NBS at local level through co-design processes (see Figure 1 - The proGReg partnership. Source: RWTH, proGReg).



Figure 1 - The proGReg partnership. Source: RWTH, proGReg proposal

ProGReg will deploy the following NBS embedded into Living Labs (LL), working with the local stakeholder landscape to create ownership and locally rooted solutions:

- NBS 1 - Renaturing landfill sites for leisure use and energy production.
- NBS 2 - New regenerated soil thanks to biotic compounds for urban forestry and urban farming.
- NBS 3 - Community-based urban farming and gardening on post-industrial sites.
- NBS 4 - Aquaponics as soil-less agriculture for polluted sites.
- NBS 5 - Capillary GI on walls and roofs.
- NBS 6 - Making post-industrial sites and renatured river corridors accessible for residents.
- NBS 7 - Establishing protocols and procedures for environmental compensation at local level.
- NBS 8 - Pollinator biodiversity improvement activities and citizen science project.

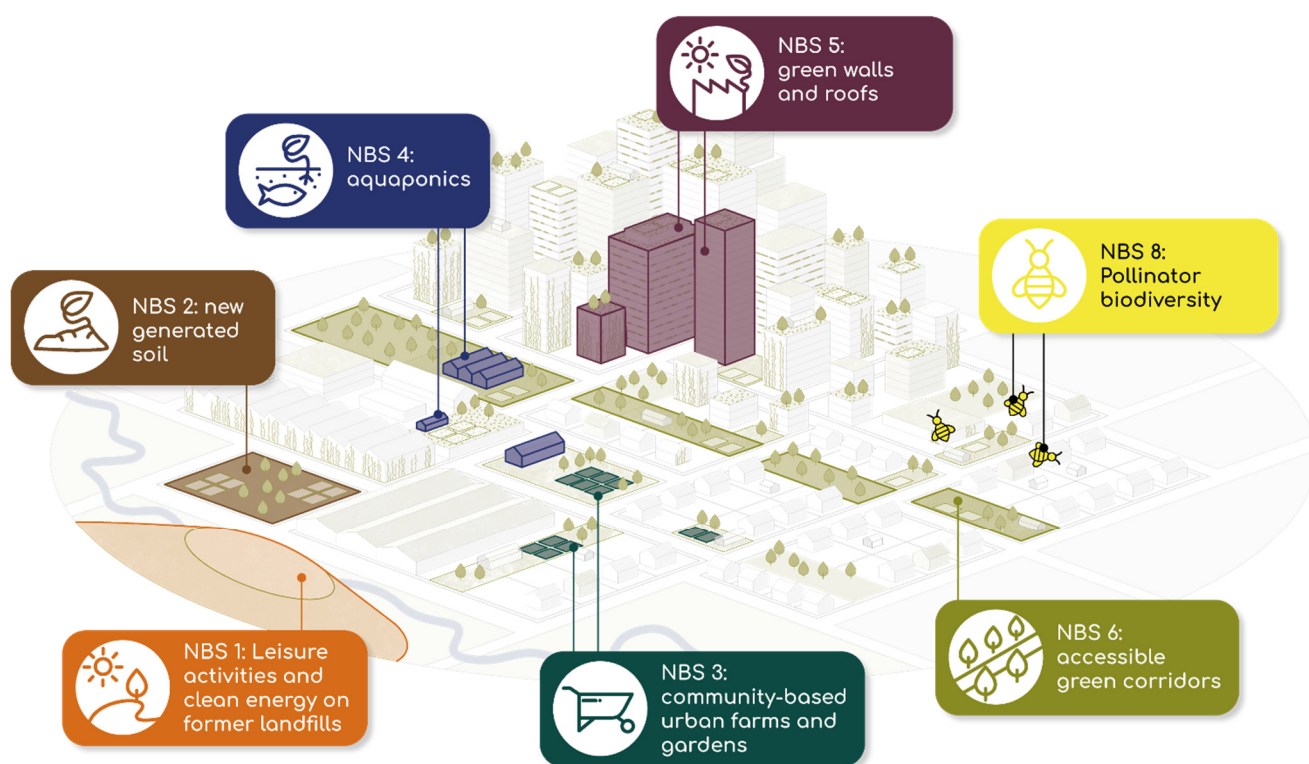


Figure 2 - Spatial representation of proGReg NBS, RWTH

1.2. Introduction to WP2, Task 2.3

The WP2 aims at preparing the framework for the optimal implementation of the proGlgreg NBS in the four FRC and at identifying the potential for the NBS transfer to the four FC. Through the analysis of the local population's needs and co-design activities, WP2 ensures the optimal fit between NBS and the local conditions, guiding local stakeholders throughout the co-implementation of the solutions.

Task 2.3 - Urban planning in follower cities – coordinated by URBASOFIA, represents both the conclusive phase of WP2 and the starting point of the project's second phase, focused on the transferability of the proposed solutions, already under implementation in FRC. The aim of Task 2.3 is to support the four FC (Cascais, Cluj-Napoca, Piraeus, Zenica) in their process of elaboration of a strategy for the implementation of local urban regeneration actions using the set of proGlgreg NBS. Task 2.3 is an evolutionary task that builds upon the evidence and knowledge generated during the co-design and co-implementation phase of NBS in the FRC (WP3), the NBS benefit assessments (WP4), and the market readiness, barriers and upscaling potential and preliminary studies on FC's territory and specific context (WP5). Task 2.3 works in close collaboration with WP6, which will provide training for FC's and other worldwide cities' administrative actors, civil society, relevant stakeholders following the replication process elaborated with Task 2.3 (see deliverable 2.6 – Roadmap towards urban planning in Follower Cities), upscaling it to a wider public.

D2.7 - Report on the Follower Cities' stakeholder set-up reports on the local process of stakeholder identification and analysis, describing the composition of each FC's local working group. The local kick-off meeting offered preliminary insights into the participatory co-design process at local level, following the first step of the Roadmap developed in D2.6. The deliverable's objectives are as follows:

- Report on the updated analysis of the local context for each FC (plans, policies, stakeholders, drivers, barriers).
- Report on the activation of the Local Group of Stakeholders for each FC.
- Report on the Kick-off Meeting at the local level for each FC.

Following chapter 2 methods of this deliverable, chapter 3 includes an update of the FC Spatial analysis such as the local framework, SWOT analysis and potential drivers and barriers firstly identified in D2.2 – Spatial analysis in FRC and FC of Task 2.1.

Chapter 4 reports on the FC Stakeholder set-up made up of the identification of the Local Group of Stakeholders and the Kick-off meeting in each FC.

These activities represent the first steppingstones in the process of developing urban plans, officially marking the starting point of the Task 2.3 co-design process.

2. Methods

This deliverable marks the start of implementing the Roadmap (methodology and process developed in D2.6). The Roadmap (see fig. 3) is a tool elaborated in Task 2.3, structured as a step-by-step process with the aim of accompanying FC from the preparatory work phase (focused on the preliminary activities that should be consolidated before starting to plan the transformation of Urban Regeneration Areas (URA)) to the final design of strategies and action plans towards the integration of NBS into the local context, for regeneration purposes. The roadmap is designed as an incremental and iterative process, allowing for throwbacks and changes of the proposed structure. It has been designed to fit local needs and the different NBS' development statuses, taking into consideration different starting points and conditions of each FC.

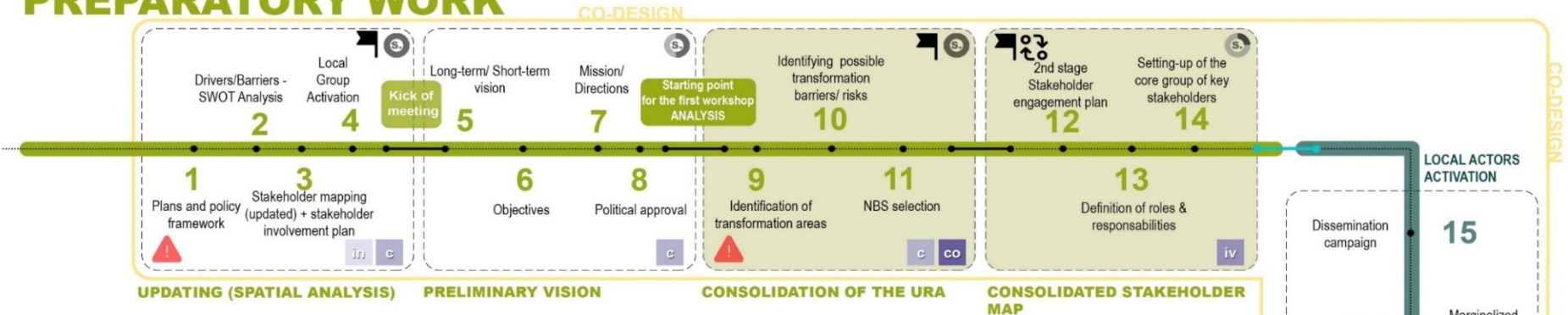
2.1. First Roadmap process step to urban plans

The process towards developing urban plans has been divided into four main phases:

- Phase 1 “Preparatory work” – Through which FC set the framework for an optimal planning process, assessing the local needs, stakeholders to be involved, NBS to be implemented etc.
- Phase 2 “Planning the URA transformation” – FC decides, with local stakeholders' help, what should be done in the URA and what would be the implications/ effects at local level.
- Phase 3 “From co-design to co-implementation” – This phase responds to the question “How to do it”, trying to guide FC towards the elaboration of a well-defined strategy for the achievement of the objectives set.
- Phase 4 “Implementation” – The final phase concerns the concrete application of the plan. The implementation is not foreseen as one of the main objectives for proGlgreg FC, therefore this phase is not mandatory and wasn't detailed within the roadmap.

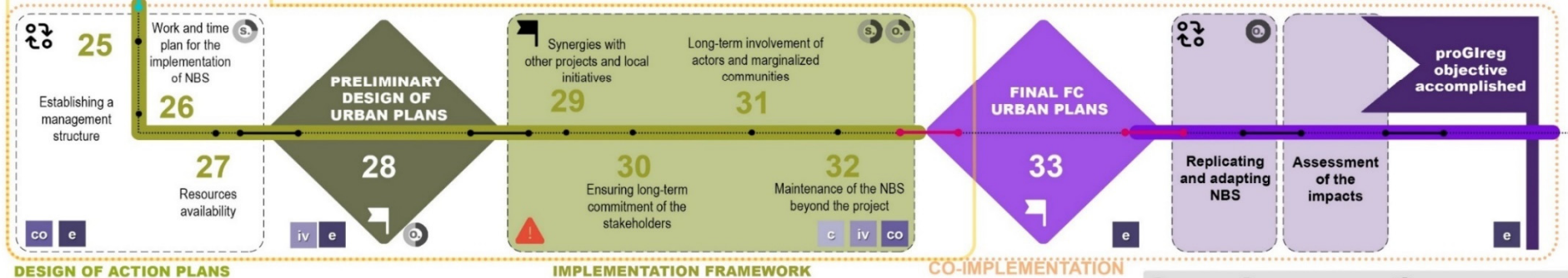
Each phase is composed by different blocks, which are further broken down into steps, to facilitate the urban planning process. Each block refers to the gradients of stakeholder participation suggested and the possibility of using tools provided within the replication toolkit, an instrument elaborated in D2.6 that collects findings, solutions, suggestions and recommendations from FRC process that can be adapted to FC's contexts.

PREPARATORY WORK



FROM CO-DESIGN TO CO-IMPLEMENTATION

IMPLEMENTATION



Gradients of participation



Figure 3 - Roadmap

This deliverable provides an overview of conducting the work in the first block of the roadmap: Updating Spatial Analysis (see figure 4):

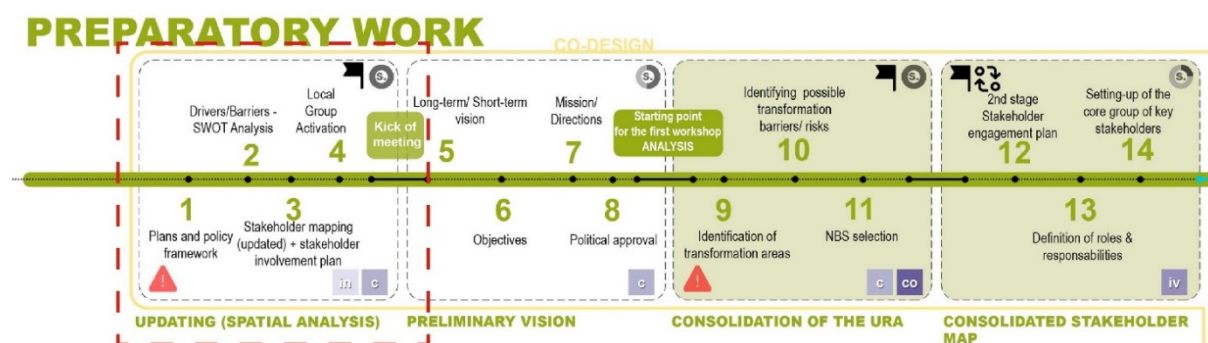


Figure 4 - Preparatory work phase, first block

This block is composed of the following steps:

1. Plans and policy framework;
2. Drivers/Barriers – SWOT Analysis;
3. Stakeholder mapping¹ + stakeholder involvement plan²;
4. Local Group of Stakeholders Activation.

The FC's results of these steps are reported in the following two main components of the deliverable:

1. FC Spatial analysis updating

This component refers directly to the first two steps of the Roadmap. Updating the local framework, SWOT analysis of the local context in relation to the NBS selected and the assessment of potential barriers and drivers. These are necessary in order to have an efficient identification and selection of the potential stakeholders to be involved in the process of co-designing Urban Plans.

SWOT analyses are structured on the basis of the following four categories:

- Socio-cultural inclusion
- Human health and well being
- Ecological and environmental situation
- Economic and labour market benefits

For each FC, barriers and drivers to starting the proGlgreg project at local level have been identified. These are structured by:

- Exposure/communication of the initiative

¹ It contains additional information to the stakeholders list elaborated in D2.2 Spatial Analysis in Front Runner and Follower Cities

² D2.10 Guidelines for co-designing and co-implementing green infrastructure in urban regeneration processes

- Stakeholder engagement
- Resources (location, funding, etc...)
- Other categories according to FC specific needs.

2. FC Stakeholder set-up – Local Group of Stakeholders and the Kick-off meeting (Chapter 4)

This section includes the updated stakeholder list and can be adapted during the implementation process in case different challenges should require specific expertise. The FC Stakeholder set-up activity is represented by activating the Local Group of Stakeholders and organising the Kick-off Meeting involving a wider group of interested entities. The kick-off meeting connects the first and the second block, anticipating the assessments and considerations that will be done in the “Preliminary Vision” block.

2.2. Working with Follower Cities

Task 2.3 is a continuous and intensive process of developing urban plans for FC guided by the Roadmap. The general aim of working with FC is to provide support, knowledge and guidelines for the overall implementation of the Roadmap, through developing timetables, providing detailed descriptions of each step (and possibly sub-steps), and adaptations to specific situations/contexts.

Working with FC in this phase (Preparatory work – see D2.6, Chapter 4.1.1 – Phase A – Preparatory phase) aimed at supporting each FC to develop a locally adapted implementation methodology and engage with local stakeholders.

In this process, FC received support through the following instruments/tools:

a) Guiding templates in relation to blocks and related steps of the Roadmap.

To support FC in completing each step of the Roadmap, Task 2.3 leader provided a set of templates, guiding them in the achievement of each step's goal. In particular:

- Annex 1 – Template for Updating (Spatial Analysis), details the steps 1-4 of the Roadmap (see Fig. 3). The stakeholder mapping table has been elaborated and completed following also the guidelines presented in D2.10 – Guideline for co-designing and implementing green infrastructure in urban regeneration.
- Annex 2 – “Template Kick-off Meeting report”, offering suggestions on how to display the proGlgreg results and objectives to the stakeholders in a more efficient and attractive way and guidelines for the organization of the Kick-off meeting, focusing in particular on the topics that could have been discussed in order to anticipate the roadmap's steps and facilitate its completion.

Templates are flexible to allow each FC to elaborate tailor-made strategies and activities fitting each local context.

b) One to one meetings – between FC and Task 2.3 lead partner.

In addition to the templates and organized discussions/presentations with all FC, the Task 2.3 leader also provides availability for focused discussions. The objective is to

clarify how each step of the Roadmap can be achieved at local level, and how to exploit the local resources to create effective and valuable plans.

c) Living Lab Lounge sessions

Living Lab Lounge sessions are monthly meetings where all partners are invited to debate on various topics (NBS, co-design activities and methodologies, best practices, etc...). One of the main goals of the sessions is to engage knowledge sharing between FRC and FC. The events, co-organized by URBASOFIA and ICLEI, have as main recipient FC, but they can benefit all proGlgreg cities at the same time, thus connecting Task 2.3 with WP3 and WP6, focused on transferability at a wider level.

3. FC Spatial analysis update

Updating the information on the local context gathered in Task 2.1 (D2.2) was needed to deploy an effective process of creating the Urban Plans. The updated overview of local projects and initiatives is important for creating synergies, linkages, collaborations (to capitalize on the similar resources: study area, similar target groups, expertise, urban analysis). The first steps of the Roadmap entailed updating the initial spatial analysis according to specific local needs in order to ensure local group and related discussion are in line with the state-of-art situation.

Through the template that has been provided to FC to report the achievements (Annex 1, Part A – Spatial analysis):

- a) Firstly, FC made an overview of existing and on-going projects/ initiatives and assessed potential linkages and their relevance for the development of urban plans. FC assessed the level of relevance of each plan/ policy/ project identified on the basis of a numeric range, going from 1 – minimum relevance (possibility of creating connections in relation with stakeholders, promotion, shared themes, inspiration, but not influencing the development of urban plans), 2 – (to be taken into consideration, it might affect the development of urban plans), 3 – high relevance (it highly influences the development of urban plans)
- b) According to the results from the first step, FC assessed the necessity of updating the findings from the SWOT analysis, focusing also on the first set of NBS identified and on barriers/drivers related to the local context. Barriers and drivers have been identified in relation to the first block of the roadmap, specifically considering factors that could influence the delivery of these first results
- c) the list of stakeholders was updated according to identified potentials, objectives, risks and challenges.

Consequently, this chapter has the following sub-chapters:

- 1) Plans and policies framework update – having a more operational approach on how certain projects/strategies/plans can influence/impact the URA and the process of developing Urban Plans. The plans and policies have been identified on two different levels: a wider level considering the national, regional and metropolitan contexts, and a more local and URA focused level.
- 2) SWOT update, drivers, and barriers regarding the implementation of the first steps. This analysis was considered necessary considering pandemic related circumstance.
- 3) Conclusions, offering further details and reasoning on the next steps and information that need to be added/detailed in the next phase of the Task 2.3.

3.1. FC Cascais

The Cascais' Regeneration Area includes parts of the localities Tires and Zambujal in São Domingos de Rana. The Living Lab (LL) area identified is crossed by the Marianas stream, functioning as a blue infrastructure connecting the two separated areas. The Regeneration Area delineated is characterized by a dense morphology of the built environment, crossed by a major road, part of an important system of road-infrastructure. The lack of valorisation of these spaces results in increased pressure for urbanization (D2.2 Spatial Analysis).

The NBS set

- NBS3: community-based urban gardening and farming on post-industrial sites.
- NBS6: making post-industrial sites and renatured river corridors accessible for residents.
- NBS8: Pollinator biodiversity improvement activities and citizen science project.

For more information see D2.6.



