

Financial Plan

Deliverable 6.2
25.11.2024

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COVER PAGE

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ABBREVIATIONS

DLH	Digital Learning Hub
ICL	Irresistible Cities Lab
NEB	New European Bauhaus

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NOTICE

Main parts of text have been edited by using the Microsoft CoPilot AI functionality to lift the flow and nuances of the English language.



1. Introduction

This document is Deliverable 6.2 of Desire – Designing the Irresistible Circular Society, one of six New European Bauhaus (NEB) Lighthouse Demonstrator projects, funded under the Horizon Europe program.

The aim of WP6 is to support the long-term strategies and scaling potential of the Desire site projects, exploring possibilities for full-scale implementation. Through its tasks, WP6 has worked to foster this potential by developing an exploitation strategy and plan, establishing, engaging, and expanding partnerships, and nurturing and growing the ecosystem.

The purpose of this report (D6.2) is to explore financing sources from various streams to support the expansion and full-scale implementation of the Desire learnings and outputs. The report addresses aspects related to finance, such as affordability, economic disparities, and access to financial resources across different parts of Europe.

The report has been prepared with three main contexts in mind: *geographical*, referring specifically to the concrete territorial site to be transformed; *scope*, which addresses the need for interventions and investments to transform this specific site; and *potential*, indicating the level of transformation to be conducted. Accordingly, the Financial Plan comprises a series of ‘plans’, named ‘territorial transformation plans’, tailored to the diverse characteristics of the territorial sites involved in Desire. This context-specific approach highlights the importance of considering each site within its unique territorial context, defining what is feasible and realistic.

The individual financial plans are termed ‘territorial transformation plans’ to emphasize their practical nature: their purpose is to support the implementation of transformations by outlining essential next steps and identifying the necessary financial resources. Consequently, they function as independent documents, aiding each site organization in its efforts to transform its local environment in alignment with the overarching vision of Desire—designing the irresistible circular society—and with clear reference to the New European Bauhaus movement.

1.1 Structure of the document

D6.2 Financial Plan is composed of three main sections. The introductory section (*Chapter 2 Approach (methodology)*) provides an overview of the key concepts, details the methodology used to create the territorial transformation plans, and specifies which other project components (deliverables, activities) it depends on. This section also includes a comprehensive mapping of the financial resources identified during the development of the individual financial plans, along with an outreach strategy that emphasizes affordability and economic capacity as crucial factors in implementing the territorial transformation plans.



Chapter 3 constitutes the core of the report, presenting all eight ‘territorial transformation plans.’ *Chapter 4* focuses on a plan for sustaining the ‘Desire learning environment’, which serves as the overarching framework for the Desire community. This is concretely represented through the Digital Learning Hub and the Irresistible Cities Lab.

A concluding chapter (Chapter 5) addresses the limited timeframe set by Desire and its implications for defining territorial transformation plans. It emphasizes the importance of establishing relevant formats to support ongoing learning and dialogue among the various organizations involved.

2. Approach (methodology)

The preparation of the Financial Plan and the included ‘territorial transformation plans’ has unfolded during the concluding phase of Desire (M18-M26). The process was initiated at the consortium meeting in Milan (M18) with a co-creation session, giving each of the site organisations time to identify and discuss the most promising results and outcomes of their activities. This session also included an overall outline of thinking beyond Desire with the aim of creating a common understanding of exploitation activities and initiatives.

The approach that followed the co-creation session at the consortium meeting represents a mixture of desk research, interviews and analyses of data into eight individual plans, one for each of the 8 Desire sites. A draft plan has been shared with the site organisations for feedback and further elaboration, and a final version is communicated to the site organisations and included in this report.

Both desk research and interviews are based on an interview guide prepared in advance and shared with the site organisations. As a basis for conducting systematic desk research, inspiration has been drawn from the Business Model Canvas and the NEB Call for proposal text, to elaborate the interview guide¹. The development of the interview guide was done with reference to the following key elements: Identification of the most promising results; outline of a long-term vision; definition of activities and resources needed for the implementation; required investments and financial resources, territorial agents to be included in the implementation and important partnership agreements to be concluded. Further, the questionnaire also included aspects of recognition and referred to the impact that implementation may have on aspects of affordability and economic capacity and new standards for economic valuation as drafted on the NEB Economy White Paper (see 2.a.ix).

The desk research is made by searching through the most relevant deliverables, produced during the Desire project, and recorded workshops addressing results and outcomes of the demonstration activities. Once we had mapped out what could be learned from these resources through the desk research, the interview guide was adjusted and refined to address any remaining questions. The guide was designed to uncover names and specific plans for implementation, as well as to identify the key factors the site organisations believed were essential for creating a good and realistic plan. The interviews were

¹HORIZON-MISS-2021-NEB-01-01 call.

conducted as semi-structured interviews, meaning that the interview guide acts as a general roadmap for the conversation. The questions were adjusted or rephrased as needed to follow the flow of the conversation. The semi-structured interview meant that the interview itself also influenced the questions that were continuously asked. After conducting the interviews, an analysis of the collected data was carried out. The data gathered through both desk research and the interviews provided the foundation for the analysis, where responses were reviewed and organized to identify key themes and insights across the various demonstration sites. To translate these insights into a concrete, territorial transformation plan, we compiled the data into a table format. This table serves as an action-oriented roadmap, distinguishing between short-term and long-term plans where relevant to ensure a structured approach to implementation.

2.1 Clarification of key concepts

Desire operates with a set of key concepts of which a definition of some are important to understand the framing of the task of preparing this report and the plans it includes.

2.1.1 Desire lighthouse demonstrator

A New European Bauhaus lighthouse demonstrator is a project designed to showcase and integrate the core values of the New European Bauhaus initiative: sustainability, inclusion, and aesthetics. These projects aim to create more sustainable, inclusive, and beautiful spaces, often involving local communities in the green transition. They serve as models that can be adapted and replicated in other regions, demonstrating innovative solutions in areas such as building renovation, circularity, arts, cultural heritage, education, smart cities, and urban and rural regeneration.²

As one of six New European Bauhaus lighthouse demonstrator projects, Desire has committed to delivering innovative results that can be adapted and replicated in similar initiatives across other cities and neighborhoods in Europe. Beyond being a lighthouse demonstrator project itself, Desire also views the eight involved territorial sites as lighthouse demonstrators. Each site represents a unique approach to urban transformation, influenced by its scope, history, and cultural and socio-economic characteristics. This diversity is reflected in the ‘territorial transformation plans’, where the lighthouse demonstrator concept is evident in the content scoping. The eight Desire lighthouse demonstrators directly and indirectly embody the values and principles of the New European Bauhaus, serving as sources of inspiration and models for replication in a broader context.

2.1.2 Urban transformations

The concept ‘urban transformation’ points to a rich field of debate and investigation within policy and science. Key aspects embedded in the concepts are local and global sustainability and resilience and the

² <https://ec.europa.eu/newsroom/neb/items/745953/en>

notion of cities as a central place for accelerating change (Hölscher & Frantzeskaki, 2021). The concept has been used within this broad definition within Desire, including potential for transformation at different levels and with various defining elements (e.g. socio-economic, artistic, relational, circular, symbiotic).

In relation to the individual ‘territorial transformation plans’, the concept urban transformation refers to the ultimate outcome of the co-creation and design-driven processes which have taken place at each of the eight lighthouse demonstrator and form an overlying framework for the intentional change that the eight ‘territorial transformation plans’ eventually lead to. In this context, urban transformation is applied in its broadest sense, referring both to the bottom-up socio-economic transformations taking place in Wildemanbuurt in Amsterdam and the building and green area transformations to be conducted in for instance Riga and Gadehavegaard, Høje-Taastrup (DK).

2.1.3 Key results

In Desire, a key result can be for instance a strategy, a plan, a toolkit, a vision, a model or a hub, a new format for collaboration. What defines a key result is an output that potentially will transform the urban area with which it is connected, and with a clear connection to the values and principles of the New European Bauhaus. A key result is both implementable and replicable; it forms the groundwork for actual transformation.

Desire is a pilot project, by definition, covering a bit more than two years in total. Demonstrations activities have been performed over a period of 12-15 months which limits what is achievable and has significantly impacted the format and potential of the results. Furthermore, the demonstration activities at the eight sites have been highly experimental, complicating the predictability of the outcomes. In the context of Desire, a key result is defined by the site organisations as the result or results with the perceived highest level of innovation and potential in the subsequent transformation processes.

Most of the Desire demonstration activities have been integrated into larger urban transformation projects. For example, in Gadehavegård, Høje-Taastrup (DK), which is undergoing a major renovation project of a social housing area, the Desire demonstration activities only pertain to the transformation of a defined outdoor area into a park/green area. Similarly, in MIND, Milan (IT), an innovation district undergoing a larger transformation, Desire influences the perception of the future urban area and how New European Bauhaus values and principles can be integrated into a more conventional urban transformation process. These differences in scope and at the level of intervention opportunities also influence the identification and definition of a key result.

2.1.4 Implementation

The term ‘Financial plans’ underscores the crucial role of financial resources in achieving the full-scale implementation of the territorial transformations that the Desire project ultimately aims for. As mentioned earlier, a 2-year time frame only allows for piloting activities and the preparation of prototypes, models, or similar preparatory work. In most of the eight lighthouse demonstrators, actual

implementation depends on various parameters, such as whom to involve and how, as well as further planning and demonstration to prepare for full-scale implementation. A significant part of the eight ‘territorial transformation plans’ addresses these parameters, including activities, resources, timing, stakeholders to involve, and processes that need planning and execution before the actual transformation.

In this specific context, implementation refers to all the different activities and conditions that are conducive and, to a certain extent, necessary for bringing about the lighthouse demonstrators as inspirational cases of urban transformation within a New European Bauhaus context.

2.1.5 Territory and territorial agents

The terms "territory" and "territorial agents" form part of the conceptual framework for the Desire project under the HORIZON-MISS-2021-NEB-01-01 call. "Territory" is defined as "an area under the jurisdiction of a European Union Member State or Associated Country; (...) covering one or several well-defined territories (e.g., neighborhood, district, ecosystem, etc.) in one or more cities." "Territorial agents" refer to "public and public-private authorities, statutory authorities, and planning authorities legally tasked with the preparation and/or implementation of territorial and sectoral strategies, plans, and policies at the local level."³

In the context of Desire, the territory is referred to as a "site." This includes a range of urban and semi-urban locations of various scales, such as streets, neighborhoods, towns/small cities, social housing areas, and construction sites. Most often, the site represents the area to be transformed based on the insights and outcomes from Desire’s demonstration activities (e.g., Ziepju Street in Riga, Gadehavegaard in Høje-Taastrup, Kalundborg in Denmark, and BTC City in Ljubljana). In one case, though, the site (a construction site in Herlev, Denmark) serves as a proxy for any place; the transformation here concerns how we relate to a place, and the territory therefore could be any territory. The diversity in the sites included in Desire influences the outline of how they plan to implement their results and learnings.

Within Desire, "territorial agents" include both the local authorities directly involved in the Desire consortium (such as Riga City Council and Citta di Torino) and local authorities who have supported and engaged in various activities under Desire's scope. For the implementation of the Desire results and outcomes they play an obvious and significant role in more of the transformation plans, e.g. Amsterdam city in relation to Wildemanbuurt, Høje-Taastrup municipality collaborating with Domea.dk regarding the green park, Kalundborg municipality which is deeply involved in establishing the Circular Campus, and Ljubljana City forming a key stakeholder in the transformation of BTC City.

2.1.6 Investment

In this context, the term ‘investment’ is broadly defined to include the financial, technical and human resources necessary for the full-scale implementation of the project’s results. Within the ‘territorial

³ Definition provided by CINEA based on the documents relating to the HORIZON-MISS-2021-NEB-01-01 call.

transformation plans,’ this is reflected in the outline of various types of financial resources, along with timeframes and other resources required for preparing and carrying out the transformation.

However, the investments indicated in the ‘territorial transformation plans’ should be viewed not as fixed resource amounts but rather as guidelines for further transformation planning and as indicators of the anticipated depth and complexity of the planned transformation. Each territorial transformation plan serves as an initial framework for upcoming actions, with specific details—including required resources and investments—subject to adjustments based on evolving decisions and influencing factors.

2.1.7 Affordability, accessibility and economic capability

Affordability refers to being cheap enough for people to be able to pay.⁴ Often, it is connected with social housing and the principle of keeping the rent of a dwelling to a level which is payable, understood as a percentage of the income of the household. But affordability can also be viewed more broadly, encompassing social and environmental factors that influence the ability to purchase or maintain “something on a long-term basis while remaining convenient for the beneficiary’s resources and needs”.⁵ Accessibility addresses social equity, grounded in a principle of inclusivity, ensuring access for everyone regardless of income level or disability. Economic capability refers to the ability of involved institutions and organizations to perform at their best, aiming to achieve their goals over time and sustain the initiatives they have launched.

Affordability, accessibility and economic capability have been addressed specifically in relation to the development of each individual territorial transformation plan. The plans outline how the organizations involved at each site intend to address these perspectives in both the short and long term, acknowledging that the territorial transformation plans are still in progress. These reflections are meant as reminders for implementation rather than fixed markers or concrete action steps.

2.2 Dependencies on Desire resources

This report builds on different resources produced as part of the Desire activities. It concerns first and foremost the most relevant project deliverables (research-based reports presenting learnings and reflections) and recorded workshops, but also the NEB New Economy White Paper introducing new economic standards for valuation.

2.2.1 Deliverables and workshops

The deliverables produced during the Desire project are crucial for understanding how to achieve full-scale implementation of the site demonstrations. This report especially draws on contributions from following deliverables: *D3.3 Narratives of Irresistible Circular Futures* (WP3), *D3.2 Site Experiences and Future Plans* (WP3), and *D4.3 Innovation Biographies* (WP4). Together with exchanges at P2P Enable change workshops and Outcome Mapping workshops conducted as part of WP4 Evaluation &

⁴ <https://www.re-dwell.eu/concept-definition/30> (accessed 06.11.2024)

⁵ <https://www.re-dwell.eu/concept-definition/14> (accessed 06.11.2024)

Learning, these deliverables⁶ play a crucial role in documenting the learnings and outcomes of the Desire project and as such, they have provided insights into the empirical data that is already available and the areas that require further exploration through interviews with the site representatives.

Narratives of Irresistible Circular Futures (WP3):

The narratives offer a practice-based view of the project's two-year outcomes, focusing on the actions of eight urban transformation sites. The stories reveal the complexities of place-based activities, capturing each site's processes, dynamics, and future potential.

Site Experiences and Future Plans (WP3):

This deliverable (D3.2) reports on place-based practices at the DO-level of Desire's Monitoring, Assessment, and Learning framework, capturing actions from eight demonstration sites across diverse contexts. The report details processes and methods each site has undertaken while contributing to the evaluation and refinement of the Desire principles.

