



CLEVER Cities

UIP LAUNCH

Urban Innovation Partnership (UIP)
Launching

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Introduction

Urban Innovation Partnership (UIP) is a “city-wide or district-focused informal alliance of local and city authorities, community (groups), businesses, academics to promote the nature-based solutions (NBS) for regeneration or urban transformation, facilitate and drive the co-creation process. UIP are defined at a city level, although, each will support one or more CLEVER Action Labs (CAL)”.

CLEVER Action Labs (CAL) will co-design, co-implement and co-manage NBS interventions in the deprived districts starting from specific place-based NBS technologies as impulses.

Each UIP supports one or more CLEVER Action Labs (CAL) as alliances of locally involved actors specifically interested or relevant to realize place-based NBS interventions ‘on site’ with one specific CLEVER Stimulus.

Stakeholder engagement is fundamental to any co-creation process, including co-design and co-implementation. In those processes, they are the main actors that affects the solutions developed and help to reach the best possible outcome, provided by sharing their knowledge, skills and resources.

In the Guidance on Co-creation of NBS produced in the framework of CLEVER Cities project, the definitions and roles of stakeholders and the UIP are detailed and developed, and can be accessed at <https://clevercitiesguidance.wordpress.com/>. According to that, the first co-creation phase intends to provide instructions on how to achieve a successful Urban Innovation Partnership (UIP) at the early stage of co-creation in FR-cities. This phase envisions 3 steps to be taken accordingly to each city’s resources and scale of implementation, which are:

Step 1: Identifying CLEVER Cities project within the city local context

In this first step, before launching the Mapping of stakeholders, CLEVER Cities partners are asked to align the objectives of CLEVER Cities with local policy. This step will help FR Cities to clarify the overall role of CLEVER Cities within the context of the city strategy, identify synergies and opportunities for collaboration, and communicate a clear message to citizens and potential stakeholders that may be involved in the UIP.

Step 2: Mapping and engagement of stakeholders

In this second step, CLEVER Cities partners are asked to identify and map the stakeholders that will be involved in the UIP. This process will consist of four parts: identification, analysis, mapping and prioritisation of stakeholders. This is an important process to ensure that the UIP, and potentially the CALs, has a diverse and inclusive membership, and draw in all stakeholders with an interest in the project work, including those who may not traditionally be involved in such activities.

Step 3: Launching the UIP

Once stakeholders have been mapped and engaged, you can officially launch the UIP with a public event or workshop. The scope of this step is to share the story of CLEVER Cities and to engage more citizens and stakeholders. Cities should root their approaches to launching the UIP in the local context and identify the best outreach options for progressing the overall project.

In this document, the minutes of the UIP Launching of the three FR-cities – namely Hamburg, London and Milan – are presented, as well as their list of stakeholders up to the moment. This list is supposed to be a living document since new requirements may occur during the process.

The three FR-cities have opted for different approaches to reach stakeholders and shape their UIP. While Hamburg has gone for a successful massive engagement of the community in their UIP, extending their invitation to all actors that may be involved in the urban regeneration process of the city, London has developed a more concise group of experts who are currently engaged in on the ground activities with residents and could provide strategic and practical advice and guidance. Finally, Milan, recognising the importance of collaboration, has preferred to join efforts with other initiatives going on and take advantage of access to a much wider group of stakeholders who may be interested in being part of their UIP.

Establishing the UIP

Hamburg

In Hamburg, the UIP launch event was organised by the CLEVER Cities project team at the local district authority Hamburg-Harburg and the STEG involving all the other CLEVER Cities partners from Hamburg.

The UIP launch event was the first event to introduce CLEVER Cities to the stakeholders. It was an event open to everyone interested so that the UIP members had not been defined beforehand. However, advertisement for the project was mainly made locally, in and around the project area. The UIP launch event was also seen as a means to get to know other stakeholders that we had not in our minds before. The purpose was to inform about the CLEVER Cities project on the one hand, and at the same time starting the co-creation process by actively engaging the stakeholders. The project team used a variety of engagement methods such as an online participation tool and interactive table, 'project area carpets' as well as graphic recording.

Besides this kind of large/open event, smaller participation events will follow in the future. These smaller events will focus on certain topics and allow for more detailed co-creation activities.

In summary, the experiences made with the UIP launch event were very good and the number of participants and the level of their engagement were satisfying. The event was also well received by the participants and there has been good feedback.

Step 1: Identifying CLEVER Cities project within the city local context

1. The role of CLEVER Cities within the overall city strategy and vision to implement NBS has been identified.

There are different plans and programmes in Hamburg considering green spaces and climate protection as development goals on the city level. The landscape programme (LaPro), the green roof strategy, the rain infrastructure adaptation (RISA), the quality campaign for open space and the climate plan of Hamburg can be seen as the most relevant plans and programmes. In accordance to the planning hierarchies, those plans and programmes formulate approaches for action on a larger scale, which have to be implemented on a smaller scale. Besides sector-based plans and programmes, there are further place-based relevant activities such as the framework program integrated urban development (RISE), which constantly require coordination in order to prevent disintegrated approaches.

As in Neugraben-Fischbek, new urban quarters will be developed across the city of Hamburg. These new quarters as well as the already existing ones need to react to challenges of climate change, migration, social disparities, and threatened biodiversity. With the planned CLEVER Cities activities, the city of Hamburg therefore aims to answer the following questions:

- What can nature-based solutions contribute to future urban development in the outskirts of cities? How can we create attractive and liveable urban spaces as cities grow larger and denser and as residents become more diverse?
 - How do we protect nature from city residents without barring them from enjoying it? What kind of water system is needed to respond to climate change and how can the system be designed to offer a place of refuge from the city for residents? How do we create places for interaction and social exchange that allow residents to become involved in and develop a sense of ownership of their urban spaces?
 - How can we design new open spaces in the urban periphery that will respond to the challenges of climate change, migration, social disparities, and threatened biodiversity?
- 2.** An agreement on a shared and unique CLEVER Cities Focus (Vision, Mission, Objectives, Values), has been defined.

The goals of CLEVER Cities in Hamburg are:

- overcome barriers between areas with different social structures (through: creating networks, bridges, staging), bringing together new neighbourhoods with existing settlements
- Motivate residents to travel on foot or by bike, thereby encouraging health and fitness (through: attractive connections, reducing areas that feel unsafe, increased offerings for physical movement and sport)
- Creation of attractive areas for rest and relaxation and social places for ALL residents and strengthening consciousness about interaction with nature

- 3.** Possible types and places for NBS interventions on Action Planning Maps has been envisioned.

As part of CLEVER Cities, different kinds of NBS interventions and possible places as well as innovative co-creation methods are planned. NBS interventions will for example include the greening of rooftops and facades, the re-designing of a school yard and urban gardening projects. The development of a co-creation plan and a co-implementation plan for the coming years is still ongoing. The experiences made in Neugraben-Fischbek will be upscaled within the city of Hamburg and transferred to other districts.

- 4.** The CLEVER Cities focus has been enriched by including specific sectorial policies framework and planning instruments in relation to NBS.

The following rules and regulations are in place that affect the planned NBS in Hamburg:

- green-roof strategy / land-use-plan / zoning plan / Hamburg climate plan / designation of storm water risk areas
- Hamburger Abwassergesetz (Hamburg sewage Act): monetary savings in wastewater charges when implementing engineering constructions to reduce the rainwater discharge
- Green roof promoting with three million € a year until the end of 2019
- Donation programme my tree – my city

- Reducing surface sealing (BauGB)
- Promotion, protection and closing the gaps of the Green Net Hamburg (first and second green ring, radiating landscape axes, the main ways of the open space network, parks) with the annual budget of green space care
- Naturcent: build in the external area (no building sites) leads permanently to stress the landowner with an increased property tax
- Eckpunktepapier: no building in green areas within the second green ring; if built within the second green ring area in green spaces compensation will be required (in area)
- Framework program integrated urban development (RISE): two areas covered (Neugraben Zentrum until 2019 and Neugraben Fischbek until 2025); strong focus on participation; cross-sectoral with well-equipped funding; partly overlapping topics/projects with CLEVER Cities in terms of green areas, public spaces, integration of vulnerable groups

Step 2: Mapping and engagement of stakeholders

1. Identification of stakeholders

Identifying the stakeholders started with a brainstorming and listing of important stakeholders. In the beginning they started with both, naming specific stakeholders as well as just indicating certain types of stakeholders or stakeholder groups. The list was circulated among Hamburg CLEVER Cities partners and they were asked for contributions. A main benefit was the long-term (participation) experience of STEG in the project area Neugraben-Fischbek. The colleagues working at STEG do not only know most of the local stakeholders but are also well known by the stakeholders themselves.

This stakeholder list is not conclusive, and it is updated iteratively. It was the base for sending out invitations for the UIP launch event. Furthermore, a press release and social media were used to inform about the project and invite the citizens to the UIP launch event. By doing this, stakeholders not previously identified were also reached. Stakeholders who registered for the UIP launch event or stated their interest in the project otherwise have been added to the stakeholder list.

2. Analysis of stakeholders list

As the stakeholder list grew, the first step was categorizing the stakeholders by the CLEVER Cities topics identified. In the end there was a list of stakeholders for each of the following topics: CLEVER corridor; Neugraben centre; the old village centre; green roof tops and green facades; schools; rainwater management. In addition, those stakeholders thought to have a more general interest in the project or that could not be allocated to one of the topics were also listed. Besides looking at the topics, stakeholders were also classified as local experts, thematic experts, potential project partners and/or partners for funding.

3. Mapping of stakeholders

A mapping of stakeholders has not yet happened because it was the aim of the UIP launch event to include and invite every stakeholder that might have an interest in the project. The UIP also served as a means to get to better know the different stakeholders and their interests. Stakeholders could sign up for a thematic table during the UIP launch event and also indicate if they are interested in working with a certain topic in the future. While planning to have further of these large and open UIP events, it is also planned to have smaller co-creation events that deal with more specified topics focussing on the CALs. In preparation of these smaller UIPs it is intended to conduct a more structured stakeholder mapping. When designing and preparing the smaller UIPs the co-creation guidelines provided by CLEVER Cities will be used, which had not been available to use in this first UIP event.

4. CLEVER Cities prioritisation of the UIP members

As described above, the UIP launch event was open to everyone interested so that a formal prioritisation of the UIP members has not yet happened. However, stakeholders that seemed to be of particular relevance for certain topics have been sent a special invitation to be part of the thematic table.

The development of a co-creation plan is still ongoing. This plan will provide the base for the future co-creation processes within the thematic fields as well as a prioritisation of the UIP members.

5. Accessibility and appropriateness to stakeholder engagement methodologies

When inviting stakeholders to the UIP launch event as well as informing about the CLEVER Cities project, diverse forms of communication have been used: both, print and online/social media, as well as formal (press and e-mail invitations) and informal (posters and flyers) ways of communication have been used to ensure that no one is left out.

During the UIP launch event, different stakeholder engagement methodologies were used, that appeal to different stakeholder groups and facilitate their engagement: Common engagement methods such as asking questions and discussing ideas were also used. The participants were encouraged to write down their ideas on little cards and put them on a wall. Illustrators for a graphic recording were invited, who observed and listened carefully to the discussions and put the spoken words into visuals. Furthermore, the digital participation tool DIPAS was used (tool available at: <https://www.hamburg.de/harburg/horizon-2020-clever-cities/>) and the digital table. Shortly explained, the interactive table is a table with a touch screen that allows citizens to look at a map and other geodata while talking about project ideas, comments or criticism. Users of the tool can zoom in and also see and create place-specific entries or ideas with regard to defined topics. The surface of the table is quite similar to the one of the online portal. During the UIP event, participants could use their smartphones to create their entries and comments on the map. Finally, we used 'project area carpets' (i.e.: a map printed on truck tarpaulin) giving the participants the possibility to 'walk through the project area' and identify all kinds of places (places to relax, green areas, viewpoints, water, barriers etc.) as well as provide their ideas and comments.