Figure 5 - Cascais' Urban Regeneration Area's identification

3.1.1. Plans and policy framework update

Table 1 – FC Cascais Plans and policy framework relevant at national/regional/metropolitan level

Key topics	Project/plans/documents and policies	Type of project and level of influence/impact	Link to proGlgreg FC urban plans	Relevance ³
Urban development and Green Infrastructure	PROT-LVT – West and Tagus Valley Regional Land Use Plan (2009)	Defines the regional strategy for territorial development, integrating the options established at national level and considering sub-regional and local strategies for local development.	It provides the framework for the elaboration of programs and inter-municipal plans and of municipal plans.	1
	PROT-AML	For the Metropolitan area of Lisbon (2002, renewed 2011) adapts the rules and guidelines determined by the PROT-OVT, at the metropolitan area scale.	To be used as a base for the further planning and development of proGlgreg solutions.	1
Regeneration	Urban Regeneration Areas	National law determining the definition of urban regeneration areas, which was established recently, focusing on built public areas, and the renewal of residential houses (buildings in general).	The LL area is crossed by a river and includes many derelict areas. The law represents a good opportunity to connect the area with a northern and a southern urban regeneration area, already identified. Interventions developed in the proGlgreg study area will impact positively on adjacent neighbourhoods, offering upscaling opportunities to be included in the urban plan developed by proGlgreg.	2

³ Ranking scale: 1 low, 2 medium, 3 high

Table 2 – FC Cascais Plans and policy framework relevant at local level

Key topics	Project/plans/ documents and policies	Relation to proGlgreg and expected outcomes	Relevance ⁴
Urban development	Cascais Master Plan (2015)	<p>It has been developed according to the guidelines established in the PROT-AML, detailing the rules, and applying them to the city scale. This is the main document that reflects all the guidelines for territorial interventions in Cascais. The Masterplan presents a list of categories and territorial planning status in the area of Brejos, with the following provisions for the categories of interest in proGlgreg:</p> <ul style="list-style-type: none"> - The Urban Regeneration Area is characterised as urban soil - All urban interventions must promote new landscapes, connect pre-existing urbanized areas, and promote the use and recovery of abandoned areas; - Most of the area integrates the category of production and leisure green areas, part of the urban ecological structure (protected / preservation status); - Other green areas: Conservation and protection areas (flood area, riverbanks, and slopes – protected) and GI protection on highway sideways and water pipeline (protected, non-aedificandi⁵); - Equipment areas (some public and private parcels which may be converted to social equipment). 	3
	Plan for Development of Pedestrian accessibility in Cascais	Establishes the guidelines and priorities for better pedestrian accessibility connecting the LL area to the surroundings. It's the opportunity for the creation of a synergy with the proGlgreg objectives related to the increase of the presence of GI in the city. Potential linkages and pilot projects within NBS6.	3
Green infrastructure	Climate Change Adaptation Action Plan (PECAC, 2016, on the basis of 2010	Promotes resilience against climate change. Its provisions do not include urban agriculture as a target. Instead, Action 5 concerns green river corridors (outside Urban Regeneration area) and action 12 aims for new Urban	1

⁴ Ranking scale: 1 low, 2 medium, 3 high

⁵ Unconstructible

	Strategic Plan)	Parks as naturalized areas for water infiltration. The general principles of PECAC will be considered in proGlgreg.	
	“Terras de Cascais” strategy (Cascais Ambiente team)	Is an agriculture program with several projects (active since 2009) concerning vegetable community gardens, associative gardens, school home gardens and daycare center gardens. Cascais’ team will provide training in organic agriculture for residents and follow-up all the process of NBS3 implementation and management.	3
Regeneration	PEDU – Urban Development Strategic Plan (2015)	Supports the implementation of Article 7 ERDF (Sustainable Urban Development) and concerns actions to improve the urban environment, revitalization, and support for the physical, economic, and social regeneration of communities north (Tires) and south (Zambujal) of the Urban Regeneration Area, mainly concerning the built areas and public spaces, including bicycle lanes are expected. It can promote civil awareness for improvements needs.	1
Participation, social inclusion	“Terras de Cascais” strategy (Cascais Ambiente team)	Actions involving communities, families, and schools to pursue new synergies around community gardens, association gardens, school gardens, vegetable garden nurseries, etc.	2
	Local Program for public participation, the Municipal Participatory budget	It is executed every year. Anyone can apply with a project that costs less than 300,000€ within the scope of Municipal activities (Orçamento Participativo).	1

3.1.2. SWOT update, barriers/ drivers

No significant changes to the SWOT analysis (see D2.2) were necessary.

The table below represents an overview of the strengths, weaknesses, opportunities and threats identified for each NBS selected in this first stage in regard to socio-cultural inclusion, human health and wellbeing, ecological and environmental situation and economic and labour market benefits.

Table 3 - FC Cascais NBS set SWOT analysis

Municipality/ URA level update					
Category	NBS	Strengths	Weaknesses	Opportunities	Threats
Socio-Cultural inclusion	NBS3	<ul style="list-style-type: none"> - Feed low-income families - Empower residents through training in organic agriculture 		<ul style="list-style-type: none"> - Social inclusion - Involve more residents by increasing the gardens area 	<ul style="list-style-type: none"> - Vandalism
	NBS6	<ul style="list-style-type: none"> - Better quality of life - Improve pedestrian access between neighbourhoods 		<ul style="list-style-type: none"> - New informal group of residents asking for the recovery of the stream green corridor (can leverage the implementation) 	<ul style="list-style-type: none"> - Local elections for the mayor and for the Parish (currently political opponents). Until a new local government is established there are no long-term commitments possible
	NBS8	<ul style="list-style-type: none"> - Raising awareness of citizens on the importance of pollinators 		<ul style="list-style-type: none"> - Engage school community 	
Human health and wellbeing	NBS3	<ul style="list-style-type: none"> - Mental health improvement by contact with nature - Access to healthier food (organic products) 		<ul style="list-style-type: none"> - Change of eating habits 	<ul style="list-style-type: none"> - Extension of pandemic
	NBS6	<ul style="list-style-type: none"> - More usable outdoor space to promote physical activity 		<ul style="list-style-type: none"> - Improve pedestrian access 	

	NBS8	- Helps to improve organic agriculture production			
Ecological and environmental situation	NBS3	- Make use of abandoned land	- Most of empty parcels are private or are not available - Steeply sloping land (difficult for agriculture)	- Increase the gardens area on existing abandoned land	
	NBS6	- Better protection against flooding	- Discontinuous land along the stream; most parcels are private - Flood area/risk	- Plantation of native trees along the stream green corridor	- Difficult to create a partnership with private landowners
	NBS8	- Increased biodiversity			- Usually, people are afraid of bugs and bees and tend to kill them (hard to change this mindset)
Economic and labour market benefits	NBS3	- New skills acquired can enable new jobs and encourage other initiatives	- Lack of entrepreneurship and education or training of the community	- Creation of a small local business to sell the products into local open-air market	- Legislation and bureaucracy too demanding for small local businesses
	NBS6	- Better access to the open-air market			- Lack of funding for construction - Vandalism
	NBS8		- It's difficult to produce honey in urban areas in Portugal, due to legislation.		

The following barriers and drivers were identified in the preparatory phase (see Annex 3):

In regard to the exposure/ communication of the proGlgreg initiatives:

- **Barrier:** the lack of access of the involved residents to technologies which has made difficult to maintain the communication with residents.
- **Drivers** facilitating the communication, involvement, and training of residents: the presence of engaged associations and entities (The Local Inclusiveness Office, The Local Association ARESC ““Association of Educational and Social Responses to the Community””, Terras de Cascais” team).

Barriers and drivers for the engagement of relevant stakeholders and actors (target groups and potential collaboration partners)

- At present, the administrative/political level represents a major **barrier** as the local elections for mayor (currently political opponents) are imminent. Any group activation at this stage could be considered an election campaign, therefore it is not possible to activate the whole stakeholder groups for the complete set of NBS until the new local government is established. In the meantime, the Cascais team is continuing its work with interested stakeholders in the vegetable gardens (NBS3).

Resources’ **barriers**:

- Financially, the city of Cascais is facing difficulties in gathering funds for the construction of the NBS. Funding for construction has been cut down and transferred to other political priorities. There is the necessity of reducing the intervention area and focus on the vegetable garden for the moment.

Finally, the formation of an informal group of residents, users, beneficiaries, and various influencers asking for the recovery of the stream green corridor offers a great opportunity in terms of civic engagement in proGlgreg initiatives, and promotion.

3.1.3. Conclusions

No significant changes were deemed necessary in the Plans and policy framework in the FC Cascais and in the wider level SWOT analysis. However, ranking the plans by the level of relevance demonstrates the need to integrate the urban plans of Task 2.3 with the local-level urban planning framework. The SWOT analysis at NBS level underlines that implementing NBS offers residents education and jobs opportunities and access to a healthier life. The most present threat is vandalism due to the lack of understanding of the potential of the initiatives, but also the legislation and the land privatisation phenomena.

Furthermore, the necessity of activating an action focused on built public areas and residential houses’ renewal in the Urban Regeneration Area (URA) serves as a new driver to be considered in the co-design process. Therefore, municipal staff working within these sectors will be called to take part in the local group of stakeholders.

FC Cascais started its implementation activities already in the first proGlgreg project phase based on the findings of the Spatial Analysis developed for D2.2 due to fertile soil and plenty of availability for starting the co-design activities of NBS3 – community garden. The intervention foresees the removal of the illegal status of the plots installed on a municipal field by the margin of Marianas River, near Brejos F. neighbourhood and the construction of a vegetable garden (to start in summer 2021) that will also integrate pollinator-friendly vegetation. The garden will be made available for residents' use. More information about the participatory process conducted in the first period can be found in chapter 4.

3.2. FC Cluj-Napoca

The FC Cluj-Napoca Regeneration Area includes: (1) the two industrial and rail axes, and (2) the blue-green corridor Someș River, which will serve as: “the backbone for testing new models of urban regeneration using NBS” (D2.2 Spatial Analysis). The planned URA site including 2.5 hectares of undeveloped land along the Someș river which is currently used for power-plants upstream (see Figure 6 - The potential Regeneration Areas (in red) in the Cluj-Napoca Municipality) (source D2.6 – Roadmap towards urban planning in FC).

The NBS set (updated based on discussions with FC)

- NBS3: community-based urban gardening and farming on post-industrial sites.
- NBS5: capillary GI on walls and roofs.
- NBS6: making post-industrial sites and renatured river corridors accessible for residents.
- NBS7: Establishing protocols and procedures for environmental compensation at local level.

For more information see D2.6.

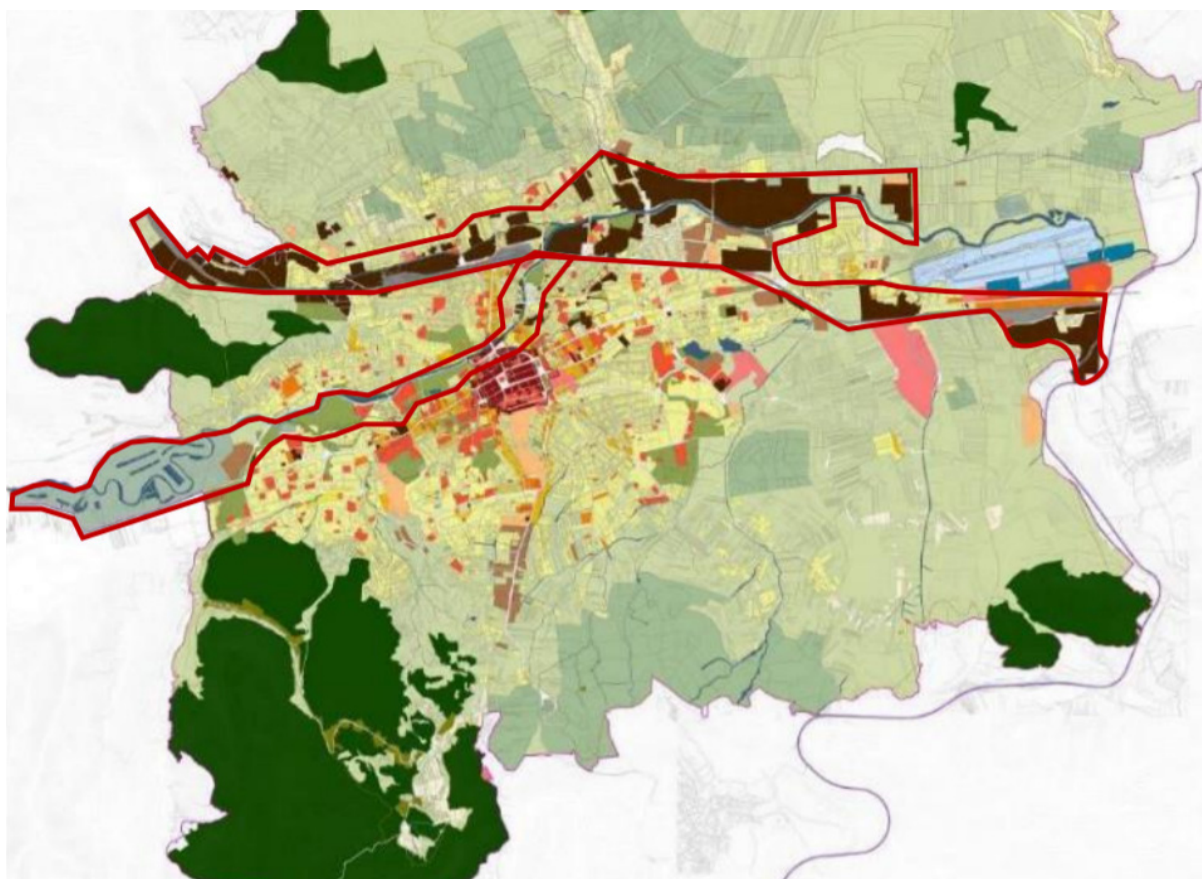


Figure 6 - The potential Regeneration Areas (in red) in the Cluj-Napoca Municipality

3.2.1. Plans and policy framework update

Table 4 - FC Cluj Plans and policy framework relevant at national/regional/metropolitan level

Key topics	Project/plans /documents and policies	Type of project and level of influence/impact	Link to proGlgreg FC urban plans	Relevance ⁶
Urban development	Regional Development Plan for the North-West Region (2014-2020)	The main regional planning document, currently updating for 2021-2027. It provides four development priorities as follows: P1 – Increasing economic competitiveness, research, and innovation, P2 – the mobility of residents, P3 – Increasing the quality of life of the inhabitants, P4 – Protection of the natural environment, reduction of pollutant emissions and development of urban regeneration area.	One of the flagship projects of the Regional Development Plan is the Someş River Waterfront Development – representing the structural axis along the city and part of the proGlgreg URA. It represents a possible driver for funding.	2
	Integrated Development Strategy of the Cluj Metropolitan Area (2017)	It represents the strategic framework for the Metropolitan Area (2030) and provides the Action Plan for the current programming period (2014-2020, implementation until 2023). It provides the framework for the elaboration of different programs for the metropolitan area and the consolidation of blue-green corridors across the city.	Strategic objective: Development of the anthropic system in harmony with the natural system at the metropolitan level. The strategy proposes the consolidation of the blue-green corridor, being an area overlapping with the proGlgreg URA. The strategy elaborates investment priorities that are relevant to proGlgreg initiative: development of green corridors. (NBS6)	2

⁶ Ranking scale: 1 low, 2 medium, 3 high

	Sustainable Urban Mobility Plan (SUMP) Cluj-Napoca 2014-2020 (horizon 2030)	A strategic document, providing re-configuration of the city's transport network, with focus on pedestrian mobility and public transport, providing reconfigurations of pedestrian and cycling paths also within the URA.	Strategic connections and infrastructure works can be coordinated with NBS6 – east-west connection is a priority (axes marked by Someş river, which is included in the URA).	2
Green infrastructure and green corridors	ConnectGREEN , Restoring and managing ecological corridors in mountains as the green infrastructure in the Danube basin, Interreg Danube Transnational Programme	Transnational cooperation project aiming to bring ecological connectivity closer to the people in Carpathians. The main objective is to maintain, respectively improve the ecological connectivity between natural habits, especially between NATURA 2000 sites and other protected areas of transnational relevance in the Carpathian ecoregion.	The territorial context for FC Cluj-Napoca is relevant, regarding ecological corridors – one of them is connecting surrounding forests, to which the URA is tangent (connection being optimal in the case of NBS6).	2
Environment	URBforDAN, Management and Utilization of Urban Forests as Natural Heritage in Danube Cities, Interreg Danube Transnational Programme	URBforDAN is designed to deliver a change in urban forest management and utilization of ecosystem services. The project is intended to keep the current image of urban forests and to make sure that the forest areas become places for socialization, relaxation, recreation, education.	Connections are possible. The project is focused on sustainable place-making, part of the solutions developed could be integrated in the transformation of the URA.	1

Table 5 - FC Cluj Plans and policy framework relevant at local level

Key topics	Project/plans /documents and policies	Relation to proGlgreg and expected outcomes	Relevance ⁷
Urban development	General Urban Plan Cluj-Napoca (elaboration in progress)	Provides the general development framework of the city and includes medium and long-term provisions for areas where urban regeneration is expected, specifically along the corridors of the Somes river and railway. These areas are also considered for the Urban Plan in proGlgreg. Coordination between the municipality (and the team in charge of the elaboration of the General Plan) and proGlgreg Urban Plan development is crucial.	3
	Cluj-Napoca Municipality Integrated Development Strategy 2014-2020	The strategic priority "Green Cluj" proposes several operational programmes and projects mainly aimed at creating framework conditions for GI (plans, studies), but also the development of a forest park in the Făget area, and development of mini-parks / 'EcoMiniRelax' within the urban tissue. The GI oriented measures bring the community closer to nature and raise awareness on environmental issues and qualities of the city. It is important that the URA Urban Plan approach the process with a focus on environmental behaviour and educational initiatives, creating a new urban image/identity. The strategy will be updated for the new programming period 2021-2027 – linkages with proGlgreg local initiative will be made.	3
	Zoning Plan Muncii-update 2021	It represents a new urban development, in close relation with URA. It proposes areas for industry and innovation, parks, residential area. Promoting and encouraging NBS integration in new developments is an opportunity concerning the co-design process.	1
Green infrastructure	Rethinking Somes design contest (2017)	The contest was completed, and the masterplan is now under development for implementation. The area covered by the design area of the masterplan is overlapping with URA. The project focus on a new design of blue - green corridors of Somes River in the city. The objective is to enhance the wellbeing of citizens, by offering the synergy with a green	3

⁷ Ranking scale: 1 low, 2 medium, 3 high

		city, benefits of Nature Based Blue Green Solutions.	
Innovation/ Smart-city	STARDUST, Holistic and Integrated Urban Model for Smart Cities, HORIZON 2020 (2017-2022)	STARDUST provides green technical solutions and innovative business models to address the urban challenges identified. The aim of this project is the development of ecological urban technical solutions and innovative business models by integrating several areas such as: buildings / constructions, mobility, energy efficiency, aiming to define a new urban concept. Cluj-Napoca is a follower city in this project, but certain working groups and methodologies can be capitalized within proGlgreg process of developing URA Urban Plans.	1

3.2.2. SWOT update, barriers/ drivers

There are certain criteria to be considered as priorities in regard to the SWOT update for FC Cluj-Napoca, and some minor additions:

- **Weakness:** the URA includes a series of fragmented urban developments, residential mono-functional areas, with low connectivity to the existing green-blue corridors (which are considered to have a degraded character). The local landscape is characterised by the industrial landscape (part of the city silhouette), in contrast to the residential areas. Blue-green corridor marked by Nădaş river has the potential to transform into a green visual barrier, improving the local landscape and micro-climate.
- **Opportunity:** the new urban development plans and strategic documents that are under development (Integrated Sustainable Development Strategy 2021-2027 and General Urban Plan) are considered drivers for urban transformation, enabling the opportunity to finance NBS interventions and to promote/encourage certain NBS in new developments.
- **Strength:**
 - The URA is a complex territory that includes a series of public institutions (schools) that represent strategic areas for NBS implementation. It is considered a priority to promote and involve youth in activities for better ecological behaviour and to raise environmental awareness.
 - The URA is composed by a series of vacant and underutilized spaces, potential drivers for punctual NBS interventions. GI and natural green spaces represent a structural part of the URA (threatened by the urban development and degrading industrial areas).

Table 6 - FC Cluj NBS set SWOT analysis

Municipality/ URA level update					
Category	NBS	Strengths	Weaknesses	Opportunities	Threats
Socio-Cultural inclusion	NBS3	- Raising awareness about ecological issues. Citizens can assess the benefits of NBS3 interventions.	- Possible vandalism in unprotected / unmonitored areas.	- Partnership with the University of Agricultural Sciences and Veterinary Medicine for urban farming.	- The risk of poor sustainability over time, from the user's involvement point of view.
	NBS5	- Different groups of professionals interacting together.	- Technical knowledge - Real estate actors are not aware of the benefits of the solutions.	- Creating new business opportunity as a green city.	- Costs.
	NBS6	- All river streams are planned to be transformed into blue-green corridors, resulting a better life quality in the city.	- Long restructuring project.	- Creating of healthy lifestyle - The vocation of relaxation area also containing multiple bike paths	- Maintenance costs.
	NBS7	- New development area containing green infrastructure developments for the use of citizens.	- Complex process to promote, encourage, implement NBS. Legislative procedures represent a difficult component to tackle.	- Development of the technical projects and implementation at a larger scale.	- Potential low level of collaboration of private actors, landowners, real estate investors.
Human health and wellbeing	NBS3	- Better quality of life for the citizens.	- Lack of municipality previous experience.	- Educational activities, including vulnerable groups.	- Bureaucracy, concerning permits/approvals.