Innovation Biographies (WP4):

The Innovation Biographies present the case studies from Desire project sites, where key contributors narrate their experimental work towards a circular society, seen from their own perspective. These stories showcase the transformative potential of the Desire project, seen through the lenses of the organisations involved in the demonstration activities, capturing practical lessons for advancing sustainable urban transformation.

P2P Enable Change Workshops and concluding series of Outcome Mapping workshops (WP4):

The *P2P workshops* were conducted in a series of three rounds, with the final round questioning how to enable change. These workshops were part of the 'learning through interaction' strand within the Monitoring, Assessing and Learning Framework (WP4) and used the involvement of other site organisations as a resource for questioning and reflecting. All workshop sessions were held as online sessions and recorded. The final *Outcome Mapping* (online) workshops took place in September/October 2024 and concerned self-assessments on achieved outcomes.

2.2.2 NEB New Economy White Paper

The *New European Bauhaus Economy White Paper*, produced by Dark Matter Labs (an associated partner of Desire), was initially published in March 2024 in conjunction with the NEB Festival in Brussels and subsequently updated for a second version presented at the Desire event in Copenhagen in September 2024.⁷ The NEB Economy White Paper contributes valuable insights to Desire, focusing on constraints, abundance, opportunities and risk in reshaping the economy of the built environment.

⁶ <https://www.irresistiblecircularsociety.eu/about> (The reports will also be accessible on DLH)

⁷ The second version is accessible from the Desire website: <https://www.irresistiblecircularsociety.eu/news/white-paper-a-new-economy-for-europes-built-environment> (accessed 07.11.2024)

The White Paper outlines essential foundational shifts required for a new economy and suggests pathways to follow. At a high level, the White Paper presents a comprehensive vision for what is needed in order to shift from what we do today in and with our built environment to enter a future with a radically different way of thinking about value, and not least to balance a healthy physical environment with our mental health and well-being.

In preparing the individual territorial transformation plans, the NEB Economy White Paper offers a framework to explore alternative standards of valuation. This includes, for instance, the ambition of establishing shared facilities at the Circular Campus in Kalundborg (DK), and the holistic approach to valuing the interdependencies and interconnectedness, which supports the ambition of creating healthy and liveable futures at the Wilderman neighbourhood (Amsterdam). It also applies to the alternative approach to value represented by the Garden Caretaker concept in Herlev (DK), which provides a concrete example of “sensing a place.”

Applying the NEB Economy White Paper framework also highlights specific areas where assessment could provide valuable insights on how to economically introduce new standards of valuation. In Gadehavegaard (Høje-Taastrup, DK), for instance, the transformation of the outdoor area could foster a stronger sense of community and belonging and reduced feelings of insecurity. Although this remains to be fully assessed, the framework provided by the NEB Economy White Paper enables questions that could lead to new understandings and foster a fresh perspective on economic value.

Thus, the NEB Economy White Paper serves as an insightful lens for identifying key questions and initial reflections on alternative valuations of the Desire outcomes. Over time, this could support a shift in how we think about economic value within the built environment. In Desire, the territorial transformation plans and the exploration of alternative valuation standards create a foundation for larger-scale interventions, drawing on the insights and outcomes gained from smaller-scale interventions at the Desire territorial sites.

2.3 Mapping of sources of finance

In the process of exploring funding opportunities for the eight involved territorial sites, it is crucial to understand that access to international, national, and local funding varies significantly based on the country and region of the site. While municipal and local funding is generally an option at many of the sites, it depends on local regulations and the likelihood of securing approval. Factors such as the region’s economic priorities, political landscape, and available budgets all play a role in determining which types of funding are feasible. Knowing these variables can help in the creation of realistic strategies for implementation that match the available resources to applicable rules and guidelines. The funding opportunities related to each site, may have an important role to the long-term success and inclusivity of their initiatives.

2.3.1 Identification of private and public financial sources

The mapping and identification of private and public financial sources have varied depending on the location of the Desire site within Europe. At the Danish sites, an in-depth analysis of relevant funds has been conducted due to BLOXHUB's extensive knowledge in this field. Various locations have identified specific funds they are either aware of or already in dialogue with. These funds are often connected to the respective sites and support projects that align with their purpose and focus areas. A review of Danish funds has highlighted a number of private foundations operating at the intersection of urban development, architecture, and art. These funds play an important role in supporting projects that integrate these disciplines and contribute to societal development. This also applies to European funds that specialize in different areas related to urban development and cultural initiatives. The funds can provide additional opportunities for financing and partnerships that support cross-national projects and create synergy among various stakeholders. A mapping of relevant funding opportunities for the various European (non-Danish) sites has relied on the available knowledge of the local organizations working at each site. This has influenced the identification of relevant funds, resulting in an occasionally somewhat arbitrary impression. The mapping of funding opportunities is detailed in the territorial transformation plans for the individual sites, where specific funds and their potential contributions are described.

2.3.2 Assessment of relevance

The assessment and relevance of funding opportunities have been shaped by the specific goals set by each site. When the aim is to create a new model, an analysis has been conducted to identify which funds could best support that type of project. For projects with a more artistic angle, the focus has been on funds that align with those areas.

Each assessment depends on how the next project is planned and the direction chosen, which is up to the individual sites. The 'territorial transformation plans' capture the strategies and work developed so far, detailing how implementation is envisioned at a more detailed level.

2.4 Outreach strategy - differences in economic capability across Europe

The question of affordability is crucial for understanding how to implement demonstration projects, as economic capabilities vary across Europe. For this reason, there are different aspects of affordability challenges from site to site. For example, promoting inclusion and accessibility may require innovative strategies that go beyond traditional funding models, as seen in the case of Wildemanbuurt. Establishing collaborative support systems are vital steps to ensure affordability and accessibility for all citizens. When aiming to improve accessibility for economically diverse visitors, public backing plays a crucial role. A combination of public support, strategic partnerships, and creative funding solutions is key to ensuring that both affordability and accessibility are effectively addressed.

Citizen engagement and democratized funding are crucial for promoting accessibility and inclusion in urban development. Involving local residents in designing artistic interventions and tracking progress can inspire positive change and nurture a strong sense of community. Having affordability in mind when

planning and preparing transformation activities is fundamental to creating accessible urban spaces. Some initiatives demonstrate this by having various groups, including youth, refugees, and individuals with lower incomes or disabilities, in mind when they plan for future activities. This concerns for instance the Biodiversity Hub in Cascina Falchera. Other projects focus on affordability by repurposing vacant properties to house students and residents, making effective use of existing resources to support community needs.

The social housing project at Gadehavegaard, which aims to raise living standards while preventing gentrification is also essential, as efforts to revitalize neighborhoods often prioritize enhancing appeal while controlling living expenses to ensure current residents can remain. These initiatives focus on maintaining affordable housing, even as improvements to green spaces continue. Community-driven projects illustrate how ecological and artistic elements can foster inclusive participation without financial barriers. These initiatives, supported by partnerships and community involvement, engage diverse groups, from children and students to workers, and help reconnect people with nature. Maintaining affordability in urban development across Europe relies on active community participation, thoughtful resource use, and strong collaborative partnerships that support inclusive and sustainable progress.

3. Desire and the eight lighthouse demonstrators

This chapter comprises the ‘territorial transformation plans’ for the eight sites involved in Desire. Each plan presents a unique and context dependent outline of activities, resources and stakeholders to include but within a common structure: An initial section presents the context emphasizing the scoping of what needs to be transformed. The content in this section derives from some of the key Desire deliverables, mainly the *Narrative of Irresistible Circular Futures* (D3.3), *Innovation Biographies* (D4.2) and *Desire Experiences and Future Plans* (D3.2). This section is followed by a short outline of what the organisations involved with the site have defined as key results or outcomes, and how they view the long-term vision of the site they have been working with. This section is informed both by the mentioned deliverables but also content extracted from the workshops conducted as part of WP4 Learning & Evaluation, and the interviews performed as part of preparing the ‘territorial transformation plans’ (see section 2.2). The key results/outcomes form the background for the actual ‘territorial transformation plan’ which is described in a table, addressing following elements: *activities, resources, partnerships, recognition* (please see the table here beneath for an explanation). The plan also includes an indicative time frame which in some cases is split between a short-term and long-term perspective. The final section of the ‘territorial transformation plan’ refers to the impact that can be expected within two main domains: affordability/economic capability and new standards of valuation, the latter referring to the NEB New Economy White Paper developed as part of Desire (see 2.2.2).

Activities	Outlines what to do on a very practical level. Forms the baseline for transforming the sites in the future. Even though the time frame is different from site to site, the minimum time frame is 2 years.
Resources	The required investments, both human, technical and financial. This

	section also refers to concrete funding programs or foundations to be approached.
Partnerships	Comprises both territorial agents and stakeholders considered important to include for the actual transformation activities. Stakeholders may be companies, private and public organizations representing specific interests locally, NGOs, educational institutions, local and informal citizens groups
Recognition	Both formal and informal recognition of the value that the transformation will create. The formal recognition concerns statements or decisions by territorial agents or local stakeholders to implement the outputs and learnings achieved during the demonstration period. The informal recognition comprises already performed activities like submitted applications for funding to implement parts of or the entire outcomes of the demonstration activities. But also the expected recognition that the transformation will create among users (citizens, companies, organisations, and others) connected with the site.

Table 1. Outline of key terms used in the territorial transformation plans.

The territorial transformation plans are ordered alphabetically, according to the site name:

- BTC City, Ljubljana (SI)
- Cascina Falchera, Turin (IT)
- Gadehavegaard, Høje-Taastrup (DK)
- Garden Caretaker, Herlev (DK)
- Kalundborg Circular Campus (DK)
- MIND, Milan (IT)
- Wildeman buurt, Amsterdam (NL)
- Ziepju street, Riga (LV)

BTC City

Context

“BTC City is located in the city of Ljubljana, the capital of Slovenia. It is one of the largest shopping, business, entertainment, recreational, and cultural centres in Europe, with around 21 million visits annually. BTC City contains everything from shopping arenas and office spaces to a water park and entertainment facilities. However, the area is at risk with the changing climate, and heat islands during summertime have increased due to the many hard surfaces. This requires new greening initiatives and changes to the built environment, and the green infrastructure is a prioritisation. Further, the area is a historically rich centre, with many historic buildings that have been repurposed over time. This adaptation of usages can transform the buildings again, protecting the historical significance of the area and repurposing it on the other hand”

(D3.3 - Harre, Olivia T., Asbjørn Christian Carstens, Daniel Hermansen, Lea Holst Laursen, and Hans Jørgen Andersen. “Narratives of Irresistible Circular Futures.” Department of Architecture, Design and Media Technology. Denmark: Aalborg University, 2024, p. 87).

“BTC City Ljubljana is classified as a retail park type of shopping centre and managed as an open-air scheme, it comprises a variety of standalone retail and office facilities as well as facilities in shopping arenas or business towers. With 475,000 m² of surface area, 8,500 parking lots, 255,000 m² of business premises (retail, office, and storage area), more than 450 shops, 70 food and drink vendors and other services for example Atlantis Water park, Sports centre Millenium, SiTi Theatre, banks, post office, carwash, pharmacy, diagnostic centre, dance studio, etc. The area attracts 21 million visits per year. BTC City Ljubljana is located in the eastern part of Ljubljana within only 3 km of the historical centre of the city.”

(D4.3 - Innovation Biographies, BTC City (Ljubljana))

Territorial transformation plan for BTC City Ljubljana - Green Vision

Through a series of workshops, a hackathon and use of different tools with the Desire partners CER Sustainable Business Network and GXN, an independent design-driven research studio, part of the Desire consortium, a comprehensive Green Vision for BTC City has been developed.

Green Vision main elements

- the first aims **to establish a new green identity** for BTC City Ljubljana,
- the second focuses on **enhancing urban greening** throughout the area, and
- the third emphasises the implementation of **sustainable buildings**.

These three main elements form key parts of the overall outcome of the involvement in Desire, and actions, resources and partnerships needed for the implementation are outlined in the table below.

Green Vision key pillars

The Green Vision is rooted in key outputs and essential learnings gained from the activities conducted in Desire, laying the groundwork for long-term sustainable development in both BTC City Ljubljana and the surrounding local area:

Enhanced Community Engagement

We increased engagement with internal and external communities: employees at all levels, business partners (tenants, suppliers, construction and finance industry and others), local stakeholders, educational, cultural and non-profit organizations, and Gen-Z in all stages of planning and implementation.

This inclusive approach fosters a sense of belonging, ownership, and commitment to local sustainability initiatives, empowering diverse voices to shape our shared future.

Innovative Solutions for Urban Challenges

Our approach emphasized creative, sustainable solutions tailored to global issues of climate change mitigation, circular economy, biodiversity, and community resilience, viewed through the lens of local challenges. We tackled critical local urban issues such as the urban heat island effect, emissions reduction, climate resilience, and employee well-being, while ensuring regulatory compliance and protecting reputational value. We also addressed changes in shopping and working habits and generational preferences.

Our initiatives, from small-scale greening to complex infrastructure projects, transform urban spaces into resilient, vibrant, and inclusive environments ready for a sustainable future.

Improved Green Spaces

Implementing greening projects, such as tree planting, ivy walls, green islands, bee meadows, and urban parks, enriches local ecosystems, boosts biodiversity, and supports climate change mitigation.

These green spaces enhance environmental quality, create habitats, and improve the community's connection to nature.

Collaborative Partnerships

We are building and strengthening partnerships with a wide range of stakeholders, including the Municipality of Ljubljana, business partners, academic institutions, and expert organizations.

These alliances drive innovation, promote knowledge-sharing, and lead to collaborative efforts that amplify our sustainable development goals. By creating spaces that resonate with diverse communities, we also enhance social cohesion and enrich urban life.

Data-Driven Decision Making

Leveraging tools like Green Star, ENVI-met, and Biofactor, we assess environmental impacts to guide informed, strategic decision-making and optimize urban planning.

Data-driven insights enable us to continuously improve sustainable activities and outcomes. They also serve for transparent and clear communication of sustainability goals.

Regional norm for sustainability practices

By establishing regional guidelines and standards, we aim to embed sustainability and resilience into local community planning, setting an example that inspires other businesses and communities. Integrating sustainability into our business culture across all projects and functions fosters a mindset shift toward long-term environmental and social responsibility. This commitment, reinforced by the tangible benefits of sustainable practices—such as efficiency gains and enhanced brand reputation—drives a cultural transformation.

Through visible, impactful projects and sustainable operations, we inspire individuals at every level to view sustainability as essential to business success and societal well-being. This shift empowers businesses to lead responsibly, adapt to challenges, and drive meaningful change in their industries and communities. It creates “a new business license to operate”.