This variety of engagement methods and also the variety of topics discussed during the UIP event allowed a variety of stakeholders to be part of the process.

In the near future a specific participation process for pupils to co-create NBS around the school yard is planned to also include the young stakeholders in Neugraben-Fischbek in the CLEVER Cities project. Finally, to co-create a project with a refugee accommodation, a participation process is planned that will also include translators to overcome possible language barriers.

6. Monitoring and evaluation of stakeholder mapping and engagement.

Currently, a co-creation plan is developed. The co-creation plan will also elaborate on the monitoring and evaluation of stakeholder mapping and engagement.

So far, the number of participants of the UIP launch event as well as the news and social media coverage of CLEVER Cities in Hamburg have been monitored. Furthermore, the online participation is observed. Beside this, quantitative monitoring, the content and quality of the ideas and comments contributed by the participants of the UIP launch event and during online participation will be analysed.

Step 3: Launching the UIP

1. Select the modality for the UIP launch

UIP launch event was the first event to introduce CLEVER Cities to the stakeholders. It was an event open to everyone interested so that the UIP members had not been defined beforehand. Besides this kind of large/open event, smaller participation events will follow in the future. These smaller events will focus on certain topics and allow for more detailed co-creation activities.

2. Design the launch

To prepare the UIP launch, different meetings and workshops were organized:

- Regular internal meetings within the local district authority
- Regular meetings and workshops of the project team at the local district authority with the partner STEG
- Workshop with all CLEVER Cities Hamburg partners
- Meetings to prepare the ‘theme tables’ with thematic experts and the moderators of the theme tables

We furthermore conducted the following activities:

- Creating a stakeholder list and sending invitations
- Press/social media activities to promote the project and the UIP launch event
- Buying materials, booking services and catering, organizing the room, etc.
- Visit similar events to get inspired

3. Evaluate the launch

So far, the number of participants of the UIP launch event as well as the news and social media coverage of CLEVER Cities in Hamburg have been monitored. Furthermore, the online participation is observed. Beside this, quantitative monitoring, the content and quality of the ideas and comments contributed by the participants of the UIP launch event and during online participation will be analysed.

London

CLEVER Cities applies a city centric approach, starting by identifying key urban regeneration challenges and employing strong local partner clusters, to foster sustainable and socially inclusive urban regeneration locally, in Europe and globally. The project is taking a co-creation approach to implement, and manage locally tailored NBS to deliver tangible social, environmental and economic improvements for urban regeneration.

CLEVER Cities is insuring long-term sustainability by initiating urban innovation partnerships (UIP) that will engage residents, establish new governance procedures, generate innovative financing and investment strategies. CLEVER Cities is developing strong local clusters with partners, which can both support local co-creation as well as traversal activities with specific knowledge and expertise.

The project kicked off in Hamburg in June and since then the London partnership of Peabody, Groundwork, Greater London Authority, and Social Finance have established a Strategic Project Management Board (SPMB) to oversee the direction of the project and define the Vision, Mission, Objectives, and Values.

The first key task for the SPMB was to agree the approach to establishing the UIP, that would provide the framework for stakeholder engagement and participation. The creation of the UIP was an opportunity to set an ambitious vision for the project and develop a roadmap for creation, implementation, delivery and evaluation.

An initial stakeholder mapping exercise was undertaken that identified the key areas of expertise and skills that would be required to make a valuable UIP. A shared vision was established that the UIP should commence with a core group of people who were already in some way connected with the project. This group was tasked with helping to define the City Action Labs and co-create the framework for an emerging work programme.

It was agreed that the early thinking of the ‘Core UIP’ would be shared and tested with a wide range of stakeholders through established channels.

The Core UIP was launched on 2nd October 2018 at a half day event that included presentations, a walking tour and a workshop. The UIP met for a second time in early November, to visit a completed EU Life + project in West London and undertake an activity mapping exercise. The outputs of these event are currently being analysed to identify the emerging themes and opportunities. These will be tested with the wider UIP stakeholder groups in early 2019.

The ambition is to bring all stakeholders together in Spring 2019 for an interdisciplinary workshop where cross pollination of ideas can occur and a co-designed and co-created roadmap for the project can be agreed and endorsed.

Step 1: Identifying CLEVER Cities project within the city local context

1. The role of CLEVER Cities within the overall city strategy and vision to implement NBSs has been identified.

The Mayor of London's Environment Strategy was published in 2018. The strategy recognises London's natural landscapes as places where Londoners can relax, exercise, play and enjoy the capital's natural heritage and culture. They also provide habitat for wildlife, help protect London from the impact of climate change, and help improve London's air quality. As London grows, its parks, rivers, canals, trees and other green infrastructure will become ever more vital. It will ensure the health of Londoners is improved, protect the city from climate change and boost London's economic growth. Collectively they comprise a critical green infrastructure.

In a recent report, the UK National Ecosystem Assessment concluded that the importance of green spaces for society's health and general wellbeing is not fully appreciated. This means their potential is not realised. In addition, it found that access to urban green space is essential for good mental and physical health, childhood development, and social cohesion. It is the ambition for London that CLEVER Cities will demonstrate that the use of NBS in cities can provide multiple benefits and help to enhance and safeguard the importance of our green infrastructure.

CLEVER Cities will also contribute to the Mayor's ambition for London to be a National Park City. National Park City is a concept, not a designation. Making London a National Park City is the way in which the Mayor's policies, proposals and projects on green infrastructure and the natural environment will be described and promoted with a common identity.

It is about inspiring the public, businesses, developers and statutory bodies to be more aware of the benefits of the city's green spaces and natural environment and encouraging them to do their bit to make London a greener city.

2. An agreement on a shared and unique CLEVER Cities Focus (Vision, Mission, Objectives, Values), has been defined.

Vision

That the term nature-based solutions is understood and valued by a wide range of community and professional stakeholders and are considered key to creating successful places where people want to live, work and thrive.

Mission

To use innovative methods to research and demonstrate the social, environmental and economic benefits of using nature-based solutions to improve the quality of life of Londoners.

Objectives

- To provide more opportunities for the residents in the CALs and wider Thamesmead to connect with, and learn about their natural landscapes

- To use NBS as a means to upskill and improve economic opportunities for residents of Thamesmead
- To develop and implement new ways of community engagement, built on the principles of co-design
- To demonstrate that NBS can contribute to improving wellbeing for Londoners
- To progress the research on valuing the benefits of NBS in urban regeneration projects
- To contribute to the evidence base that supports the business case for more NBS in future regeneration and development projects

Values

CLEVER Cities values: openness, inclusion, participation, diversity, innovation, transparency; and commitment to sustainability.

3. Possible types and places for NBS interventions on Action Planning Maps has been envisioned.

London's first Core UIP event in October took an interactive approach to action planning – this involved a walk about much of the estate in Thamesmead and the range of planned NBS was outlined by the Landscape Director from Peabody during a walking activity. This included the greening of walking routes, installation of rain gardens, work to improve the lakeside, and the opening up of a canal-side to make it more pleasant and accessible.

The regeneration work, including the installation of NBS, is being undertaken in a phased approach, starting with pilot projects currently under way. Phase one will kick off in the middle of next year, with much of the early design and planning work having already commenced. This phased programme of work provides both constraints and opportunities; on one hand CLEVER Cities has to work to the already established programme and add value where possible, but on the other hand, the early learning from CLEVER Cities will be able to have greater influence on later stages of the regeneration programme and beyond.

The CLEVER Cities focus has been enriched by including specific sectorial policies framework and planning instruments in relation to NBS. The key themes of CLEVER Cities were explored and the relevant city and local strategies were identified. Table 1.1 provides a useful quick glance at the relevant strategies and policy that will underpin CLEVER Cities activities. CLEVER London wants to ensure that it is in alignment with city and local policy, and where possible could act as a vehicle to test policy in the real world.

The focus of CLEVER London is still quite broad as it is not desirable to narrow options before fully consulting with the wider stakeholders. However, the emerging focus is:

- Explore how NBS can help children be more active and families make healthier choices
- Explore how NBS can up-skill young people to provide improve employability
- Explore how NBS can provide opportunities for community participation to tackle mental health, poor cohesion and isolation
- Explore how NBS can address poor environmental quality in green and blue spaces
- Exploit the existing landscape and new NBS to make Thamesmead a place people want to live, work, and thrive.

Table 1.1. CLEVER Themes Local Policy Framework

Cross cutting	The London Plan: under the legislation establishing the Greater London Authority (GLA), the Mayor is required to publish a Spatial Development Strategy (SDS) and keep it under review. The SDS is known as the London Plan. As the overall strategic plan for London, it sets out an integrated economic, environmental, transport and social framework for the development of London over the next 20-25 years	London's network of green and open spaces, and green features in the built environment such as green roofs and street trees, should be protected, planned, designed and managed as integrated features of green infrastructure. https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan/draft-new-london-plan/london-plan/chapter-8-green-infrastructure-and-natural-environment
	Thamesmead and Abbey Wood Opportunity Area Planning Framework	https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/opportunity-areas/opportunity-areas/thamesmead-abby
	Peabody Plan for Thamesmead	Here the mission is to help people make the most of their lives by: providing good quality homes, working with communities and promoting wellbeing. We strive to do things differently, in a way which adds the most value for our residents and for our communities. There are three key areas which distinguish us from other organisations: <ul style="list-style-type: none"> • Put the most vulnerable first • Develop and help create great places at scale - designing, building and maintaining homes and neighbourhoods which people are proud of living in • Help grow resilience in people, households and communities, so that people are better able to respond to changes in their circumstances, sustain their tenancies and live independently for longer
	London Borough Bexley Core Strategy	The Bexley Growth Strategy is a robust, evidence-based document that forms an essential first step towards a coordinated effort across organisations to maximise the benefits of growth for the borough's current and future residents and businesses. Key to this are the shared priorities for Bexley's vision of growth, describing the sort of place the borough should become as it accommodates change, and how that links with activity in the wider sub region, particularly with regard to major infrastructure investment. https://www.bexley.gov.uk/sites/default/files/2018-02/Bexley-Growth-Strategy.pdf
	London Borough Greenwich Core Strategy	A strategic planning document that provides a long-term vision for Royal Greenwich. It also contains detailed policies to guide development. https://www.royalgreenwich.gov.uk/info/200191/planning_policy_and_strategy/869/local_development_framework
Environment	London Environment Strategy: This strategy sets out a vision for London in 2050 that will realise the potential of London's environment to support good health and quality of life and to make the city a better place to live, work and do business	All Londoners should be able to enjoy the very best parks, trees and wildlife. Creating a greener city is good for everyone - it will improve people's health and quality of life, support the success of businesses and attract more visitors to London. Action will be taken now to plant more trees, make green spaces more accessible, and ensure more green roofs and green features are designed into new developments. Local authorities and community groups will be supported to manage and value London's parks and biodiversity better. This will help to make sure that more than half of London is green by 2050.