	NBS5			- Promoting the NBS as a good practice to be implemented by various actors at metropolitan level.	- Maintenance over time can represent a challenge for various actors.
	NBS6	- Healthy lifestyle by walking and biking.		- Traffic rules and new roads regulations in the city.	- Plot ownership and fragmented land resources (for some areas).
	NBS7	- Green environment for the locals.	- Long process in which awareness raising activities are key.	- Improving the health condition for the locals.	
Ecological and environmental situation	NBS3	- Sustainable food resource.	- There are no community urban gardens in the city.	- For the future, there is the possibility of creating other green oriented projects, replicating the proGReg good practices.	
	NBS5	- Improving the local micro-climate.		- Create a metropolitan level campaign to promote and encourage such NBS interventions.	
	NBS6	- Making inaccessible parts of the city accessible through the new walking and bike paths.		- New protected green areas included in the macro level GI system at the city level.	- Private-public ownership land, a long approval documentation
	NBS7	- Possibility of upscaling the NBS initiatives at city and metropolitan level.	- Lack of trees and vegetation in most of the post-industrial areas.	- Creating an improved urban environment area for the entire community.	- Potential contaminants in the soil, due to past industrial activities.

Economic and labour market benefits	NBS3	<ul style="list-style-type: none"> - Local communities will be able to produce their own products. 	<ul style="list-style-type: none"> - Management and maintenance are not provided by any municipal department. NBS3 interventions will generate changes concerning management and public space maintenance. 	<ul style="list-style-type: none"> - Possibility to apply to City Hall funding programs for social inclusion and environmental projects. 	<ul style="list-style-type: none"> - Urban gardens do not have defined legal framework in local context.
	NBS5	<ul style="list-style-type: none"> - Improving thermal efficiency of buildings. 	<ul style="list-style-type: none"> - Expensive to build and to maintain. 	<ul style="list-style-type: none"> - Creation of new jobs and new companies. 	<ul style="list-style-type: none"> - Low involvement/openness of local stakeholders.
	NBS6	<ul style="list-style-type: none"> - Increased attractiveness of the area with potential impact on real estate market and tourism. 	<ul style="list-style-type: none"> - The URA represents a complex territory to manage in what concerns cover area. 	<ul style="list-style-type: none"> - Creating new facilities near the river – opportunity of development of small businesses. 	<ul style="list-style-type: none"> - Maintenance cost.
	NBS7	<ul style="list-style-type: none"> - Promoting new eco-friendly constructions at city and metropolitan level. 	<ul style="list-style-type: none"> - It represents a long restructuring project. 	<ul style="list-style-type: none"> - Public-private land ownership to be potentially deployed. 	<ul style="list-style-type: none"> - Low reach of promoting activities.

The identification of the barriers and drivers led to the following conclusions:

- Administrative difficulties for land expropriation – the process is expensive, time-consuming, and represents a conflictual process.

In relation to the identified barrier, the following **driver** can mitigate:

- Active local institutions within the URA with which collaborations could be strengthened for NBS development.

Regarding exposure/communication of proGlgreg initiatives and engagement of potential actors, the following **barriers** have been identified:

- Lack of holistic thinking and planning – the synergy between development initiatives and different municipal departments can be improved.
- Low levels of transparency and information sharing, in what concerns the status/progress of local initiatives.

The following drivers for engaging potential stakeholders and actors in proGlgreg NBS activities have been identified:

- Local groups already formed and involved in other initiatives. The project can capitalize on these networks.
- Local stakeholders (community organizations) are present and involved in public debates. Their participation in proGlgreg co-design process is valuable.
- Group meetings can be possible in the future. For such meetings, public locations (considered as landmarks) can be used for activities, workshops, public debates.

3.2.3. Conclusions

The updated analysis of FC Cluj-Napoca context represented a helpful preliminary step before the Kick-off Meeting and creation of the Local Group of Stakeholders. The URA is a complex territory that requires a strategic selection of core team members of the Local Group. The next steps of developing Urban Plans should foresee a more detailed analysis of the URA by mapping:

- Plot ownerships (marking the potential areas for interventions),
- strategic areas concerning the target group,
- existing GI characteristics and requirements for each sector of the blue-green axis, areas that are appropriate for punctual interventions.

At an operational level, replicating NBS can be made by capitalizing on the knowledge provided by the FRC. In FC Cluj-Napoca a strategic approach is crucial in regard to methodologies on how to enable a green transition and the transformation of the post-industrial areas. The solutions to be co-developed must consider all possible drivers for funding.

The process of developing urban plans for post-industrial regeneration must also generate environmental behavioural changes. With the help of a strong involvement of the community and strategic interventions (on municipal-owned land), the entire area can gain a new image and identity. Based on the brand of the URA, a transformation process is more feasible to happen due to the increased attractiveness.

3.3. FC Piraeus

The URA identified as potential sites for the Urban Plans are the following: (1) District City C', which is mainly residential and is surrounded by the Kifissos river and the highway connecting Athens and Thessaloniki at east; (2) District City E', located on the mainland and hosting the passenger port on the south. The district is mainly residential with small local neighbourhood commercial areas, containing, also, post-industrial areas waiting for regeneration initiatives. The regeneration areas are mainly restricted at the Marias Kouris Street, representing the tram line, light rail track (Piraeus - Perama) discontinued since 1977.

The NBS set

The set of NBS have been updated after the local kick-off meeting. Stakeholders highlighted the necessity of introducing an educational purpose to the local project, notably NBS 3 offering the potential of being developed in schools' gardens.

- NBS3: Community-based urban farms and gardens
- NBS6: making post-industrial sites and renatured river corridors accessible for local residents
- NBS8: Pollinator Biodiversity

For More information see D2.6 and Ch.4.3 for the first interactions with stakeholders.

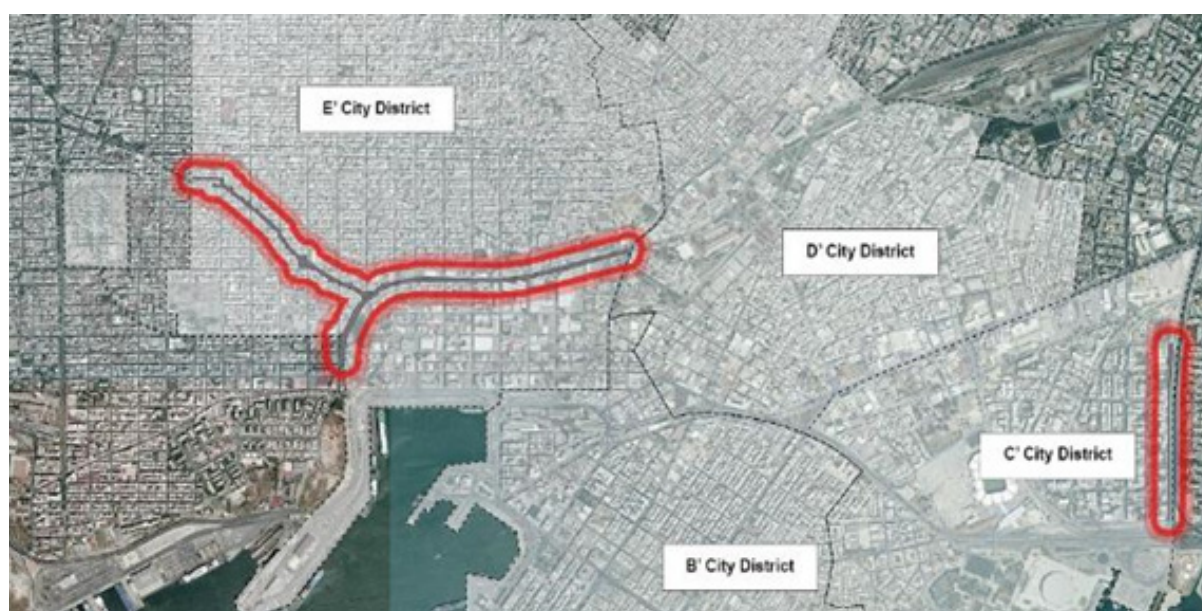


Figure 7 - City Plan of Piraeus and its 5 districts; delineation of the potential regeneration areas. Source: Municipality of Piraeus, Urbasofia.

3.3.1. Plans and policy framework update

Table 7 - FC Piraeus Plans and policy framework relevant at national/regional/metropolitan level

Key topics	Project/plans/documents and policies	Type of project and level of influence/impact	Link to proGlgreg FC urban plans	Relevance ⁸
Urban development	Regulatory Plan "Athens-Attica 2021".	A strategic development plan of the entire Attica region.	It provides guidelines and reference strategies for urban, environmental, socio-cultural development in Attica region. Key concepts to be considered: (1) Restructuring of the city centres; (2) Environmental protection and a set of environmental policy directions.	3

⁸ Ranking scale: 1 low, 2 medium, 3 high

Blue infrastructure / Green infrastructure	Piraeus Blue Growth Strategy 2018-2024	Strategic document, output of URBACT III. Strategy Objectives: 3. Promoting blue entrepreneurship and enhancing research, development, and innovation in Blue Economy activities. 4. Improvement of (urban) planning and infrastructures that support sustainable and smart growth. 5. Promoting Piraeus as a hub for disseminating knowledge and information on innovative Blue Entrepreneurship matters and Blue Growth.	The strategic objectives present a common direction with proGReg project, especially in the case of NBS6, green corridors (at municipal level). In relation with the URA there is a potential relation in what concerns the waterfront.	1
	LIFE-IP AdaptInGR	LIFE program Green Fund (2019-2026). The project will be implemented at national level, with regional and local case studies in municipalities where participating partners are located. It seeks specifically to adapt Greece to climate change.	Best practices on how to engage with schools and other stakeholders related to the education field, to combine NBS actions with capacity building and awareness raising activities. Notable mention: Teachers training about climate change adaptation ⁹ .	1
Regeneration	SUPAIR SUsustainable Ports in the Adriatic Ionian Region project	Implementation of a Call for innovations to enhance traditional financial activities through innovative business ideas in relation to shipping and the blue economy and create 25 Good Practice Transfer	Completed project. Special attention is given to Air Quality, Pollution and Mobility. It impacts proGReg project positively, together being part of the green transition.	1

⁹ <https://www.adaptivegreece.gr/en-us/events/details/artmid/739/articleid/38>

		Networks, focusing on the adaptation and transfer of established good practices to other EU city partners facing similar challenges.		
	LIFE URBANPROOF Climate Proofing Urban Municipalities	It is a concluded project. The overall aim of the project is to increase the resilience of municipalities to climate change equipping them with a powerful tool (Urbanproof toolkit) for supporting better informed decision making on climate change adaptation.	The projected presented special focus on Climate change adaptation. The developed tool for decision making can be utilized in the co-design process of NBS, especially in the Scenario building component of the Roadmap (see D2.6).	2
Green and circular economy	GRESS Green Start-up Support	Improve policies for SMEs' competitiveness by strengthening capacities to trigger and support formation of sustainable and competitive start-ups and spin-offs within the green economy.	Possibility to connect the productive side of NBS to start-ups and new businesses, in the future implementation phase.	1
	BLUACT	Implement a Call for innovations to enhance traditional financial activities through innovative business ideas in relation to shipping and the blue economy and create 25 Good Practice Transfer Networks, focusing on the adaptation and transfer of established good practices to other EU city partners faced with similar challenges.	Inspiration and best practices of project dissemination and adaptation to different contexts. Best practices of start-ups and new businesses related to Sustainable Urban Development (especially related to Blue Infrastructure). Within the current phase, Piraeus (Leading partner) aims at transferring this BGI practice.	1

Participation, social inclusion	MIVA Migrants' Integration through Volunteering Activities	Migration & Integration Fund (AMIF) (2018-2021). Implementation of interactive activities to increase Third Country Nationals' participation in socio-cultural life and the volunteering sector and to foster building capacity for diversity addressed at host communities for successful migrant integration. The above will be achieved through the organisation of cross-cultural events, the deployment of the INDIGO solidarity platform and app, and the implementation of workshops.	Piraeus is the leading partner in this project. It represents an opportunity to organize connected events and activities.	1
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Table 8 - FC Piraeus Plans and policy framework relevant at local level

Key topics	Project/plans/ documents and policies	Relation to proGREG and expected outcomes	Relevance¹⁰
Urban development	MOBILITAS MOBility for NearLy-zEro CO2 in MediTerranean Tourism DestinAtionS INTERREG-MED Period: 2016-2019	The project elaborates different mobility scenarios and documents on sustainable tourism mobility that enable policy makers and stakeholders to better understand effects of different choices on improving environmental quality. It is an example of best practices and references on urban analysis, indicators for urban regeneration and scenarios building processes. It provides complementary interventions for environmental quality in urban areas.	1
Green infrastructure	euPOLIS Integrated NBS-based Urban Planning	It aims at developing innovative urban planning methodology that integrates NBS to enhance the health and wellbeing of citizens, by offering the synergy of people/health-	2

¹⁰ Ranking scale: 1 low, 2 medium, 3 high

	<p>Methodology for Enhancing the Health and Well-being of Citizens: the euPOLIS Approach.</p> <p>HORIZON 2020 Period: 2020 – 2024</p>	<p>centred approach with significant environmental and economic benefits of Nature Based Blue Green Solutions. The project has complementary NBS implementation activities (not overlapping areas). Piraeus is a FRC in euPOLIS, as a result, there can be established potential collaboration on data collection strategies, knowledge sharing, stakeholder's identification, citizens engagement strategies, questionnaires, event planning, education activities, schools' engagement, NBS implementation strategies.</p>	
	<p>GREEN PORTS Green and Connected Ports</p> <p>CEF (CONNECTING EUROPE FACILITY) Period: 2014-2020 (concluded)</p>	<p>The project is measuring environmental and meteorological data (temperature, atmospheric pressure, humidity, air quality, noise, vehicle emissions), through the creation of a technology platform for monitoring the port environmental footprint, and an artificial intelligence algorithm, to provide real-time information to port staff, municipal authorities and supply chain members working with ports. The purpose is to upgrade the existing atmospheric and acoustic ambient and noise monitoring program. It has special focus on air quality, air pollution, noise pollution. ProGlgreg local initiative can capitalize on the resources of the project (data, methodology, results).</p>	1
Regeneration / Participation, social inclusion	<p>BeSecure-FeelSecure</p> <p>UIA – Urban Innovative Actions Period: 2020 – 2022</p>	<p>The project focuses on crime prevention and improvement of the actual and perceived security. The areas of this project and the FC Piraeus URA are overlapping. Synergies can be made concerning beautification and regeneration of abandoned sites. Local community involvement in urban security assessment is also important – it can provide important data/information on the perception of the site by the locals. NBS intervention in FC Piraeus have the potential to mitigate with some of the identified challenges.</p>	2
Green and circular economy	<p>POP-MACHINA Collaborative Production for the circular economy: A community approach</p> <p>HORIZON 2020 Programme</p>	<p>The project encourages new business opportunities, new business models and collaborative production schemes. Urban planning tools (urban / spatial analyses, environment, architecture, and design) are used to create, guide, and strengthen cyclical co-production in urban processes, aiming at finding the areas more in need of intervention and reconfiguring unused spaces.</p>	1

	Period: 2019-2023		
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3.3.2. SWOT update, barriers/ drivers

For FC Piraeus, there is no new additional information or considerations to be added to the initial SWOT analysis (updated June 2020 in D2.2).

The SWOT analysis for each NBS selected was necessary to inform the planning process of the potential developments, benefits but also negative impacts at local level.

Table 9 - FC Piraeus NBS set SWOT analysis

Municipality/ URA level update					
Category	NBS	Strengths	Weaknesses	Opportunities	Threats
Socio-Cultural inclusion	NBS3	<ul style="list-style-type: none"> - Reconnecting people to nature. - Interdisciplinary approach (where high schools, primary schools and university will collaborate). - Increased societal engagement: increased citizens, teachers and students and parents' awareness. 	<ul style="list-style-type: none"> - Digital environment imposed by the pandemic conditions is not a suitable approach for valuable social impact. Bureaucratic procedures represent a weakness. Permission must be provided by the Ministry of Education (application to the ministry is in progress). - Benefits of the potential interventions are not yet acknowledged by relevant actors. - Lack of knowledge on gardening (collaborating with experts is important). 	<ul style="list-style-type: none"> - Increased interest of local citizens on NBS and enabling educational activities. - Creating awareness among young people to inform about the benefits of NBS. 	<ul style="list-style-type: none"> - Lack of awareness among citizen regarding the benefits of improved green corridors. Lack of political interest, which is important for promoting (and developing) GI within the city.
	NBS6	<ul style="list-style-type: none"> - Reconnecting people to nature - locals are very eager to take advantage of an improved urban environment. 		<ul style="list-style-type: none"> - Increased attractiveness of the local landscape, encouraging locals to better use the public space. - Increase direct benefit for local community through developing community level entrepreneurship. 	<ul style="list-style-type: none"> - Lack of institutional management knowledge on such NBS interventions. - Disregarding intrinsic value of nature.

	NBS8	<ul style="list-style-type: none"> - Reconnecting people to nature. - Increased societal engagement (locals are already supporting with some activities). 	<ul style="list-style-type: none"> - Lack of knowledge on the benefits of pollinators and increased biodiversity within urban areas. 	<ul style="list-style-type: none"> - Conservation of natural ecosystem and developing efforts to minimize adverse environmental impact. - Educate people including local communities on NBS. 	
Human health and wellbeing	NBS3	<ul style="list-style-type: none"> - Positive/proactive attitude of government to promote human health and wellbeing. 	<ul style="list-style-type: none"> - Low interest of mass media in Human health and well being 	<ul style="list-style-type: none"> - Educational bodies are interested to support research with societal impact and interdisciplinary projects. - Improving political commitment. 	<ul style="list-style-type: none"> - Even if the participants respond well to awareness raising activities concerning the benefits of NBS, the development and environmental practices might not follow accordingly and automatically.
	NBS6	<ul style="list-style-type: none"> - Ongoing work on GI on different territorial scales. - Good examples of evidence-based decision making. 	<ul style="list-style-type: none"> - Poor multidisciplinary approach and poor communication between stakeholders. - Traditional “expert-based” decision making, instead of a co-creation-oriented approach. - Poor availability and quality of data. - Development priorities do not promote GI. 	<ul style="list-style-type: none"> - Increased political awareness. - Overwhelming demand for new technologies requires evaluation - Current healthcare reforms - Opportunity to capture politicians’ interest. 	<ul style="list-style-type: none"> - Loss of interest from participants, due to a relative technical approach (notions difficult to understand).
	NBS8	<ul style="list-style-type: none"> - Individuals skilled and trained in related fields - International contacts - Recent reforms in health 	<ul style="list-style-type: none"> - Opportunity to engage politician’s interest. - Poor multidisciplinary approach, poor 		<ul style="list-style-type: none"> - Lack of awareness and openness across public sector.