The long-term vision

Green Vision for BTC City Ljubljana: Key Outcomes and Long-Term Vision 2050

The Green Vision 2050 for BTC City Ljubljana presents a comprehensive plan for sustainable urban transformation, positioning the area as a model for environmental quality, resilience, and community engagement. Through collaborative efforts with several partners, BTC City aims to foster a new green identity that enhances the quality of life for all visitors, employees, and residents.

Key elements of the plan include:

Urban Greening: Increasing green spaces with tree planting, green islands, and pocket parks to mitigate the urban heat island effect, improve air quality, promote biodiversity, and elevate the experience of the area.

Climate Resilience and Mitigation: Investing in sustainable buildings (renovation and upgrading), sustainable infrastructure (mobility, water, waste, IoT) and renewable energy will reduce the carbon footprint, increase resilience to extreme weather, and enhance the area's adaptability to climate change.

Aesthetic Enhancement: A focus on aesthetics will create a visually appealing environment, fostering social interaction and establishing a distinctive green identity for BTC City Ljubljana.

The **Green Vision 2050** presents a long-term transformation that will position BTC City Ljubljana as one of Europe's greenest and most sustainable business hubs, setting a regional benchmark for best practices in climate mitigation and adaptation, biodiversity enhancement, circular economy development. This vision integrates social inclusivity and design excellence, fostering a sense of belonging and creating visually engaging spaces that resonate with the community, enriching both the environment, social health, and urban experience.

A phased development strategy, outlined in designated time horizons, will guide this journey, ensuring BTC City Ljubljana leads in sustainable urban planning and community-centered design.

Programme for further transformation

Element 1 – Green Identity of BTC City Ljubljana

Actions

Time horizon – 1-10 years

Activities	<p>The BTC City Ljubljana Green Identity is a meta concept for the entire territorial transformation, and it comprises a plethora of different activities and initiatives which will be designed and co-created during the entire implementation period.</p> <p>The following outline of activities will take place during the coming years. The overall framework is 2050, however the plan foresees that the main part of the implementation activities will be initiated within a time horizon of 5 years.</p> <p>BTC Management Commitment: presenting a green vision of BTC City to BTC Management to secure their support and commitment to implementing the ideas from the proposal.</p> <p>Key areas prioritisation: identify and prioritise key areas, focusing on the projects that have shown the most promise for transforming the local area.</p> <p>Pilot Projects: Initiate pilot projects based on the prioritisation assessment.</p> <p>Key milestones definition: Establish clear milestones to track progress throughout the implementation process, ensuring that objectives are met, and adjustments can be made as needed.</p> <p>Creating working teams: Form dedicated, and diverse working teams comprised of employees from different departments, and expert partners from different fields of sustainability, to drive the implementation efforts and ensure collaboration across different sectors.</p> <p>Stakeholder involvement: Actively involve different stakeholders (through workshops) in the planning and execution of activities, fostering a sense of ownership and collaboration that can enhance the overall impact and sustainability of the initiatives.</p> <p>Monitoring and Evaluation: Establish mechanisms to monitor the progress of implemented activities, collecting data to assess their impact and effectiveness over time.</p> <p>Awareness Campaigns: Launch communication campaigns to raise awareness among public and businesses about the results and benefits of activities, encouraging communities to adopt similar practices</p>
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Resources	<p>Financial Resources:</p> <ul style="list-style-type: none"> • Funding: Private funding and loan. Secure funding from local government grants, and EU funding. <ul style="list-style-type: none"> ◦ BTC takes part with a piloting role in project proposals on developing NEB-related governance models for public space transformation. Funding, if successful, will be available from 2025, and will add to the transformation of BTC as outlined in the Desire-based vision • Green lease: a rental agreement that incorporates sustainability practices and requirements, ensuring that both we and our tenants commit to sustainability performance and practices and energy efficiency in the property. • <u>On a long-term basis</u>: Overall to achieve the green vision and realise the long-term solutions, it is estimated that it would require more than 200 mil EUR additional investment, which includes further green transformation of other buildings, streets and urban greening. <p>Human Resources and Partnerships:</p> <ul style="list-style-type: none"> • Expertise: Engage local and foreign experts in urban planning, energy and buildings to provide guidance on our implementation strategies. • Collaboration with Educational Institutions: Partnership with local universities and research institutions for access to knowledge, expertise and resources. <p>Material and technological Resources:</p> <ul style="list-style-type: none"> • Tools: simulation tools (ENVI-met, Biofactor, Green Star) for ongoing assessments of environmental impacts and to guide decision-making. • Communicational Materials: Brochures, and online resources to inform the public, businesses and communities about the projects and sustainability practices.
Partners	<p>Municipality of Ljubljana; collaborating with the municipality will ensure access to their support and alignment with municipality's sustainability goals and mission to reach a goal to become one of 100 climate-neutral and smart cities by 2030. This partnership can facilitate the approval of future mutual (public-private) projects and initiatives.</p> <p>Academic Institutions: collaborating with universities, such as the Faculty of Biotechnology and the Faculty of Architecture at the University of Ljubljana and Museum of Architecture, can provide access to research, expertise, and innovation in sustainable practices. This partnership can help in developing evidence-based strategies and tools for biodiversity and urban planning and greening as well as architectural solutions.</p> <p>Private sector: engaging business partners within BTC City can foster a shared commitment to sustainability. Partnering with companies (tenants and solutions providers) that prioritise sustainability can lead to co-funding for mutual projects (green lease), as well as support for initiatives like the Green Star certification.</p> <p>Architects and Landscape Architects; engaging domestic and foreign architects and landscape architects is essential for designing functional and aesthetically pleasing green spaces and buildings. Their expertise will be invaluable in creating sustainable high quality urban design, architecture, interior design, as well as landscape architecture with rich biodiversity, that will improve microclimates, and promote community well-being.</p>

Recognition	<p>Daily Visitors, Local Residents and Tourists; are essential stakeholders who will benefit from the improvements made in BTC City Ljubljana through their enhanced experiences in the area. Positive feedback from daily workers, local residents and tourists can further promote BTC City and contribute to its reputation as a sustainable destination.</p> <p>Business partners: they have an interest in the success of sustainability initiatives. Their recognition can come through enhanced brand reputation, and participation in shared sustainable projects.</p> <p>Municipality of Ljubljana; will play an important role in formally recognizing the efforts made in BTC City Ljubljana. Their support will be reflected through various official endorsements, grants, or awards for our sustainability initiatives. It is expected that the Municipality will recognize the transformation plan through official endorsements of BTC City as a key player and through public statements, certificates or awards for sustainability.</p> <p>Academic Institutions: universities can acknowledge the value of the implementation by conducting studies and analyses that highlight and promote the benefits of our projects.</p> <p>Media Outlets: positive media representation can enhance public perception.</p> <p>Abroad recognition (Dubai): presenting projects (GXN). This refers to the international recognition that the transformation plans for BTC City Ljubljana have created already.</p> <p>Recognition through projects: Project proposals addressing related aspects of NEB have been submitted pointing to the importance that BTC puts on the territorial transformation in line with NEB values and principles.</p>
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Element 2 – Urban Greening of the area

Actions

Short term: 1-5 years

Long term: 5-10 years

Activities	<p>BTC will help the municipality of Ljubljana in the mission of becoming a carbon neutral city with greening, energy efficiency and use of renewable energy.</p> <ul style="list-style-type: none"> • BTC have committed to help the municipality, by signing a contract (Commitment that addresses multiple different fields). • Urban greening: <ul style="list-style-type: none"> ○ BTC Park (10.000 square metres park area) 	.
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Resources	<p>Urban greening - costs associated with:</p> <ul style="list-style-type: none"> Planting trees, shrubs, perennials, ivies, rewilding existing green, creating smaller pocket parks (1 mil EUR) – short-term Creating a park at the south entrance of Shopping arena A (500,000 EUR) – short-term. Have already invested approximately 500,000 EUR in the last 3 years for different urban greening activities. <p>Material and technological Resources:</p> <ul style="list-style-type: none"> Green / Sustainable Materials: Trees, plants, and other materials for greening projects; sustainable materials for renovation of buildings 	<p>Urban greening - costs associated with:</p> <ul style="list-style-type: none"> One pedestrian green street (1,5 mil EUR) – long-term.
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Result 3 – Sustainable Buildings

Actions

Short-term – 1-5 years

Long-term – 5-10 years

Activities	<p>Sustainable Buildings (investment deep retrofit, energy efficiency, and using renewable energy to meet sustainable building standards). Concrete activities would include, for instance:</p> <ul style="list-style-type: none"> Use the Green Lease Agreement as framework for collaboration with business partners, architects, and landscape architects Conduct internal workshops for employees together with CER to present the Desire principles and tools as well as the NEB principles and guidelines and how to take them into account when renovating buildings and surroundings. 	
Resources	<p>Sustainable Buildings: Funding would include private funding, loans as well as mutual funding with business partners through the Green Lease Agreement. Additionally, national or EU funding may be sought as well:</p> <ul style="list-style-type: none"> Stara Upravna (office) building (2 mil EUR) – short-term. Hall E (shopping) (12 mil EUR) - short-term. 	<p>Sustainable Buildings (investment in green transformation and retrofitting existing structures to meet sustainable building standards):</p> <ul style="list-style-type: none"> Shopping arena A (60 mil EUR) - long-term. <p>Relevant funding streams will be identified at a later stage.</p>

Impact

Aspects of affordability and economic capability

BTC is committed to balancing its sustainability goals with the economic realities faced by its business partners, ensuring a fair and achievable green transition. A key consideration in this transition is the long-term maintenance and operational costs of sustainable buildings and infrastructure, including mobility solutions, energy systems, and urban greening. These costs must remain economically viable to support the ongoing success of BTC's partners.

As BTC moves forward with the adoption of renewable energy sources and the development of energy-efficient buildings, maintaining affordable energy prices for business partners will be a priority. This approach ensures that the shift towards sustainability does not impose financial strain on businesses operating within BTC City Ljubljana.

However, one of the primary challenges in this journey is the limited availability of financial resources and access to suitable funding. To address this, securing grants from the EU, leveraging national programs, and fostering partnerships with the private sector will be crucial. These funding sources will play a vital role in implementing and sustaining BTC's ambitious sustainability projects, ensuring that the transition benefits all stakeholders involved.

New standards for valuation

Promoting multi-functional spaces within BTC City Ljubljana can maximise the efficiency of existing areas. For example, open spaces could serve as recreational areas, outdoor event venues, and green marketplaces, allowing different user groups to access and utilise them for various activities. This will enhance the economic as well as social value of the site. This also supports BTC's commercial strategic guidance to strengthen the hybrid BTC City with not only stores, offices but also places for enjoying and spending free time.

Furthermore, instead of demolishing and constructing new buildings, BTC City will focus on renovating, retrofitting and repurposing existing infrastructure. For example, transforming underutilised retail spaces into coworking areas, innovation hubs, or green areas would create added value for stakeholders without expensive new construction investments costs. By using Nature-based solutions and a rewilding green concept the growing Green Identity can be integrated into BTC City's branding enhancing BTC's reputation as a regional green norm. And lastly, creating standards for urban greening and greening metrics for decision making about the future urban greening investments.

Cascina Falchera

Context

“Cascina Falchera is an old farmhouse from 1701 located in the North of Turin, which is used mainly as an educational area. It is seen as a Common Good of the City of Turin and was granted to the Kairòs Consortium until 2020 by ITER (Turin Institution for Responsible Education) - Municipality of Turin (...). Cascina Falchera re-opened in May 2023 and has since been running diverse projects, ideas, and events for children, families, elderly and local residents. The local partner sees opportunities for further exploring what the renovated farm could become and how to build its new identity with the local community and ecology.”

(D3.2 - Desire experiences and future plans, p. 13)

“Waterways and water have been the focus of re-constituting the ‘Bealere’ system, as it is called in Piemontese dialect, and which refers to the small streams of water that border local farmsteads. The possibilities and functionalities of the farmhouse are multiple, which is clear in the many projects and initiatives that unfold simultaneously: classrooms for educational activities, gardens for exploring innovative ways of growing food, experiments with planting trees to improve the soil and providing shelter for animals and endangered species.”

(D3.3 - Harre, Olivia T., Asbjørn Christian Carstens, Daniel Hermansen, Lea Holst Laursen, and Hans Jørgen Andersen. “Narratives of Irresistible Circular Futures.” Department of Architecture, Design and Media Technology. Denmark: Aalborg University, 2024, p. 99)

“The City of Torino has initiated a process to integrate the New European Bauhaus principles into the policy instruments guiding the actions of the local public administration. The current challenge is to translate these principles into operational programs that impact urban development and concrete local policies, such as the management of environmental resources, mobility, technological innovation, inclusion policies, and education and job creation for young people. In particular, the City of Torino intends to start this path of renovation and integration of the NEB principles with the National Programme “Metro Plus Città Medie Sud 2021-2027” (...)

The territorial project associated with the National Programme ‘Metro Plus Città Medie Sud 2021-2027’ for urban regeneration will focus on the city's northern area, specifically where Cascina Falchera is located. This area has been selected due to its significant challenges, including poverty, school dropout rates, youth unemployment, and environmental degradation. It is one of the city's poorest areas, with many residents reliant on municipal assistance.”

(D4.3 - Innovation Biographies, Cascina Falchera (Turin))

Cascina Falchera territorial transformation plan

The territorial transformation plan for Cascina Falchera is deeply connected to the identity of the place, which emerged as a direct outcome of the Desire activities. This identity envisions Cascina Falchera as a local **Biodiversity Hub**, built on five key pillars:

- a community centre,
- research and experimentation,
- landscape protection,
- training, and
- cultural initiatives.

The plan focuses on realising this vision while honouring the values and principles of Desire and the New European Bauhaus

The long-term vision

The long-term vision for Cascina Falchera revolves around sustaining a thriving local ecosystem, fostering connections between locals and young people through educational activities at the Hub, and integrating contemporary artistic experimentation to reimagine the Hub's purpose. This vision is rooted in a commitment to working closely with nature, creating a self-sustained ecosystem, for example, through permaculture and a shared farming approach that encourages participants to engage in gardening activities. The aim is to integrate biodiversity with services and educational programs, while also renovating buildings to adopt more sustainable solutions for heating and electricity.

