TERMS OF REFERENCE FOR URBAN WELL-BEING LABS AND ASSOCIATED LOCAL TASK FORCES IN EACH OF THE CULTIVATING CITIES

GoGREEN ROUTES

INSIDE YOU WILL FIND:

1 Project Background and Objectives for this document

GoGreenRoutes is a EU-funded research project focused on pairing participatory approaches and innovative Nature-based solutions (NBS), to increase health and well-being in cities. It spearheaded by a broad transdisciplinary consortium of 40 organisations. At the core will be the co-creation of "Urban Well-Being Labs (UWBL's)" in six "Cultivating Cities": Burgas (Bulgaria), Lahti (Finland), Limerick (Ireland), Tallinn (Estonia), Umeå (Sweden) and Versailles (France).

These cities are planning to implement NBS such as green corridors, linear parks, pocket parks and shared walkways to enhance the physical and mental health of their urban residents. By maximizing the available public space people can move around the city more actively, enjoy their free time and interact with others, whilst there is also room for restoring ecologically valuable spaces. By focusing on social aspects GoGreenRoutes hopes to enhance the human scale of NBS. To prepare the ground for the UWBL's, so-called "seedbed interventions" will be developed in each of the Cultivating Cities. They are meant to kick-start citizen engagement and ultimately make sure that the final NBS interventions are locally appropriate. Since we anticipate a transdisciplinary team, differing views and opinions it is important to create a base of understanding for co-creation. This is where the ToR document comes in.

2 How we understand ToR in GoGreenRoutes in WP3

A ToR document is usually used to help structure a complicated project or plan and to agree with the people involved on an understanding of the goals and objectives of the project (Sutton & Lemay, 1999, p. 2). In this case in GoGreeRoutes, the ToR document is specifically used to structure one part of the project and to agree on goals and definitions of certain components of tasks and scopes of responsibilities of involved persons. The ToR document refers at this point to the intended development of Urban Well-Being Labs (term explained in section 3) and the further establishment of a Local Task Force (term explained in section 3) in each of the six participating cities.

Usually, parameters such as overall "goals", "assumptions", "constraints" or "critical success factors" are discussed in a ToR document (Sutton & Lemay, 1999, p. 3). In the context of this ToR document, we follow an individual approach that does not focus on the usual key factors as mentioned above, but instead focuses on the following key factors:

- Listing of all definitions of important terms that need to be understood before an UWBL can be developed or NBS interventions can be implemented.
- List of methods that have been used to date to co-creatively establish UWBL`s and the Local Taskforce
- Framework to participate in the development of UWBL or to be part of the Local Taskforce.
- Outline currently planned actions in UWBL and of the Local Taskforce to initiate open discussion and iterative
   processes for ongoing adaptation of actions throughout the life of the project.

This ToR document should be understood as a starting point to find a common language regarding the interventions in WP3. It is important that this document is easily accessible, so that its content is not kept from any partners in the project or external stakeholders so that transfer of knowledge is easy. This document should also help to strengthen the linkages between the city partners.

In report 3.4 "Co-Creation in the making: Introducing and Co-Planning seedbed interventions" we have learned that a co-creative approach to the development of urban spaces can be a lengthy process with many iterative processes, which has proven to be successful in the context of GoGreenRoutes (see also report 3.1). In GoGreenRoutes, the NBS interventions should be developed and implemented so that locally appropriate interventions will be developed. This document has been handed out to the WP lead partners and cultivating cities for review, so that they had the possibility to suggest changes.

3 Defintion of important terms

Abbreviations and common understanding of terms used within GoGreenRoutes:

We arrived to these understandings partially via the GoGreenRoutes Grant Agreement and partially through our research and work in WP3. As we soon realized we needed to communicate many of the terms mentioned here first to the city partners. Starting with the UWBL's and the local taskforce needed to establish them.

Urban Well-Being Lab (UWBL)

Urban Well-Being Labs within GoGreenRoutes are based on the concept of the "urban living lab". They will be established in each Cultivating City. This space for experimentation is both a physical, geographically- bound location in each city, and a framework for engagement and collaboration with local stakeholders, steered by the local taskforce - and with a particular focus on health and well- being as an overall aim. Both seedbed and NBS intervention will be located in the area of the UWBL. The 'ingredients' (definition and composition) of each Urban Well-Being Lab (e.g. objectives, participants, communication channels etc.) will vary between the

Local Taskforce (LT)

Each Cultivating City will form a local taskforce responsible for steering the Urban Well-Being Labs and developing Urban Well- being plans (WP4). Once the taskforces are in place (resulting from stakeholder nalysis, outreach by the core team and participation in the challenge workshop), each will develop its own terms of collaboration, subject to certain minimum requirements to be defined (e.g. regular meetings, documentation of meetings, monitoring of progress etc). The taskforces will contribute to the design of seedbed interventions in each city as mechanisms for fostering wider stakeholder engagement, as well as the broader design and implementation of NBS interventions and the Urban Well-being plans.