		<ul style="list-style-type: none"> care. - Good examples of evidence-based decision making. 	<ul style="list-style-type: none"> communication between stakeholders - Traditional “expert-based” decision making - Poor availability and quality of data. - Development priorities do not promote innovative NBS. 		
Ecological and environmental situation	NBS3	<ul style="list-style-type: none"> - Equity in natural resource allocation. 	<ul style="list-style-type: none"> - Poor understanding of the links between, biodiversity, ecosystem functioning and ecosystem services 	<ul style="list-style-type: none"> - Additional funds allocation for NBS interventions. 	<ul style="list-style-type: none"> - Overall low understanding of ecosystems among stakeholders and policy makers.
	NBS6	<ul style="list-style-type: none"> - Equity in natural resource allocation. 			<ul style="list-style-type: none"> - Fragile natural environment and recurrent natural disasters
	NBS8	<ul style="list-style-type: none"> - Equity in natural resource allocation 	<ul style="list-style-type: none"> - The terminology used in the urban pollination framework is open to interpretation. 		<ul style="list-style-type: none"> - Insufficient funding
Economic and labour market benefits	NBS3	<ul style="list-style-type: none"> - Increasing interest for eco-friendly and ecologic investments. 	<ul style="list-style-type: none"> - Lack of funding for conservation of natural areas and implementation of NBS. 	<ul style="list-style-type: none"> - Establish sustainable marketing strategies of green industry so that all stakeholders will get maximum benefits. 	<ul style="list-style-type: none"> - Huge investment may fail optimum return.
	NBS6		<ul style="list-style-type: none"> - Poor infrastructure and weak investment base. 	<ul style="list-style-type: none"> - GI development to improve tourism through attractive 	<ul style="list-style-type: none"> - Insufficient funding

				<p>urban landscape.</p> <ul style="list-style-type: none"> - Adequate planning so that local communities, ethnic minorities, businesses, and tourists will get optimum economic benefits from NBS. 	
	NBS8			<ul style="list-style-type: none"> - Lack of funding for conservation of natural areas and implementation of NBS. - Encourage communities to develop attractive green activities - Strong environmental regulations to ensure sustainability of nature 	<ul style="list-style-type: none"> - Lack of awareness among citizen regarding the benefits of improved green corridors. - Lack of political interest, which is important for promoting (and developing) GI within the city.

The following barriers and drivers have been identified:

Exposure/communication of proGlgreg NBS initiatives:

- Difficulties in meeting and presenting the project face to face (due to the Coronavirus situation). It would provide higher visibility, especially in the project area.
- Difficulties in communicating and cooperating with other projects active in the Piraeus Municipality, regarding environmental regeneration and social inclusion and/or participatory planning.
- Lack of interest of citizens living near and within the URA.

In relation to the identified barriers on exposure/communication, it was possible to identify the following drivers:

- Benefits of online meetings, regarding the engagement of a broader public, especially among the younger generation.
- Increase in the number of schools and educational institutions with rising interest in environment-related activities, that could help improve the dissemination of the project and NBS related concepts, and contribute to the creation of visions, and objectives, as an active part of the process.
- Rising demand for green and outdoor spaces, not least due to the coronavirus pandemic. The local trend could further drive engagement and interest within the local community.

The general rise in environmental awareness and green issues needs to be carefully addressed: target group-specific activities and initiatives, paying particular attention to the educational aspects and the dissemination of benefits resulting from NBS implementation.

For the engagement of relevant actors (target groups and potential partners), Piraeus identified barriers such as:

- Difficulties in identifying and co-developing a long-term vision for the area
- Lack of technical consultation (at local level) to assess the feasibility of the solutions in different locations of the URA (and potentially other parts of the city)
- Difficulties in identifying the level of involvement for stakeholders impacted by the project. Commitment and ownership are crucial for the successful development of Urban Plans and further implementation.

In relation to the identified barriers on relevant actor engagement, the following drivers have been identified:

- Professor and Director of ReSEES Research Laboratory Athens University of Economics and Business can help the local initiative by providing better local exposure and visibility.
- Department of Interior Design at University of West Attica is interested in participating in the project, involving, and coordinating the students for the co-design of NBS component.

For local resources and administrative settings at the local level, the Piraeus' barriers are:

- Administrative issues in relation to school's participation in the process. There are specific permissions to be obtained to engage in activities with teachers and students. Implementing NBS within schools' premises is an opportunity, for which a series of negotiations are needed.
- In what concerns the possibility of implementing NBS in schools, there is the risk of low maintenance during summer vacation.
- Locations, and land resources represent a challenge. Implementation of NBS must be strategically designed, to maximize the impact and engagement of local citizens.

3.3.3. Conclusions

Existing strategies and initiatives in FC Piraeus present valuable opportunities for collaborations. Local green start-up initiatives represent a resource for future capitalization of proGlgreg NBS interventions. Climate change adaptation initiatives are relevant, potential linkages being possible regarding target groups, local stakeholders, implementation methodologies. For example, linkages and knowledge sharing are possible and encouraged with the euPOLIS project that represents similar NBS implementation initiatives.

Pandemic restrictions may still impede reaching and establishing trust with target groups and relevant stakeholders. Reaching active cooperation and a higher level of involvement of the stakeholders could be problematic. Therefore, providing stakeholders and partners with a set of flexible scenarios and roles from the very beginning could help managing the process in a more efficient way. Help from relevant figures in the education system is highly valued for deeper dissemination of the project objectives and vision: there is a need to carefully coordinate the educational initiatives, to channel all the efforts and resources in the same direction.

The cooperation between stakeholders and public administration is especially important for the implementation of NBS. It is important to address the project from different points of view and involve different departments: the partners' team can take on the role of facilitator between parties, especially in a context of distancing caused by the coronavirus pandemic. An important aspect of future capitalization of the work conducted at the local level is funding opportunities – SWOT analysis revealed the fact that lack of funds may represent a threat for implementation (or management and maintenance) of NBS3, NBS6, NBS8 interventions.

3.4. FC Zenica

Zenica is still very much an industrial city, struggling with poor air quality and high amounts of concomitant respiratory illnesses. The presence of heavy industry, which continuously pollutes the city, limited availability of land, lack of resources and local capacity building represent major urban regeneration challenges.

The area of intervention is focusing on the river Bosna banks (see Figure 13). Kamberovica field, representing the largest and most central of Zenica's green infrastructures and strictly regulated protected area has been identified as a potential focus area for the regeneration plan. One side of the river bank is neither protected nor renatured or accessible for local residents. Beside the Kamberovica field, Zenica is considering expanding the regeneration area, by including the Blatuša – Banlozi area, a residential/ industry area.

The NBS set (updated based on discussions with FC)

- NBS3: Community based urban farms and gardens.
- NBS5: capillary GI on walls and roofs.
- NBS6: making post-industrial sites and renatured river corridors accessible for local residents.

For more information see D2.6.

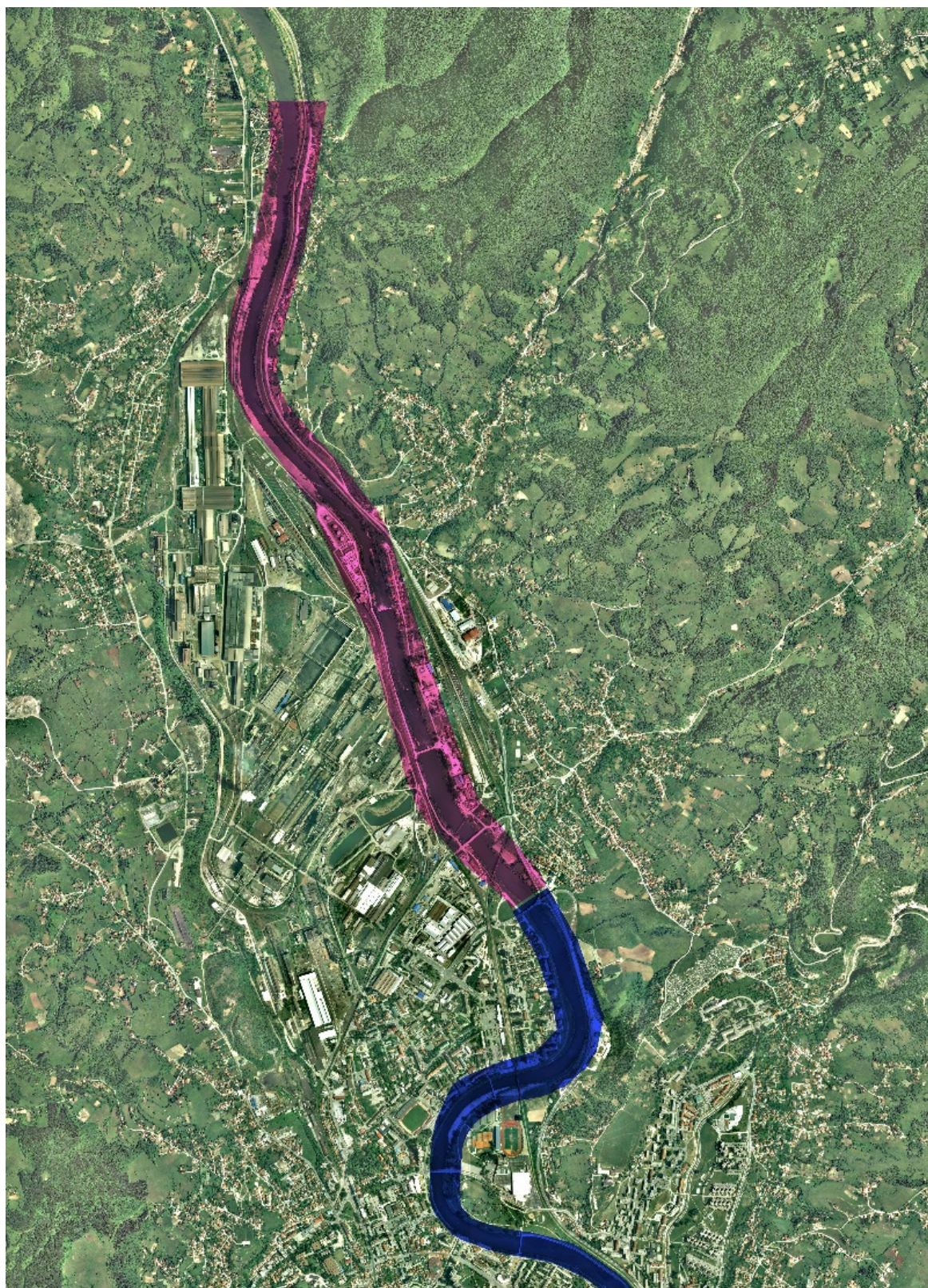


Figure 8 - Zenica's Urban Regeneration Area

3.4.1. Plans and policy framework updating

Table 10 - FC Zenica Plans and policy framework relevant at national/regional/metropolitan level

Key topics	Project/plans /documents and policies	Type of project and level of influence/ impact	Link to proGlog FC urban plans	Relevance ¹¹
Urban development/ Green infrastructures	Environmental Fund of Federation of Bosnia and Herzegovina	Environmental fund of FBiH supports environmental policies for sustainable development. It is guided by international rules and objectives towards climate change adaptation, water protection, nature, and biodiversity. It has annual open calls for project proposals with different lots including projects for environment protection of urban city centres.	This Fund can provide financing of activities that are related to replication process and implementation of NBS solution. When we develop scenarios for NBS suitable for local context some of these activities can be converted to project proposals for applying to these calls.	2
	Zenica-Doboj cantonal Urban plan (2009-2029) ¹²	A plan concerning mainly the built areas, and public urban spaces. It applies to vacant land, including in the Urban Regeneration area. Urban plan does not deal with specific interventions on a local level. However, it does	Staff from cantonal Institute for Urbanism and Physical planning receives all inputs from different stakeholders. Mayor has formed the team to deliver all required date. Their involvement in the proGlog initiatives would be beneficial.	1

¹¹ Ranking scale: 1 low, 2 medium, 3 high

¹² It is to note that the Master Plan of Federation of Bosnia and Herzegovina (2008-2028) is currently not yet adopted, while the Draft of the Plan needs to be taken into consideration by the House of Peoples of Bosnia and Herzegovina (Bijelić, Đorđević, 2018)

		define road network, recreation zones, industrial zones, urban zones and as such predefines areas in which interventions could possibly take place.		
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Table 11 - FC Zenica Plans and policy framework relevant at local level

Key topics	Project/plans /documents and policies	Relation to proGlog and expected outcomes	Relevance ¹³
Urban development	Master Plan for the City of Zenica (2016-2036, adopted 2017)	It has been developed in conformity with the Cantonal and Federal plans and provides the framework for local development – including the further definition of specific land use, neighbourhood, infrastructural and investment plans for future trade and economic zones (Municipality of Zenica, 2018). Regulation plan for the city center includes interventions on river Bosna (within the identified intervention area). Currently, the department for urban planning is working on two Regulation plans in the inner city (urban area) and working on best possible solutions in accordance with suggestions on public hearings and demands of citizens.	1
	Traffic study of City of Zenica	It defines pedestrian, public transport, pedestrian transport and transport in general. It also sets the pedestrian paths and cycling profiles to be adapted in the Urban Regeneration area. Within transport section there is an action for cycle lanes and cycling promotion which includes additional cycle routes which is directly related to NBS 6, as the rivers is flowing throughout the city.	1

¹³ Ranking scale: 1 low, 2 medium, 3 high

	Green City Action Plan	The city has adopted it with the aim of creating green belts around industrial parts of the city.	2
	Development Strategy (period 2021-2027)	The city is currently in the process of preparing the strategy. ProGlgreg is going to add a significant value to this strategy because NBS are going to be included in it. It will be probably one of the first local development strategy including these solutions. Currently, the situation analysis has been completed, during this phase, among other things, the suggestion of introducing a therapeutic garden as well as planting trees which are good for pollinators have been accepted.	3
Green infrastructures	Waste management plan (period 2021-2027)	The city is currently in the process of preparing the Waste Management Plan with the aim of covering all of the suburban parts with organized communal waste collection to neutralize wild landfills.	2

3.4.2. SWOT update, barriers/ drivers

The SWOT analysis at national/regional/ metropolitan level remains in line with the information presented in D2.2. At the municipality level, the city of Zenica updated its SWOT analysis identifying strengths, weaknesses, opportunities, and threats for each planned NBS.

Table 12 - FC Zenica NBS set SWOT analysis

Municipality/ URA level - update					
Category	NBS	Strengths	Weaknesses	Opportunities	Threats
Socio-Cultural inclusion	NBS3	<ul style="list-style-type: none"> - New social activities for citizens - Possibility of different educational activities for different target groups 	<ul style="list-style-type: none"> - Possible vandalism in unprotected areas - For adequate nurturing of plants, there should be some basic knowledge present 	<ul style="list-style-type: none"> - Possibility of scalability of community gardens to other target groups - Therapeutic garden for vulnerable groups 	<ul style="list-style-type: none"> - Urban gardens will not be used as much as they should - Sustainability
	NBS5	<ul style="list-style-type: none"> - Can be used for social activities 	<ul style="list-style-type: none"> - Technical knowledge - No experience 	<ul style="list-style-type: none"> - Creating positive image of the City - New start-ups to provide service of installation and maintenance 	<ul style="list-style-type: none"> - Sustainability - Costs
	NBS6	<ul style="list-style-type: none"> - Creating better prerequisite for social activities - Improved infrastructure - Better quality of life 	<ul style="list-style-type: none"> - Possibility of vandalism in distance areas 	<ul style="list-style-type: none"> - Creating better image of the City - Promotion of healthy lifestyle - Access to infrastructure for different mode of transportation (bikes) 	
Human health and wellbeing	NBS3	<ul style="list-style-type: none"> - Better quality of life for different target groups in Zenica - Inclusion of pre-school and schools - New knowledge 	<ul style="list-style-type: none"> - Possibility of bad smell because of decomposition - Lack of experience 	<ul style="list-style-type: none"> - Educational activities - Social inclusion of vulnerable groups 	<ul style="list-style-type: none"> - Extension of pandemic

	NBS5	<ul style="list-style-type: none"> - Better isolation of the building - Suppresses traffic noise 			
	NBS6	<ul style="list-style-type: none"> - Creation of more usable space for walking and bicycling 		<ul style="list-style-type: none"> - Development of SUMB with more cycle routes - Update of existing traffic study of the City 	
Ecological and environmental situation	NBS3	<ul style="list-style-type: none"> - Raising awareness of citizens about ecological issues 	<ul style="list-style-type: none"> - There are no urban gardens in the City 	<ul style="list-style-type: none"> - Possibility of creating projects related to Pollinator corridors 	
	NBS5	<ul style="list-style-type: none"> - Less energy consumption - Protects against UV radiation - Creates better microclimate - Effect on the air quality by filtering the air 	<ul style="list-style-type: none"> - Thin green roofs are not suitable for wide range of plants 	<ul style="list-style-type: none"> - Ecofriendly activity 	
	NBS6	<ul style="list-style-type: none"> - Better protection against flooding - Making previously inaccessible parts of the city accessible 			
Economic and labour market benefits	NBS3		<ul style="list-style-type: none"> - Time-consuming - Selection of appropriate managing institution 	<ul style="list-style-type: none"> - Possibility to apply to different Public calls for funding for social inclusion and environmental projects - Open air market - Social entrepreneurship 	<ul style="list-style-type: none"> - Urban gardens do not have defined legal framework in local context

	NBS5	<ul style="list-style-type: none"> - Extends lifespan of the roofs - Protects objects from big temperature change - Protects objects against mechanical damage 	<ul style="list-style-type: none"> - Expensive maintenance and installation 	<ul style="list-style-type: none"> - Possibility to apply to different Public calls for funding for social inclusion and environmental projects 	<ul style="list-style-type: none"> - Not all roofs are suitable because of the needed additional weight - Waterproof of the green roof is not always 100% - Big winds can damage the plants and further endanger the structure of the building
	NBS6		<ul style="list-style-type: none"> - Costs of construction 	<ul style="list-style-type: none"> - New contents in the city - Creation of new jobs 	<ul style="list-style-type: none"> - Alternative activities for the same cost could gain better results for the citizens

FC Zenica identified the following potential barriers and drivers in relation to the first steps of the roadmap:

Exposure/ communication of the initiatives:

- **Barrier:** lack of interest of media for these topics and in general for long-term initiatives, accompanied by insufficient information on this topic on the local language.
- **Driver:** active promotion of implemented activities correlated to proGlgreg project that can be exploited to promote the initiatives also at local level.

Engagement of relevant actors:

- **Barriers:** lack of financial resources to involve experts and the fact that there are no immediate actions or tangible results that can increase the interest of actors.
- **Drivers:** direct and clear communication of the benefits of implementing NBS and the definition of defined roles for each stakeholder.

Resources barriers identified:

- Finances
- Lack of local knowledge
- Outdated planning and regulatory documents on which to base the implementation.

Drivers include tailor-made strategies for the implementation of NBS at local level providing the chance to promote NBS benefits, finding local financial resources, and helping to understand the process and replicate in the future.

3.4.3. Conclusions

There are no major changes to the Spatial Analysis updated in June 2020. The pandemic has slowed down all ongoing processes. In particular, revenues have declined about 30%, which required adjustments in planned expenditures. Zenica had to prioritize projects and align spending with incoming revenues. Funding for several public companies had to be increased due to restrictive measure which negatively affected their operations. Health-focused projects had to be prioritized. Restrictive measures have minimized most indoor activities, about 40% of the city administration has been using annual leave days in order to optimize number of people in office and within the building. It was very challenging to organize public hearings and present drafts of detailed (regulation) plans which are required by the law. Procedure of preparation and adoption of planning documents usually take up to two years.

Starting from 2021, the municipality of Zenica initiated the process of creating the Development Strategy for period 2021-2027. ProGlgreg will add value to this document as it is going to be introduced NBS concept and programs/measures which will be elaborated through action plans for each year, as scenarios are developed. At the same time, the development strategy represents a potential driver for receiving funding through the integration of the initiatives in larger scale projects.

The fact that Zenica is starting its planning process for the adoption of NBS at local level from scratch gives it the possibility of choosing the solutions and tools having a wider overview and exploiting the results obtained so far in the proGlgreg project at a maximum level.

4. FC Stakeholder set-up - Local Group activation and Kick-off meeting reports

The FC Stakeholder set-up is dependent on the results of the spatial analysis updating. This overview allowed FC to rethink the list of stakeholders to be involved in the development of the Urban Plans. For each of the stakeholders mapped, according to the template for reporting provided to FC by the Task leader (Annex 1, Part B - Analysis: Stakeholders and the Local Group), the gradients of participation (see D2.6, ch. 2.3.3) and possible contribution to the project was assessed. Furthermore, FC that managed to activate their Local group listed the people involved, their expertise and possible roles.

A second part is dedicated to the reporting of the first interactions, events organized to activate stakeholders or to reconnect with them after the standby caused by the pandemic. Date, location and main topics and findings are described for each event, and the list of participants and agendas, where available, have been integrated (see template provided in Annex 2 – Kick-off Meeting Report Template).

4.1. FC Cascais

FC Cascais presents a particular situation. In the first proGlgreg project phase (2019), the Cascais team identified a municipal field within the LL area at the margin of Marianas River near Brejos F. neighbourhood. It was evident that the installation of illegal plots by vulnerable residents required intervening to solve the uncertain situation. The project proposed the creation of a community garden (NBS3) to be further integrated with pollinators-friendly vegetation (NBS8).