Programme for further transformation

Result – The Shared Vision of a Biodiversity Hub

Actions	Short term: 1-2 years	Long term: 3-5 years
Activities	<p>Co-design a strategic three-year plan that emphasises flexibility and adaptability and which embraces five important dimensions of the Biodiversity Hub:</p> <ul style="list-style-type: none"> • <i>Community:</i> Design processes, interactions and relationships that will support the further engagement of the local community and create a vivid and vibrant engagement in the place by local citizens and external actors • <i>Research and experimentation:</i> Sustain an open collaborative, and experimental approach to being a biodiversity hub. • <i>Training:</i> Further develop training activities and knowledge-sharing processes to sustain the organisational transformation and to ensure internal capability on a long-term basis • <i>Landscape protection:</i> Define the deployment of the green area, for whom and with which infrastructure; explore possibilities for regenerative or agroforestry farming, garden activities for local families; consider renting small plots of land to local citizens • <i>Culture:</i> Establish an artist residency, implementing and developing further the experiences obtained from the prototype, ‘La Roggia’, tested during the project period <p>The strategic plan will outline existing services and their potential, such as agricultural initiatives. It will include, among other things, services to be provided, a governance structure, organisational structures and an adaptive approach to investment and business planning to pursue the ambition of a continued dynamic approach to support activities and the development of a self-sustaining and supportive system.</p> <p>Concrete activities to support the development of the implementation strategy:</p> <ul style="list-style-type: none"> • Meetings and workshops with local stakeholders, the municipality of Turin and other key stakeholders, to further define and develop the strategy and plan for the Biodiversity Hub. • Develop a website to support the communication of the narrative and to engage and create interest among local citizens 	<p>Renovation of the farmhouse building towards sustainable solutions for heating and electricity.</p> <p>Create a self-sustaining ecosystem by integrating e.g. permaculture or regenerative farming solutions, with a shared farming approach to allow the community to engage in gardening/farming as family activities.</p> <p>Open a hostel within the next two to three years to serve as a social housing option for young people and individuals with low incomes, as well as a potential refuge for displaced people.</p>

	<ul style="list-style-type: none"> Develop and engage in small-scale local activities to sustain a sense of activity and development, e.g. an info point for young people 	
Resources	<p>There is no formal business plan in place, as planning long-term activities could limit the ability to adapt based on community feedback. Instead, the focus is on an ongoing, flexible process of listening to community needs, especially in Cascina Falchera, and then considering whether to implement specific activities. This approach prioritises responsiveness over rigid business planning.</p> <p>What is listed beneath are examples of resources (financial and technical) to continue the process for the 1-2 years following the Desire project, for instance relating to developing a new website or training staff at Cascina Falchera:</p> <p>Local potential resources</p> <ul style="list-style-type: none"> Fondazione Compagnia di San Paolo - support to local small-scale activities, e.g. the infopoint for young people or developing a new website Municipality of Turin: Support for instance as technical assistance and co-design of activities included in a city's programming <p>Regional/national resources</p> <ul style="list-style-type: none"> European Social Funds, e.g. to provide support for training and educational activities aiming at improving qualification of labour forces (e.g. immigrants, unemployed) - will require collaboration around developing new projects ItaliaDomani, funding to young researchers to keep them in Italy within the topic 'From research to business' - consider as resource for funding research activities with Cascina Falchera and the Biodiversity Hub as foundation <p>European resources</p> <ul style="list-style-type: none"> Erasmus+ - mobility project to support training of staff at Cascina Falchera 	<p>European Regional Development Funds:</p> <ul style="list-style-type: none"> Support to renovation and development of the building and the place (this needs to be investigated further - depends on the national framework for implementation of Italian ERDF means)

Partners	<p>Non-exhaustive list of partners, selected on basis of their active engagement during the project period:</p> <ul style="list-style-type: none"> • Liberitutti scs (educational services) • Limen company (agricultural services) • Exar - Social Value Solutions (employment services) • Fondazione Compagnia di San Paolo (financial resources) • University of Turin (experts, research, experimentation) • Municipality of Turin (strategy development, technical assistance, communication) • Impollinatori Metropolitani aps (cultural association) • ITER - Istituto per l'educazione responsabile (Città di Torino) (educational activities on the ground) • Comitato Sviluppo Falchera (neighborhood association, social housing) 	<p>Many of the partners will be the same, but this will be defined based on the concrete activities.</p>
Recognition	<p>The City of Turin supports Cascina Falchera through a signed agreement that defines the use of space and the obligations of both parties related to its maintenance.</p> <p>Collaboration has been established with the local Falchera neighborhood, represented by the President of the neighborhood board.</p> <p>Efforts are being made at local, national, regional, and European levels, with funding applications submitted to various EU funds, such as the Social Fund and the Regional Development Fund. Future funding for Cascina Falchera will focus on diverse sources to support its growth and sustainability, aiming to strengthen its role as a hub for social, cultural, and educational initiatives. Below are the key funding avenues being pursued:</p> <p>1. Sefea Impact Fund:</p> <p>Applications will be submitted to Sefea, leveraging its focus on supporting social economy enterprises. This funding will contribute to the development of innovative agricultural and social inclusion programs, aligning with Cascina Falchera's goals of community development and sustainability.</p> <p>2. City of Turin Grants:</p> <p>Continued collaboration with the Municipality of Turin will ensure local institutional support for infrastructure upgrades, community engagement activities, and youth-targeted initiatives at Cascina Falchera.</p> <p>3. Fundraising with Cesvi and Intesa Sanpaolo:</p> <ul style="list-style-type: none"> • Cesvi: Partnership with Cesvi will focus on crowdfunding campaigns and structured fundraising initiatives, particularly aimed at social agriculture projects and educational activities. • Intesa Sanpaolo: Targeted applications to Intesa Sanpaolo's social impact funds will support programs in social inclusion, vocational training, and sustainable rural development. <p>4. Projects with Compagnia di San Paolo:</p> <p>Collaborations with Compagnia di San Paolo will aim at securing grants for innovative education, cultural programming, and rural revitalization. This includes the expansion of Cascina Falchera's role as a center for youth engagement and social entrepreneurship.</p>	

5. Music Innovation Hub (MIH):

A potential partnership with MIH will focus on integrating music and cultural events into the activities at Cascina Falchera, promoting cultural accessibility and fostering creative community building.

6. Investo CRT Fund:

The Investo CRT Fund will be approached to finance projects aimed at developing the economic and social potential of Cascina Falchera, including the enhancement of its infrastructure and the promotion of eco-friendly and sustainable activities.

These funding strategies represent a comprehensive approach to ensuring the long-term viability and impact of Cascina Falchera as a focal point for local development, innovation, and inclusion.

Development of proposals for exchange programs and workshops fostering intercultural dialogue and skill-sharing among young Europeans.

Horizon Europe Collaboration:

A potential partnership to explore innovative solutions for sustainable farming and local development, tying into wider European research networks.

The enhancement of the Agricultural Civil Service (SCA) and the existing European Solidarity Corps (ESC) volunteers at Cascina Falchera is aimed at maximising their impact on sustainable agriculture, social inclusion, and community engagement.

Impact

Aspects of affordability and economic capability

Residents, including young people, refugees, or those with low incomes or physical disabilities, will be invited to participate in various activities at the Biodiversity Hub, with respect for their economic and social circumstances. To ensure accessibility for low-income individuals and increase overall engagement, rental prices for the small plots of land will be set at affordable levels. The planned opening of a hostel also aims to provide young people and low-income individuals with access to housing, addressing the broader need for more affordable housing in Turin.

These factors will be considered within the strategic plan for the Biodiversity Hub

New standards for valuation

Cascina Falchera serves as a site for experimenting with new forms of engagement, utilisation, and the application of methods for sharing and collective ownership. The future plans are guided by principles of regeneration and social sustainability, and the mixed use of the premises already aligns with the ideas presented in the White Paper on a New Economy for Europe's Built Environment. Permaculture and regenerative farming are also part of their long-term ambitions as a Biodiversity Hub

Gadehavegaard

Context

“Gadehavegaard is a social housing development area with a total of 986 homes, owned by Danske Funktionærers Boligselskab (DFB) and located in Høje Taastrup, east of Copenhagen. Gadehavegaard was built in the 1970s and consists of 19 monotonous blocks with family apartments of different sizes. The area appears closed and without connection to the surrounding city. In 2018 Gadehavegaard was designated as a ghetto area by the Danish government. Therefore, the government had to make a development plan to overcome the issue, ensuring a reduction of social housing from 100 % to 40 %. Thus, by 2030 the area will have undergone a huge transformation: some blocks will be demolished, others sold to a private developer, new functions, roads and private houses will be built and all apartments renovated. Furthermore, two large, gray parking lots and a two-lane road will be transformed into a vibrant new park area covering 30.000 m². The new green area will be developed not only for Gadehavegaard’s residents, but also for the benefit of the rest of the citizens in Høje Taastrup Municipality and thus help to open up the residential area in relation to the rest of the city”

(D4.3 - Innovation Biographies, Gadehavegaard (Høje Taastrup))

“In Desire, the focus is to experiment with the involvement of residents and citizens in developing a future green space in balance, to ensure a flourishing local biodiversity and generate ideas for recycling material from demolished buildings. Biodiversity, and to a smaller extent circularity, were thus put at the forefront of designing, facilitating, organizing, and planning activities to achieve their ambitions driven by an assumption that, if they achieved to frame activities within such a frame, other principles would “follow along” as an indirect outcome of the participatory process”

(D3.3 - Harre, Olivia T., Asbjørn Christian Carstens, Daniel Hermansen, Lea Holst Laursen, and Hans Jørgen Andersen. “Narratives of Irresistible Circular Futures.” Department of Architecture, Design and Media Technology. Denmark: Aalborg University, 2024, p. 49)

Gadehavegaard territorial transformation plan

The territorial transformation plan for Gadehavegaard builds on the successful integration of perspectives from both the local community, including local youth, and external architects. This has led to three main outcomes: an ambition to ensure inclusive quality assurance in the tender process, a plan for the transformation of roads and parking lots into a green area that is connected with the public housing area of Gadehavegaard, and the development of a new method for using biodiversity as a key element in engaging the local community.

The results show that the public housing of Gadehavegaard, with its administrator Domea.dk at the forefront, can, through the achievements made in connection with the Desire project, serve as a showcase for a new way of thinking about tender processes, the concrete establishment of green spaces, and the use of biodiversity as a method for broad engagement.

A brief outline of the three achievements:

- **New approach to the tender process** - By involving users and architects at an early stage, the process ensures inclusive quality assurance. Architects contribute by sketching out ideas, enhancing user understanding and highlighting the area's aesthetic qualities. This approach helps communicate the project's goals and the area's stories. Taking this approach to the next level will include letting architects ensure the quality of the written tender material by illustrating and spatially testing the program requirements.
- **Transformation plan for the green area in Gadehavegaard** - The aim is to make the future park more inclusive and accessible, promoting interaction on an equal footing, regardless of people's background, and fostering democratic participation.
- **Biodiversity as a key to engagement** - working with biodiversity in transformation activities in relation to the park in Gadehavegaard has proved to be a strong denominator for engaging the community. The experiences have potential to be extended to other transformation projects nationwide to strengthen local involvement.

The long-term vision

The long-term vision concerns building a sustainable and inclusive community where both people and biodiversity can thrive. The focus is on fostering a respectful and harmonious relationship between residents and the green spaces, which requires continuous effort and dedication from local representatives. Future projects will ensure that residents' contributions and ideas play an essential role in shaping the neighbourhood's transformation.

The overarching goal is to create a diverse urban space where a wide range of needs can be addressed, and hopefully strengthens the community in the long term. A significant part of this ambition is to support a wider range of residents, empowering them to actively participate in the transformation and development of Gadehavegård. New public spaces and engagement processes are expected to foster stronger relationships and a sense of community. The involvement of young people in the Desire project of Gadehavegaard, has set precedent for the future projects in the area.

Programme for further transformation

Output 1 – New Approach to the Tender Process

<i>Actions</i>	<i>Short-term – within the first year after Desire</i>	<i>Long term: 2-5 years</i>
Activities	<p>Outline quality assurance:</p> <ul style="list-style-type: none"> Design a smaller intervention project aiming at qualifying the prototype version of the new tender model before implementing it more broadly. This includes involving architects in the early stages to ensure the quality of the written tender material by illustrating and spatially testing the program requirements so that the material that is subsequently offered in competition receives more successful responses The purpose is to clarify opportunities, constraints, awareness points and eventual challenges before implementing the tender model in a broader context. Activities will cover dialogue rounds to clarify expectations, preparatory work before doing a proper testing, evaluation to assure that those who submit bids according to the new tender model are able to deliver high-quality outcomes, and assessment of the impact. <p>Fine-tune the tender model based on outcomes from implementing the prototype version.</p>	<p>Introduce the adapted version of the tender model to relevant stakeholders (architectural firms, developers, municipalities, etc.) through dialogues, meetings and communication.</p> <p>Prepare guidelines for implementation of the tender model in a broader context.</p> <p>Conduct follow-up interventions, e.g. surveys, dialogues, meetings, to learn from the application in a broader context</p>
Resources	<p>Financial resources:</p> <ul style="list-style-type: none"> To do a proper testing of the prototype tender model, it is estimated that a budget of 500.000 DKK will be required. <p>In terms of funding, the following private Danish foundations could be considered:</p> <ul style="list-style-type: none"> <i>Realdania</i> (urban development, architecture, “Quality of life in the built environment”) <i>A. P. Møller Foundation</i> (social cohesion, public spaces) <i>Nordea Foundation</i> (health, exercise, nature, culture, children and youth) 	<p>Resources needed to cover costs in relation to long-term activities are estimated as lower than those needed for covering the work on testing the prototype version.</p> <p>Resources for the introduction of the new tender model may also be found within the branch organisations, universities and private companies with an interest in promoting the model.</p>

	<ul style="list-style-type: none"> • <i>Nykredit Foundation</i> (architecture, urban development, community-oriented projects) • <i>Tryg Foundation</i> (safety, health, welfare in communities, local participation, children and youth) • <i>Spar Nord Fonden</i> (communities within culture and leisure, social cohesion) • <i>Lauritzen Fonden</i> (positive changes in society, especially through the engagement of underprivileged children and youth) • <i>Aage V. Jensens Naturfond</i> (development and preservation of nature and biodiversity, and to the dissemination hereof) 	
Partners	<p>Research institutions, e.g. The Royal Danish Academy, Aalborg University, Copenhagen University, University of Southern Denmark, Roskilde University with departments., focusing on architecture, building processes, partnerships in the building industry etc: Collaborating with research institutions is essential to document and improve tender processes and architectural testing, providing valuable insights.</p> <p>Architectural firms and consultancies: Partnering with architectural firms, such as SLA, will add value to the tender process by incorporating architectural groundwork and expertise, by letting them ensure the quality of the written tender material by illustrating and spatially testing the program requirements. This is especially in projects where architectural competitions are commonly used.</p> <p>Agents of local citizen groups: citizens councils at Gadehavegaard, youth organisations, local schools (e.g. Ole Rømer Skolen)</p> <p>Public housing actors and municipality and state developers and others who are subject to the EU tender conditions: Domea.dk, and other housing associations and organisations with assignments within renovation and retrofitting, e.g. Landsbyggefonden (The National Building Fund), BL (Danish Federation of Non-profit Housing Providers).</p>	<p>Branch organisations and representations, e.g. Danske Arkitektvirksomheder (Danish Association of Architectural Firms), Dansk Industri (Danish Industry), Arkitektforeningen (Danish Association of Architects, FRI (the Danish Association of Consulting Engineers), Bygherreforeningen (The Danish Association of Construction Clients)</p>
Recognition	<p>Continued resident engagement: Residents (citizens living in the area, young people involved in designing the plan for the green area) remain actively involved in the process and continue to show interest in the process. This engagement supports the relevance and interest in the approach that the new tender model reflects.</p>	