		<p>Londoners want their city to be clean, attractive and healthy - living in a big city does not mean they should accept a dirty and polluted environment. The Mayor will clean up London's air, water and energy in a way that is fair, protects the health of Londoners, and contributes to the fight against climate change.</p> <p>https://www.london.gov.uk/what-we-do/environment/london-environment-strategy - specifically chapter 5.</p>
	London Sustainable Drainage Action Plan	<p>The aim of the London Sustainable Drainage Action Plan is for all future building, maintenance, repair and improvement works to think about including sustainable drainage measures as part of normal working practice.</p> <p>Over time, many of these small-scale actions can bring about a big difference in surface water flood risk and water quality. To achieve this, the Action Plan provides actions tailored to each of the main land-use sectors in London, such as education, retail, housing and transport.</p> <p>https://www.london.gov.uk/what-we-do/environment/climate-change-weather-and-water/surface-water/sustainable-drainage-london</p>
Social	Healthy Streets: transport policy framework to encourage active and public transport	<p>The Healthy Streets Approach puts people, and their health, at the heart of decision making. This results in a healthier, more inclusive city where people choose to walk, cycle and use public transport.</p> <p>The Healthy Streets Approach is not an idealised vision for a model street. It is a long-term plan for improving Londoners' and visitors' experiences of our streets, helping everyone to be more active and enjoy the health benefits of being on our streets.</p> <p>80 per cent of Londoners' travel happens on our streets. The best way to get more people out walking, cycling and using public transport is to improve the quality of the experience of being on those streets. The Healthy Streets Approach focuses on creating streets that are pleasant, safe and attractive, where noise, air pollution, accessibility and lack of seating and shelter are not barriers that prevent people - particularly our most vulnerable people - from getting out and about.</p> <p>http://content.tfl.gov.uk/healthy-streets-for-london.pdf</p>
	London Health Strategy	<p>Healthy Children - helping every London child to have a healthy start in life by supporting parents and carers, early years settings and schools.</p> <p>Healthy Minds - supporting Londoners to feel comfortable talking about mental health, reducing stigma and encouraging people across the city to work together to reduce suicide.</p> <p>Healthy Places - working towards London having healthier streets and the best air quality of any major global city, ensuring all Londoners can access to good-quality green space, tackling income inequality and poverty, creating healthy workplaces, improving housing availability, quality and affordability, and addressing homelessness and rough sleeping.</p> <p>Healthy Communities - making sure all Londoners have the opportunity to participate in community life, empowering people to improve their own and their communities' health and wellbeing.</p> <p>Healthy Living - helping Londoners to be physically active, making sure they have access to healthy food, and reducing the use of or harms caused by tobacco, illicit drugs, alcohol and gambling.</p>

		https://www.london.gov.uk/what-we-do/health/health-inequalities-strategy
	Mayor's Transport Strategy	<p>Healthy Streets and healthy people: Creating streets and street networks that encourage walking, cycling and public transport use will reduce car dependency and the health problems it creates.</p>
	The Mayor's Equality, Diversity and Inclusion Strategy	<p>The Mayor's Equality, Diversity and Inclusion Strategy sets out how he will work to create a fairer, more equal, integrated city where all people feel welcome and able to fulfil their potential.</p> <p>The strategy has six parts:</p> <ul style="list-style-type: none"> • a great place to live • a great place for young people • a great place to work and do business • getting around • a safe, healthy and enjoyable city • leading by example
Economic	The Mayor's Economic Development Strategy	<p>In his Economic Development strategy, the Mayor sets out his plans to grow London's economy, support businesses, boost innovation and create a city that works for all.</p> <p>The strategy has three main goals:</p> <ul style="list-style-type: none"> • Opening up opportunities - everyone should be able to benefit from all our city offers • Growth - ensuring our economy will continue to thrive and is open to business • Innovation - to make London a world leader in technology and a hub of new ideas and creativity
	Natural Capital Accounting	A study published in November 2017 shows - for the first time - the economic value of health benefits that Londoners get from the capital's public parks and green spaces.
	Social Return on Investment	Social Return on Investment (SROI) provides a framework for measuring and accounting for the full value of your activities. It allows you to place monetary values on the non-financial returns to investment, which may be positive or negative, including the impact on wellbeing.
	Social Value Act	The Act is a tool to help commissioners get more value for money out of procurement. It also encourages commissioners to talk to their local provider market or community to design better services, often finding new and innovative solutions to difficult problems.

Step 2: Mapping and engagement of stakeholders

1. Identification of stakeholders

London held a stakeholder analysis workshop to coincide with a SPMB meeting. The stakeholder categories were agreed (see table 1.2) and known contacts added to a database.

The stakeholder list is a live document, which will be added to as the projects evolve and as we are becoming aware of additional stakeholders who we may want to engage.

Table 1.2. Stakeholder sectors

Stakeholder sectors
Public authorities & policymakers (local, regional & European)
Urban and land use planning experts
Citizens living in the CLEVER Action Labs & beyond
Research organisations / universities
SMEs and their networks
Investors & funding bodies
Relevant national and European institutions
Urban planners
Social and environmental associations operating at community level

2. Analysis of stakeholders

An analysis of the stakeholders was then carried out to identify where there was overlap or strong representation and where there were gaps and a need to reach out and engage more/other/new stakeholders who could positively contribute to the project. Partners then took responsibility for helping to plug gaps or lead on communication with key stakeholders.

3. Mapping of Stakeholder

The stakeholders were then mapped based on their influence/power and to what extent they are aligned with the project aims. Key players were identified and assessed on their willingness to engage. Their needs and interests were assessed, and it was agreed what type of engagement or participation would be best from each stakeholder (and how they would benefit from engagement).

4. CLEVER Cities Prioritisation of the UIP members

It was agreed that a core UIP group would be created and this should be developed over time as the CALs develop. Priority stakeholders for the core UIP were chosen for their skills, knowledge and experience and to be in a position to provide the strategic direction for the projects and disseminate information widely in order to share learning and influence policy.

5. Accessibility and appropriateness of stakeholder engagement methodologies

It is recognised that the stakeholder engagement methodologies should be appropriate and meaningful and respond to stakeholders' needs and interests, as well as ensuring engagement is aligned with the core aims of CLEVER Cities. Stakeholder engagement plans for the CALs are based on a detailed community profile, to ensure effective engagement with as representative a sample of the local community as possible, including those who may not be traditionally involved/ underrepresented in mainstream engagement activities. The engagement methodologies are designed to bring together different types of knowledge (including local and expert) in order for creative and appropriate solutions to be developed, based on a shared understanding of the issues we seeking to solve. Specific methodologies/tools will be selected based on the requirements of the CALs, and could include: Appreciative Inquiry, Questionnaire Surveys, Mind Mapping, Participatory Site Analysis Sessions, Meetings, Symposiums, Participatory Planning Workshops, Master Classes, Open Space Events, etc.

Engagement will be differentiated based on the types of stakeholder, to ensure mechanisms are appropriate and meaningful within the context of co-designing/implementing/evaluating NBS solutions, harnessing NBS co-benefits, sharing learning and influencing policy.

6. Monitoring and evaluation of stakeholder mapping and engagement

The stakeholder map and engagement framework will be reviewed at partnership meetings and documents will be updated as required. Stakeholder/audience engagement plans specific to each of the CALs will be developed, these will feed into the overall stakeholder engagement plan.

Step 3: Launching the UIP

1. Select the modality for the UIP launch

The creation of the UIP was seen as an opportunity to set an ambitious vision for the project and develop a roadmap for creation, implementation, delivery and evaluation. It was recognised that the group should be made up of people who have the skills and specialist interests that can help shape, enhance and constructively challenge the project to lead to excellent and innovative outcomes. The UIP should be able to champion CLEVER through their networks, and identify opportunities for collaboration, cross pollination, and pave the way for continued activity beyond the lifetime of CLEVER.

2. Design the launch

An initial stakeholder mapping exercise was undertaken that identified the key areas of expertise and skills that would be required to make a valuable UIP. A shared vision was established that the UIP should not be a formal or static group, but that should shift and adapt to the dynamic needs of the project. For this reason, it was agreed that the UIP should launch with a core group of people who were already in some way connected with the project, either via CLEVER or currently working on regeneration in Thamesmead. This group would be tasked with helping to define the City Action Labs and co-create the framework for an

emerging work programme, ensuring that all activities would complement, build upon, and add value to regeneration activities already underway in Thamesmead.

The SPMB also recognised the need to ensure transparency, openness and ensure appropriate stakeholder and community involvement, with sufficient opportunities to inform the decisions, early in the design process. It was agreed to create two other clusters of UIP, a Strategic UIP and a Community UIP. The early thinking of the 'Core UIP' would be shared and tested and built upon with these stakeholders, where possible using established channels. These groups would work together to help shape the project, oversee delivery and promote the actions of CLEVER among its networks.

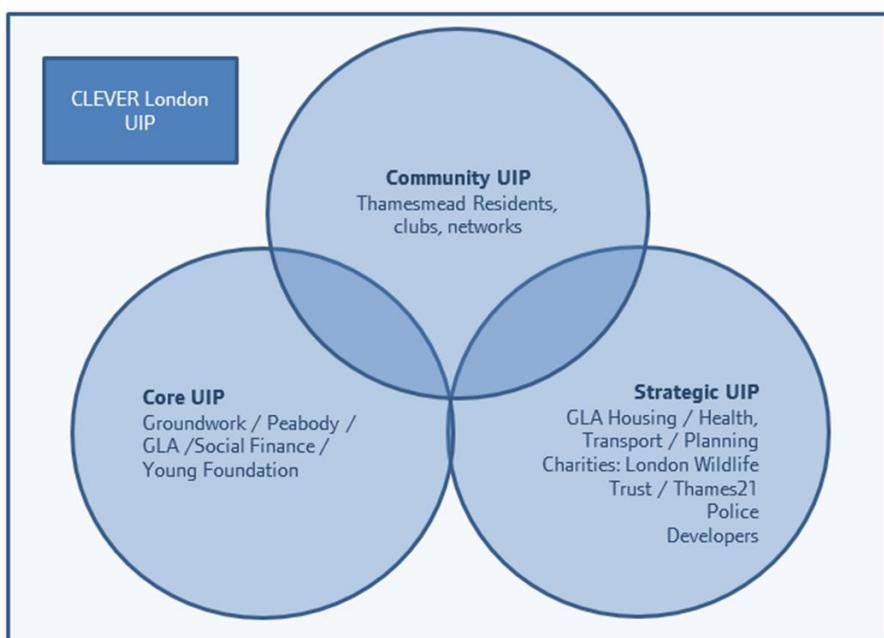


Figure 1.1 CLEVER UIP Cluster

3. Evaluate the launch

Table 1.3. Core UIP members

Nicola Murphy-Evans	Project Manager	GLA
Peter Massini	Strategic Advisor	GLA
Paul Hodgson	GIS and Data	GLA
Rick Curtis	Smart Cities	GLA
Phil Askew	Landscape Director	GLA
Sarah-Jane Day	Community Engagement	Peabody
Ellen Halsted	Head of Strategy	Peabody
Kate Batchelor	Senior Regeneration Officer	Peabody
Ellis Knowels	Economic Inclusion Project Officer	Peabody
Hannah Davis	Officer	Young Foundation
Katrina Baker	Area Manager	Groundwork
Sandra Hoisz	Area Programme Manager	Groundwork
Shira Lappin	Officer	Social Finance

The Core UIP was launched on 2nd October by a half day event that included presentations from Peabody's on their short and long-term plans for Thamesmead, a presentation from the CLEVER Cities London coordinator, outlining the ambitions for CLEVER. This was followed by a walking tour of Thamesmead, where the programme of works was discussed and the planned green infrastructure interventions were described.



Figure 1.2 The Core UIP (2nd October)

Finally, a workshop was undertaken to discuss the areas' social and environmental challenges. The UIP were then asked to work together to identify how NBS could be used to address these challenges, ideally building upon the planned capital works and the natural assets that are already present.



Figure 1.3 Group exercise - Intervention Long List

The output of this was a long list of NBS interventions to be taken forward at a follow up event. The group agreed that there should be a working assumption that the CALs would be in the Thamesmead neighbourhoods of Parkview, Southmere, and The Moorings. These would be finalised after co-design workshops with the wider UIP groups.