For further context see the following terms:

GoGreenRoutes (GGR)

GoGreenRoutes is a €10.5m EU-funded project sowing the seeds for increased nature-connectedness across Europe, Latin America and China. Its multidisciplinary consortium of 40 organisations is pairing participatory approaches and citizen science with Big Data analyses and digital innovation to co-create "Urban Well-Being Labs" in six Cultivating Cities.

Cultivating Cities

Cities that will first test and implement seedbed and NBS interventions. They are:
· Burgas (Bulgaria)
· Lahti (Finland)
· Limerick (Ireland)
· Tallinn (Estonia)
· Umeå (Sweden)
· Versailles (France)

Stakeholder

The term 'stakeholders' has no single definition, as it has been used and developed in different fields (Reed et al. 2009), however the available literature does reveal certain defining characteristics that are outlined briefly here. Stakeholders can be understood as individuals or groups that have a vested interest in a particular issue. They may influence decisions and policies made around that particular issue, or conversely be affected by decisions and policies (Freeman, 1984; Grimble, 1998; Mitchell et al., 1997; Powell et al., 2011, Aligcia, 2006).

For a project addressing urban development such as GoGreenRoutes, stakeholders need to reflect the diversity of people living in the city and can be "any group of people, organised or unorganised, who share a common interest or stake in a particular issue or system; they can be at any level or position in society, from global, national and regional concerns down to level of household or intra-household, and be any groups of any size or aggregation" (Grimble & Wellard, 1997, p 175-176).

Nature-based Solutions (NBS)

The European Commission defines NBS as "solutions that are inspired and supported by nature, which are cost-effective, simultaneously provide environmental, social and economic benefits and help build resilience. Such solutions bring more, and more diverse, nature and natural features and processes into cities, landscapes and seascapes, through locally adapted, resource-efficient and systemic interventions" (European Commission, 2021).

Within the GoGreenRoutes grant agreement, NBS could entail: "... an agreed NBS framework will be applied, including green infrastructure, additional street trees, provision of quality green space for recreation and psychological recovery." (Grant agreement, page 110)

GoGreenRoutes' unique approach shifts the traditional focus of Nature-based solutions towards its co-benefits for biological, psychological, social and environmental health (360-Health). The aim is to enhance, identify and monitor positive effects of green spaces on reduced stress levels, mental resilience and social behaviour while using digital innovation to investigate how green corridors impact physical activity.

Seedbed intervention

"The seedbed interventions will rely on the principles of interventionist art to raise the awareness of the local community about urban health and well-being issues, challenges and potential solutions co-created in the GOGREEN ROUTES project (p.25 Grant Agreement)."

Based on this context and with the knowledge that the seedbed interventions could and should significantly influence the NBS interventions, several partners in cooperation with the city partners have defined the following parameters for the seedbed interventions:

• an event
• connector between different user groups
• temporary

Therefore the seedbed interventions will be a temporary intervention developed in a selected public space in each cultivating city. As a 'seedbed', it provides a stimulus to propose, explore and debate what might be done to make this space better.

The seedbed intervention provides the occasion to interact with local residents, visitors and passers-by, raising awareness on issues related to urban health and well-being, as well as challenges and potential solutions to be co-created in the GoGreenRoutes project. Unlike the NBS intervention, the seedbed is temporary and may not even be a physical structure, but rather a temporal event, e.g. a festival, a series of walking interviews, a performance or a gathering.

NBS intervention

A permanent green installation that complements and expands the existing urban infrastructure, providing a range of benefits, e.g. recreation or psychological recovery. The GoGreenRoutes NBS intervention in each Cultivating City will be planned, designed and implemented based on the experience from the seedbed interventions, to ensure that citizens' opinions and experiences are included. The idea is also to broaden the concept of NBS so that social parameters are given a higher priority in its future development.