Output 2 – Transformation Plan for the Future Green Area in Gadehavegaard

Actions *Time horizon – 1-6 years*

Activities	<p>Activities for this part of the transformation plan are closely connected with the overall renovation project at Gadehavegaard and timing will be adjusted according to this.</p> <p>It also links to outcome #1 in the sense that the transformation plan of the area into a green area forms the concrete output from processes that led to the prototype version of the new tender model. An essential element is early engagement of users (citizens) and to maintain a strong engagement from users also through later stages of the process of transforming the initial plan into a program for construction. And finally to let architects ensure the quality of the written tender material by illustrating and spatially testing the program requirements - before the total tender material is put out to competition.</p> <p>Concrete activities to perform the transformation plan will be:</p> <ul style="list-style-type: none"> • Engage the young people in the wider process to provide input and ideas for the new park in dialogues and meetings that involve the architects • Use meetings and dialogues to emphasize the processes in renovation projects - build capacity to understand when and where it is possible to intervene and how an intervention can lead to changes • Document and assess challenges, constraints, opportunities that occur during the process.
Resources	<p>Existing resources for renovating the green area is available, but additional resources and funding could be required, especially if the project is intended to be a showcase of transformation from a biodiversity perspective.</p> <ul style="list-style-type: none"> • With the aim to cover expenses beyond the basic requirements, a budget increase of 100% on top of the existing funds is needed. • The expected increase in budget may be partly covered through external funding targeting specific elements of the process of establishing the green area, e.g. engagement processes, or through sponsorships covering extra costs for plants or installations supporting biodiversity
Partners	<p><i>Private developers</i> involved in the renovation project at Gadehavegaard</p> <p><i>Ole Rømer Skolen</i> - support through educational activities aiming at raising awareness towards democratic processes and participation among young people or topics relating to biodiversity and circularity to foster awareness about these dimensions</p> <p><i>Kildedal By</i> - the organisation(s) behind the establishment of an entire new town focusing on a sustainable approach to life and nature and placing community at the center.</p> <p><i>Ballerup Municipality</i> - involved with Kildedal By</p> <p><i>Pension Danmark</i> - involved with Kildedal By</p>

Recognition	<p>The transformation of the area into a park is an integral part of the overall renovation project in Gadehavegaard. It is formally recognized, and the transformation will be carried out as part of this larger initiative.</p> <p>The need to transform the area into a green park has been acknowledged by the local government, Høje-Taastrup Municipality, which sees significant quality and value in the project's final outcome.</p> <p>The ongoing interest and involvement from the local school provide a more informal recognition of the value the transformation is expected to create, particularly in fostering a sense of belonging, agency, and empowerment for the younger generation in the area</p>
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Output 3 – Method for Using Biodiversity as a Key to Engagement

<i>Actions</i>	<i>Short-term – 1-2 years</i>	<i>Long term: 3-5 years</i>
Activities	<p>Assess which steps need to be taken and engage in dialogue about biodiversity in residential areas = need for method development.</p> <p>Map stakeholders and consider how to involve more or different participants, connecting stakeholders, and expanding the dialogue on biodiversity.</p> <p>Use Gadehavegaard as an inspirational case for describing the method, with reference to the work done within Desire.</p> <p>Consider developing a business plan/business model to ensure the Desire values are properly anchored in the local area and beyond.</p> <ul style="list-style-type: none"> Assesses the added value of integrating Our Walk App as an important tool for user engagement from a biodiversity perspective 	<p>Expand the method to other areas undergoing a green transformation by using Gadehavegaard as an inspirational case study</p> <ul style="list-style-type: none"> Develop guidelines and recommendations as part of a promotion campaign Prepare the campaign by mapping key collaboration partners and relevant access points, e.g digital platforms, events, dialogues Consider setting up a corps of ambassadors or to establish sound board that can operate locally Initiate collaboration with private and public organisations to promote the initiative further
Resources	<p>Financial resources are needed for activities around engaging, mapping, describing and developing, mainly for covering personnel costs. Preliminary estimate is DKK 100.000</p> <p>External funding from private foundations could be considered. Some of the foundations mentioned in relation to outcome #1 may also be relevant here.</p> <p>Additionally, resources may be found locally, eventually through local public support to development project</p>	<p>Estimate: 50.000-100.000 DKK</p> <p>Resources to be found locally through private or public donations/foundations.</p>

Partners	This aspect of the transformation plan could be developed by Domea.dk and several close partners in the Gadehavegaard area, such as Ole Rømer School, GXN (involved in participatory processes during Desire), local associations, networks, and citizen groups, as well as consultants or architectural firms with a focus on biodiversity and a potential interest in applying this method in their own projects	Promotional partners, e.g. Danmarks Naturfredningsforening, grass root organisation focusing on biodiversity Social housing companies, e.g. KAB, Boligforeningen AAB, BL - The Danish Federation of Non-Profit Housing Providers.
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Impact

Aspects of affordability and economic capability

All activities in Gadehavegaard revolve around public housing, where residents typically make housing choices that are less market-driven. In a large-scale transformation project like Gadehavegaard, the risk of gentrification is clear. The renovation of the social housing area aims to improve the quality of living and make the neighbourhood more attractive to future residents. However, with the renovation follows an increase in the rent. Efforts are being made to limit these increases and keep costs affordable. This doesn't relate directly to the area and the green transformation of this part.

New standards for valuation

The future green area (park) will provide physical spaces that support both youth and adult activities, making it suitable for use year-round. It is intended as an outdoor area that enhances quality of life for the community and promotes safety and the overall well-being of citizens living in the area.

However, evaluation is needed to determine the specific benefits brought about by the park's improvements, which might not have been achieved through a more conventional approach. Potential outcomes include greater knowledge of neighbours and the other users of the district, reduced feelings of insecurity, or increased health from spending time in natural areas. Measuring these benefits represents a shift in thinking, aligning with the concept of a new economy as indicated by the report NEB New Economy White Paper. However, this type of assessment is unfamiliar and will require innovative approaches.

Garden Caretaker, Herlev

Context

“Like a gigantic raindrop fallen from the sky, on the outskirts of an old industrial compound in suburban Copenhagen, lies a shiny spherical construction. It does not resemble any of the other buildings in the neighborhood, and has, with its transparent and round structure, an apparent fragility. The droplet-shaped greenhouse, or simply The Droplet (by Atelier Kristoffer Tejlgaard), is the physical platform of the arts and urban development project ‘The Garden Caretaker’. (...) This new construction project is part of a larger urban development project transforming the whole Hørkær area in Herlev from industrial stronghold to a green residential neighborhood. Because of this current transition, the place is characterised by a rough landscape, deconstructed and with almost everything – trees, bushes, buildings – levelled to the ground.”

(D4.3 - Innovation Biographies, (Herlev))

“Situated on the outskirts of Copenhagen in Herlev, Denmark, lies the former [Asphalt Fabric]. Once an industrial site, demolished to make way for urban development, it is now undergoing rapid transformation into a residential area. Amidst this transition, and as part of the Desire project, the concept of the ‘Garden Caretaker’ is introduced on the construction grounds. The Garden Caretaker is a design proposal rooted in a regenerative approach to city planning and explores the integration of artistic methods in the early stages of urban development. (...) The term Garden Caretaker describes an individual who (...) temporarily inhabits a specific location within the city. Using various artistic practices such as fictional writing, sculpting, landscape walks, performance, and music, they orchestrate, curate, and design a range of activities tailored to the site”.

(D3.2 - Desire experiences and future plans, p. 7f)

“[A] method known as “Being of Place,” developed by NXT, has been applied to raise important questions about what characterises the place of the Herlev asphalt factory. Being of Place represents a novel approach to combining arts and storytelling to foster a greater sensitivity towards a place and its multi-species inhabitants and is in Herlev implemented through the Garden Caretaker project.”

(D3.3 - Harre, Olivia T., Asbjørn Christian Carstens, Daniel Hermansen, Lea Holst Laursen, and Hans Jørgen Andersen. “Narratives of Irresistible Circular Futures.” Department of Architecture, Design and Media Technology. Denmark: Aalborg University, 2024, p. 111)



Garden Caretaker, Herlev - territorial transformation plan

With the Garden Caretaker project In Herlev, one of the most promising results has been the interdisciplinary collaboration between artists, local residents and institutions. This led to a deeper understanding of both the importance of nature and the sense of place.

The transformation therefore concerns how we relate to a place, and how the value of sensuous practices can be activated in the construction sector and open up towards an improved understanding of the value that this innovative approach brings through supporting a sense of belonging and caring for a place with reduced maintenance cost and an improved experience of lived quality as key benefits.

To be able to fully operate with this understanding, a model for integrating a sensitive approach to urban development - a design proposal based on a regenerative approach - will be further developed through implementing the learnings from Desire in new and different contexts and with involvement of different types of stakeholders.

To achieve this, the territorial transformation plan unfolds around three deeply interconnected outcome elements and learnings from Desire:

- A tested and validated **Garden Caretaker approach and artistic practice**
- A need for an **update of the registration methods** which forms a key element in how architects, developers and construction professionals access a place in relation to development
- The **‘Being of Place’ as a methodology** which feeds from the sensuous practices obtained from experimenting with the Garden Caretaker approach

The long-term vision

The long-term vision is to create urban areas that can adapt to future environmental and social challenges. This includes the continued integration of nature into urban development, where elements like old trees are preserved as part of the city's identity. The vision is that residents will take responsibility for their surroundings and be active participants in ensuring that the area remains sustainable, as their knowledge and relationship to place, the different species and each other, has been strengthened and deepened through the aesthetic processes they have been engaged in. This vision grows from the Garden Caretaker approach and the Being of Place methodology, that foster belonging to place and an improved sense of interdependencies between different species inhabiting the same place, through a bodily and sensuous exploration of the place and all the co-inhabitants. By engaging the Garden Caretaker as a semi-permanent role and character within local neighbourhoods, the relationship to a place will be nurtured and supported to mutual benefit of both humans and non-humans. It is described by leading scientists within the field, that humans will not fight for something that they do not know, so this ‘knowing’ becomes a central aspect to this project. It is at the core of The Garden Caretaker to stimulate a sense of belonging and bodily knowing of place and all its species, as a strategy for social and biological regeneration and resilience.

Programme for further transformation

Output – The Garden Caretaker concept + Update of the Registration Method + Being of Place

<i>Actions</i>	<i>Short-term – 1-3 years</i>	<i>Long term: 4-5 years</i>
Activities	<p>A proposed continuation of the engagement with the territorial site in Herlev through collaborative activities with the developers, to follow perceptions and relations with the place, based on the Garden Caretaker activities. NXT proposed a two-year budget to continue the Garden Caretaker and further engage the human inhabitants in the urban-nature landscapes. This budget was not accepted by the developers, so only the physical construction of the Garden caretaker greenhouse continues. All artistic and social facilitation has ended on site in Herlev.</p> <ul style="list-style-type: none"> Do a limited follow-up analysis of the impact the Garden Caretaker role has had on the citizens and organisations that were involved in activities, for instance 1 year ahead, and use this for qualifying and validating the further implementation of the concept. <p>Identify and engage with 2-3 other construction sites in Denmark to introduce a local Garden Caretaker role for a longer period (e.g. 1 month for each artist) to explore further and achieve more data regarding the concept's broader applicability</p> <ul style="list-style-type: none"> Incorporate data from the follow-up analysis in continued adaptation and development <p>Present the findings from the first Garden Caretaker through our film-production. In this way the documentation becomes an artistic product in itself and will travel through the industry, through events sparking discussions about the role of artists, aesthetic tools to foster belonging in human citizens, being rooted in place sensitivity and a multi-species ecological turn of the industry.</p> <p>Extend the involvement to new (types of) stakeholders, e.g. architects, developers, construction companies, in relation to the chosen construction/transformation sites for the implementation of the Garden Caretaker concept.</p> <ul style="list-style-type: none"> Implement the Garden Caretaker role in settings like construction sites, urban transformation, transformation of outdoor areas. Use the Garden Caretaker concept to sense and register the 'being of place' before the actual 	<p>Perform a qualitative and quantitative assessment of the further implementation of the Garden Caretaker concept, applying research-based and widely acknowledged methods and with involvement of representatives from the construction sector.</p> <p>Use the assessment to transform the Garden Caretaker concept to a model which is widely applicable as an approach incorporating artistic practices from a regenerative thinking in line with technical, social, environmental and economic requirements in future urban development and transformation projects.</p>

	<p>transformation of the place to provide qualified data for decision-making.</p> <ul style="list-style-type: none"> • Involve and engage stakeholders across sectors and professions • Ensure an ecological integration in all activities and dialogues <p>The exploration of an updated version of the way of registration of place will be activated in the winter of 2024. Through a new project group of Danish landscape architects, artists and other relevant stakeholders in the building industry, a three-year research is activated, to explore the potentials of a new ecological Genius loci method for the registration of place. This will manifest as a PhD project and a published playbook for all in the industry.</p> <p>This research will test and explore on six Danish sites over a period of three years.</p>	<p>After a three-year research process of the possibilities to update the way we register places, exploring the potentials of an added ecological and aesthetic sensitivity towards place, within the early phases of a transformation project. This research will unfold as a PhD and a playbook for the industry, leading to a series of engagements, dialogues, seminars and printed publications.</p>
Resources	<p>Estimated need for external funding for implementing the Garden Caretaker concept at 2-3 other (construction) sites for a potentially 2 year period: app. 3,5 million DKK - this covers for instance:</p> <ul style="list-style-type: none"> • Fees for 3 artists, 1 month each, at 3 different sites: 600.000 DKK • Material, transport of droplet, costs relating to activities, 3 sites: 300.000 DKK • Communication (video production, printed material), connected with activities at 3 sites: 300.000 DKK • Follow-up research, collecting data, analysing and assessing collected data, 3 sites: 750.000 DKK • Project management, coordination, adjusting and preparing for further uptake - all involved stakeholders: 1,5 million DKK <p>List of relevant private Danish foundations supporting new and experimental approaches in contemporary arts:</p> <ul style="list-style-type: none"> • New Carlsberg Foundation • Danish Arts Foundation • 15 June Foundation • Obel Family Foundation • Nordea Foundation • Augustinus Foundation • Bikuben Foundation 	<p>Financial resources will be needed for both a research-based analysis and a practice-based model for application.</p> <p>An estimate is based on the estimate of resources needed for doing the initial implementation work during the short-term period, but will depend on the actual length and depth of the activities to be performed.</p> <p>A. Research-bases assessment - linking with the follow-up research described as part of the activities that will take part during the short-term: 300.000 DKK</p> <p>B. Developing a model for further application: Resources primarily needed for personnel costs, travel and accommodation linked to meetings, communication: 500.000DKK</p> <p>Several of the foundations mentioned on the left could also support longer-term collaborations, provided that artists remain central to the project. If the main focus of the project is placed on other topics, for example nature, sustainability, communities, citizen engagement, urban development, health, science, children and youth, a number of</p>