Table 1.4 Intervention Matrix

		Action Labs	
	The Moorings	Parkview	Southmere
Challenges	Poor connections ASB – drug dealing Feeling of being left behind Inactive spaces Little connection to green spaces, NBS or function Unconnected community space Little public activity – ‘behind closed doors’ Closed down social club	Poor community cohesion Low traction in community participation Low sense of local pride Basic problems: fly tipping / dog fouling Bland confusing landscapes Scooter racing Cluttered look Soil contamination Significant amount of services running close to pavements Some trees in poor condition	New meets old – new development on one side, old on the other – how they interact Significant silt and contaminants in lake limits water based activities Little use of waterside spaces Tired public realm Soil contamination
Assets	Very close to river with excellent river path Has good green spaces Excellent schools Community feel pride in the area Canal and paths Tump nature reserve	Many green courtyards Improved play space Excellent schools Close to lake and open greenspaces Art work to brighten up some gable ends Small spaces that could become something communal / social / pop up Many mature trees	The lake! Little courtyards and incidental green spaces Excellent schools New library and green roof
Peabody's Interventions	New public realm and GI Opening up the approach to canal Innovative co-design approach underway	Significant public realm improvements Medium planting intervention in courtyards New rain gardens and tree planting	Major development and creation of new square Improved and re-opening lakeside centre for arts and SME

	New social club being created New workspaces being created in garages/archways	New lighting New pavements Greened walking routes Improved hierarchy of streets	New library with green roof New public realm, planting, lighting
Timeframe	18 months	2 years	1 – 30 years
CLEVER Themes	Citizen security Active travel Childhood obesity Valuing and understanding NBS Community wellbeing	Community cohesion Bringing NBS to doorstep Citizen engagement Citizen security Community wellbeing	Resilient communities Adapting to climate change Active travel Community wellbeing Smart city principles in action Co-design
CLEVER Interventions – long list	Playful travel routes – co-designed with local schools Wayfinding and signage Gaming active travel School programmes on local assets Family nature trails Outdoor classroom / PE classes ‘Healthy body health mind’ with parents Green skills programme Free bikes	<i>Iconic</i> Green wall – creative interpretation of benefits ‘dummy’ green roof Courtyard design competition - schools Gaming active travel Food growing / orchard creation - as means of engagement with hard to reach groups Behaviour change project – understanding the problem – piloting solution ‘no ball games’ creating /designating playful spaces GI ‘products’ as barriers Green skills programme Creation of new blue / green forum	Co-designed outdoor classroom – space for learning (space for green roof learning/plant designing) Running routes – marking up of routes.... Parkrun? Trialling new tech for collecting and reusing silt Smart green roof – sensors and interpretation Green wifi pods Greened routes to Abby Wood / Town Centre / River Green skills programme Testing approaches to landscape management

The second Core UIP event took place on the 6th of November. The group met to visit a completed EU Life + project in West London, Climate Proofing Social Landscapes which had been led by Groundwork London in partnership London Borough of Hammersmith and Fulham.



Figure 1.4 Core UIP Meeting

The Groundwork project team gave the Core UIP a tour the sites focusing on both technical and community-based solutions and the project impact.



Figure 1.5 Climate Proofing Social Housing Project Hammersmith, London
Figure 1.6 Green Roof and Rain Garden, Hammersmith, London



The UIP group then work-shopped how learning and best practice could be shared with CLEVER Cities CALs. This was followed by a mapping on a time-line all the NBS that are and could take place in the suggested CALs, during the lifetime of the CLEVER project. Groundwork are currently reviewing the outputs of these two workshops and will draw together the themes and emerging opportunities which will be tested with the wider UIP stakeholder groups.



Figure 1.7 Group Exercise 1



Figure 1.8 Group Exercise 2

The ambition is in Spring 2019 to bring all stakeholders together for an interdisciplinary workshop where cross pollination of ideas can occur and a co-designed and co-created roadmap for the project can be agreed and endorsed.

Milan

CLEVER Cities Urban Innovation Partnership (UIP) definition in Milan was deeply influenced by Milan specific structure of CLEVER interventions, being distributed along a railroad corridor in the southern part of the city rather than being concentrated in a single area or neighbourhood. A first work period started during Grant Agreement signature phase in spring 2018, and was intensified after the kick-off meeting (Hamburg, June 6th – 8th) and went on during the summer to the end of September reviewing single interventions aims, types of NBS and stakeholders' engagement needs, both among CLEVER local partners and internally in the city administration and RFI/Italferr Group. The most important result for this preliminary work was to strengthen common priorities, aims and thematic links between different interventions, aside of specific conditions, stakeholders and schedule needs, such as:

- CLEVER Action Lab on green roofs (CAL 1) emerged as a "flag" NBS intervention that could easily involve stakeholders in the whole city (with close links to categories to be included in UIP), triggering attention on **NBS in buildings, also on facades**, through web communication and involvement process connected to general strategies aiming "Regreening Milan".
- CLEVER Action Lab on Giambellino Community Garden (CAL 2) showed potential to be a pilot experience for advanced management of biodiversity, water and monitoring both in **private yards, community gardens or public green areas**, and how this innovation could be open source, user friendly and accessible.
- CLEVER Action Lab on railroad infrastructure (CAL 3), that is undergoing a redefinition process, connected infrastructure project schedule and financial plan, that focused the test area around Tibaldi Railway Station new design. It presents enriched types of NBS, reinforcing relations from CAL 3 to CAL 2 and CAL1 (both for water management, biodiversity, and vertical greening), with a strong focus on **NBS integrated infrastructures and noise barriers**.

These preliminary reviews of interventions reinforced the needs for a review of CLEVER general vision, aim and connection to city strategies, and priorities regarding stakeholder engagement, that was performed according to CLEVER Co-creation guidelines (handed in draft to the cities in September 2018) up to beginning of November, that produced important evolution:

- a closer relation to Milan 2030 Greening, Forestation and Resilience Plans, focusing on CLEVER role as a pilot and "flag" experience for NBS in built environment (roofs, infrastructure and facades) and innovative green area management;
- the aim to design, as far as possible, a unified web platform for greening projects, monitoring data and involvement tools, growing progressively through internal content specific for CLEVER and links to existing experiences;
- both platform, communications plans and stakeholder engagement priorities should not duplicate but reinforce existing relations and contacts, also towards Periphery Action Plan, Lorenteggio Masterplan, Milan Food Policy, and Private Sponsorship for Green Program.

This updated vision requested an internal recurring verification to city administration, and longer stakeholder involvement process, both for UIP constitution (since review of aims and vision shifted criteria for UIP suitable stakeholders), both for CALs' focused stakeholders, particularly in CAL2 Giambellino and

CAL3 Railway interventions, where co-creation activities are scheduled to be connected to larger design processes involving station, infrastructure and social housing rehabilitation. Our preliminary conclusion is that UIP launch in Milan is an ongoing process, described hereafter, with kick-off on 28th of November of 2018 and face to face contacts, until a plenary meeting of UIP planned for the end of January, 2019.

Step 1: Identifying CLEVER Cities project within the city local context

- 1.** The role of CLEVER Cities within the overall city strategy and vision to implement NBS has been identified.

CLEVER role in cities strategies was explored starting during GA signature period (January/May, 2018), also to check if any shift was needed to CLEVER proposal framework dating back to 2017, which was not the case, proceeding at first with thematic meeting on CAL interventions involving all city departments and cluster partners related to specific CAL strategy and connected projects and plans, adding a specific workgroup on IT platform and monitoring. These contacts were extended through bilateral and cluster meetings during the Summer of 2018, that focused particularly on strong needs of connections to Lorenteggio Masterplan and Railroad Corporation/City Agreement on one side, and evolving IT platform models and methods bridging Sharing Cities, forestation and resilience plan, and general data management strategies in the city.

From September 2019, through the first step of CLEVER Co-creation guidelines, and upon policymakers staff officers request, results coming from these sector workgroups and contacts were reframed in an update general framework for CLEVER, reviewing at a glance general plans and policies, shared vision, mission and objectives and sector or locally connected projects.

This process was closed at the cluster workshop taken place at the end of October, and verified through internal departments final meetings in the following weeks, that were also facilitated by cluster partners. A synthesis "mind map" of connected and "to be" connected projects, plans and strategies and their classed listings were reported as follows:

- General plans and strategies of Comune di Milano (yellow area) that include: Land Use Governance Plan (main planning tool in Italia cities), Sustainable Mobility Plan, both including City Railroad Corp. Agreement outputs, Energy and Climate Change Adaption Plan, Resilience Strategy and Forestation Plan, Neighbourhoods and Periphery Plan, framing also Lorenteggio Agreement and ERDF Masterplan, Food Policy.
- Projects and studies providing data and framing knowledge (blue area) that include: Environmental Report, Climate Change studies including EU FP7 DECUMANUS, Participated Budget Plan, Sustainability Plan of Railroad Corp. Group and RFI.

Figure 1.5. Milano discussions with stakeholders



- 2.** An agreement on a shared and unique CLEVER Cities Focus (Vision, Mission, Objectives, Values), has been defined.

The same review process updated in CLEVER Cities guideline shared and unique focus structured in:

Vision

- Milano wants to be a city that finds in nature innovative solutions to regenerate itself, to face climate change and to design its own future with citizens.

Mission

- CLEVER is a project testing green infrastructures and NBS in the south side of Milan with the aim to spread them out over the city.

- Build NBS with citizens, in neighbourhoods, in buildings and infrastructures. The CLEVER team wants to be the voice that shows their feasibility and efficiency and the driver that will multiply NBS in Milan and over.

Objectives and strategies

- Promotion of green roofs and facades through an inclusive campaign "never seen before" pushing re-naturalization (also with connected tax bonuses etc.) Stream Re-greening Milan
- NBS integrated infrastructures, station and noise barriers, extended to the rest of the city rail ring and road axes in replication phase. Stream Green rails and roads 2.0
- Innovations for better management, maintenance and monitoring of green areas both in private, community gardens and public green. Stream Green Data

3. Possible types and places for NBS interventions on Action Planning Maps has been envisioned.

CLEVER proposal contained already a defined map of intervention areas for CAL 2 and CAL 3 and first hypothesis of type of NBS applying to all three interventions. A deep review of these maps and types was performed during sector meetings and bilateral contacts phase (June 2018 - September 2018) with these outputs:

- CLEVER Action Lab on green roofs (CAL 1) extended its types of NBS from 5 types of multifunctional Green Roofs also to types of facades greening, maintaining Decumanus potential green roofs analysis as driving map to be detailed during CAL.



- CLEVER Action Lab on Giambellino Community Garden (CAL 2) was detailed as a community garden preliminary map locating several uses (horticulture, leisure and biodiversity buffer area) in which co-creation will apply a catalogue of NBS solution including automated water recover and management, driven by opensource and easy to use apparels and sensors, plantations fostering biodiversity and educational action to train co-management by citizens.
- CLEVER Action Lab on railroad infrastructure (CAL 3) redefinition process, focused the test area around Tibaldi Railway Station new design, but enriched types of NBS to be tested adding to NBS greening or noise barriers, and suspended green connections, also vertical green facades and NBS on reinforced earth escarpment, all with wet plantations and connected water management.

4. The CLEVER Cities focus has been enriched by including specific sectorial policies framework and planning instruments in relation to NBS.

Framing of connected projects, starting from general plans and strategies, as reported, were completed with analysis of sector or local policies and plans, in the same mind map, and listed in classes as reported:

- Other projects involving CLEVER Local Partners, for knowledge exchange and coordinated actions (pink area) - Include: *H2020 Sharing Cities, Symbiosis District, H2020 Nature4Cities, C40 Reinventing Cities, Life+ MetroAdapt*.
- Local plans and projects including areas, building and infrastructures suitable for CLEVER NBS replication (orange area): - Include: *Food policy (Gallaratese), Railyard Agreement areas, SmartCity Lab, Subway Lane 4 roofing of underground statione, Former CDM car Park in PRU OM, redesigned as electric bus garage, with garden and green roof*.
- Other projects driven by potential Stakeholders, relevant for CLEVER Cities (green area) - Include: *Milano+verde, Community Garden, Milano green week*.