Cascais started the first interactions with local stakeholders in 2019. With the support of the Municipal Social Intervention Office, the municipality managed to contact the residents and started organizing meetings to present the initiatives. Therefore, it was possible to create a NBS3 focus group for implementing the vegetable garden at the beginning of the project.

4.1.1. Stakeholder mapping (updated) and stakeholder involvement plan.

Table 13 – FC Cascais Stakeholder mapping (updated) and stakeholder involvement plan.

Role	Type	Name	Possible level of involvement	Short description
Users/ Beneficiaries	Civil society	Residents	Inform Involve Collaborate	Residents will be the future users of the vegetable garden; therefore, it is important to involve them in the co-designing and co-implementation.

Governance	Policy makers and politicians	Cascais Municipality – municipal councillor ¹⁴	Consult	Final decisions for funding
		São Domingos de Rana Parish	Consult	Fundamental because of its close knowledge about the communities and their needs, as well as landowners and ongoing/ planned projects.
Providers	Public service providers	Cascais Ambiente	Inform Consult Involve Collaborate Empower	Training, communication, co-design, and co-implementation, residents' involvement.
		Cascais Municipality		
		Social Intervention Office		
influencers	Local Organizations	Local Association ARESC	Consult Involve	Communication, residents' involvement
		New informal association/ group	Inform Consult Involve	They can leverage the implementation of the green corridor.

4.1.2. Composition of FC Local Group of Stakeholders

Cascais set-up a NBS3-focused Local Group in 2019 (see table below). The group has been in charge of managing the activities with the participating residents, organizing local workshops and participating in the planning process.

Other similar groups will be organized for the other NBS to be implemented.

¹⁴ Cascais Municipality – The municipal councillor for Environment and public participation is the decision maker who take the proposals for the Municipal Council, where they are discussed and voted. This is how we technical staff are assigned to a project and how we find its financing funds. It is essential for us to have this support for project development.

Table 14 - FC Cascais Local Group of Stakeholders

Organisation	Role in developing urban plan
Local Intervention Office	Residents' involvement and communication
ARESC	Residents' involvement and communication
Cascais Ambiente	Present throughout the process, gather all input from all stakeholders and draw up the plan
São Domingos de Rana Parish	Close knowledge about the communities and their needs, as well as landowners and ongoing/ planned projects
Cascais Ambiente – Terras de Cascais Team	Residents' involvement, Monitoring the residents on vegetable garden

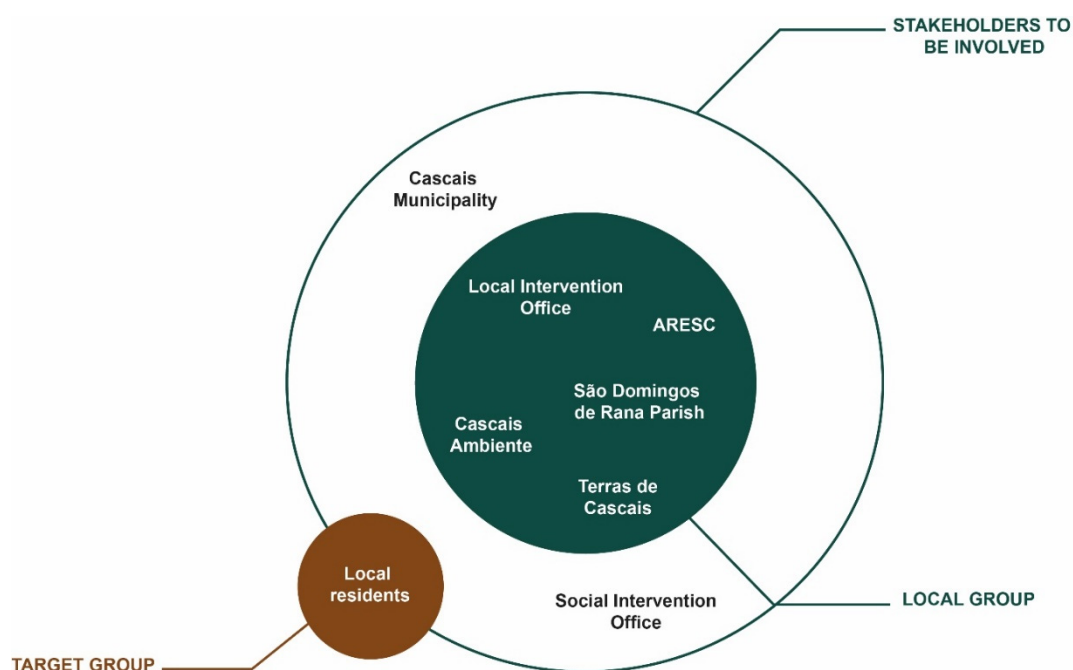


Figure 9 - Cascais NBS3 stakeholder set-up

4.1.3. Participatory co-design at local level

1. Initial considerations, local context, past proGlgreg related activities

Cascais started its co-design activities with residents for the realization of NBS 3 already in 2019. However, the Covid pandemic caused delays for both the physical construction of the

vegetable garden and foreseen residents' training. Construction works of the vegetable gardens will resume during the summer of 2021, while the training was ongoing at the time of compiling this report (July 2021). Another meeting to inform the group about the updates, including the removal of the illegal plots will be promoted in the near future. When the vegetable garden is built, plots will be assigned in a gathering ceremony. Afterwards, the "Terras de Cascais" maintenance team will keep a regular presence and organize meetings with the horticulturists in the vegetable garden to support and orientate their activities.

No meetings have been organized so far to activate the local Groups of the other NBS (6 and 8) as the pandemic situation did not allow physical meetings and the organization of a Task 2.3 Kick-off meeting. The local government elections in October 2021 may result in a new mayor who may show more willingness to engage in new projects. Given the high importance of political involvement for the design of a feasible urban plan, especially considering the presence of so many private fields and abandoned farms, it was decided to postpone the kick-off meeting to the beginning of 2022, when the new Mayor will be in place and public events will not be considered political campaigns anymore. The aim is to transform the community garden and the other NBS to be implemented into drivers for local regeneration.

According to the level of involvement the stakeholders can or will engage, it will be decided how the regular meetings will be conducted, and the information present in this report will be updated.

2. NBS3 Meetings

A total of six physical meetings have been organized in 2019 for the creation of the vegetable garden, from January to November.

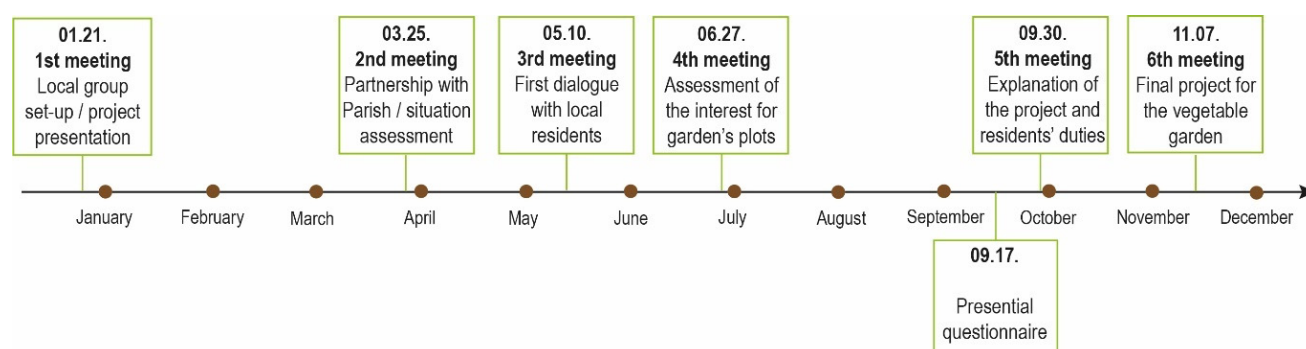


Figure 10 - Cascais' timeline of physical workshops for NBS3 implementation

The first meeting aimed at setting up the Local Group of stakeholders for NBS3, presenting the project and discussing potential interventions. The second meeting established the partnership with the São Domingos de Rana Parish. The dialogue with the Parish helped to better understand the local context in regard to the availability of public land and the difficulty of buying new plots for the realization of the project.

Sixteen residents participated in the first meeting in May 2019. During the third meeting the residents were introduced to the project and the idea of developing a new vegetable garden

for the neighbourhood for all residents and integrating existing plots, with equal rights. In this context residents expressed needs that have been considered in the regeneration planning process, for example:

- Need for green leisure areas with a children's playground
- New pedestrian access to public transport and the town centre.



Figure 11 - Cascais third meeting with residents for NBS 3 in 2019

The number of residents interested in the project increased in the fourth meeting (June) when 24 residents participated, and a total of 40 people expressed interest of tending a plot within the vegetable garden. Some people of the waiting list, living in a 0.5 km distance of the interested plots have been integrated. The organizers explained the rules and user duties for maintaining the vegetable gardens:

- Training in organic agriculture
- Garden maintenance
- Reinforced the need to complete the questionnaire.

Everyone agreed with the rules and participation in “Terras de Cascais” and agreed to participate to the training sessions, during the week and weekends in separated groups.

A fifth meeting was organized to explain in detail the three phases of the Cascais' proGlgreg project:

- 1) Vegetable garden
- 2) Neighbourhood access improvement
- 3) Playground for children

Cascais Ambiente together with the Local Intervention Office and Tires prepared a questionnaire, which was submitted in presence to interested residents in September 2019, generating the following results:

- The majority of people participating in the survey had low income, in need to have access to vegetables, and depending on Food Banks
- Several immigrant families from Africa, and the countryside
- Equal numbers of men and women interested
- Several can't read or write or are functional analphabets
- Need green leisure areas with a children's playground
- New pedestrian access to get to public transports, the town centre and local market.

29 residents participated in the last meeting before the Covid-19 lockdown in November 2019 to present the final project for the vegetable garden and the construction timeline.

The original timeline anticipated the construction of the vegetable garden in the middle of 2020 and the beginning of the training sessions in organic agriculture during 2020. The pandemic forced the postponement of all the activities to 2021, also blocking the planning process for the other NBS.

3. TRAINING

First training in Organic Agriculture on the training garden at Bairro de S. João Vegetable Garden, in Carcavelos.

1. Date of events

The training was divided into two schedules, 8th, 15th, and 22nd May 2021 on the weekends, and 19th, 20th, and 21st May 2021, during the weekdays.

Training modules: 6 hours for theoretical teaching and 6 hours practical work.

2. ☒ Physical event ☐ Online event

3. See Annex 3.1 Cascais NSB3 Workshops - List of Participants

4. General description of the meeting, list of topics discussed, finding and next steps

17 people were instructed by Terras de Cascais Team in small groups due to COVID. A new training group is planned in 2021 (date tbc).



Figure 12 - Pictures from Cascais' first training

4.1.4. Conclusions

FC Cascais started the co-design and co-implementation of the installation of the community garden (NBS 3). The activities and meetings organized so far achieved a great level of residents' involvement, and the creation of a NBS3 focused local group that will follow each step of the implementation process. However, the pandemic and the political actual situation paused the progress of the other 2 NBS (6 & 8). The start of the activities for the development of these two NBS will be postponed to 2022.

Cascais will organize a kick-off meeting at the beginning of 2022 to present the other initiatives and start setting the focused local groups, as already done for NBS3.

4.2. FC Cluj

4.2.1. Stakeholder mapping (updated) and stakeholder involvement plan

A wide range of stakeholders was identified during the spatial analysis update. This is because the FC Cluj URA is a complex and vast territory with a strategic position that stretches from east to west, along the blue-green corridor Someş River, abandoned industrial areas, and the potential connections with the corridors of immediate rural municipalities. This diversity requires a vast range of stakeholders to meet diverse local needs.

Table 15 - FC Cluj Stakeholder mapping (updated) and stakeholder involvement plan

Role	Type	Name	Possible level of involvement	Short description
Users/ Beneficiaries	Academia	Technical University Cluj-Napoca	Involve Collaborate	The Technical University is an advanced research and education university, it has faculties of Architecture and Urban Planning and Environmental Engineering
		Babeş-Bolyai University (UBB) Cluj-Napoca	Involve Collaborate	UBB is one of the most prestigious Universities in Romania. The institution has faculties of Environmental Science and Engineering; International & National Research Projects related to URA interests and other relevant fields of education.
		University of Agricultural Sciences and Veterinary Medicine Cluj-Napoca USAMV	Collaborate Empower	USMV excels in high education, research and innovation in Agriculture, Horticulture, Animal Science & Biotechnologies, Veterinary Medicine and Food Science & Technology.
	Residents/ Local initiatives	Sustainable Cluj	Involve Collaborate Empower	Local activists
Governance	Policy makers	Cluj-Napoca Municipality	Consult Involve Collaborate	City Hall Cluj
		Cluj County Council	Inform Consult	County Council Cluj

		North-West Regional Development Agency	Inform Consult	ADR is a non-governmental organization of public interest in Nord West of Romania.
		Urbanists Register Romania	Inform	Regulated profession
	Local and upper scale institutions	Architects' Order Romania, N-W Regional Branch	Inform	Chamber of Architects of Romania is the most important organization responsible for representing and promoting the domain of architecture.
		APM Cluj	Inform Consult	Cluj Environmental Protection Agency
		Innovation Division CCC	Collaborate	CCC is a non-governmental organization for culture and sustainable development.
		ROMSILVA	Inform	National Forest Management
		CIIC	Collaborate	Centre for innovation and civic imagination
	Public Services	Compania de Apa Someș SA	Inform	Regional operator of water and wastewater treatment collection.
		Administrația Bazinală Someș Tisa	Inform	Romanian Waters
		Potentially: CFR Călători and CFR Infrastructură	Inform	The National Railway Transport Company
	Industry	Electrica	Inform	Electricity distribution

4.2.2. Composition of FC Local Group of Stakeholders

The Local Group for FC Cluj was formed in June-July 2021 and represents an initial set-up. The core team will participate in all activities and workshops planned for developing Urban Plan. For the following activities and co-design workshops, community and relevant actors

will be invited to participate (for example for NBS3, University of Agronomy Cluj is a key target group to provide expertise and contribute to the design of the interventions). The invitation to participate in the Local Group was made via email and one-to-one discussions. Some of the members of the Local Group of Stakeholders have been collaborating with the city of Cluj-Napoca and the proGlgreg partner Metropolitan Area Cluj-Napoca in other innovation projects. It was considered efficient to capitalize on the already existing networks of experts, activists etc.

Table 16 - FC Cluj Local Group of Stakeholders

Organisation	Potential Role in developing urban plan
Urbannect – Community organization representative	It represents an urbanistic action platform designed to facilitate and develop the concept of urbanity and involvement of all citizens in the city life. The organization and expertise of the representative will provide input and knowledge in urban regeneration aspects of the plan.
City Hall Cluj - Napoca	International innovation project coordinator for the local City Hall department, participating to European - funded projects. The representative of the municipality can help in engaging citizens and local stakeholders (involved in local projects).
	Head of urban strategy office at City Hall. Will provide urban expertise and updates on the municipal approvals, new rules and local politics.
	Innovation strategy officer at City Hall, provides local social innovation tools for the city. Is encouraging and implementing urban co-design processes for the local challenges.
ADR Nord Vest	Technical expert of North-West RDA. The Agency's objective is to reduce regional imbalances by correlating policies, public initiatives, European projects in order to develop the entire northwest area. The representative is able to provide valuable information and knowledge for receiving funding for the future NBS implementation.
Sustainable Cluj – NGO representative	Managing a community organization. An architect and an involved citizen in local sustainable and innovative initiatives, such as Somes Delivery, contributing to the urban development of the Somes River. The organization will help with citizens involvement in the project, certain local groups already activated being valuable for the proGlgreg initiative.

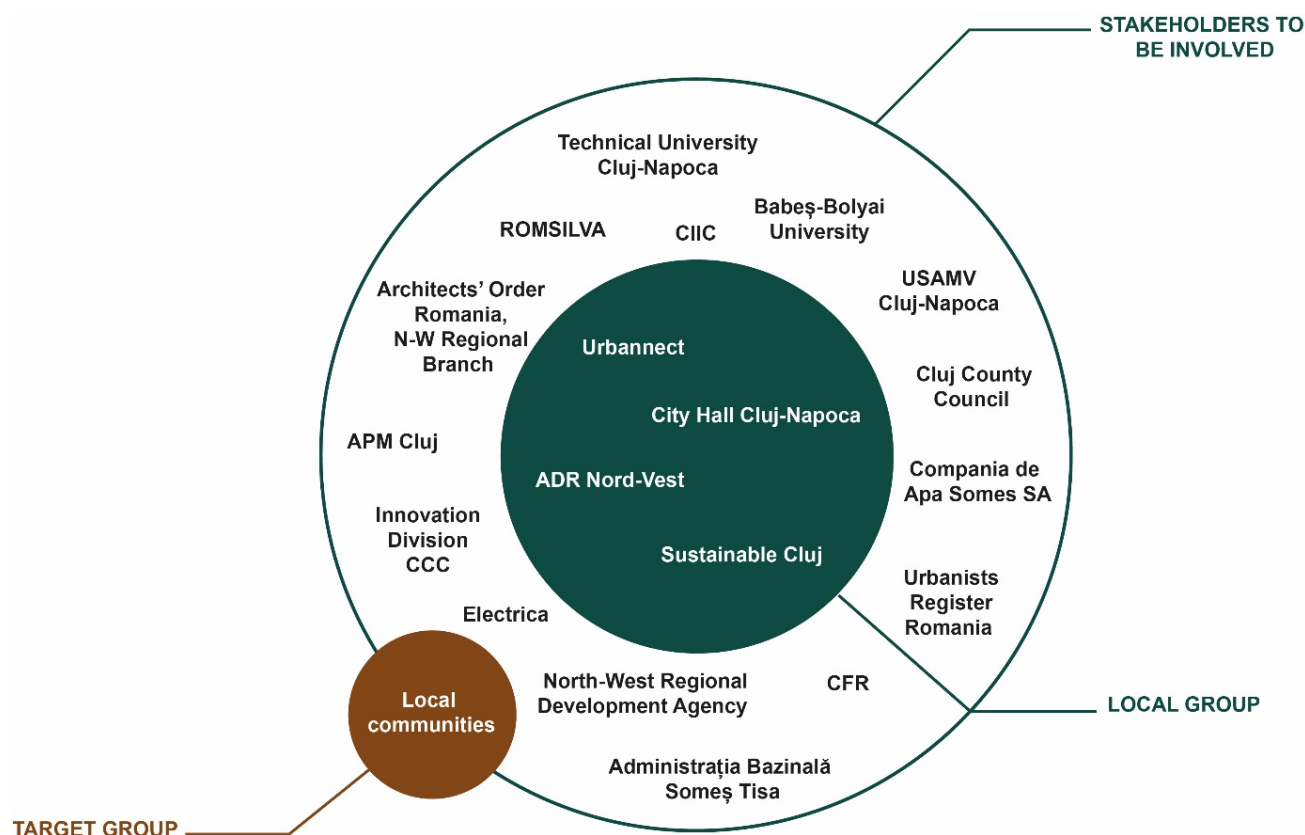


Figure 13 - Cluj-Napoca stakeholder set-up

4.2.3. Participatory co-design at local level – KICK OFF MEETING

1. Initial considerations, local context, past proGlgreg related activities

Due to COVID-19 restrictions, the first Kick-off Meeting was organized online in the local language. Given the large size and complexity of the FC Cluj URA, the list of organisations/ experts/ members of the community invited to the initial Kick-off meeting has been strategically narrowed down. The attendees invited represented relevant actors concerning environment, urban regeneration, community involvement, administration, and strategic funding. The plan is to expand the stakeholder group according to the requirements of future events. A dissemination campaign will be enabled soon, according to the timeframe of the next events, starting in September.

2. Date of the event **July 6th, 2021**

3. ☐ Physical event ☒ **Online event**

4. See Annex 3.2 Cluj Kick-off Meeting Agenda and List of Participants

5. General description of the meeting, list of topics discussed

The objective of FC Cluj kick-off meeting included the presentation of the proGlgreg project's general framework, targets, and objectives, with a focus on how the initiative can be contextualized at the local level.

The participants were introduced to the proGlgreg NBS set, the status of the work conducted by FRC cities, and the Roadmap towards urban planning in FC. It was considered important to present to the attendees the process of creating Urban Plans, making an open invitation to the next set of workshops to be organized in the future.