	<ul style="list-style-type: none"> • A. P. Møller Foundation • Aage and Johanne Louis-Hansens Foundation • Beckett Foundation 	<p>additional foundations can be brought into play, for example:</p> <ul style="list-style-type: none"> • VILLUM/VELUX Foundation • Novo Nordisk Foundation • Tryg Foundation • LEGO Foundation • Tuborg Foundation • ROCKWOOL Foundation • Spar Nord Foundation • Hempel Foundation • Realdania
Partners	<p>These organisations represent potential partners in the concrete implementation of the Garden Caretaker concept. More have stated a confirmed interest in being involved in an implementation project (in italics):</p> <p>Artists:</p> <ul style="list-style-type: none"> • <i>NXT</i> - responsible for the overall design and development of the Garden Caretaker concept • Visual artists, sculptors, performing artists, sonic artists, writers and artists with hybrid practices. <p>Architects:</p> <ul style="list-style-type: none"> • <i>Dominic Balmforth</i> • <i>Dicki Lakha</i> • <i>Students from the Danish School of Architecture</i> <p>Landscape architects:</p> <ul style="list-style-type: none"> • <i>Anna Aslaug Lund</i> <p>Developers and construction companies:</p> <ul style="list-style-type: none"> • <i>Schönherr</i> • <i>NCC</i> <p>Facilitator:</p> <ul style="list-style-type: none"> • <i>BLOXHUB</i> <p>Knowledge institutions</p> <ul style="list-style-type: none"> • The Royal Danish Academy • Art Hub • Institute of Regenerative Construction 	<p>A: Research institutions, e.g. Aalborg University</p> <p>B: Private companies, e.g. developers, construction companies, building consultants, artists or artists organisations, local governments, associations representing citizens and non-human representatives in cities, e.g. animals or biodiversity as a topic</p>

	Beyond this, it will be important to include citizens, people representing other and different professional domains, like biologists and engineers, and local authorities.	
Recognition	The project proposal to be prepared for the short-term implementation forms the formal recognition of the declared ambition of transforming these learnings into a broader applicable model.	

Impact

Considering the reach and effects of The Garden Caretaker is specifically demanding as the project seeks to stimulate an inner change in the human residents. An inner change that deepens the relationship between the human and non-human residents, and the relationship to place. The following quotes demonstrate a concrete impact on residents who took part in the activities.

QUOTES BY PARTICIPANTS

"I experienced coming back to childhood. And some of the sounds they affected me in such a way that I became sensitive" – SOSU assistant student

"The children get to broaden their horizons. They get to develop their senses, becoming more aware of their senses, and experiencing things which they might otherwise take for granted in everyday life" – Teacher at local kindergarten

"At first I thought it was a terrible place, so to speak, but after a few hours here I started to feel an attachment to the place" – Visiting participant

"The children took it very well and they were really impressed by these beautiful stones and the stories behind it all. It was great that the children were active, not just passively watching but taking part in an interactive session with the artist. It is also fantastic for those of us who work with children to have some extra opportunities to give the local children" – Local teacher

Aspects of affordability and economic capability

The integration of ecological thinking, artistic practices and aesthetic methods (i.e. for 'being of place') represented by The Garden Caretaker concept includes aspects of inclusion and openness towards those who are otherwise excluded or normally not engaged, for instance children, students, workers.

By integrating artistic practices into everyday activities and interactions, issues of affordability are bypassed, making engagement accessible to anyone with a stake in the neighborhood. For instance,

workers at the construction site took part in some of the activities and commented using their professional knowledge as background.

New standards for valuation

The Garden Caretaker approach in itself integrates alternative models for economic valuation in the role that nature and the relationship with the non-human play in the perception of the place. Nature, especially old trees, was considered a central resource that improved the aesthetic value of the area and promoted social interactions. This fundamentally sensitive approach to place informs and changes the perception of value, creating a dynamic and regenerative approach to urban transformation processes.

However, further research and exploration is needed to define and measure the economic value that it may bring to introduce sensuous practices along with the traditional technological, social, economical and environmental measurement criteria. How might we reduce maintenance costs, for instance, if a sense of belonging to and a care for the place guide our perception and how we live and use this place? How might an acknowledgement of nature and an understanding of the value of biodiversity transform a place to become a better place to live and therefore also a place with improved social qualities? How might we stimulate social and biological regeneration and resilience as qualities that improve the economic value of a site? How might we introduce an immaterial-circular quality into building projects (for instance a preservation of stories, colours, shapes - all crucial to nurturing the senses of belonging and rootedness in local habitants) and how might we put an economic value to these qualities?

Kalundborg

Context

Kalundborg, Denmark, located 100 km west of Copenhagen, is renowned for its thriving industrial symbiosis model, interconnecting over 20 streams of water, energy, and materials with active participation from public and private stakeholders. Over the past five years, in line with the Danish Government's strategy to decentralise higher education, Kalundborg's industrial, political, and educational stakeholders have collaborated to attract higher education institutions to the city. In line with the existing circular system, a new Circular Campus is now being developed. In this context, the Royal Academy has been mandated to establish a new architecture program in Kalundborg.
(D3.2 - Desire experiences and future plans, p. 30f)

Kalundborg is home to Kalundborg Symbiosis, an industrial symbiosis with a circular approach to production, composed of public organisations and local companies. Discussions of the city and its development are coupled with the context of the surrounding biotech industry. (...) In calling attention to Kalundborg's socio-cultural development, there is a wish to impact the role of citizens' perspective in the future. Herein lies a potential to harness the future Kalundborg Campus as a catalyst for positive change and possibly transform discursive matter so that the campus can find its own anchor from where it can direct and move discourse and people back to Kalundborg.

(D3.3 - Harre, Olivia T., Asbjørn Christian Carstens, Daniel Hermansen, Lea Holst Laursen, and Hans Jørgen Andersen. "Narratives of Irresistible Circular Futures." Department of Architecture, Design and Media Technology. Denmark: Aalborg University, 2024, p. 73)

The investments and planning of the educational campus is creating a pressure on the city of Kalundborg, accelerating urban development and potentially causing conflicts between different stakeholders involved in and affected by such a transformation. (...) It is important for the future of Kalundborg, that the development of a vision for the new educational campus not only meet the needs of the industry and the educational institutions but also incorporate the visions and dreams of students and citizens, creating an inspiring environment that fosters a sense of belonging to both the campus and the city.

(D4.3 - Innovation Biographies, Kalundborg)

Kalundborg territorial transformation plan

The Desire territorial transformation plan for Kalundborg builds on three results which are defined as decisive towards the implementation of the overall ambition of creating an irresistible circular campus (ref to DoA). The three results are interconnected, and they relate to the involvement of two key organisations in the activities, the Royal Danish Academy and Knowledge Hub Zealand, with different but interconnected ambitions for the urban development of Kalundborg. The results represent different levels of ambition and scope, and the implementation covers different time horizons. Even though the financial plan treats each of these three results individually in the concrete steps to be taken and in the potential financial resources to be attracted, they are deeply interrelated and overlaps concerning what will happen, whom to be involved and how actions will be taken characterize the plan.

A brief outline of the three results

- **The Kalundborg Circular Campus** - a clear framework for developing a comprehensive physical infrastructure involving 6 different educational institutions. The framework is based on a vision which informs the actual implementation
- **Plan for embedding the Royal Danish Academy in the city** and playing a role in urban development. The Royal Danish Academy initiated educational activities in Kalundborg in September 2023 – the role and integration of the Academy into the city has been tested through multi-level engagements (citizens, industry, other educational institutions and the municipality).
- **Vision for greater synergy between the city and Kalundborg Circular Campus** on a broader level.

A synthesizing element of these three results is framed by the **Kalundborg Model**, which is a general name for the collaboration framework developed in Kalundborg through the Kalundborg Symbiosis for the past more than 50 years. While the Kalundborg Model originally was developed in the context of collaboration and circular economy with respect to resources and industrial waste stream, most recently and because of Desire, it has been applied to the development of the campus and the city.

The long-term vision

To establish **an irresistible circular campus** based on the physical infrastructure and fostered through structures for ongoing dialogues on urban development and open collaboration between different types of stakeholders. Included in this is the vision of **a forum for debate concerning the future of the city**, involving the educational institutions, the industry, citizens and the local authority. And to see the irresistible circular campus as an approach to sustain circular solutions locally.

Programme for further transformation

Result 1 - Kalundborg Circular Campus

<i>Actions</i>	<i>Short term: 1-2 years</i>	<i>Long term: 3-5 years</i>
Activities	<p>Apply for funding to develop the physical infrastructure. Integrate aspects of cross-sectoral collaboration and multi-level participation in the description of activities to be funded.</p> <p>Initiate the establishment of the physical infrastructure based on the vision paper and the framework (Kalundborg Model) for cross-sectoral and multi-level collaboration</p> <p>Implement the ‘Kalundborg Model’ in practice by maximising resource utilisation and finding synergies to create collaborative models for the involved institutions.</p>	<p>Further allocation of funding for activities according to emerging needs, interests and opportunities.</p>
Resources	<p>DKK 700 million – this amount will cover:</p> <ul style="list-style-type: none"> • Facilities, equipment, physical infrastructure, personnel costs relating to implementing the Circular Campus • Funding for grassroot initiatives based on user-driven flexibility and for high-risk initiatives supporting collaboration activities involving the campus and the city • Earmarked funding for urban gardening based on collaboration between the Royal Danish Academy and Copenhagen University 	<p>An additional amount of funding, estimated at DKK 100 million, will be sought on a long-term basis to support the implementation of the transformation vision for the Circular Campus Kalundborg.</p>
Partners	<p>Following stakeholders are involved in applying for funding:</p> <ul style="list-style-type: none"> • 6 educational institutions involved in creating the Circular Campus Kalundborg (Royal Danish Academy, Copenhagen University, Denmark’s Technical University, Absalon University College, Teknika (marine engineer school), NEG (Nordvestsjælland’s Erhvervs- og Gymnasieuddannelse) • Knowledge Hub Zealand • Big local industries, e.g. Novo Nordisk, Novonesis, NNE, Kalundborg Refinery, Ørsted, Kalundborg Utility and smaller entities • Kalundborg Municipality 	<p>Same as those involved in the short-term implementation</p> <p>Reach out to neighbouring municipalities (e.g. Holbæk, Slagelse), business and educational institutions in relative proximity to Kalundborg to involve them in defining initiatives for mutual benefit (this will be initiated already at the short-term horizon).</p>

	<p>To be involved in activities funded by the resources (beyond the above-mentioned stakeholders):</p> <ul style="list-style-type: none"> • The Kalundborg Business Council (Kalundborgegnens Erhvervsråd) to integrate viewpoints and interests of smaller businesses • Phoenix group and other citizens initiatives 	
Recognition	<p>Vision paper developed and a support letter from top management formally signed.</p> <p>Application to be submitted October 2024 – the decision on funding is expected by the end of 2024</p> <p>Network groups established during the Desire project and the developed material that was presented to the steering committee, with the mandate to conclude agreements on development processes</p> <p>The Circular Campus has been discussed at council meetings pointing at the formal recognition of the importance imposed on this initiative at local level.</p>	

Result 2 – Embedding the Royal Danish Academy in the city

Actions

Short term: 1-2 years

Long term: 3-5 years

Activities	<p>Create a collaborative format to support the engagement with Kalundborg Municipality</p> <p>Perform further studies and investigations through smaller initiatives and projects:</p> <ul style="list-style-type: none"> • The Royal Danish Academy makes a study trip to other cities in Denmark to discuss citizens involvement with city architects • Collaboration with Domea.dk (housing association) to explore how to transform vacant commercial properties and available square metres in Kalundborg into housing and student accommodations <p>Engage with the Phoenix group on projects and initiatives of common interest</p> <ul style="list-style-type: none"> • The Phoenix group and the Academy (students, staff) are co-developing local projects (e.g. art in the city projects, building a sauna at the harbour) 	<p>Establish an Urban Planning Lab in Kalundborg</p> <ul style="list-style-type: none"> • Include experiences from establishing the Circular Campus Kalundborg • Build on the established citizens groups (e.g. the Phoenix group) and their network • Unfold synergies established between the different stakeholders involved in the city (public-private-people-partnerships)
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Resources	<p>The Royal Danish Academy covers the cost for the study trip through own means</p> <ul style="list-style-type: none"> • If relevant, the Academy will apply funding for follow-up activities and conclusions <p>A joint application by the Royal Danish Academy and Domea.dk has been prepared to fund costs in relation to the investigation on transforming vacant properties into housing and student accommodations</p> <ul style="list-style-type: none"> • Amount requested: 300.000 DKK <p>The Phoenix group has applied for funding for 2 smaller local projects and initiatives for interventions in urban space.</p> <ul style="list-style-type: none"> • Request for funding between 100.000 DKK and 300.000 DKK 	<p>Potential financial streams to cover establishing an Urban Planning Lab:</p> <ul style="list-style-type: none"> • <i>Realdania</i> - Danish philanthropic foundation focusing on sustainable urban development, citizen involvement, and partnerships between private and public actors. • <i>Nordea-fonden</i> - Danish philanthropic foundation supporting initiatives that strengthen communities and health, with a strong interest in projects promoting sustainability, learning, and local development. • <i>A. P. Møller Foundation</i> - Danish philanthropic foundation supporting projects with the potential to create lasting societal improvements. Has supported several key projects in collaboration with The Royal Danish Academy, primarily focused on architectural preservation and enhancement of cultural institutions. • <i>Villum Fonden</i> - strong focus on sustainable development, environmental research, and innovative solutions that address social challenges. Prioritises bold, experimental projects that explore new methods.
Partners	<p>Phoenix group and loosely organized agents of citizens Domea.dk Kalundborg municipality Local Biotech Industry (Novonesis, Novo Nordisk) The Royal Danish Academy</p>	<p>Kalundborg Municipality The Royal Danish Academy</p>
Recognition	<p>Joint application between the Academy and Domea.dk</p> <p>Application for building permissions to support the planned joint initiatives between citizens groups and students</p>	