Step 2: Mapping and engagement of stakeholders

1. Identification of stakeholders

A draft stakeholder list has been set starting from an existing list of green network interest stakeholder, that almost doubled by previous brainstorming among partners during CAL's meetings, a circular review, a specific interview with Lorenteggio Project Manager, exchange of lists with Resilience Department in preparation to November 28th event. The list is not a closed one, but still growing, particularly through newly activated contacts with City School program (a Periphery Department project involving 5 universities other than our partner Politecnico di Milano), Green Adoption Program, Milan Food Policy program. This list will remain open during clever co-creation and co-implementation process.

2. Analysis of stakeholders list

Such an open list of stakeholders requested a classification analysis redirecting stakeholders into categories, so that future additions wouldn't impair general criteria for UIP o local CAL involvement, or for generic communication channels, but would be efficiently performed through a tested and repeatable process. Classes were set as follows, during a local cluster workshop, followed by two city department meetings reviewing this issue, and facilitated by CLEVER partners:

Entrepreneurial Associations and Syndicates,
Entrepreneurial Associations, specialized greening ad gardening
Professional Associations, including landscape and garden designers
Non-profit associations for environmental protection
Local no profit associations
Local citizens committees (not legally instituted but with stable local presence and a speaker)
Department of CDM (not involved in CLEVER directly)

Public Administrations
Charity Foundations and international organizations
Enterprise, owned by public entities
Enterprise, private companies in greening materials and services sector
Design studios, specialized in NBS, greening and landscape
Schools for gardening and agriculture (not universities)
Universities, Scientific Experts
Media, specialized in greening and environment
Single citizen interested in CLEVER (those asking expressly to be involved in CLEVER)
General groups (such as residents or proprietors not inscribed to associations, commuters and passengers on railway, etc. - these groups are generally aimed by communication plans, until they qualify in other categories).

3. Mapping of stakeholders

Each class has been analysed through a stakeholder mapping matrix, ordering classes on two criteria, how much interest they have in CLEVER, and how much they could be influential in CLEVER, exiting on a four fields map guiding alternative among informing, consulting, collaborating, involving.

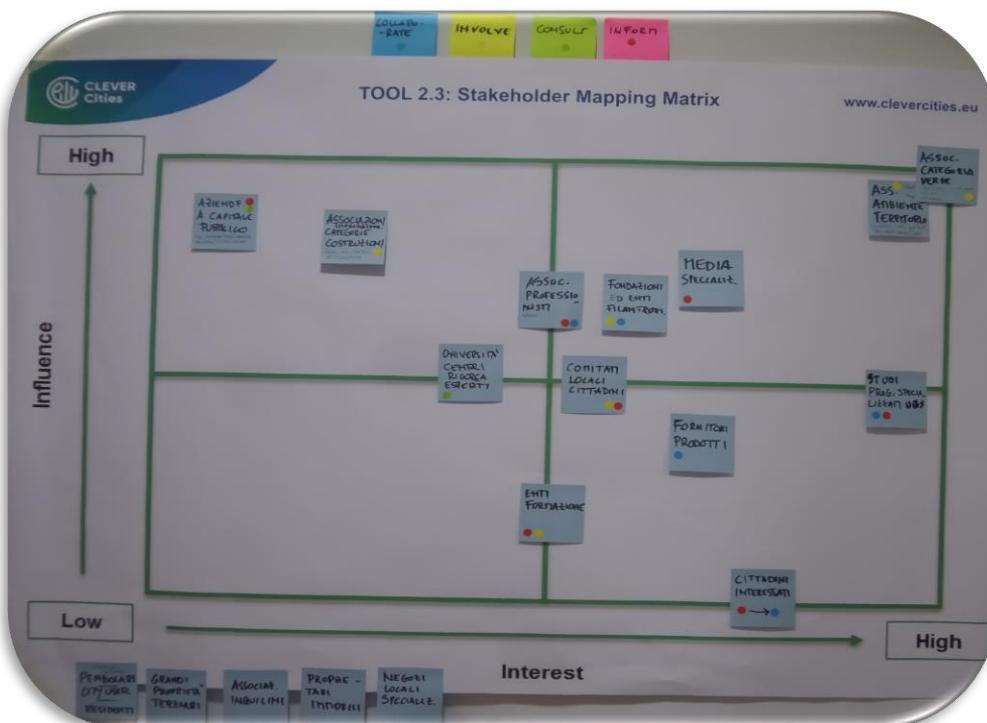


Figure: Interest/influence matrix

Output of that matrix analysis allowed each category to be framed in a classification table, detailing specific benefits or contributions expected, with a first hypothesis of main engagement tool, and reference to particular CAL interest or multiple CAL interest.

Stakeholder	Cos'è importante per questo stakeholder? Quale è il suo interesse?	Cosa può fare per il progetto?	Relazione esistente	Interesse dello stakeholder				INFORM	CONSULT	INVOLVE	COLLABORA
				UIP	CAL1 Tetti Verdi	CAL2 Giambellino	CAL3 Ferrovia				
Associazioni Ambiente e Territorio	Coerenza con la loro missione	Supportare la disseminazione e facilitare la divulgazione riguardo il coinvolgimento in fase di co-design, portatori di informazioni e di legittimazione	da dettagliare su singoli attori	Si	Si	Coinvolte se presenti a livello di ambito urbano interessate	Coinvolte se presenti a livello di ambito urbano interessate		X		X
Associazioni No Profit Altre e Locali	Migliorare la qualità della vita nel loro ambito territoriale e tematico di attività	Supportare la creazione di un clima collaborativo, possono fornire informazioni possano essere coinvolte nel CAL se hanno già dei progetti in zona	Comune o i partner che hanno un contatto diretto	No	?	Coinvolte se presenti a livello di ambito urbano interessate	Coinvolte se presenti a livello di ambito urbano interessate	X		X	
Associazioni di categoria per verde e paesaggio	Implementazione del verde e realizzazione	Garantire l'attuazione e la replicabilità	Comune di Milano e Ambiente Italia	Si	Si	Sponsor?	Sponsor?		X		X
Ordini professionali e associazioni di professionisti	Conoscere le possibilità di innovazione per l'uso del verde nei progetti	Garantire la replicabilità e fornire competenti	Comune di Milano	Si	Si	No	No				X
Studi di progettazione Specializzati tetti verdi e NBS	Interesse a partecipare ai bandi Clever	Garantire una buona qualità degli interventi realizzati	Comune di Milano	Non coinvolgere nella UIP. Formalizzare una collaborazione da esterni	Non coinvolgere , Formalizzare una collaborazione da esterni	No	Non coinvolgere nella UIP. Formalizzare una collaborazione da esterni	X			X
Associazioni di Categoria imprenditoriali (costruzione, immobiliare, inquinini)	Interesse su impatti legati alla regolamentazione e ai costi di costruzione	Accogliere senza conflitto l'innovazione	Comune di Milano	Si	Si	No	Si		X		X
Università, centri di ricerca, Esperti	Ricerca e innovazione	Fornire contributi e competenze	Tutti i Partner	No	No	No	No		X	X	
Aziende private specializzate in NBS, fornitori di materiali	Interesse al mercato di NBS	Garantire diffusione e attivazione di NBS	Comune di Milano	Non coinvolgere nella UIP. Formalizzare una collaborazione da esterni	Non coinvolgere nella UIP. Formalizzare una collaborazione da esterni	No	No		X		X
Aziende a capitale Fondazioni ed enti Media e informazione Comitati di cittadini Singoli cittadini Enti locali (sono qui)	Innovazione e Finanziare progetti di rinnovamento alle Tutelare interessi Moltare gli ambienti Innovazione e Innovazione e	Promuovere, Garantire opportunità	Comune di Milano Comune di Milano	Non coinvolgere nella UIP. Formalizzare una collaborazione da esterni	In fase di replica	In fase di replica	In fase di replica	X	X		X
Enti Locali, Uffici e Proprietari di immobili	Supportare la Scoprire in prima Promuovere, Promuovere,	Supportare la tutela degli ambienti	Comune o i partner Tutti i Partner Comune di Milano Comune di Milano	No	Si	Si	Si		X		X
Negozi locali specializzati	Interesse al mercato dei NBS	Garantire l'attuazione e la replicabilità	Comune di Milano	No	Si	No	No				X
Associazioni di inquilini	Migliorare la qualità della vita condominiale	Supportare comunicazione e sensibilizzazione, Favore la diffusione delle NBS presso nuovi	Comune di Milano	No	Si	No	No		X		X
Grandi proprietari terziario	Migliorare l'immagine e la reputazione	Garantire l'attuazione e la replicabilità	Comune di Milano	No	Si	No	No		X		X
Pendolari	Fruire di stazioni accoglienti e con	Difendere il progetto e contribuire alla RFI	No	No	No	Si		X			X

Figure. Stakeholder classes table, detailing benefits, contributions, CAL or UIP level, involvement tools

4. CLEVER Cities prioritisation of the UIP members

Among multiple CAL interested stakeholders' classes, in the same analysis table some have been proposed for UIP according to representativeness of public and collective interest, prioritizing in example entrepreneurial Associations over single private enterprises, or professionals' associations over single design studios, or even general environmental protections association over local associations and informal committees. Particular attention has been given to Charity Environmental Foundations and International Organizations, for their capacity to attract further financing on CLEVER.

This proposed prioritization for UIP stakeholder is intended to be a test and not definitive, since during extended process of UIP Launch, face to face engagement of these prioritizing of UIP members will provide feedback results for adjustments, before or during UIP first plenary meeting.

At the same time, stakeholder involvement at CAL level will be much more flexible and inclusive, aiming all stakeholders, public, private or non-profit that are directly or potentially involved in the co-design and co-implementing processes.

5. Accessibility and appropriateness to stakeholder engagement methodologies

Stakeholder table includes a recommended option of engagement tool. This methodology aimed to generate a clear, complementary role between Stakeholder Engagement Plan and Local Communication Plan, targeting which classes of stakeholder will be too large to be reached by bilateral dialogue, via email, face to face appointment city or onsite events, and had to be covered by communication channels starting one-way, opening to become individual or bilateral on demand. A pivotal role in this passage from communication to interactivity will be gradually attributed to CLEVER webtools and platform, as foreseen and stated in the introduction.

In the stakeholder list, for each relevant stakeholder, a CLEVER Partner has been nominated as first contact reference, linking them to existing contacts and ongoing projects when necessary.

6. Monitoring and evaluation of stakeholder mapping and engagement.

Both during extended UIP Launch phase (December 2018 + January 2019) and CAL stakeholder engagement phase (January 2019 to June 2019, depending on specific CAL schedule), contacts will be monitored by online update of stakeholder list by reference contacts, and the effectiveness of classification and tools will be adjusted during periodic cluster meetings, involving also UIP in a second phase.

Step 3: Launching the UIP

1. Select the modality for the UIP launch

Following the established visions and aim, through the stakeholder analysis, it was defined that local UIP will be a global urban alliance for greening, trying to connect several ongoing projects and plans around urban greening. This is the main reason for postponing the organization of the UIP launching. In fact, the goal was going beyond the CLEVER Cities project and root the alliance as part of the real directions of the city, adding the concept of nature-based solutions into the debate, putting in value the co-creation process. So, the need of an extended UIP launching and stakeholder involvement program was set as follow:

- announcement of clever UIP constitution during Milan Resilience Network Exchange Workshop "Nature-Based Solutions for Resilient and Biodiverse Cities" on November 28th, involving Local Cluster partners and several CLEVER interested stakeholders;
- Face-to-face contacts to UIP potential members during December 2018, both through CLEVER Partners and previous relations and connected projects;
- First plenary meeting of UIP in January 2019, in parallel with CAL 1 stakeholder engagement;
- Progressive involvement of local and thematic stakeholders for CAL 2 and CAL 3, from January to Spring 2019, along with scheduled design processes, with preliminary co-creation among CLEVER Partners, aiming public events for broader involvement and co-creation from April to July 2019.