The overall feedback of the attendees was positive, engaging. The attendees provided valuable information to relevant projects, local initiatives, and opportunities on how to conduct the next steps of the roadmap (concerning the analysis and scenario building), and also options on how to finance the future co-developed solutions.



Figure 14 - Screenshot of the Cluj-Napoca kick-off meeting event

The main topics debated in the open discussion were:

- Green corridors and ecologic corridors
 - Green corridors that are accessible to the local communities must also be considered as important ecological links for animal movement and biodiversity. The representative of the CONNECTGREEN¹⁵ project presented the territorial context for ecologic corridors for the movement of large carnivores. An important component of FC Cluj URA is the Someș river, adjacent to the former industrial zone, composing an east-west axis. The Someș river should be considered as a green corridor enabling the connection of city green areas with the Făget forest.

¹⁵ CONNECTGREEN – Restoring and managing ecological corridors in mountains as the green infrastructure in the Danube basin, Interreg Danube Transnational Programme, <http://www.interreg-danube.eu/approved-projects/connectgreen>

- Representative of the initiative Someș Delivery¹⁶ affirmed that the corridor has great potential in opening it to the public. The Someș Delivery project is now focusing on different areas of the river, outside the URA, but some overlapping is possible and collaborations between their initiative and proGleg in FC Cluj-Napoca are encouraged (for what concerns working with similar working groups and representatives of the local communities and development of potential solutions).
- Green corridors and the related interventions within FC Cluj-Napoca URA could be extended (as a concept, initiative, prototype) towards the connected rural municipalities.

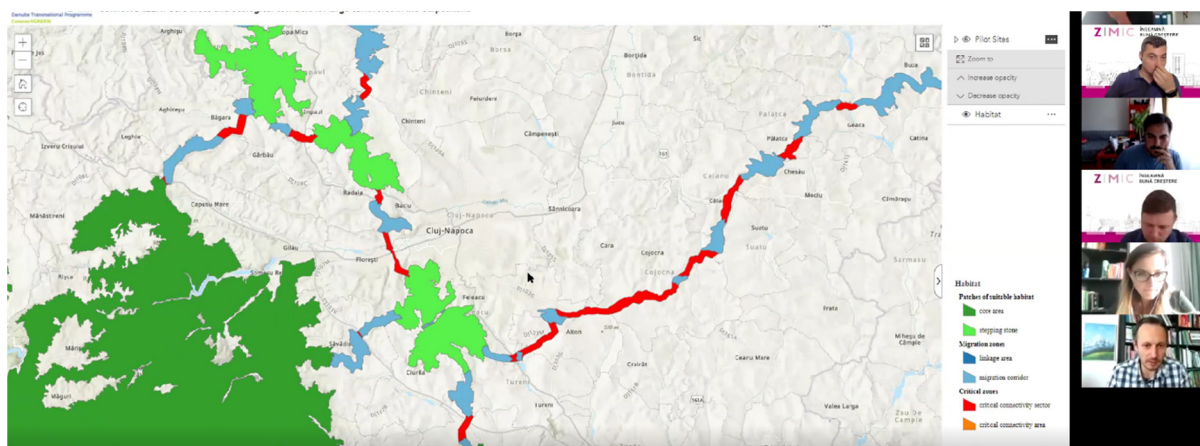


Figure 15 - Screenshot on ecologic corridors, taken from FC Cluj-Napoca Kick-off Meeting

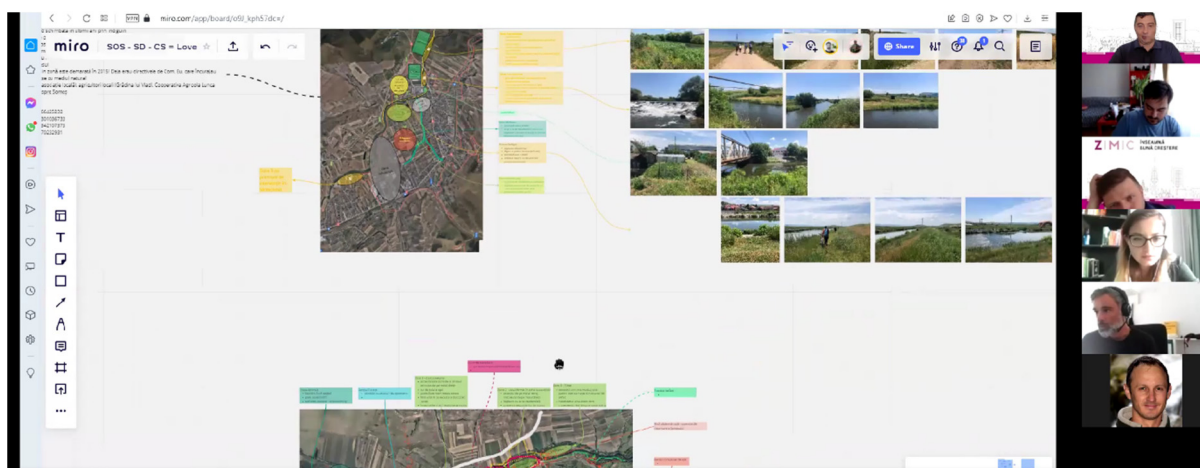


Figure 16 - Screenshot on potential areas for intervention in relation to Someș river, taken from FC Cluj-Napoca Kick-off Meeting

- Urban gardening/ Urban agriculture/ Community gardens
 - Concerning NBS3 development at the local level, the discussion led to the idea of implementing urban permaculture. Permaculture can be an opportunity for different areas of the URA, especially the fragmented and underdeveloped peripheral areas. The initiative can be ecologically beneficial (improved micro-climate, improved biodiversity) while offering economic benefits (food resource and potential jobs, depending on the scale of the intervention). The area has important resources of land that can be capitalized in this manner.

¹⁶ Someș Delivery represents an independent project that challenges and tests the ideas of the community for the integration of Someș river in the life of Cluj-Napoca, <https://somesdelivery.ro/>

- Community gardens can be approached as interventions in relation to the collective housing units and residential areas. It represents a great opportunity due to a series of underused/not-capitalized fragmented plots.
- Opportunities for funding
 - Representative of the Regional Development Agency North-West affirmed that the local proGlgreg initiative has great potential to receive funding under OP 2 – More ecological Europe, for green infrastructure interventions such as NBS6 - Green Corridors, and NBS5 – Green walls and roofs. For other interventions, funding can be received under OP 5 – More attractive Europe, given the urban and social regeneration aspects of the Urban Plan to be developed. The strategy/urban plan to be developed must take into consideration all possible “vehicles” for funding.
- Reflections on engaging the local community
 - Level of awareness regarding the benefits of NBS integration within city fabric and city functions needs to be increased. The community must be actively involved in the elaboration of a multilevel green strategic framework.
 - According to the attendees, the objective of the project should be also focused on the educational and civic spirit aspects. The entire co-design and co-implementation process should be approached as a tool to educate and promote better environmental behaviour.
 - Scenario building is an important component to which the active involvement of the community is crucial.

6. Main findings and conclusions, next steps.

The Kick-off meeting successfully marked the starting point of the implementation process of the Roadmap towards the development of Urban Plan. The attendees highly contributed to these first steps of the co-design process, their position/ role/ organisations representing a good resource for the development of proGlgreg project at local level, by connecting it with the local communities (already involved in similar activities), and with other projects and local initiatives. As a result of the discussions, FC Cluj-Napoca is now considering a renegotiation of the URA limits. In the next workshops/ local events the area will be calibrated based on the input information given by the attendees of the Kick-off Meeting.

In conclusion, the Kick-off Meeting enabled perspectives regarding the roadmap step 5 – Long-term/ Short-term vision (having a territorial approach for green corridors and potential connections with immediate municipalities), 6 – Objectives (develop feasible solutions to be implemented concerning the environment and the community), and 7 – Mission (generate a social regeneration and deploy a process of co-design with the purpose of educating and promoting good environmental behaviour). The workshops planned within Task 2.3 will be built upon these findings.

4.2.4. Conclusions

FC Cluj-Napoca stakeholder set-up is marked by the local group activation and kick-off meeting. FC Cluj-Napoca adopted a gradual and strategic approach for developing a regeneration process and working with local stakeholders due to the complexity of the URA.

The first official meeting with the local stakeholders was a success, generating important perspectives on the next steps. For the following events a dissemination campaign is needed in order to reach the entire range of stakeholders mapped, and to enable the ecologic educational component and the promotion of good environmental behaviour.

Recommendations for next steps:

- Political presence – for better exposure and validation of the initiative.
- Relevant dissemination of the objectives and progress.
- Constant adapting and updating of: (1) strategic framework and progress of local projects; (2) community needs, requirements.

4.3. FC Piraeus

4.3.1. Stakeholder identification and analysis (update)

Table 17 - FC Piraeus Stakeholder identification and analysis (update)

Role	Type	Name	Possible level of involvement	Contribution
Users/ beneficiaries	Academia / Education	University of West Attica	consult	Participate to the kick-off meeting
		University of Piraeus	consult	Participate to the kick-off meeting
		Agricultural University of Athens (AUA)	consult	/
		Primary/secondary schools and teachers from Piraeus	consult involve collaborate	Participate to the kick-off meeting
	Civil Society and the citizens	Owners of private or public property (residential, commercial, industrial, post-industrial, land)	consult involve collaborate empower	/
Governance	Local and Regional Administration	Attica Region	involve	/
		Forest Service-Piraeus Branch	involve	/

		Ministry of Culture and Sports	consult	Administrative permission
		Ministry of Environment and Energy	consult	Administrative permission
		Ministry of Tourism	consult	Administrative permission
		Ministry of Education	consult	Administrative permission
		Decentralized Administration of Attica	consult	/
Providers	Public service providers	Environmental Association of Municipalities of Athens and Piraeus –PESYDAP	involve	/
		Hellenic ICOMOS	consult	/
	Associations and interest groups	Hellenic Ornithological Society	Involve Collaborate	/
		Hellenic Society for the Protection of Nature (HSPN) Institute of Geology and Mineral Exploration (IGME)	consult	/
		Panhellenic Association of Landscape Architects (PHALA) WWF Greece	consult	ProGlgreg project was presented to an online conference organised by this organisation
Influencers	Local organisations	Green Found	involve	Potential sponsor
		Greek National Tourism Organisation (GNTO) Hellenic Chamber of Hotels	consult	/
		Piraeus Bank S.A.	consult	Potential sponsor

	Piraeus Chamber of Commerce and Industry (PCCI) Piraeus Port Authority S.A. (PPA)	consult	/
	SEV - Hellenic Federation of Enterprises	consult	/

4.3.2. Composition of FC Local Group of Stakeholders

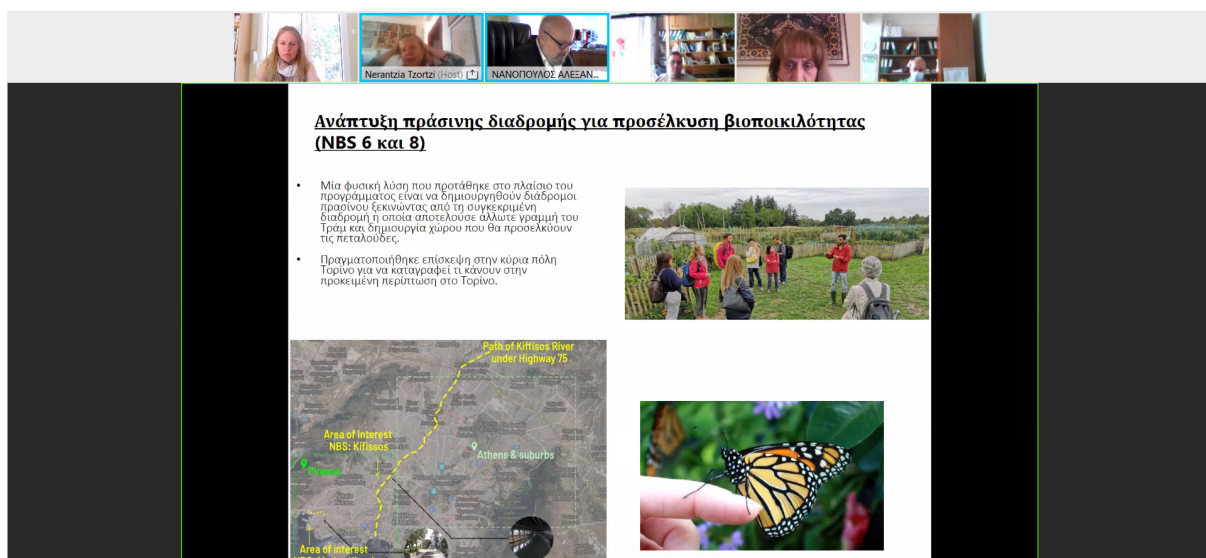
The activation of the FC Piraeus Local Groups was achieved by holding an online meeting, on June 3rd, 2021. Key discussion points included:

- Presenting the project and open discussions.
- Educational Actions at the school – developing NBS solutions.
- Ways of involving students in the urban design process of interventions in the city.

Table 18 - FC Piraeus Local Group of Stakeholders

Organisation	Potential Role in developing urban plan
KEAN	Leading role and member of the environmental group
KEAN and Piraeus Municipality	Scientific coordinator
Deputy Mayor of Education Piraeus	Responsible for main stakeholder (teachers, students)
Deputy Mayor of Public Relationships and European Projects of Piraeus	Leading role in urban green planning development
Head of Green Department, Municipality of Piraeus	Leading role in urban green planning development
Green Department, Municipality of Piraeus	Leading role in urban green planning development
Directorate of Primary Education Piraeus	Representing the main stakeholders
Secondary Education Directorate of Piraeus	Representing the main stakeholders

Head of environmental education director of Secondary School Piraeus	Representing the main stakeholders, education environment
Head of Environmental Education of Primary School of Piraeus	Representing the main stakeholders, education environment
Director of the 7th High School of Piraeus	Active stakeholder
ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS School of Economics	Leader at a National and European level
University of West Attica, Department of Architecture	Main stakeholder and researcher in Urban Planning as an Architect



Ανάπτυξη πράσινης διαδρομής για προσέλκυση βιοποικιλότητας (NBS 6 και 8)

- Μια φυσική λύση που προτάθηκε στο πλαίσιο του προγράμματος είναι να δημιουργηθούν διάδρομοι πρασίνου ξεκινώντας από τη συγκεκριμένη διαδρομή η οποία αποτελούσε άλλοτε γραμμή του Τράμ και δημιουργία χώρου που θα προσέλκυουν τις πεταλούδες.
- Πραγματοποιήθηκε επίσκεψη στην κύρια πόλη Τορίνο για να καταγραφεί τι κάνουν στην προκειμένη περίπτωση στο Τορίνο.



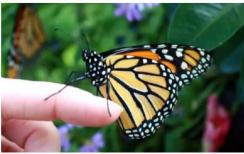




Figure 17 - Screenshots from FC Piraeus Local Group of Stakeholders activation meeting

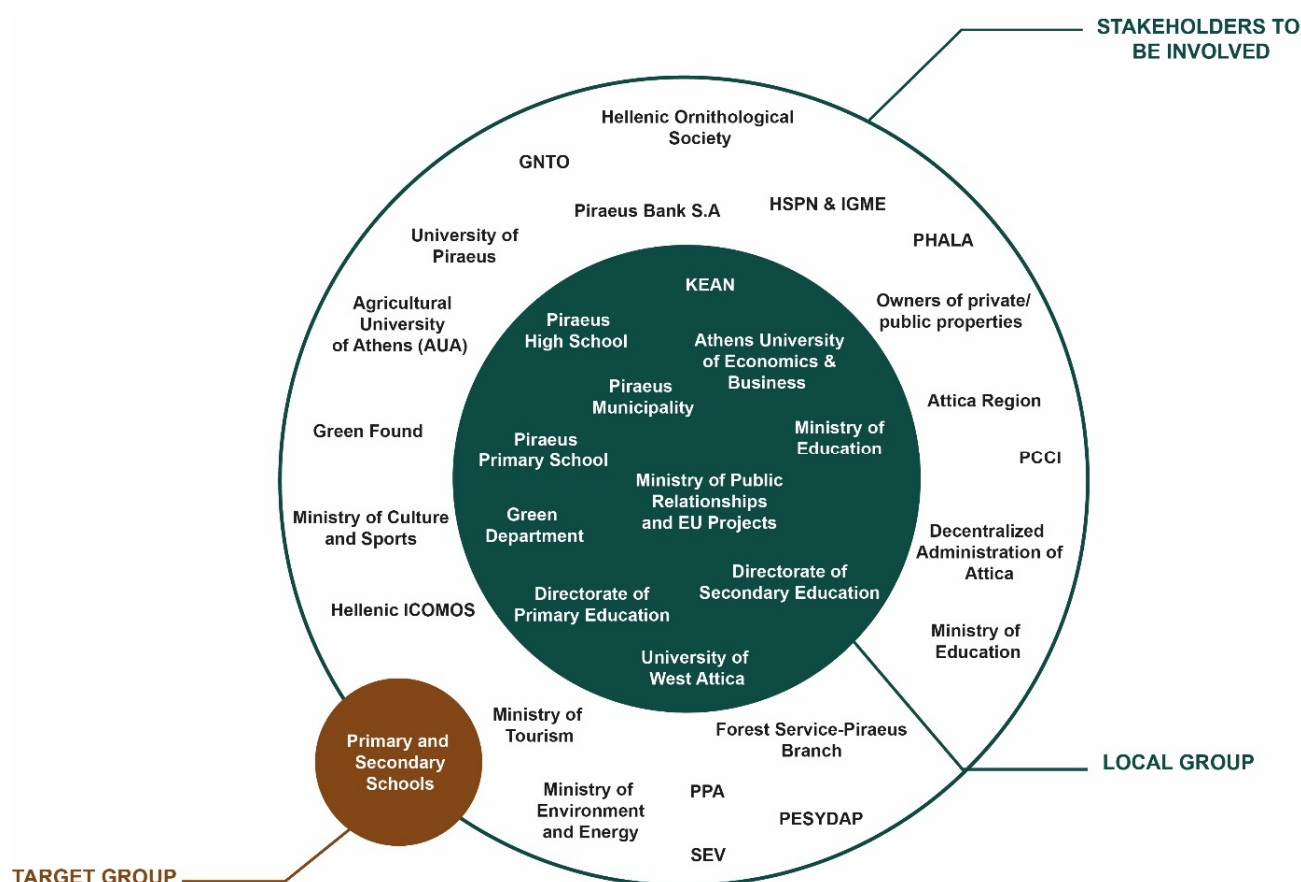


Figure 18 - Piraeus Stakeholder set-up

4.3.3. Participatory co-design at local level

1. Initial considerations, local context, past proGlgreg related activities.

Because of COVID-19 restrictions, the first Kick-off Meeting in Piraeus was organized online. The FC Piraeus is the second most densely populated city of Attica, having the role of business, cultural and tourist centre. In this phase the approach focused on the educational institutions of the area in order to plan the educational actions in schools for 2021-2022 within the framework of the program. For the next steps we plan to launch actions in the local area, promoting community involvement.

2. Date of the event **June 16th, 2021**

3. ☐ Physical event ☒ Online event

4. See Annex 3.3 Piraeus Kick-off Meeting Agenda and List of Participants

5. General description of the meeting, list of topics discussed

FC Piraeus kick-off meeting's objective included presenting the proGlgreg project's general framework, objectives and targets with a focus on how students can be involved in the urban

co-design of the city. Participants were introduced to the NBS adopted by the FRC as well as the role of FC within the project, the roadmap to guide the FC planning process and the NBS proposed for the city of Piraeus.