Co- Creation in GoGreenRoutes

Literature shows that there are no clear definitions of co-creation, and some conceptual confusion exists, particularly with regard to related terms such as 'co-production'. However, we can identify certain fundamental features that characterise co-creation, as follows:
• It is an iterative, rather than linear, process - with room for adjustment and change
• It is outcome-oriented
• It demands active involvement of parties (consultation is not enough)
• Both the process and outcomes should be mutually rewarding for those involved
Two layers of Co-Creation within GoGreenRoutes are obvious: working with local taskforces in each city (municipal staff with local stakeholders), and working together as a consortium (working across WPs, working across disciplines, academics working with municipal staff).

4 Methods and concepts used to develop UWBL

According to the objectives of GoGreenRoutes and the orientation of Work Package 3 (Cultivating: Re-/Co-Design, Co-Creation, and Co-Ownership), each cultivating city committed to form a Local Taskforce responsible for steering an 'Urban Well-Being Lab'. Once established, the local taskforces will contribute to the design of 'seedbed' interventions in each city as mechanisms for fostering wider stakeholder engagement, as well as the broader design and implementation of NBS interventions and Urban Well-being Plans, through co-creation methods.

Stakeholder mapping

Being the decision-making process intended to be a collaborative one, early identification of all actors involved was of great importance. In order to do so, the constellation of possible local stakeholders in each city needed to be mapped and analysed as early as possible, such that key organisations and groups could be identified and engaged.

Stakeholder mapping can be described as a "basic tool for achieving an understanding of potential roles of the stakeholders and institutions involved, for identifying potential coalitions of support for the project, for scenario and strategy building and for assessing the relative risks entailed" (Aligcia 2006).

On a practical level, questions that helped cultivating cities to identify relevant stakeholders were:

1. Who are the key individuals that may be able to influence the project?
2. What is the interest of those individuals related to the project?
3. Who may be affected by the project?
4. Who has capacities that can support the project?
5. Whose capacity may have to be supported, so that they can participate? (Durham et al. 2014)

Drawing on established guidance and methods for stakeholder analysis, WP3 partners ICLEI Europe and RWTH prepared a stepwise guidance for the Cultivating City partners to each undertake their own analysis.

Co-creation at the heart of GoGreenRoutes

Existing co-creation approaches were explored and used as a basis for developing a shared, project-specific approach to collaboration, to be to be utilised among the stakeholders part of the local taskforces consortium partners, as well as consortium partners.

Through active participation, co-creation contributes to breaking down hierarchies between local government, business sector, universities, citizens and other stakeholders. Information and ideas can flow and the process is neither top-down nor bottom-up. Compared to conventional engagement processes, co-creation accounts for engagement with stakeholders who are often left out (due to time constraints, location restrictions, or accessibility issues), but key to providing solutions which are innovative and in line with end-user needs, improving the credibility of the results and the chance that they will be adopted in practice. It can also further empower local communities by sharing responsibilities within the framework of co-ownership.

The Action guide for successful co-creation in GoGreenRoutes outlines the operational references to guide partners and stakeholders involved to collaborate effectively.

The 10 principles (or enablers) of successful co-creation were discussed with partners: out of them, eight key principles stood out as particularly relevant for the group, and were thus mapped against guiding questions for
self-assessment, intended to help consortium partners reflect on their own working modes and behaviour over the course of the project. These questions can be used either by individuals alone or adapted for use in group settings at consortium meetings. Even if everyone agreed in principle that co-creation is a good idea, it is not always easy to put in practice. For this reason, a list of potential obstacles was developed, based on literature and partners' own experience. Advice on how to address each is provided to support partners in the event that the need arises.

Framework Narrative

In a nutshell, the UWBL comprises of the Local task forces and the seedbed interventions as well as the NBS Interventions. Hence, the UWBL acts as the umbrella concept which brings the physical spaces and the actors involved together to better the understand the interactions happening with, within and for the development of the physical spaces i.e. seedbed and NBS Interventions for improving the health of those stakeholders who utilize those spaces.

The work on stakeholder mapping with the cities revealed relevant information on the influence, interest and potential (expected) impact of planned (seedbed and NBS) interventions within the UWBL. However, as is mentioned earlier, the 'ingredients' of the UWBL are varying widely in all cities as the local contexts and needs differ. With the stakeholder mapping done, there was clarity on who the main actors in the area could be. For this of course, there was a need to delineate a single physical space for the Seedbed and NBS Intervention so as to ensure all relevant stakeholders are taken into account.