2. Design the launch

Announcement of UIP composition during Milan Resilience Forum "Nature-Based Solutions for Resilient and Biodiverse Cities" on November 28th was designed with Resilience Department and CLEVER Partners, in a 2,5-hour meeting, starting with a presentation of CLEVER, followed by a workshop where discussion tables were organized among local stakeholders and local cluster experts, facing Chief Resilience Officers from eight world cities. A fruitful discussion was generated among those foreign experts, and where some interview on NBS types were taken place. Logistics and space organization were provided by Resilience Forum, while CLEVER Cluster provided staff as table moderators. Notes from the event were published as news on City Website on November 29th.

3. Evaluate the launch

Stakeholders and experts attending expressed full interest on the project, and the following discussion engaged confrontation among foreign resilience officers and local stakeholders on types of NBS and their efficiency and benefits. Discussion involved landscape planners association SIEP and main Entrepreneurial Association Assolombarda, and focused multilevel (city to metropolitan area) and multitasking NBS (beside environmental benefits with social and educational ones) as success conditions, and interest of Entrepreneurial Association to take part to NBS projects understanding economic benefits, from insurance discounts through risk reducing NBS, Green Jobs, and Social Responsible Certification, such as buying CO2 reduction certificates in the city rather than in foreign countries.

Figure. Pictures of the UIP launching event



UIP Launching in the FR-cities

Minutes of the launching event in Hamburg

UIP Launch Event	The clever path for Neugraben-Fischbek (Der clevere Weg für Neugraben-Fischbek)
Date	29/10/2018
Time - Duration	18:00-20:30
Venue	Bildungs – und Gemeinschaftszentrum Süderelbe, BGZ (Education and community centre Süderelbe)
Organizers	Main organizers: local district authority Hamburg-Harburg and STEG; other Hamburg partners involved in the organization: Senate Chancellery, Ministry of Environment and Energy of Hamburg (BUE), Hamburg State Agency for Geoinformation and Surveying (LGV), HafenCity University (HCU), Technical University (TUHH), Hamburg Institute of International Economics (HWI)
Participants	Different kinds of stakeholders: citizens, politicians, organizations, thematic experts, associations
UIP members	The UIP launch event was the first event to introduce CLEVER Cities to the stakeholders. It was a public event open to everyone interested so that the UIP members had not been defined beforehand. Besides this kind of large/open event, smaller participation events will follow in the future. These smaller events will focus on certain topics and allow for more detailed co-creation activities and partly address specific groups of stakeholders e.g. vulnerable groups.
Others	CLEVER Cities partners in Hamburg

FOLLOW-UP: OUT-REACH FACTS

Number of participants	120-130
Press coverage	<ul style="list-style-type: none"> Press release local district authority of Harburg: https://www.hamburg.de/hamburg/pressemeldungen-2018/11795236/-online-beteiligung-zu-clever-cities-gestartet/ Article in the local part of the Hamburg Newspaper Hamburger Abendblatt (01/11/2018), no link available but a scan of the article can be provided Article on the website: http://schnellundaktuell.de/hamburg/online-beteiligung-zu-clever-cities-gestartet/
Social Media Coverage	<p>Social Media accounts local district authority:</p> <ul style="list-style-type: none"> Twitter: https://twitter.com/BAHarburg/status/1057301350294396928 Facebook: https://www.facebook.com/BezirksamtHarburg/posts/2025992737690888:0 <p>Other communication channels:</p>

	<ul style="list-style-type: none"> Website STEG: http://www.steg-hamburg.de/projekte/kb-stadtentwicklung-kommunikation/clever.html Website of the HWWI: http://www.hwwi.org/home.html CLEVER Cities online participation: https://www.hamburg.de/harburg/horizon-2020-clever-cities/
Other evaluation indicators	Number of contributions through online participation tool: 28 (as of 6 th Nov. 2018) Other evaluation indicators have not yet been defined.
Costs	Total cost: approx. 8.300 Euro
Number of staffs involved	<p>Staff and partners employed during the event:</p> <ul style="list-style-type: none"> STEG: 5 Local District authority: 7 Senate Chancellery: 2 Other authorities (BUE, LGV, BSW): 3 Universities: 2

ORGANIZATION – PREPARATION

Starting date of organization	Mid of July 2018 – Internal Kick-off within the local district administration: brainstorming about the content of the UIP launch and possible stakeholders
Finishing date of organization	29/10/2018 – last date of organization Since then: follow-up activities (still ongoing)
Organization activities carried out	<p>Meetings/workshops:</p> <ul style="list-style-type: none"> Regular internal meetings within the local district authority Regular meetings and workshops of the project team at the local district authority and the partner STEG Workshop with all CLEVER Cities Hamburg partners Meetings to prepare the ‘theme tables’ with thematic experts and the moderators of the theme tables Telco with CLEVER Cities project partners to discuss the co-creation guidelines provided <p>Other activities:</p> <ul style="list-style-type: none"> Creating a stakeholder list and sending invitations Press/social media Buying materials, booking services and catering, organizing the room etc. Visit similar events to get inspired

CONTENT

Agenda of the meeting	18:00 – Registration and start of the event – moderation by Ms. Frauke Rinsch (STEG)
	18:10 – Welcoming speeches:

	<ul style="list-style-type: none"> • Ms. Sophie Fredenhagen (head local district authority Hamburg-Harburg) • Mr. Thomas Jacob (Senate Chancellery) <p>18:30 – CLEVER Cities presentation by project team at the local district authority, Sophie Naue and Mascha Menny</p> <p>18:50 – ‘Theme Tables’ (work in smaller groups):</p> <ul style="list-style-type: none"> • East-West-Corridor (that connects the different CLEVER Cities nodes) • Neugraben Centre • Old village centre, Fischbek • Green roofs and green facades • Rainwater management - cross-cutting issue <p>20:00 – Summary of the results and outlook</p> <ul style="list-style-type: none"> • Regional buffet (prepared by the local institutions Elbewerkstätten and Neugraben fairändern) and drinks
Comments on the development of the meeting, activities, reactions of audience, definition of UIP members/expected role...	<ul style="list-style-type: none"> • Satisfaction regarding the number of participants and that almost all participants stayed until the end of the event. • All participants seemed to be very interested in the topic and open to new ideas. They keen to engage and participate. Many of the participants where people that have lived in Neugraben-Fischbek for many years and are thus true local experts. • The personal feedback was very positive. Participants were asked to rate the event by putting stickers on two different scales on their way out – one for the interest in the topic and the other for the atmosphere during the event – and the feedback obtained were mostly positive, in the upper quarter of the scale. • The participants were interested in the digital participation tool DIPAS and the digital table and they were curious to try its functions. Shortly explained, the interactive table is a table with a touch screen that allows you to look at a map and other geodata while talking about project ideas, comments or criticism. You can zoom in and also see and create place-specific entries or ideas with regard to defined topics. The surface of the table is quite similar to the one of the online portal that can be found here: https://www.hamburg.de/harburg/horizon-2020-clever-cities/. <p>‘Project area carpets’ were also used (i.e. a map printed on truck tarpaulin) and well received. These `project area carpets` have proven to provide a more interactive approach, orientation and understanding for the participants in each theme table. They can easily be reused in following participation events and add to the set of methods. In preparation of the event, we had printed stickers with symbols that represent different topics</p>

	<p>(e.g. places to relax, green areas, viewpoints, water, barriers etc.). Participants could use these symbols and stick them to the map or to a paper card and write a comment.</p> <ul style="list-style-type: none"> • The experiences made with the graphic recording were positive: it is a good tool to visualize what has been said. As such it does not only give the participants the possibility to look at what others have said but it does also help when summarizing and analysing the results. The graphic recording was used to present the key results of each theme table in front of the audience and will be included as a quick reminder in the documentation of the event. • Because of the large number of participants, it was partly difficult to keep track and write down all the comments and ideas. • The purpose of this UIP launch event was to have an open event inviting everyone who is interested to learn more about CLEVER Cities and nature-based solutions. The aim was to inform about the project, but also to start working on the CLEVER Cities topics. By having theme tables, it was possible to raise the interest in specific CLEVER Cities themes and creating a basis for future co-creation work in smaller groups. • In the coming months and years, it is planned to have more regular smaller co-creation events focusing on specific topics. At the same time, there will be larger events similar to the UIP launch event, to inform everyone about the project activities and raise curiosity for the project.
Conclusions and commitments arranged	<ul style="list-style-type: none"> • Overall, the UIP launch event was a success – not only in terms of the number of the participants, but also the satisfaction of the participants and the press and social media coverage. • One aim of the UIP launch event was also to identify the stakeholders that are interested to be part of the co-creation process with regard to specific topics. Participants could write their names and field of interest on a contact list in case they want to stay in touch with us. In total, 30 persons have put their names on the mailing list. The number of participants who have stated their interest was satisfying. • The analysis of the results is still ongoing, but it can already be stated that a lot of interesting and valuable ideas have come up during the event.
Limitations encountered	<ul style="list-style-type: none"> • It was difficult to keep the focus on the topic of nature-based solutions and the project area. Participants therefore also introduced ideas and comments that cannot necessarily be worked with during the CLEVER Cities project. It was therefore important to emphasize that there are some limitations when it comes to the implementation of projects and ideas.

- The venue did not have WIFI which restricted the use of the digital participation tool. Connection to the digital table worked, via cord, but iPads that are needed to create entries on the map could not be used. Therefore, the participants could only use their own smartphones to create entries or use their computers at home, after the event. Even before the event started an online-participation-link has been spread with the invitation mails. Some first entries had already been made before the official event. One week after the event approx. 25 entries are listed covering a variety of places, topics and ideas. The online tool is still open for participation.

Minutes of the launching event in London

UIP Launch Event		CLEVER Cities - London Core UIP Workshops
Date	02/10/2018 and 06/11/2018	
Time - Duration	3 hours x 2	
Venue	Thamesmead & Hammersmith	
Organizers	Peabody, GLA and Groundwork	
Participants	Peabody, GLA, Groundwork, Social Finance, Young Foundation	
UIP members	As above	
Others	If any	
FOLLOW-UP: OUT-REACH FACTS		
Number of participants	13	
Press coverage	None	
Social Media Coverage	Some twitter	
Other evaluation indicators	10 + people Increased understanding of the objectives of CLEVER Increased understanding of the regeneration work in Thamesmead Improved relationship between CLEVER London partners	
Costs	100 euros	
Number of staffs involved	All	
ORGANIZATION – PREPARATION		
Starting date of organization	01/07/2018	
Finishing date of organization	15/11/2018	
Organization activities carried out	Strategic Project Management Board – stakeholder mapping, UIP creation approach agreed. 1-2-1 Meetings GLA Groundwork: exercise planning 1-2-1 meetings GLA Peabody: walking tour planning, materials preparation All partners individual preparation	
CONTENT		

Agenda of the meeting

CLEVER Cities – Thamesmead Walkabout

October 2nd 2018

Agenda

12.00 – 12.05	Introductions at Peabody Offices Parkview Hub Unit 212-214, Yarnton Way DA18 4BW
12.05 – 12.15	Overview of CLEVER Peter & Nicola
12.15 – 12.25	Role of partners Groundwork & Social Finance
12.25 – 12.35	Overview of Peabody Plan – Phil & Ellen
12.35 – 12.45	Task setting – Nicola
12.45 – 15.00	Walking tour Thamesmead and potential 'action labs'
15.00 – 15.45	Feedback on walking tour – Nicola, Katrina & Sandra
15.45 – 16.25	Stakeholder prioritising – Sandra & Katrina
16.25 – 16.30	Thanks and next steps

Attendees:

Nicola Murphy-Evans – CLEVER Project Manager, GLA
Peter Massini – Principal Policy & Programme Officer, GLA
Paul Hodgson - GIS and Infrastructure Manager, GLA
Katrina Baker – Area Manager, Groundwork
Sandra Hoisz – Area Programme Manager, Groundwork
Lindy Kelly, Executive Director, Groundwork
Rick Curtis, Senior Policy Officer, GLA
Shira Lappin, Social Finance

Ellen Halsted, Head of Thamesmead Strategy Peabody
Kate Batchelor, Senior Regeneration Manager, Peabody
Phil Askew, Landscape and Public Realm Director, Peabody
Desiree Shepard, Landscape and Public Realm Manager, Peabody
Sarah-Jane Day, Community Engagement, Peabody
Ellis Knowles, Economic Inclusion Officer, Peabody
Victoria Boelman, Young Foundation (TBC)



Horizon 2020 CLEVER Queen Caroline's Estate visit & workshop

1-4pm Tuesday 6 November 2018

Agenda

Meeting Point: Outside Hammersmith Apollo,
45 Queen Caroline St, Hammersmith, London W6 9QH

13.00 Queen Caroline's Estate (QCE) Site Visit - We will explore a range of green infrastructure climate change adaptation measures built on the estate, designed and involving the local community:

An overview of the physical interventions – Community participation and the impact on residents – Challenges and learning - Benefits of the EU programme to partners and stakeholders

QCE was part of the EU Life+ funded project, Climate Proofing Social Housing Landscapes delivered in partnership with and co-financed by the London Borough of Hammersmith and Fulham.