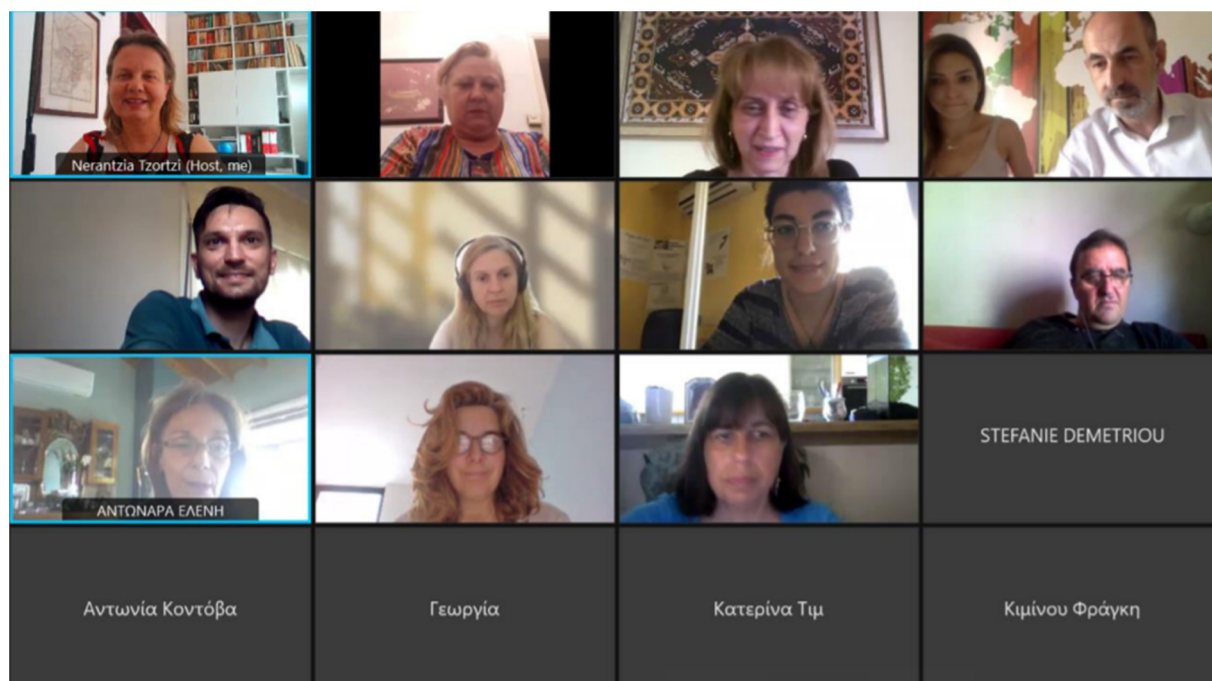


Figure 19 - Screenshot from the FC Piraeus Kick-off meeting

The area

The chosen area for this proposal is located between the Piraeus and Keratzini municipalities.

The site correspond to a road (Marias Kiouri), formerly hosting a tram line connecting Piraeus with the port.

- Area
- Municipalities
- Main big parks
- Main green corridors



Figure 20 - Screenshot from the FC Piraeus Kick-off meeting

During the meeting, the main challenges of the area were presented. The schools are located at less than 500 meters from the FC Piraeus URA.

Schools and distance (500m - 10min)



Figure 21 - Screenshot from the FC Piraeus Kick-off meeting

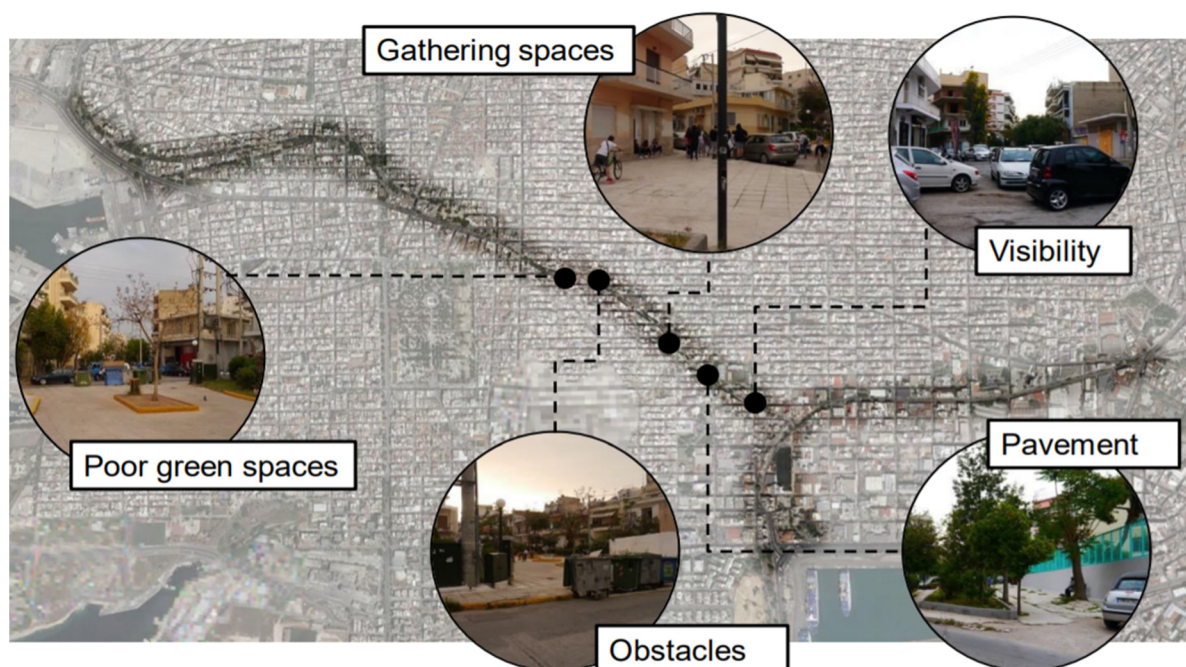


Figure 22 - Screenshot from the FC Piraeus Kick-off meeting

In addition, some suggested solutions of how children can participate in this process were presented to the teachers.

Regeneration examples



Figure 23 - Screenshot from the FC Piraeus Kick-off meeting

The main topics debated in an open discussion were:

- Green corridor and ecological corridors
Several ideas dealt with how to connect the school yards with the surrounding green corridors. The professor from West Attica University offered to collaborate with university students and try to create common workshop with primary, high school students and University students.
- Urban gardening/ Urban Agriculture/ Community gardens
The school yards have an important resource in terms of land that can be capitalized in this manner. Community school gardens can be approached as interventions in relation with the collective housing units and residential areas. It represents a great opportunity, due to a series of underused/not-capitalized fragmented plots.
- Opportunities for funding
It has been assessed that the local proGlgreg initiative can be financed partially by the municipality (as the school yards) or could receive funding under the Green Funds (National Fund for Green Interventions). For other interventions, funding can be received under OP 5 – More attractive Europe, given the urban and social regeneration aspects of the Urban Plan to be developed. The strategy/urban plan to be developed must take into consideration all possible “vehicles” for funding.
- Reflections on the involvement of the community
There is the necessity of actively involving the local community in the elaboration of a multilevel green strategic framework. There is the need of increasing the level of awareness regarding the benefits of integrating NBS within the city fabric and city functions. Furthermore, in the opinion of the attendees the objective of the project should be also focused on the educational and civic spirit aspects. The entire co-design and co-implementation process should be approached as a tool to educate and promote better environmental behaviour.

6. Main findings and conclusions, next steps

The meeting was a success, marking the beginning of the implementation of the roadmap for the development of the program in FC Piraeus. The overall feedback of the stakeholders attending the kick-off meeting was positive, engaging. They provided valuable information to relevant projects, local initiatives, and opportunities on how to conduct the next steps of the roadmap (concerning the analysis and scenario building), and options on how to finance the future co-developed solutions. The participants to the meeting represent the main bodies of the primary and secondary education levels as they hold a high role in the educational system. As a result of the discussions, the program files for the approval of the planned educational activities have been submitted by the Ministry of Education. Some of the findings from the Kick-off meeting are:

- Maintenance problems related to NBS in schools during the summer season.
- Submission of files to the Ministry of Education for approval of educational programs.
- Prepare and organize activities for 2020-2021 in schools of Piraeus.
- Dissemination of the project to reach wider range of local stakeholders and citizens.
- Ways of connecting with more stakeholders from other sectors and/or related projects.

4.3.4. Conclusions

FC Piraeus represents a specific case of approaching co-design for creating Urban Plans, with the aim of enabling urban regeneration through co-creation process strongly focused on youth and school students. FC Piraeus has a strong focus on the educational component, aiming to generate change also through the process of co-creation of urban plans, not just by implementing the NBS. The FC Piraeus approach of presenting collages and visualisations of potential nature-based solutions for urban regeneration is a powerful way to communicate to the stakeholder base and should be adopted by the other FC in the upcoming workshops/activities.

Recommendations for the next steps:

- Interactive site visits and creation of mind maps/sensitive readings/ambiance analysis with stakeholders from the schools.
- Develop a more in-depth analysis of the sustainability of the potential NBS interventions (as in target groups, users, resources, maintenance). It is recommended to consult the Replication Toolkit (developed in D2.6 – Roadmap towards urban planning in FC) to assess potential business models and practices (FRC Turin represents a great resource for replication of specific initiatives and methodologies).
- Organize a DEMO-DAY for one (or multiple) typologies of NBS interventions during the co-design process to create a better understanding of the character of NBS and the potential scalability among the young stakeholders.
- Assess options for funding the NBS interventions.

4.4. FC Zenica

After revisiting plans and policy framework at the regional and local level, the FC updated the stakeholder list, including relevant individuals involved in urban planning, representatives

from urban department and from public companies for spatial development, representatives from department for communal infrastructure and ecology in charge of horticulture and budgeting for environmental protection projects, representatives from private companies and NGOs working in the field along with representatives from public institutions for preschool education. All were invited to the kick-off meeting.

4.4.1. Stakeholder mapping (updated) and stakeholder involvement plan.

Table 19 - FC Zenica Stakeholder mapping (updated) and stakeholder involvement plan

Role	Type	Name	Possible level of involvement	Contribution to the project
Users/ beneficiaries	Public company	Javna ustanova Predškolski odgoj i obrazovanje Zenica	Involve	This PC is managing all the public kindergartens in the City, has good infrastructure for urban gardening and managing/maintenance of the interventions can be delegated to them in future
	Kindergarden	"Dunja"	Involve	Dispose of valuable resources for potential NBS interventions: land, users, location
		"Pinokio"	Involve	
		"Radost"	Involve	
Governance	Primary school	Prvi Maj	Involve	Dispose of valuable resources for potential NBS interventions: land, users, location
		Meša Selimović	Involve	
		Musa Čazim Čatić	Involve	
		Edhem Mulabdić	Involve	
	NGO	Biciklistički klub "Rotacija-SPIN"	Inform	This NGO will be particularly interested in extending bike lanes. It is important to involve them in elaborating NBS6 solutions.
	Public Authority	Grad Zenica	collaborate	Will delegate, coordinate all the aspects of implementation of NBS in the City

	City department for economic development	Služba za privredu i upravljanje razvojem	collaborate	Manages business spaces, social houses and business zone and it is main implementer of the project activities for the City	
	City department for ecology, communal works and local communities	Služba za ekologiju, komunalne poslove i mjesne zajednice Grada Zenic	collaborate	Responsible for ecology and communal infrastructure and collaboration with local communities. Plans and prepares annual Program of projects for environment improvement, which can include initiatives derived from NBS scenarios. They will contribute to scenario development of NBS3, NBS5 and NBS6 as well as future implementation.	
	Public company	JP za prostorno planiranje i uređenje Grada	collaborate	Responsible for urban and spatial planning and will be engaged in all the activities related to their scope of work.	
Providers	Influencers	Faculty of mechanical engineering	Katedra za ekološko inženjerstvo	collaborate	Environmental protection
		SME	Alba d.o.o	Involve	Has contract with the City to manage waste and green surfaces in the city and will be consulted and included in decision making process.
		SME	Pronus d.o.o.	Consult	Manages horticulture in the City and will be consulted from professional point of view
		NGO	e-Grupa	Consult	NGO that deals with issues related to ecology and social matter. Can contribute to activating local groups in different phases of co-design.

4.4.2. Composition of FC Local Group of Stakeholders

The Local Group for FC Zenica is composed of stakeholders who attended the local kick-off meeting. The group is well balanced and includes representatives from all the fields important for the development of inclusive urban plans. The group is expected to grow as the process towards urban plans progress.

Organization	Expertise	Potential role in developing urban plans
Grad Zenica	Mayor	Political support and funding of NBS related activities
Grad Zenica	Head of department for economic development	Coordination of all activities defined in Road map
JP Prostorno planiranje i uređenje grada Zenica/ Director	Director of company/urban planner	Expertise in preparation of planning documents and knowledge in spatial planning
JP za prostorno planiranje i uređenje grada Zenica	Associate for horticulture supervision	Expertise in horticulture
Grad Zenica/City of Zenica	Head of department for urban planning	Involvement and participation of urban planners within city administration
Grad Zenica/City of Zenica	Head of section for urban planning /architect	Expertise in urban and spatial planning
Grad Zenica/City of Zenica	Head of section for ecology/ ecology engineer	Expertise in project preparation and implementation. Contribution in scenario development of NBS 3, NBS 5 and NBS 6.
Grad Zenica/City of Zenica	Expert for horticulture/ engineer	Expertise in horticulture needed for scenario development for NBS 3 and NBS 5.
Grad Zenica/City of Zenica	Expert for urban planning / architect	Expertise in urban and spatial planning
Grad Zenica/City of Zenica	Mayor's adviser for communal infrastructure/ architect	Expertise in urban and spatial planning
ZEDA/Zenica development agency	Director/mechanical engineer	Expertise in project preparation, implementation, and access to funding.
ZEDA/Zenica development agency	Project developer	Expertise in project preparation, implementation, access funding. Coordination

		of all activities in process of preparation of urban plan
JU Predškolski odgoj i obrazovanje/Public institution for preschool education	Director	Collaboration and implementation of future activities for NBS 3. Experience in implementation of similar pilot initiatives.
Alba d.o.o. Zenica/Company for communal services	Associate for communal services	Knowledge and experience in communal services. Potential supplier for NBS 4.
Nevladina organizacija E grupa/Non-governmental association for environmental improvement/ E group	Project developer	Cooperation and contribution in development of NBS scenarios. Engagement in implementation of scenarios.

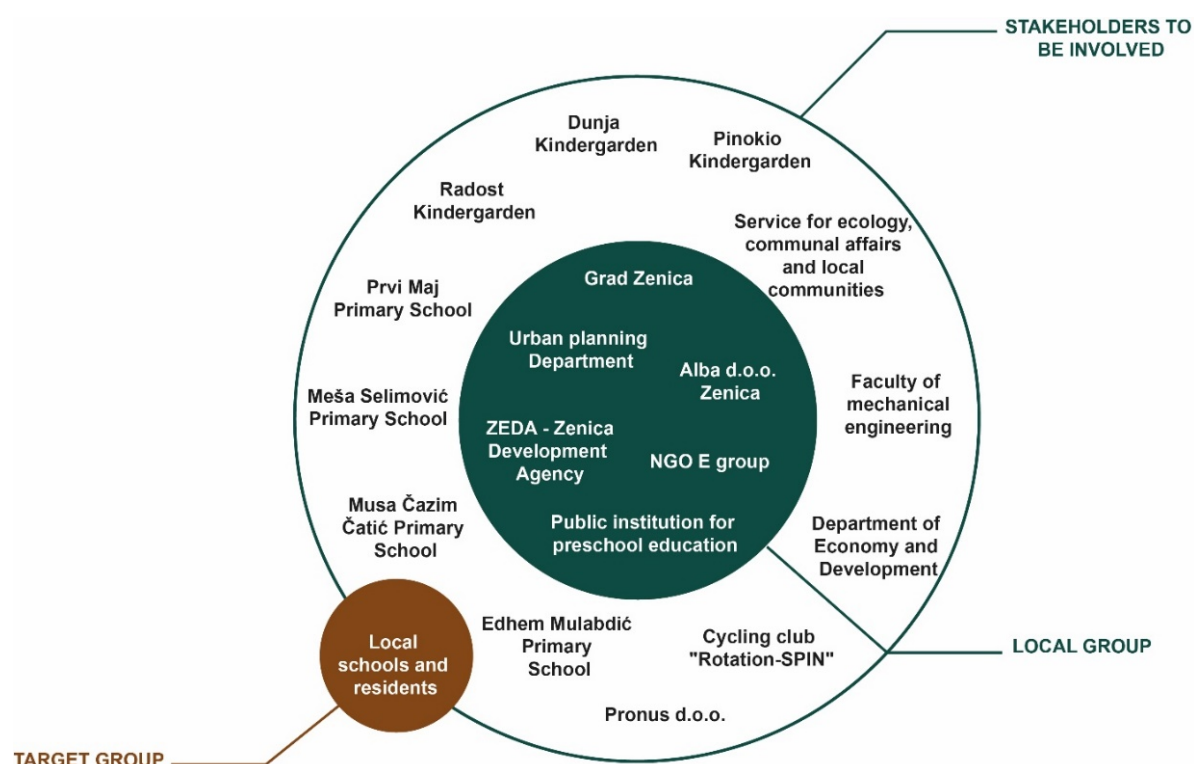


Figure 24 - Zenica Stakeholder set-up

4.4.3. Participatory co-design at local level – KICK OFF MEETING

1. Initial considerations, local context, past proGlgreg related activities

Kick off meeting took place at the city administration. The Mayor of Zenica opened the meeting and addressed all attendees, raising awareness on the importance of international cooperation throughout different projects and encouraging each member of the local group to take ownership in this process.

2. Date of the event **June 16th, 2021**
3. ☒ **Physical event** ☐ Online event
4. See Annex 3.4 Zenica Kick-off Meeting Agenda and List of Participants
5. General description of the meeting, list of topics discussed

The main topics discussed were the following:

- Project overview – a project overview presentation was prepared, with a focus on the project's ambition and results achieved by FRC.
- Role of FRC and FC – the actual situation and the role of FRC and FC was presented. It was made clear that FC will have to prepare urban plans which will be useful to set up projects for future funding possibilities.
- NBS – the set of planned NBS was presented and the site-specific benefits explained. Potential replication of best practices in the near future was also pointed out according to co-design and co-implementation concepts.
- Replication process and workshops – The roadmap towards urban planning in FC has been presented and sent via e mail to all participants of the meeting. Emphasis has been put on the correlation between Green cities action plan (GCAP) and the proGREG tailor-made strategies. The organizers

also took the occasion of announcing the first workshop (analysis) to take place in September. This meeting will serve to develop a vision, mission and objectives to lead to specific actions and interventions in relation to the selected NBS.



Figure 25 - Zenica kick-off meeting

6. Main findings and conclusions, next steps.

- Most stakeholders have participated in previous proGREG project related activities, in Task 2.1, and confirmed their readiness to contribute to this process.
- All participants are aware of the local context and current state of the green infrastructures.
- All agreed that existing green areas could be better exploited.

- All agreed that NBS should be integrated in the development of detailed (regulation) plans.
- All agreed to check the possibility of visiting Zagreb prior to organizing first workshop to get inspiration from what the FRC already developed in the Sesvete neighbourhood, especially in relation to the therapeutic garden (see D3.2 – FRC Implementation Plan).
- Roles of stakeholders have been discussed.
- Participants are encouraged to look for other stakeholders that can be included in the implementation process.



Figure 26 - Zenica's kick-off meeting



Figure 27 – Zenica kick-off meeting

4.4.4. Conclusions

The proGlgreg project is a good opportunity for the city of Zenica to raise awareness of the local benefits of implementing NBS and to encourage the integration within the official regulatory plans that are being elaborated simultaneously with the development of proGlgreg urban plans.

The spatial analysis updating allowed identifying new potential stakeholders to be involved in the implementation process. The interactions with stakeholders led to setting-up a well-balanced Local Stakeholder Group, covering all the important topics to be taken into consideration when planning the integration of NBS at local level.

The FC Zenica already announced the organization of the first workshop “Analysis” in September. The workshop will help to gather information on local conditions and needs in order to elaborate visions, objectives and direction of the implementation process.

Prior to the first workshop the city should boost the communication of the project and possible outputs to the general public, in order to attract more stakeholders.

5. Conclusions

The report D2.6 on the FC Stakeholder set-up aimed primarily at providing an overview of work done by each FC within the first block of the roadmap towards urban planning in FC. The work carried out entailed updating the composition of each FC's Local Group and stakeholders to be involved in the urban planning process and first insights on the upcoming participatory processes and the local kick-off meeting. Cities prepared the reports on the basis of templates developed for each roadmap step.