Following that, the cities confirmed with the appropriate stakeholders if they would like to form a Local Task Force to be the key focal point for the purpose of implementation of the interventions in their area. Several communication channels were established between the city and the local task force hence showing the multi-stakeholder + city dialogue to ensure the maximum positive outcome when it comes to actually co-planning, co-designing and co-implementing the NBS within the UWBL. Several other processes supported the formation of the robust yet flexible Local task forces in each city, such as challenge workshops etc. The cities also announced the formation of the Local Task Forces in their local channels through social media. Thus, at present all cities have been able to define their specific area of intervention(s) and the Local task forces who will be in constant engagement with cities to further the process, with of course some leeway to further adjust the composition of the local task force especially with the inclusion or identification of a citizen voice monitor.

5 Gender, diversity and Inclusion in the cities

As such the gender equality dimension was not at the forefront when the Local task forces were defined owing to the early stages of the project and the linkages with different core elements being slowly forged. However, since there is no limitation to only have those specific members to continue as the Local task forces, there will be an iteration from the cities side. This will help to see if somehow our city partners can integrate the concept of GID in practice for highlighting the relevant actors of the Local task forces to act as the voice of the citizens where possible as well as ensure there is diversity and inclusion of different genders, age groups, ethnicities, socio-economic groups and also vulnerable and minority communities present in the area of intervention, i.e. the UWBLs. For this reason, ICLEI is also involved in the GID panel as well as collaborating with WP8 to understand how the cities can appoint a citizen voice monitor and ensure there is inclusion and monitoring of diverse citizens perspectives. The lessons learnt and ideas generated for this will be feedback to cities and appropriate guidance shall be provided to ensure a smooth process in terms of determining a single entity or in fact even a group of individuals to act as the citizen voice monitor and hence supporting the impact assessment process from diverse perspectives in relation to the improvement of health and wellbeing aspects with the plans and implementation of the nature based solutions. After all, the nature based solutions should have a long lasting and wide impact on all the locals of the intervention area in terms of health and wellbeing and support in creating a healthy city for all in the long run.

6 Planned activities in the UWBL and of LT

The UWBL`s are planned to come to life starting with the first seedbed intervention and will be "places" for experimentation and innovation through the planned actions and framing as UWBL`s. The cities will work together with the LTs to ensure the Urban Well-Being Labs support the overall aims of the city identified with the several workshops and matches the broader objectives of the project itself to support the focussing of the health and wellbeing aspects of NBS in cities. Cities are in regular exchanges with the members of the LT since the formation of the LTs to ensure the plans for the NBS are in line with the needs and interests of the LTs. Regular meetings are also tracked in two trackers at the moment, one specific to any communications and the other based on specific events in the run up to the seedbed intervention. However, based on the feedback received from cities, the WP3 team responsible for guiding cities has now decided to merge the two trackers for communication and events for synchrony, to reduce duplication potential as well as the efforts to introduce all engagements into a single documentation process.
The first activities in UWBL`s will be the seedbed interventions and their accompanying events this summer. The Seedbed interventions are being also planned in close collaboration with the LTs and there will be minor and 1 major event to showcase the common vision, aims and activities to implement and promote NBS in the Urban Well-Being Labs in the cities. Beyond the seedbed intervention, recurrent as well as needs-based ad-hoc meetings between the cities and the WP partners, and most importantly the cities and the Local Task Forces will support the pathway to co-implementing the NBS intervention in the UWBLs for improving the health benefits with long lasting impacts in the city for all. The local taskforce should meet with the cultivating city partners at least one time per month starting with implementation of the seedbed intervention. At these meetings, ideas for evaluating the different actions should be noted and discussed how these findings can influence the development of the NBS interventions. The local taskforce should also strongly support the city partners in logistical tasks around the seedbed interventions, for example in setting up, removing and planning the interventions. It would be desirable if the local taskforce could be the contact person for local interested parties over the duration of the project and promote communication via the UWBL.

7 Things to keep in mind

🤝 All partners should

- Ensure early engagement of relevant stakeholders, if not already involved in the Local task forces, as is evident through multiple governance models that the earlier you engage the relevant actors, the likely it is that the project will be a success and have positive and lasting results.

🏢 City partners should

- Set up regular meetings between the LTs and cities, as well as the cities and the WP3 partners to ensure close collaboration in ensuring widening of the impact, but also ensuring availability, accessibility and attractiveness of the selected NBS intervention.
- Record and track progress using the event/communication tracker (to be updated) in terms of communication amongst the cities and the LTs – so that the progress can be documented to not only help the cultivating cities but also the other cities to be involved within the project such as the cross pollination network but also reach out of the projects into the wider arena meeting needs for cities interested and working on NBS and biodiversity for health and wellbeing.

⚛ All scientific partners should

- Assign roles and responsibilities for a citizen voice monitor based on the GID principles from within or even beyond the Local task forces but with the intention to have good representation of the citizen's voices.

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