14.00 Site Visit Q/A & Reflections

14.15 Review of CALs - Summary of the last workshop

14.45 Defining NBS interventions in the CALs – that complement and add value to the overall regeneration programme

15.45 Next Steps

16.00 close

Refreshments will be provided in the afternoon.

Comments on the development of the meeting, activities, reactions of audience, definition of UIP members/expected role...

Both events went very well. At the beginning of the first workshop the members of the UIP were unclear about the purpose and objectives of CLEVER, through presentations and discussions we worked through the themes of CLEVER and used case studies to help make theoretical concepts more tangible. The group responded well to the walking tour of Thamesmead, with much energetic discussion on what was going to happen and where CLEVER could add value. The exercise to identify the challenges and opportunism of our CALs was enthusiastically undertaken. Key learning – plan more time for groups tasks.

The second event was also very good. The UIP came together more easily as the previous event had helped to form good working relationships. The site tour of a Life + project in West London was very well received. There were many similarities between that project and CLEVER London; working with a housing association; working with tired municipal spaces; co-designing with residents; upskilling local people and using innovative approaches to NBS interventions. The walking tour was followed by a timeline task to plot all the planned work in Thamesmead. This exercise demonstrated the huge amount of work that is taking place, from public realm improvements to schools' health programmes. The outputs from this event will help to create an outline roadmap for CLEVER London. Key learning – keep group exercises simple and easy to understand.

	<p>The grant agreement definition of the UIP was used, although it may be revisited at next year UIP event.</p> <p>Role of UIP Members:</p> <ul style="list-style-type: none"> • co-design project approach • provide “wise counsel” on issues • provide unbiased insights and ideas from a third point-of-view • encourage and support the exploration of innovative ideas • act as a resource for project team • impose challenges that could improve the project • facilitate partnerships and collaborations to support the project • offer support and direction for the development and delivery • provide a forum and network for stakeholders to share information, ideas and best practice • reconcile differences in opinion and approach and resolve disputes arising from them • champion the project among networks
Conclusions and commitments arranged	<p>Next steps for CLEVER UIP management:</p> <ul style="list-style-type: none"> • Identify appropriate channels and individuals for the Strategic and Community UIPs • Wrap up outputs from UIP events • Identify key themes and potential CLEVER interventions and explore further with relevant project officers • Plan all UIP event for spring 2019
Limitations encountered	<p>Managing time at events correctly Articulating CLEVER in an accessible way Finding time suitable to bring the group together Being clear on level of responsibility and resources needed from UIP members.</p>

Minutes of the launching event in Milan

UIP Launch Event		MILAN: A RESILIENCE LIVING LAB
Date	28/11/2018	
Time - Duration	2:30 hours 15:30 18:00	
Venue	Fondazione Feltrinelli Milano	
Organizers	Comune di Milano, 100 Resilient Cities	
Participants	73 invited, 51 Confirmed	
UIP members	6 invited, 5 confirmed (Assolombarda, Bloomberg Associates, Fondazione Enel, Fondazione Feltrinelli, Città Metropolitana Milano, Società Italiana di Ecologia del Paesaggio)	
Others	<p>Other CLEVER relevant Stakeholders: 5 invited, 4 confirmed (Metropolitana Milanese, A2A, Lendlease/Arexpo, Land).</p> <p>Other relevant participants: 8 Chief Resilience Officers from 100 Resilient Cities Network, 6 ongoing research projects experts, among them 3 NBS projects: Nature4cities, URBANgreenUP, URBNAT.</p>	

FOLLOW-UP: OUT-REACH FACTS (information gathered probably for other indicators in the project – not included in this deliverable)

Number of participants	51 confirmed
Press coverage	<p>News published on city website: http://www.comune.milano.it/wps/portal/ist/it/news/primopiano/Tutte_notti/urbanistica_verde_agricoltura/progetto_clever_interventi_naturalistici</p> <p>(Web notice was disseminated on November 29th as short report of the event, expressing CLEVER participation to Milan Resilience Network Exchange, and next to come first plenary meeting of Clever UIP)</p>
Social Media Coverage	<p>Social media link will follow web news in the next days on: https://www.facebook.com/comunemilano.relint</p>
Costs	Staff Cost Only, event was hosted by 100 Resilient Cities Network
Number of staffs involved	<p>4 Clever staff members for Milan (Isella, Casagrande, Salvaggio, Scopelliti) 1 staff member from AMAT third party Partners: 2 Ambiente Italia (Berrini, De Beur, Houx) 1 Eliante (Trentin). (RFI Carlini) Politecnico di Milano (Mahmoud, Morello).</p>

ORGANIZATION – PREPARATION

Starting date of organization	5/10/18: Start of last round of internal meetings to finalize step 1 and 2, pre-agreement with Resilience department for CLEVER inclusion in Milan Resilience Network Exchange
Finishing date of organization	Face-to-face engagement of UIP stakeholders will continue until 30/1/19: Envisioned date for first CLEVER UIP Plenary meeting

Organization activities carried out

19/10/18, 8/11/18, 16/11/18, 27/11/18: internal meetings for Step 1 and 2 finalizing
 29/10/18, 9/11/18: cluster workshops for Step 1 and 2 finalizing
 28/11/18: Participation of CLEVER experts and future UIP members to Milan Resilience Network Exchange
 11-14/12/18: workshops for Partners and city department on CALs

CONTENT

Agenda of the meeting

Milan Resilience Network Exchange
Nature-Based Solutions for Resilient and Biodiverse Cities
Infrastrutture Verdi Per Città Resilienti e Biodiverse

28-29 November, 2018
 Milan, Italy
 Sala Polifunzionale | Fondazione Giangiacomo Feltrinelli


 PARTNER BY THE
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Milan: A Resilience Living Laboratory
 City officials working on key nature-based solutions in the city will introduce their vision for a greener, more resilient and biodiverse Milan draw exemplary flagship projects being implemented at different scales of governance and involving innovative partnership models with private sector academic actors, as well as EU institutions. The Living Laboratory session will be moderated by Chief Resilience Officer of Milan **Piero Pelizzaro**

Timing:

- 15:25 – 16:00 (5 min) Introduction
Piero Pelizzaro, Chief Resilience Officer at Municipality of Milan
- (10 min) CLEVER Cities
 Speakers: **Stefano Casagrande** – Project Manager of CLEVER at Municipality of Milan and **Eugenio Morello** - Associate Professor at Politecnico di Milano. The focus of this presentation is to discuss NBS within the context of co-creation and urban regeneration. Partnerships and investment strategies are important pillars of the project, therefore focus will be placed on examining these topics.
- (10 min) URBiNAT
 Speaker: **Chiara Farinea** – Head of European Projects Institute for Advanced Architecture of Catalonia
 In this project, NBS is a driver for social cohesion and the presentation will emphasize the application of NBS in urban areas to regenerate and improve social cohesion.
- (10 min) Q&A

Building Urban Resilience with Nature and Natural Infrastructure: A Shared Understanding
 The first hurdle to overcome in the broad adoption of natural infrastructure is the lack of simple, sharp definitions and messaging to facilitate dialogue and data sharing within cities and partners. **Matt Chadsey**, Executive Director of 100RC Partner Earth Economics, will share key learnings from the 100RC Melbourne Biodiversity Network Exchange which resulted in a framework meant to provide Chief Resilience Officers and other practitioners with a common language to understand and promote nature-based solutions as key drivers of city resilience. Followed by a Working Session : Understanding key drivers of city resilience

Drawing from their learnings from the site visits and their lived experience as resilience practitioners, participants engage in a facilitated discussion of advancing a shared understanding of nature and natural infrastructure as a key driver of city resilience. Chief Resilience Officer's (CROs) and local participants move to their assigned breakout space where they work in a multi-disciplinary team in 3 tables.

- (5 min) Introduction: Moderator **Piero Pelizzaro**, Chief Resilience Officer of Milan
 Moderator explains exercise format, objectives, and group assignments
- (30 min) Breakout session:
 Moderators: **Demetrio Scopelliti** - Advisor to the Deputy Mayor for Urban Planning at the Municipality of Milan; **Stefano Casagrande** - Manager of CLEVER for the Municipality of Milan; **Eugenio Morello** – Associate Professor at Politecnico di Milano
 Key questions during breakout session for each table:
 - For CRO's: What initiatives are driving resilience in your city? Are there any learnings from today's living labs and presentations that made you think about nature-based solutions differently?
 - For local participants: How would you describe the link between nature-based solution and resilience? Are ideas expressed different from your perceptions or do they align? Can you share any key drivers that you think might be beneficial for CRO's?
- (25 min) Report Out: Facilitators share with the whole group key insights from each roundtable theme

Comments on the development of the meeting, activities, reactions of audience, definition of UIP

CLEVER Cities presentation concerned both general vision, aim and strategies, details on interventions, and a focus on UIP launch and co-creation methods and guidelines. A comparison was made with H2020 URBiNAT project, and Matt Chadsey, Director of Earth economics, connected from Seattle, contributed to NBS definition and common language needed to promote them in cities.

members/expected role...	<p>Stakeholders and experts attending expressed full interest and questions about the project, and the following discussion engaged confrontation among foreign resilience officers and local stakeholders on types of NBS and their efficiency and benefits.</p> <p>Discussion involved landscape planners' association SIEP and main Entrepreneurial Association Assolombarda. It focused on success conditions:</p> <ul style="list-style-type: none"> • multilevel NBS (city to metropolitan area), such as Lisbon rehab of paved rivers and valley crossing the city, • multitasking NBS (siding environmental benefits with social and educational ones) such as Buenos Aires and Athens green roof over schools building, compared to CLEVER Milan CAL1. <p>Focus were made on indicators measurement alternatives and Entrepreneurial Association interest to take part to NBS projects understanding economic benefits, from Insurance discounts through risk reducing NBS, Green Jobs, and Social Responsible Certification, such as buy CO₂ reduction certificates in the city rather than in foreign countries.</p> <p>Critical issues on Green Roofs raised from Toronto and Buenos Aires experience, about Green Roof ill-fame for infiltrations problems to be tackled with innovation, technical information and update courses, and maintenance warranty, to avoid refusal of green roofs building rule, even preferring fines payment as happened in Toronto.</p> <p>Parks and green area efficiency was related to effective foliage and threes densification, and their species differentiation, in Mediterranean cities (such as Milan, Tel Aviv or Bologna) both for users' comfort, both for heat island reduction.</p> <p>Need of online data for promotion and broadened knowledge of NBS progress in built environment was a key tool in Vegetalisons Paris experience.</p>
Conclusions and commitments arranged	<p>UIP launch extended program was described, announcing face to face key stakeholder engagement in December 2018 and plenary UIP meeting before end of January 2019.</p>
Limitations encountered	<p>UIP launching was postponed due to a long and recurring process to generate an internal common vision review and build up among city departments, by fall 2018, after CAL interventions specific review during summer 2018; but this was a chance to scale up UIP from overviewing CLEVER CALs to be an "ambassadors' team" to promote NBS in the whole city through several ongoing project.</p>

Stakeholder Lists

The stakeholder list is a live document, and due to that it may be updated with more members along the development of CLEVER Cities project. The following pages present the list of stakeholders who are engaged in each FR-city until the moment this document is delivered.