Result 3 – Greater synergy between the city and Kalundborg Circular Campus

Actions *Time horizon – 1-5 years*

Activities	<p><i>Activities relating to this specific path are ongoing and will interweave with activities relating to Kalundborg Circular Campus and Embedding the Academy in the City. The description here mainly concerns activities linking to create a stronger symbiosis between the city and the campus.</i></p> <p>Collaboration between the Academy and Copenhagen University on biogenetic materials as an example of an interdisciplinary activity. This collaboration will continue on research and development projects with a clear reference to the city and its particular socio-economic characteristics.</p> <p>Transforming the role of the Phoenix group to become a stronger voice in local matters.</p> <ul style="list-style-type: none"> Consider a more institutionalized format for debate on the future city development (citizens council) <p>Unfold further the circular and the symbiotic aspect of urban development in Kalundborg:</p> <ul style="list-style-type: none"> How to involve citizens group on a more flexible basis where it is possible to collaborate on specific projects and then step back without Establish deeper relationships between Campus students and social economic volunteers through funded initiatives
Resources	<p>Financial means to support deep cooperation opportunities at research levels as well as smaller funding for local activities to strengthen synergies between the city and the campus, e.g.:</p> <ul style="list-style-type: none"> <i>Innovation Foundation</i> (Danish public research fund) <i>Industriens Fond</i> (private Danish foundation supporting business innovation) Local and national public and private funds to support smaller initiatives, e.g. <ul style="list-style-type: none"> <i>Kalundborg Municipality</i> (different programs for initiatives promoting culture, leisure, and citizen involvement); <i>Sparekassen Sjælland-Fyn Foundation</i> (projects within local engagement, culture, sports, and education); <i>LAG Midt-Nordvestsjælland</i> (local action group that support initiatives that aim to develop local areas through innovative and sustainable approaches); <i>Nordea-fonden</i> – Local initiatives up to DKK 100,000 (smaller local projects that promote community/citizen involvement, health, and sustainability); <i>TrygFonden</i> (projects that strengthen civil society, debate, and democracy; broadening of the public debate and base it on knowledge; engagement among those who are underrepresented); <i>VELUX FONDEN</i> (democratic and sustainable society; new communities and improved quality of life)
Partners	Depend on topic and type of projects and initiatives, vary from initiative to initiative
Recognition	The involvement of local politicians in the Phoenix group supports legitimacy and acknowledgement of the transformative role the citizens group plays.

Impact

Aspects of affordability

Affordability is addressed when the Academy and Domea.dk through a joint initiative seek to find ways forward for accommodating students and others in the city by utilizing vacant properties.

New standards for valuation

There's a focus on circular economy principles, emphasizing the importance of utilizing existing square meters rather than constructing new buildings. This effort aims to revitalize the city by reducing the number of vacant properties. Additionally, it explores how ground floors can be used effectively to benefit both the city and its residents.

What concerns Kalundborg Circular Campus, the goal is not to create six separate campuses; instead, a shared campus model is planned. This includes finding ways for Denmark's Technical University to share equipment with process operators, vocational schools, and other institutions such as Copenhagen University and the Royal Academy. To date, no other campuses in Denmark have successfully accomplished this. The plan involves building laboratory facilities where prestigious institutions collaborate on sharing equipment, staff, and resources, ensuring that construction does not exceed actual needs.

The approach, referred to as the "Kalundborg model", focuses on maximizing resource utilization and finding synergies to create collaborative models. Already, the project has representation at the management level from various educational institutions, demonstrating the feasibility of shared facilities where students can sit side by side. This could serve as a test case for a new way of collaborating.

The intention is to maximize usage both temporally and across user groups. While some activities require specific technical skills to operate equipment, the goal is to accommodate as many users as possible and maximize time efficiency wherever feasible.

MIND, Milan

Context

“MIND (Milan Innovation District) is a project originating from Expo 2015 in Milan, which had as theme “Feeding the Planet, Energy for Life”. Covering 1 million square metres in the North-West periphery of Milan, it represents a major regeneration effort through a public-private partnership. (...) Formerly a brownfield with no community, the area around MIND is now home to various business communities. Once complete, MIND aims to attract around 70 thousand visitors daily. The district will include residential areas, a university campus, companies offices and commercial establishments.”

(D3.2 - Desire experiences and future plans, p. 34, slightly edited)

“Several open plots have been left bare within the site following the dismantling of expo pavilions. At the same time, the remaining structures have been converted to support research, business, and innovation, which are folded into many of the buildings that house, for example, biotech companies. Construction projects in different stages of completion are found throughout the area. MIND’s future-facing perspective is encapsulated by a mission to engage with “the most significant challenges of our time: the environment, health and well-being, social inclusion” (Mindmilano.it). (...) In Desire, attention has been given to the involvement of internal and external stakeholders to identify and address key concerns, including the lack of community, the use of public spaces, infrastructure, and accessibility.”

(D3.3 - Harre, Olivia T., Asbjørn Christian Carstens, Daniel Hermansen, Lea Holst Laursen, and Hans Jørgen Andersen. “Narratives of Irresistible Circular Futures.” Department of Architecture, Design and Media Technology. Denmark: Aalborg University, 2024, p. 61)

“MIND is envisioned as a city within Milan, transforming the area into an innovation district that promotes inclusion, well-being, and environmental sustainability.

MIND centers on two main themes: the future of health and the city of the future. It aims to become an international hub of excellence in research and innovation, integrating life sciences, biology, medicine, pharmacology, genomics, biotechnologies, clinical research, big data, and digital technologies. The district also pioneers sustainable urban living and green mobility. MIND’s vision is to foster collaborative innovation, experimenting with cutting-edge lifestyles to generate social, cultural, and economic growth, enhancing well-being locally and beyond. (...) MIND can be considered a kind of ‘open construction site’; it is a transforming area that will be completed in its final phase by 2031 but is already populated by various entities such as companies, startups, co-working spaces, and universities.

Specifically, the area needs to integrate the diverse communities already present and to welcome citizens and external visitors in a safe, welcoming, and inclusive manner. In particular, the public space and the Decumano (the main route in the area) represents key elements that characterize MIND, providing access to spaces dedicated to activities and services. On a different level, the creation of a community is the challenge projected onto the project’s initiatives.”

(D4.3 - Innovation Biographies, MIND (Milan))

MIND, Milan - territorial transformation plan

The transformation plan concerns MIND, the Innovation District in Milan, and more specifically the Decumano, the main street crossing the area of the EXPO 2015 which is now being transformed into an area of mixed-use with both offices, retail, residential areas, research, universities, hospital and public space.

The Desire territorial transformation plan for MIND takes its primary outline from the Beauty4All Model which can be defined as the most important result of the demonstration activities. The Beauty4All model was physically manifested in the shape of benches which formed interaction points for MINDERS (people visiting or using the MIND district). The Beauty4All model gave a framework for monitoring and evaluating the impact of using artistic objects to support inclusion and belonging to a place.

In that sense, the Desire transformation plan for MIND both refers to a tested tool for assessing the value of integrating cultural/artistics elements into a specific site, and also the physical manifestation of this model, the Desire benches as a first concrete example.

The long-term vision

The Desire-connected long-term vision of the transformation of the territorial area is a vibrant community beyond activities related to work and business through continued work on identifying and building temporary interventions in MIND.

Programme for further transformation

Output – The Beauty4All Model - implementation

Actions

Short-term – 1-2 years

Long term: 3-5 years

Activities	<p>Do a workshop to present the results from the first phase of monitoring as starting point for designing further interventions</p> <p>Design and place additional artistic interventions in the MIND area including continuing to monitor and assess the outcomes, following the Beauty4All model.</p> <ul style="list-style-type: none"> • <u>AIM</u>: create more data for research on the outcome of applying the Beauty4All model <p>Define research questions to obtain more data to investigate further the idea that artistic interventions conducted through the Beauty4All model can benefit not only the community but also long-term stakeholders, including local companies and organizations.</p> <p>Establish a community of MINDERS to bring the temporary interventions further in the context of MIND</p>	<p>Investigate the possibilities for rolling out the Beauty4All Model to other urban contexts within close or more remote distance to MIND (the Decumano).</p> <p>This may connect to ambitions of transforming other areas, for instance socially deprived areas, where the Beauty4All model and artistic physical manifestations developed through an active involvement of local citizens would address a transformation of a local area without the downside aspects of gentrification.</p>
Resources	<p>Workshop to present the results from the first intervention and to initiate further interventions:</p> <ul style="list-style-type: none"> • Expected 2000€ • Request support from the 2 partners of the PPP - Lendlease and Arexpo <p>Design additional artistic interventions (like the Desire benches) and place them on the Decumano including a monitoring system based on the Beauty4All model.</p> <ul style="list-style-type: none"> • Expected 25.000 € • Funding stream: Local funding - public and private, such as funding programs of the Fondazione Cariplo, or Regione Lombardia, or the Municipality of Milan. Usually the funding streams activated by private and public entities have different names each time they are launched. <p>Resources for research and further investigation into monitoring and assessing aesthetics as an approach to build communities and to assess and develop further the Beauty4All mode.</p> <ul style="list-style-type: none"> • Expected 200.000 €, considering the cost of practitioners and the relevant stakeholder involvement. on top of that there would be the cost to develop new demonstrators. 	<p>The needed resources for a long-term implementation of the Beauty4All model in contexts beyond MIND will depend on the outcome of the interventions to take place during the first 1-2 years of implementation.</p>

	<ul style="list-style-type: none"> National or European funding programs for research, e.g. Horizon Europe 	
Partners	<p>Key partners to be involved in the overall ambition of community building at MIND by implementing the Beauty4All model:</p> <ul style="list-style-type: none"> <i>Politecnico di Milano</i> - investigation, data collection, research <i>Arexpo</i> - Public owned entity supporting in the liaison with the different levels of the public authorities <i>Galeazzi Sant'Ambrogio Hospital</i> - art as an approach to healing <i>LendLease</i> - overall developer, create connection with other initiatives and involve the NEB principle in its development. <i>PlusValue</i> - directly involved in organising activities and convening actors to the different activities <i>Valore Italia - Restoration school Botticino</i> - involved in the art teaching could be involved in the development of the manufactures. 	
Recognition	<p>A newly published report presenting the results from monitoring the artistic intervention (the Desire benches on the Decumano) forms a first formal recognition of the approach. The report will sustain the implementation of the Beauty4All model in new physical manifestations.</p> <p>Further recognition will come from the community of users (tenants, visitors, hospital patients) and the partners involved in implementing the Beauty4All model through new physical manifestations and continued assessment processes.</p>	

Impact

Aspects of affordability and economic capability

The MIND district is difficult to access for visitors, and initiatives to support a broader accessibility also for citizens with fewer resources would need public entities support.

However, on a longer term perspective, urban transformation based on artistic interventions and monitored and evaluated through the Beauty4All model could have a positive impact on socially deprived areas and how local citizens perceive liveability and sense of community and empowerment in these areas. In this perspective, the Beauty4All model and the physical artistic manifestations it links to may be seen as a tool for creating positive changes to local areas without risks of gentrification. In this, the involvement of the local residents in defining and creating the physical intervention and defining the indicators to form the basis of the monitoring part is crucial.

New standards for valuation

With a data-driven approach to estimating the value of artistic interventions the experiences from MIND and the Beauty4All model present an alternative to value assessment. The model and the physical manifestation it is set to monitor makes it possible for the real estate sector to assess various elements of social value and impact, and how this may influence the area's overall value. This can support a more creative and artistic or aesthetic evaluation of spaces.

Wildeman buurt, Amsterdam

Context

“The Wildemanbuurt is a post-war neighbourhood, built in the 1950s, and situated in the Nieuw-West area of Amsterdam. Nowadays it is characterized by social housing of poor quality. Initially the area attracted residents seeking spacious living within a green environment. In the 1970s it saw a demographic shift, becoming predominantly inhabited by immigrants of non-western origin.

Currently, it accommodates approximately 5,000 residents, mostly big families with a notable proportion of elderly (around 12%) and young inhabitants (around 40% under 30 years old). Wildemanbuurt faces various challenges such as a relatively high crime rate and prevalent poverty among its residents. Many residents feel a sense of neglect from municipal and social housing authorities, due to unfulfilled promises and plans made over the years.”

(D3.2 - Desire experiences and future plans, p. 34)

“The area of Wildemanbuurt represents typical social housing neighbourhoods as seen in other European cities, with its parallel blocks and concrete material. In Wildemanbuurt tension lies in approaches where plans are made by experts from local authorities without the integrated participation of residents. Trust between residents and municipal and social housing authorities is thus a delicate matter, as residents have experienced the negative effect of unfulfilled promises and plans. The voices in the neighbourhood’s conversations and discussions represent strong opposite opinions, and a significant challenge is rooted in mistrust between citizens and formal institutions, as well as between citizens themselves.”

(D3.3 - Harre, Olivia T., Asbjørn Christian Carstens, Daniel Hermansen, Lea Holst Laursen, and Hans Jørgen Andersen. “Narratives of Irresistible Circular Futures.” Department of Architecture, Design and Media Technology. Denmark: Aalborg University, 2024, p. 23)

The Wildeman is home to large families living in small, old and moldy apartments. It also has a bad reputation, being framed in Dutch media as a problem area full of criminals. It is true that the area suffers from an accumulation of problems, such as poverty, poor housing, insecure employment for residents, nuisance and crime. These problems are multidimensional, like health problems being related to underlying problems such as debt, moldy houses and low literacy. (...) However, there certainly is more to Wildeman than problems; it is a place where people come together and make things work, despite the challenges that they face. The population is very diverse (75 nationalities and even more different cultural backgrounds), and the cultural knowledge that people carry makes the Wildeman a unique place for urban farming and community projects. There is an extensive informal network present of NGO’s and citizen organizations with great willingness from residents to improve the prospects for their neighborhood.

(D4.3 - Innovation Biographies, Wildemanbuurt (Amsterdam))

Wildeman buurt, Amsterdam - territorial transformation plan

The territorial transformation plan of the Wildeman neighbourhood unfolds from the experiences of developing self-organising and self-supporting citizens groups, the ODGs ('Design & Do Groups'). At the end of Desire, six ODGs have been established with each their specific identity and core theme. The territorial transformation plan describes the further implementation of this new model for citizens engagement through two specific and well-defined outputs:

1. **Citizens Creative Hub** - a place 'owned' by local citizens strengthening the neighbourhood. This was an expressed need from citizens involved in the ODGs - however, it is an outcome which relates to a more long-term transformation of the Wildeman neighbourhood.
2. **A Civic Design Community of Practice** - a new model for designing with and in a local context. The implementation of this outcome also concerns how efforts might be leveraged and connected to policies, plans and authorities involved in urban planning and transformation of the built environment in the Wildemanbuurt

The activities described below are concrete examples of actions considered relevant to pursue the implementation of the territorial transformation of the Wilderman neighbourhood building on the outcomes of the Desire activities. Behind these activities stand the two involved organisations, The Beach and SamenWonen-SamenLeven. However, it needs to be stated that to be true to the bottom-up approach that characterized the Desire activities at Wilderman it will require a continued listening to and respect for views and expressions of the local ODGs. In that sense, the territorial transformation plan represents a living document guiding potential next steps but not excluding that new and different paths will be taken.