STAKEHOLDER ANALYSIS

The stakeholders have been identified on the basis of the updated policy framework and the NBS selected in this first phase of the transfer of the project at local level. A successful implementation of the NBS requires a strong integration with the cities' existing governance practices, institutional and regulatory frameworks. Therefore, having a well-defined framework before starting the actual planning process was deemed fundamental by FC. The plans and policies framework in FC of the initial spatial analysis reported in D2.2 have only changed marginally. The pandemic slowed down many of the procedures that would have led to the implementation of new plans and projects. Nevertheless, the separation between a wider point of view (national, regional and metropolitan level) and a more local-focused one enabled the identification of other interesting plans, regulations and projects that could be connected and support the local proGlg initiatives. The discussions conducted with local stakeholders fed this section, boosting also the identification of new potential funding opportunities. Each plan/ policy/ project has been rated by its level of relevance for the development of FC urban plans, thus suggesting the axis to focus on.

Each FC reviewed the list of stakeholders to be involved in the implementation process. For each stakeholder listed, FC identified specific expertise to anticipate potential roles and impacts within the local initiatives, together with the gradients of participation to which they could respond. The process also enabled composing the Local Group, assembling well-balanced groups and involving stakeholders from entities that are fundamental for the successful implementation of the projects (e.g., representatives of different municipalities' departments, schools' representatives, NGO's representatives, people from local organizations spontaneously formed etc.).

SWOT ANALYSIS

Only FC Cluj-Napoca updated the SWOT analysis firstly elaborated for D2.2 due to modifications occurred in their plan and policy framework and change in the set of NBS to be implemented. Cluj-Napoca turned the fragmentation of the URA from a strong weakness into focusing on the potential of the near river as Green Infrastructure. Vacant and underutilized spaces are considered an opportunity to intervene with punctual NBS interventions to strengthen the green connections. Furthermore, the ongoing elaboration of the Development

Strategy for the current programming period is considered an opportunity of promoting and financing the use of NBS.

All FC have elaborated the SWOT analysis in relation to each NBS by social, health, environmental and economic local issues. Identifying weakest and strongest points of the potential implementation of selected NBS underpins a solid stakeholder set-up in each FC tailored to the local context.

NBS3 - Community-based urban farming and gardening on post-industrial sites has been selected by all FC, together with NBS6 - Making post-industrial sites and renatured river corridors accessible for residents.

For NBS 3, but also for the other NBS, each analysis takes specific directions in relation to the projects discussed with stakeholders and considered applicable at local level, e.g., the approach of Zenica and Piraeus has a strong educational footprint, whilst Cascais focuses on the organic food production. Nevertheless, common strengths to highlight include improved quality of life, both physical and mental, and raising awareness on the benefits of NBS. The lack of knowledge and local capacity has been identified by all FC as a weakness, whilst the legislative framework and the lack of political interest for the initiatives are considered important threats to consider during the planning process.

NBS 6 represents similar common strengths: possibility of reconnecting with nature, thus improving the quality of life from many perspectives. The protection against flooding and the accessibility and connectivity improvement is also key. The NBS offers also the opportunity for the development of small local businesses. Weak points highlighted are poor multidisciplinary approaches and a weak investment base, not least due to insufficient funding for the construction and management of the infrastructures identified by FC.

NBS5 - Capillary GI on walls and roofs have been chosen by Cluj-Napoca and Zenica in order to improve the local-microclimate and thermal efficiency improvement of potential buildings. The weakest aspects to be considered and overcome are the lack of technical knowledge and high expenditures for these types of interventions. On the other hand, the NBS encourages the creation of new start-ups and improves the attractiveness of places, with positive impacts on the tourism.

Cascais and Piraeus will integrate NBS 8 - Pollinator biodiversity improvement activities and citizen science project in their tailor-made strategies. The increase of the biodiversity has been commonly identified as a strength, and the possibility of engaging schools' community for educational purposes has been considered a good opportunity that could boost local involvement and raise awareness on the importance of pollinators as the lack of knowledge was identified as a threat.

Finally, NBS7 - Establishing protocols and procedures for environmental compensation at local level has been selected by Cluj-Napoca as a possibility to further promote the integration of NBS into the local government framework. A key weakness of the local context is the time-consuming legislative procedures process. However, the NBS presents great upscaling opportunities and advantages in terms of health conditions improvement and promotion of new eco-friendly constructions.

BARRIERS AND DRIVERS

The identification of barriers and drivers for starting planning NBS has highlighted that the main barrier named by FC (Cascais and Zenica) is the shift in relevant budgets to health systems to help overcoming pandemic difficulties or other political priorities. Other relevant barriers include administrative processes, both related to ownership issues and expropriation impediments (Cascais and Cluj-Napoca) or to difficulties in engaging with local primary and secondary schools' students (Piraeus and Zenica). Communication about NBS is very context dependent. Increasing use of virtual meetings and events has been considered both an advantage (Piraeus) due to the possibility of being more flexible and reaching a wider public, in particular young people, while this poses a major obstacle in Cascais. On the other hand, a common driver is the spontaneous formation of local groups of people interested in increasing the quality of the green areas (Cascais and Cluj-Napoca), that could boost the proGlgreg initiatives.

LOCAL KICK-OFF MEETING

The FC of Cascais presents a particular situation. The Cascais Local Group is a NBS3 focused group activated already in 2019. Due to specific conditions and fertile soil found both in terms of fruitful collaborations and residents' availability, Cascais managed to start its activities related to NBS3 – vegetable garden, in 2019, organizing workshops with the interested stakeholders and target groups and also preparing for the physical construction of the community garden in 2020. The pandemic and the current uncertain local political situation forced the activities to pause. The kick-off meeting to activate the local groups for the implementation of NBS 8 – Pollinator biodiversity, related to the community garden, and NBS 6 – post-industrial sites and renatured river corridor accessible to residents was postponed to the beginning of 2022.

The other three FC, Cluj-Napoca, Piraeus and Zenica managed to organize their kick-off meeting to officially start the proGlgreg initiative to develop urban plans at local level. The first two cities organized a virtual event, whilst Zenica was able to hold a physical event. For Cluj-Napoca and Zenica the kick-off meeting corresponded with the first official meeting of the members of the Local Groups, Piraeus organized a separate preliminary meeting with the Local Group and a subsequent event for which the invitation to participate has been extended to all the stakeholders. All the cities reported engaging sessions, availability from the majority of stakeholders to further participate in the project development and relevant contributions in terms of new ideas, detailed information on the local contexts, possibility of financing and connections.

Annexes

Annex 1: Meeting Agendas and Participants Lists by FC

Annex 1.1 Cascais NBS3 Workshops – List of Participants

List of participants

Organization	Expertise
Cascais Ambiente – Terras de Cascais Team	Zootechnical engineer
	Agricultural engineer
	Architect
	Agricultural engineer

Annex 1.2 Cluj Kick-off Meeting Agenda and List of Participants

Agenda of the meeting

Time	Activity
10.00 - 10.15	Welcome, Introduction, Presentation of the agenda. Adrian Răulea, Director programme ADI ZMC
10.15- 10.30	ProGlgreg project presentation, Presentation of NBS set, Presentation of FRC progress, Presentation of the Roadmap. URBASOFIA, Sabina Leopa, Codruț Papina, Emilia Budău
10.30-10.45	Presentation of the local projects and initiatives, Presentation of the Urban Regeneration Area Adrian Răulea, Director programme ADIZ MC
10:45 – 11:00	Open discussion ADI ZMC / URBASOFIA

List of participants

Organization	Expertise
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Urbannect	Architect
City Hall Cluj Napoca	Innovation Expert
	Urban Strategy
WWF	Wildlife and Landscape National Manager
City Hall \Cluj-Napoca	Innovation Expert
ADR Nord Vest	Technical Expert
Metropolitan Area Cluj	Program Director
	Communication Manager
	Economist
	Deputy Manager
	Economist
	Purchasing Specialist
Urbasofia	Urban and landscape planner
	Expert in strategic planning and urban innovation

Annex 1.3 Piraeus Kick-off Meeting Agenda and List of Participants

Agenda of the meeting

Time	Activity
17:00 – 17:30	Start - Greetings - Event Objectives

	<p>Adrianna Zarakeli, Deputy Mayor of Communication-Promotion and Media and European Programs of Piraeus</p> <p>Aspasia Aligitzaki, Deputy Mayor of Education and Lifelong Learning, Piraeus</p> <p>Antonia Karakatsani, Deputy Mayor of Environment and Green Municipality of Piraeus</p> <p>Alexandros Nanopoulos, Head of the Directorate of Primary Education Piraeus</p> <p>Thrasyvoulos Maragozoglou, Head of the Secondary Education Directorate of Piraeus</p> <p>Stavros Milionis, President of KEAN</p>
17:30 – 18:00	<p>Suggested Educational Actions</p> <p>Athina Ampatzidi, Environmentalist</p>
18:00 – 18:15	Discussion - Questions - End of event

List of participants

Organization	Expertise
Municipality of Piraeus and KEAN	Landscape Architecture
KEAN	President
	Project Manager
	Environmentalism
	Urban Design
Ministry of Education	Head of the Directorate of Primary Education Piraeus
	Head of the Secondary Education Directorate of Piraeus
	Head of environmental education directorate of secondary Piraeus
	Head of Environmental Education of Primary School of Piraeus
KPE, Ministry of Education	Manager of Environmental Educational Center Filipon at Kavala

Ministry of Education	Director of the 7 th High School of Piraeus
Municipality of Piraeus	Deputy Mayor of Environment and Green Municipality of Piraeus
	Deputy Mayor of Communication-Promotion and Media and European Programs of Piraeus
	Deputy Mayor of Communication-Promotion and Media and European Programs of Piraeus
	Deputy Mayor of Education and Lifelong Learning, Piraeus
	Head of Green Department
	Green Department
	Green Department
University of Athens	Professor of environmental economics
University of West Attica	Professor at West Attica University, Department of Architecture
	Student at West Attica University, Department of Architecture

Annex 3.4 Zenica Kick-off Meeting Agenda and List of Participants

Meeting Agenda

Vrijeme / Time	Aktivnost / Activity
11:00 – 11:10	Prezentacija agende / Agenda presentation
11:10 – 11:30	Generalni pregled projekta / General project overview Rezultati vodećih gradova/ FRC results
11:30 – 12:00	Replikacijski proces i uloga pratećih gradova / Replication process and role of follower cities Prezentacija mape puta za prateće gradove / Presentation of roadmap for follower cities

12:00 – 13:00

Diskusija / Discussion

Naredni koraci / Next steps

List of participants

The participants of the kick-off meeting correspond to the members of the local group.

Annex 2: Template Block 1 – Updating (Spatial analysis)

Follower City:

PART A – SPATIAL ANALYSIS

1. Step 1 - Plans and policy framework (updated)

Successful implementation of the eight NBS requires a **strong integration** with existing governance practices, institutional and regulatory frameworks. The analysis will look at the local enforced normative plans, projects, strategies, programmes, and policies, both horizontal and vertical (see D2.2.). FC should take a close look at the local policy framework and assess how NBS activities can fit with the local strategies, development initiatives, and regulatory requirements. (D2.6 Roadmap to urban planning in FC)

*** check Replication Toolkit for relevant information and FRC experience: Operational Level RT, topic *Updating the spatial analysis*.

1.1 Project/plans/documents and policy framework relevant at the national/regional/metropolitan level

Key topics	Project/plans/documents and policies ¹⁷	Type of project and level of influence/impact ¹⁸	Relevance to the development of local urban plans ¹⁹	Comments ²⁰
Urban development	1			
	2			

¹⁷ Select relevant Project/plans/documents and policies at national/regional/metropolitan level that tackles one of the key topics. Please indicate in a short description what the project/plans/documents and policies are about (areas of intervention, horizon, funding, vision, objectives, etc...).

¹⁸ Indicate the type of project (strategic, operational, regulatory, etc...), current state (in planning, in implementation, approved, etc...), and the level of influence or impact for the URA (Urban Regeneration Area) and related proGlgreg interventions.

¹⁹ Indicate how proGlgreg initiative at local level can be linked to the project (or vice versa). Please indicate if relevant actors (public, private, institutions, municipality and/or municipality departments, etc...) involved in this project/plan/document can also be involved in the co-creation process (or implementation process) of the proGlgreg project, and to what level. **Assess how NBS activities can fit with the local strategies, development initiative, regulatory departments.** Indicate the relevance of the project/ plan/ document with a numeric value, going from 1 – minimum relevance (possibility of creating connections in relation with stakeholders, promotion, shared themes, inspiration, but not influencing the development of urban plans), 2 – (to be taken into consideration, it might affect the development of urban plans), 3 – high relevance (it highly influences the development of urban plans).

²⁰ This is an open section, add any other relevant information (i.e: Do you have contact with any of the representatives of the project/plan/document? Do you think of inviting them to the Kick-off Meeting?).

	3..etc			
Green infrastructure	1			
	2			
	3..etc			
Regeneration	1			
	2			
	3..etc			
Participation, social inclusion	1			
	2			
	3..etc			
Add topic if necessary				

1.2 Plans and policy framework relevant at the city/local level

Key topics	Projects/documents local level ²¹	Relation to proGlgreg and expected outcomes and/or impact ²²	Relevance for the development of local urban plans ²³
Urban development	1		
	2		

²¹ Select relevant projects/plans/documents at city/local level that tackles one of the key topics. The selection of the projects/documents should focus on those most relevant for the URA. Please provide a short description.

²² Please indicate the way the project/plan/document relates to proGlgreg initiatives. Do you envision potentials, contradictions, opportunities, risks? IF you consider that connections exist or can be made, please indicate what are your expectations regarding synergies, commonalities and the type of impact (coming from the external or internal environment).

²³ Assess the relevance following the instructions provided in the point 8.

	3..etc		
Green infrastructure	1		
	2		
	3..etc		
Regeneration	1		
	2		
	3..etc		
Participation, social inclusion	1		
	2		
	3..etc		
Add topic if necessary			

2. Step 2 - Drivers/ Barriers - SWOT analysis

Summarize findings of the contextual analysis conducted at the local level to identify potential local drivers that could boost the implementation and integration of NBS into the local planning and policy framework and barriers that may hinder the process. It is suggested to review the SWOT analysis to check for possible changes of strengths, weaknesses, opportunities, and threats at the local level when planning the transformation of the URA. (D2.6 Roadmap to urban planning in FC)

2.1 Updating the previous SWOT analysis

Updating the analysis previously conducted is fundamental for the construction of a coherent and feasible plan. Please indicate only new information or amendments to the previous SWOT (D2.2 Spatial analysis).

Category	Strengths	Weaknesses	Opportunities	Threats
National/metropolitan/ regional level - updating				
Socio-cultural inclusion	<i>For ex: No new info</i>			
Human health and well being				

Ecological and environmental situation				
Economic and labour market benefits				
URA/ NBS level²⁴				
Socio-cultural inclusion				
Human health and well being				
Ecological and environmental situation				
Economic and labour market benefits				

2.2 Barriers/drivers in relation to the preliminary general objectives

Barriers and potential drivers will be identified according to the updated SWOT analysis. In order to have a coherent analysis, the identification of barriers and drivers must be elaborated on two levels:

(a) Preparatory work, barriers and drivers identification (this study is focusing on the potential challenges that may occur in the first phase of the roadmap – consultation of D2.6 Annex B is recommended);

(b) Other possible issues related to NBS implementation²⁵.

(a) Preparatory work, barriers and drivers identification

Preparatory work main components (especially relevant for the first four blocks)²⁶	Barriers	Drivers	Conclusions
Exposure/communication of the initiative			
Relevant actors' engagement (target groups and potential collaboration partners)			

²⁴ This is a new section. Assess the strengths, weaknesses, opportunities and threats for each one of the NBS selected in this first phase of the project, in relation to the categories provided, considering the local level.

²⁵ Add considerations in relation to the possible issues that may occur.

²⁶ The following three categories are in alignment with general challenges identified. The categories are orientative, can be slightly adapted in order to fit the local context. Additionally, FC can add other categories if necessary.

Resources (location, funding, etc...)			
Add category if necessary			

2.3 Conclusions

Please add comments in relation to what changed from the Spatial Analysis updated in June 2020. How did the pandemic influence local policies, community work, projects implementation, etc... Add any other relevant information.

PART B – ANALYSIS: STAKEHOLDERS AND THE LOCAL GROUP

3. Stakeholder mapping (updated) and stakeholder involvement plan

The first step towards the co-creation process is identifying relevant stakeholders from each of the quadruple helix domains. At an early stage, define stakeholders to allow for wider cooperation (vertical, horizontal, and transversal), and a more transparent and sustainable process. Extend and adapt the initial list of stakeholders in D2.1 to each NBS within the FC for the replication process. To boost the co-design process of the preliminary phase and for achieving buy-in and interest for the project from the relevant stakeholders, develop a first stage stakeholders involvement plan. It should contain a detailed list of the stakeholders at the current project phase, a brief analysis of their potential influence on the project's implementation, their level of interest and possible involvement, and the engagement approach for each category. (D2.6 Roadmap to urban planning in FC).

****update the initial table with new actors if needed*

Role (quadruple helix)	Type ²⁷	Name	Short description ²⁸	Level of involvement ²⁹
Users/ beneficiaries				
Governance				
Providers				

²⁷ For example academia, service providers, local or regional administration etc...

²⁸ Mention previous collaborations, interactions, how is organization represented in the public space, etc...

²⁹ Indicate the expected level of involvement based on the gradients of participation matrix with a detailed description of the type of interaction.

Influencers				

Name of the Organisation	Name of the member of the local group	Potential role for the development of urban plans
x		
y		
j		
z		

4. Local Group Activation

4.1 Composition of the Local Group (and the envisioned role of each member)³⁰

4.2 Report on the first set of interactions with the members of the Local Group (see template for the reports - date, location, list of participants, topics of discussion, conclusions, pictures)

After the reaching out to all members of the LOCAL GROUP is finished, a general meeting must be held to activate the local group.

4.3 Involvement plan - describing:

³⁰ First draft of the Local Group composition and the envisioned role of each member. This is more an internal task that will help you better organize internally, anticipating step 13.

- **How the collaboration/involvement will happen** (regular meetings, regular updating, etc... - to be decided with the members of the Local Group).
- **Means and approaches for the interaction** (Will they be physical meetings? Online meetings? Both? Frequency of the meetings, activities etc.)
- **Document your work. Reports of the interactions** (see template for the reports).

Annex 3: Kick-off Meeting Report Template

The Task 2.3 kick-off meeting officially marks the starting of the co-design activities focused on planning for FC and it will take different forms according to their starting points.

It will be the occasion of reconnecting with local stakeholders, for those who already conducted co-design activities in the first three years of proGlgreg's implementation, or, for those who starts from scratchers, it will represent the occasion of gathering different interests around the project and start setting the implementation process.

The kick-off meetings will be organized at the end of the first block, after completing steps 1-4 of the roadmap (steps 1-3 are to be updated internally by the proGlgreg local team). The kick-off meeting will help:

- engaging relevant stakeholders
 - Validating the results of the previous steps
 - Starting the collaboration for the delineation of steps 5 - 6 - 7 (block 2 "Preliminary vision" ³¹.
- To have a successful Kick-off meeting, steps 3 and 4 are crucial. Is important to communicate the project to a wider relevant audience. Participants will be introduced to the project, project ambitions, results of FRC and specific objectives of the whole process (the result being the development of co-creation Final FC Urban Plans).
 - Participants must clearly understand that the project promises the development of a strategy/plan, and the fact that the municipality will consider the co-developed plan/solutions to be founded from other sources.
 - Highlight the fact that this process of co-creating Urban Plans represents an opportunity for the citizens to express their opinions, needs, issues, collaborating for regenerating a specific area through the replication of proGlgreg NBS.
 - Presenting the Roadmap to all participants (especially to Local Group) is a good initiative, so that all actors understand the long-term process.

³¹ The suggestion here is to use interactive tools and activities to trigger the discussion.

1. Initial considerations, local context³², past proGlgreg related activities.

2. Date of the event

3. ☐ Physical event ☐ Online event

4. Agenda of the meeting³³

5. List of participants

Name	Organization	Expertise

³² Please add here a description of the local context, justifying the choices made for the organization of the meeting (political context, covid-19 related restrictions etc.). This point is, also, the occasion of summarizing what has been done so far, to establish a clear starting point for your FC.

³³ Attach the agenda of the meeting.

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6. General description of the meeting, list of topics discussed³⁴

Just for Cascais - describe the activities/process of co-design in developing solutions and implementing vegetable gardens.

7. Main findings and conclusions, next steps.

³⁴ You are free to attach pictures, screens etc. It is important to highlight how you anticipate steps 5-8, therefore, among the topics discussed there should also be: short-term and long-term vision, objectives, mission/ directions.