Hamburg

Grouping	Organization
Clever Corridor	Stadtteilschule Fischbek-Falkenberg Polizeikommissariat Kulturhaus Süderelbe Willkommensbüro NABU IBA Loki Schmidt Stiftung Integrationsrat ProQuartier HCU Neugraben fair ändern BUND Greenpeace Landwirtschaftskammer Hamburg Landwirtschaftskammer Hamburg Anbieter von Bikesharing (zB Stadtrad) AnsprechpartnerIn von einer erfolgreichen Urban Gardening Initiative (z.B. Stephanusgarten, Fuhlsgarden, Hildegarden, Gartendeck) ADFC Hamburg-Harburg ADFC Hamburg Polizeikommissariat 47, Straßenverkehrsbehörde Radverkehrskoordinator BWVI
Node Center Neugraben with bridge	Förderverein Neugraben Feinkost Mecklenburg Bücherhalle Neugraben Süderelbe Einkaufszentrum Kulturhaus Süderelbe Kaufland Wochenmarkt Bürgerverein NABU Süd NABU Loki Schmidt Stiftung FalkHus IBA IBA IBA
Node Aschenland / Stadtteilschule Fischbek	separate
Node Age Village Center Fischbek	Geschichtsgruppe Fischbek Kulturhaus Süderelbe Kulturhaus Süderelbe Cornelius Kirche Freiwillige Feuerwehr

	Schützenverein Förderverein Neugraben Hof vorm Deich (Projekt zum solidarischen Gemüse- und Kräuteranbau) Solidarische Landwirtschaft (SOLAWI) Nordheide Landwirte
Node Area School Ohrnsweg / Settlement Sandbek	separate
Green Roofs (public / privat / P&R)	Handwerkskammer (Elbcampus / ZEWU) ZEBAU Hamburg Institut SAGA SAGA Finkenwärder Hoffnung Hanseatische Baugenossenschaft Sahle Wohnen Private Homeowner IFB Hamburg IFB Hamburg IFB Hamburg KFW Bundesverband GebäudeGrün e.V. IBA Betreiber des P&R Geförderter Projektumsetzer eines Gründachs (ggf. Preisträger im Rahmen der Gründachstrategie) Anbieter von Gründächern (zB Optigrün, ZinCo) BUE BUE BUE, Projekt Clever kombiniert
Rain water management (invisibel Sandbek, Rainwater Retention Basis 1/2, Dig Corneliuskirsche)	Stadtteilschule Fischbek-Falkenberg Hamburg Wasser Hamburg Wasser LSBG LSBG HCU HCU Freiwillige Feuerwehr Künstler Künstler Stadtentwässerung RISA-Verantwortliche Entwässerungsinteressenschaft Fischbek

London

Grouping	Organisation
Art & Culture	Resident Artist
Public authorities & policymakers (local, regional & European)	Teresa Pearce MP LB Greenwich LB Bexley Natural England Environment Agency Ministry of Housing, Communities and Local Government GLA
Urban and land use planning experts	Space Syntax Levitt Bernstein Associates Jan Khattain Architects Conisbee- C&S Engineers Maxfordham M&E Engineers CBRE Planning Services GS Solutions GLA regeneration GLA Housing and Land LB Bexley (Planning) LB Greenwich (Planning) GLA Planning
Local Schools	Hawksmoor Primary School Bishop John Robinson CE Primary School Linton Mead Primary School St Margaret Clitherow RC Primary School Windrush Primary School Parkway Primary School Northwood Primary School St John Fisher School Willowbank Primary school
Local Health	Gallions Reach Health Centre Lakeside Health Centre
Research organisations / universities	LSEC (London South East Colleges) and LECB (Learning and Enterprise College Bexley). London Metropolitan University King's College London University College London University of East London Imperial College London University of Greenwich ARUP The Social Innovation Partnership Urban Mind The Centric Lab
SMEs and their networks	Wilton Road retailers Wood Street Walls Morrisons Sainsburys Thamesmead Town Centre Retail Park Archway businesses Greenwich Co-op Development Agency Bow Arts YMCA Gateway SMEs coming into the new Lakeside Centre Local supermarkets: Premier Stores Parkview & The Moorings

	Polypipe
	Heritage Lottery Fund
Resident Groups & Networks	Birchmere Community Garden (Good Life Garden)
	Birchmere Hub
	Christ Light Assemblies
	Hawksmoor Youth Club
	Friends of Tump 53 - Thames21
	Arts and Culture Forum
	South Thamesmead Forum
	Archway Project
	London Wildlife Trust
	Garden Organic
	North West Kent Countryside Partnerships
	Thames Water
	YMCA Thames Gateway
	Men in Sheds - AgeBand UK
	Social Finance
	Peabody Young Ambassadors
	Seniors in Touch - Peabody
	Positive Steps Thamesmead - Peabody
	Atrium - Peabody
	Safety Net
	Judo 4 All
	Prestige Dance Studio
	Thamesmead School of Dance
	The Dashwood Social Club
	Theatre Street Performing Arts
	Limestone Supermarket
	Nows the Time Thamesmead
	Aim Football Academy
	Dot Dot Dot
	Pop in Parlour
	The Link Thamesmead

Milan

Grouping	Organization
Entrepreneurial Associations and Syndicates	Assimpredil Ance Assimpredil Ance (in sostituzione di Andrea Lavorato) Assoimmobiliare Assolombarda CDO Compagnia delle Opere Federabitazione - confcooperative Tenants Syndicates SUNIA SICERT
Entrepreneurial Associations, greening and gardening	AA Associazione Arboricoltori Assofloro lombardia Assoflor vivaisti dei territori di Milano, Monza Brianza e Lodi Coldiretti Confagricoltura SIA Società italiana di arboricoltura onlus
Professional Associations	AIAPP Sezione Lombardia ANACI Associazione Italiana Amministratori Condominiali e Immobiliari APAC Associazione Professionale Amministratori di Condominio ANS Associazione Italiana Sociologi Associazione Italiana di Psicologia Associazione italiana direttori di giardini pubblici Collegio Geometri FIMAA MIMB INU Istituto nazionale di urbanistica Ordine dei Biologi Associazione Ingegneri Ambientali IN/ARCH Ordine Architetti Ordine dei Geologi della Lombardia Ordine dottori agronomi e dottori forestali Milano Ordine Ingegneri SIEP Società Italiana di Ecologia del Paesaggio
Local no profit associations	A77 Associazioni Interessi Metropolitani Bei Navigli Associazione Dynamoscopio Retake SAS APS Giardini In Transito - GC Lea Garofalo CIVICI Ass -GC Scaldasole APS Conchetta Verde Associazione per la decrescita felice GC Boffalora Associazione Parco Segantini Onlus APS Comitato Ponti (giardino nascosto malaga) Associazione Isola Pepe Verde 9 per 9 idee in rete (orto x9) Genitori Antismog Around Richard Ass. Vivaio ARCI Miilano e circoli locali Tempo Riuso Centro Studi TCI

No profit associations for environmental protection	FAI Fondo per l'Ambiente Italiano LIPU Lega italiana protezione uccelli Green City Italia Italia Nostra/Bosco In Città Italia Nostra Lega Ambiente Milano Bicycle Coalition/FIAB Ciclhobby WWF (sedi locali di milano)
Enterprise, owned by public entities	Arexpo Centro Studi PIM FS Grandi Stazioni FS Sistemi Urbani ATM Fiera Milano AMSA Aler ILSPA Infrastrutture Lombarde Metropolitana Milanese, acquedotto Trenord Unareti A2A
Enterprise, private companies in greening materials and services sector	DAM Distretto agricolo milanese HARPO LE2C Lombardy Energy CleanTech Cluster Libreria del Verde Miami MilanopiùVerde MyPlant&Garden international green expo
Generale groups	Amministratori di condominio City Users Milano Pendolari Milano Proprietari di Immobili Milano Proprietari e gestori di grandi immobili terziari e commerciali Residenti e proprietari isolati fronte cintura sud Residenti e proprietari isolati fronte Stazione Tibaldi Residenti e proprietari zona 5 Residenti e proprietari zona 6 Residenti Milano
Single citizen interested in Clever	(Single persons asking expressly to be informed about CLEVER cities)
Local citizens committee	Comitati frontisti cintura sud Comunità del Giambellino CDM Direzione Innovazione CDM Direzione Progetto Periferie CDM Direzione Verde Arredo CDM_Ambiente Energia CDM_Area Sviluppo Municipalità CDM_Ass. Lavori Pubblici e Casa CDM_Ass. Partecipatazione cittadinanza e open data CDM_Bonifiche CDM_Comune di Milano - Area Pianificazione Tematica e valorizzazione aree

	CDM_Comune di Milano - Lavori Pubblici e Casa CDM_Comune di Milano - Presidente Commissione Paesaggio CDM_Direzione Municipi CDM_Facility Management CDM_Gabinetto del Sindaco CDM_Marketing Metropolitano CDM_Municipio 5 CDM_Municipio 6 CDM_Partecipate e Patrimonio Immobiliare CDM_Scuole zona 5 CDM_OpenAgri CDM_Scuole zona 6 CDM_Sportello Unico Edilizia
Schools for gardening and agriculture (not universities)	Fondazione Minoprio Associazione Verdi Segni Scuola agraria del Parco di Monza
Public Administrations	Anci Lombardia Città Metropolitana ERSAF Regione Lombardia Parco Nord Parco Nord Parco Sud Milano Regione Lombardia
Charity Foundations and international organizations	100 Resilient Cities (Rockefeller Foundation) Bloomberg Fondazione Enel Fondazione Sodalitas Assolombarda C40 Cities FEEM Fondazione ENI Enrico Mattei Fondazione Cariplo Fondazione Housing Sociale KIC
Media, specialized in greening and environment	ACER Fiori&Foglie Gardenia gardentv.it Green Planner magazine Greenline Greenretail.it Il giardiniere Ilfloricoltore Lineaverde
Design studios, specialized in NBS, greening and landscape	Arup Caire Urbanistica Carlo Ratti Associati Lombardini 22 Studio Cini Kcity Avanzi Avventure urbane AbCittà Mare Culturale Urbano AGeP

	Land PiuArch Progettisti padiglione Austria Expo Stefano Boeri Architetti
Universities, Scientific Experts	Università Commerciale Luigi Bocconi Università Bocconi / Milano si Muove IEFE Green DASTU Politecnico Fondazione Politecnico Politecnico di Milano Poliedra IULM Rivista Arketipo Unimi UNIPA Università Bicocca Università Cattolica Fondazione Lombardia per l'Ambiente SISC Società Italiana Studi sul Clima Università della Svizzera Italiana