The long-term vision

The long-term vision for Wildemanbuurt extends from the ongoing local activities towards creating a thriving community with engagement, pride and nurture for each other and the place. It includes a vision of working with people as experts in their own living environment, a place where interactions unfold based on mutual trust and an ecological way of thinking of the neighbourhood as a place that honours the entanglements and complexities of the neighbourhood dynamics. Key concepts defining the long-term vision are: Community, health, green, ownership, connections, collaborations, civic design.⁸

The term 'neighbourhood ecology' which emerged from activities performed in the Wildeman neighbourhood during the Desire project frames the long-term vision excellently.

⁸ D3.3 - Harre, Olivia T., Asbjørn Christian Carstens, Daniel Hermansen, Lea Holst Laursen, and Hans Jørgen Andersen. "Narratives of Irresistible Circular Futures." Department of Architecture, Design and Media Technology. Denmark: Aalborg University, 2024

Programme for further transformation

Output 1 – Civic Design Community of Practice

Actions

Time horizon 1-3 years

Activities	<p>Continued effort in capacity building of residents and policymakers through facilitated dialogues and meetings.</p> <ul style="list-style-type: none"> • The overall design question for the next decade concerns how residents of Wildeman can take the lead and ownership in developing their neighbourhood. • Capacity building activities relating to the community concern for instance fundraising, taking care of gardens, self-empowerment through job creation and job finding <p>Create a development and support programme for local citizen-owned and citizen-run cooperative enterprises</p> <ul style="list-style-type: none"> • Support and facilitate civic start-ups, by identifying their needs and support to getting access to financial resources <p>Identify accessible places that can be owned by residents.</p> <ul style="list-style-type: none"> • Enter into dialogues with the local authority, NGOs and others with responsibility for these places to open them up to a collective ownership <p>Map and approach seed funding programmes like Buurtbudget, New-West Arts and Culture Fund, Donut Fund and MAEX to discuss and access funding for initiatives in their infancies.</p> <p>Establish a learning environment for a collaborative civic design and implementation approach that includes all parties involved.</p> <p>Collaborate with research institutions to embed civic design research that informs the ongoing civic design processes.</p> <ul style="list-style-type: none"> • A so-called Imagination Workshop by The Beach is in progress <p>Involve the WeShare coalition of local embedded organisations and initiatives (NGOs and informal residents' initiatives) in securing structural funding for implementing the plans of the ODGs</p> <p>Continue the effort of implementing specific approaches into local policies</p> <ul style="list-style-type: none"> • Continue dialogues between citizens and the municipality by involving representatives from both in meetings • Document and bring forward positive evidence for community-led local development (this connects with the civic design research - see above)
Resources	<p>Financial resources:</p> <ul style="list-style-type: none"> • NGOs like The Beach and SamenWonen-SamenLeven (and sponsors like RuPare) invest a significant part of their budget in neighbourhood programmes. National and local social and culture funds are the basis for their activities and local investments. This amounts to between 2 and 3 million € annually. • Financial support and income of local startups by local procurement and purchase by the municipality, housing corporations, schools, ngo's, etcetera.

	<ul style="list-style-type: none"> • Additional funding (seed money) from local and national funding programmes like: <ul style="list-style-type: none"> • Buurtbudget • New-West Arts and Culture Fund • Donut Fund • MAEX <p>Due to the evolving nature of Wildemanbuurt and the ODGs the specific amount of needed financial resources are settled when the different activities are defined more precisely. A conservative estimate is that an additional amount of 1 million € will be needed for the first three years beyond Desire.</p>
Partners	<p>Following organisations, institutions, and platforms have been identified as important collaboration partners for the territorial transformation of Wildemanbuurt, in close collaboration with stakeholders already involved on the ground.</p> <ul style="list-style-type: none"> • WeShare partners • A wide variety of artists, designers, (landscape)architects • National Programme Together New-West (NPSNW) / Kracht van Nieuw-West partners • Municipality (all departments / area pool of civil servants) • Housing corporations, e.g. Stadgenoot, Eigen Haard • BIZ Osdorperban (cooperation of local shops) • We Doen het Samen Coalitie (national coalition of funds and citizens platforms) https://www.wedoenhetsamen.nu/ • Commons Network https://www.commonsnetwork.org/ • Research institutions like AUAS and COeCI (collaboration of all Amsterdam applied science of the arts institutions) • Nationaal Planbureau voor de Leefomgeving (National Planning Agency for the Living Environment) - interesting partner for future activities
Recognition	<p>ODGs assignment: Each established ODGs works from a co-designed and co-created assignment that defines the core theme, values, principles and theme for the ODG. As each ODG functions as a social enterprise, the recognition also rests on the formalities that encounter this type of entity.</p> <p>Formal acknowledgement of the community-led approach by the municipality through a direct collaboration with the Wildeman community and by bringing this approach to the foreground in the ongoing policy development, for instance in upcoming New European Bauhaus initiatives and projects.</p>

Output 2 – Creative Citizens Hub

Actions

Time horizon 2-5 years

Activities	<p>Initiate dialogues to frame and develop plans for setting up a Creative Citizens Hub</p> <ul style="list-style-type: none"> Address aspects of needs and interests, ownership, maintenance, governance and administration <p>Prepare and share a plan in community dialogues, involving the municipality and relevant external stakeholders</p> <ul style="list-style-type: none"> Use the plan for addressing questions like: <ul style="list-style-type: none"> Which physical place would accommodate our needs and interests? Which foundations and clients could provide the upstart financial resources? How many resources are needed for establishing and operating the place? (budgetary issues) Who would we need to talk with, collaborate with to make this a success?
Resources	<p>Human resources, for instance:</p> <ul style="list-style-type: none"> Facilitators to convene and gather stakeholders in planning and development meetings Citizens with deep knowledge about the local area and eventual physical locations to be taken into considerations Staff from the municipality to secure accordance with existing rules and approval at authority level <p>Financial resources (an estimate is impossible at this stage):</p> <ul style="list-style-type: none"> Funding for buying/accessing a physical location of relevance Resources for adapting the place to the needs of the Wildeman neighbourhoods
Partners	<p>Beyond The Beach and SW-SL, we see a potential in convening following initiatives and organisations:</p> <ul style="list-style-type: none"> All ODGs Amsterdam Municipality Funding programmes or foundations, like partners in We Doen het Samen Coalitie (see above for references)

Impact

Aspects of affordability and economic capability

In a neighbourhood like Wilderman access to funding is extremely important for sustaining citizens' engagement. Aspects of affordability is a recurrent element that must be addressed strategically and constantly. In order to make the activities truly inclusive, also engaging citizens with no or very low (economic) resources, the team involved in the Wildermanbuurt has been looking into different opportunities. For instance, looking for other ways of supporting initiatives than providing access to funding, and testing how access to funding can be democratized. Also, it has proved important to set up a collaborative support system for location managers and floorwalkers to make locations more accessible and sustainable in terms of sharing resources

New standards for valuation

The ODGs exemplify a new practical approach to addressing aspects of values that are often neglected or not counted for in more conventional ways of seeing urban development and transformation. The multi-use of locations and creating occasions for using public and semi-public places for events and programmes to the benefit for the local neighbourhood; the new governance models for public ownerships and decision-making; the redefinition of relationships with non-humans, using ZOÖP as a legal base; and the concrete connection between nature and health both when nature is seen as an asset in collecting herbs for making products like tea melanges and also when the Healthy Connection ODG creates awareness of nature as a source of biodynamic food - these are all living examples of how a more holistic approach to valuing the interdependencies and interconnectedness that exist at the places where we live sustain our ambitions of creating healthy and liveable future communities in our built environments. This has the potential to set new standards for valuation if it is further anchored and embedded in local, regional and national policies for urban planning.

Ziepju street, Riga

Context

“Ziepju 11 site lies in Latvia’s capital Riga, in the neighbourhood of Ziepniekkalns. The site is not located in the city centre, but it is relatively well accessible by public transport and there are both bus and tram stops nearby. Ziepju Street 11 is a separate land plot with an abandoned 5 storey dormitory building on it. It is surrounded by other buildings, creating a yard-like neighbourhood. (...) The exploitation of the Ziepju 11 building began in 1970, when it started working as a service hotel for employees of the nearby trolleybus park. It was built as a brick and panel five-story building with a basement. In 2011, the Riga Housing and Environment Committee decided to terminate the lease agreements with the residents of the building due to the poor technical condition of the building. The building has been emptied since 2018, however, in the same year 2018, a decision was made to rebuild the building into a multi-apartment rental residential building.”

(D4.2 - Innovation Biographies, Ziepju street (Riga))

The building will serve as a pilot case for the municipality to illustrate circularity, biodiversity, aesthetics, and belonging principles. A newly established design team in the municipality is working to experiment with how the building’s courtyard might be transformed for existing and future inhabitants as a thriving space for a diverse community. Such ambitions target both a concrete lived experience of existing inhabitants and ways for involving these, along with future inhabitants, in participatory processes to have a say in the design and implementation of principles of the outdoor space.

(D3.3 - Harre, Olivia T., Asbjørn Christian Carstens, Daniel Hermansen, Lea Holst Laursen, and Hans Jørgen Andersen. “Narratives of Irresistible Circular Futures.” Department of Architecture, Design and Media Technology. Denmark: Aalborg University, 2024, p. 37)

Ziepju street, Riga - territorial transformation plan

While the buildings in Ziepju street are the central focus point for the future renovation work, an outdoor space was chosen for the activities within the Desire framework. Two significant outputs from these processes were a **co-creation methodology** and **concept plan** on which this territorial transformation plan rests. The concept plan features icons and different layers that illustrate the overlapping interests of different user groups, showing where their needs intersect and how the space could look in the future. The methodology was developed through cooperative workshops with user groups like children, social housing residents, neighbours from the daycare center and individuals with mental disabilities. It builds on learnings from driving participatory processes with citizens with no prior experience in becoming involved directly in matters that concern transformation of the place where they live but also on experiences with initiating and supporting collaboration across different departments of the Riga City Council. A third potential output is **a new procurement format** that incorporates different innovative approaches for developing the physical spaces and infrastructure, for instance performing procurement through dialogues. This outcome is included in the territorial transformation plan although it needs to be taken into account that it is still highly uncertain whether it proves a realistic and valuable approach to future procurement processes. The plan for this part concerns activities to complete the procurement procedures as designed in the experimental new format.

The long-term vision

The long-term vision for Ziepju street is to build a community driven neighbourhood based on citizens engagement and self-government, and that this will be a scalable model for residents' care in their common outdoor spaces also in other parts of the social housing area, where Ziepju is located. A significant part of achieving this vision is to foster a culture of using and sharing space and knowledge, and to establish trust through relationships and trust the capacity of local citizens to bring in new ideas and practical focus.

Programme for further transformation

Output 1 – Concept Plans of Ziepju 11

Actions

Time horizon 1-5 years

Activities	<p>Submit the concept plans to the relevant departments responsible for social housing, not only in Ziepju street but possibly elsewhere also.</p> <p>Align the procurement with the concept plans, if possible, before initiating the renovation work</p> <p>Prepare for the on-site transformation by involving local citizens</p> <p>Search for possible funding opportunities to initiate the renovation work of the green area and the housing block at Ziepju street 11, following the procurement process.</p>
Resources	<p>Human resources:</p> <ul style="list-style-type: none"> Internal staff resources at Riga City Council within departments responsible for social housing <p>Financial resources:</p> <p>Funding to cover involvement of architects and designers, selected through the procurement process</p> <ul style="list-style-type: none"> Expected 400 000 € <p>The renovation work is part of a larger renovation project including many of the 6000 housing blocks built during the Soviet period. This work will be implemented over a longer period and carry costs for more than 14 billion €. This estimate is based on the assumption that an average renovation will cost 800 EUR/m2 and the buildings to be renovated will have an average size of 3000 m2.</p> <ul style="list-style-type: none"> Financial resources to renovate Ziepju street amount to expected 13 000 000 € (deep renovation price estimate by Riga Properties in 2023)
Partners	<p>Riga Properties (the company owning the land and the properties)</p> <p>The City Development Department</p> <p>Riga Welfare Department</p> <p>Housing and Environment Department of Riga University</p> <p>Three design offices (selected through the procurement process)</p> <p>Citizens groups to be involved when the renovation work starts, eventually facilitated by departments of the municipality.</p>
Recognition	<p>Recognition of the concept plans is being sought from the Housing and Environment Department.</p>

Output 2 – Methodology for Co-Creation in Urban Planning Processes

Actions *Time horizon 1-5 years*

Activities	<p>Submit the methodology to the relevant departments responsible for social housing.</p> <p>Suggest implementing it in other renovation projects that involve the municipality.</p> <ul style="list-style-type: none"> • Organise site visits across departments in Riga City Council to understand the context and place better • Perform co-creation activities like those done for Ziepju street 11 to establish local communities and citizens engagement for bringing up ideas, benefit from the collective intelligence and to establish trust through relationships • Expand the methodology to public-private partnerships to support a broader citizens engagement
Resources	<p>Resources are needed for embedding the methodology at different departments and in different renovation projects. This mainly requires internal staff efforts.</p> <p>External funding may be required for conducting co-creation workshops with citizens in other social housing areas to undergo a renovation process, eventually to engage with designers and/or architects to run these processes.</p> <ul style="list-style-type: none"> • Estimated required amount: 4000 € per housing unit.
Partners	<p>NGOs and residents' communities are important stakeholders to include when considering scaling the methodology for broader use.</p>

Output 3 – New Procurement Format

Actions *Time horizon 1-2 years*

Activities	<p>Complete the second phase of the procurement as planned. This includes, among other things:</p> <ul style="list-style-type: none"> • Involve the selected design offices in the second phase • Assess the quality and value of this new format, based on the renovation work and with reference to the New European Bauhaus values and principles, as exemplified through Desire
Resources	<p>Internal staff resources from relevant department of Riga City Council</p> <p>External or internal funding to assess the format in relation to future needs, resources and requirements. An estimate of the required amount will only be relevant when the second phase of the procurement has been completed</p>
Partners	<p>Stakeholders network created for this purpose, including among others Riga Energy Agency and Association of Latvian Architects.</p> <p>The architecture department at Riga Technical University would be relevant to include for assessment and future improvements, and to adapt the procurement format and methodology for large-scale applications.</p>

Recognition	The first phase of testing the new procurement format was completed during the Desire project and forms a formal recognition of the intended ambitions of applying an approach aligning with Desire principles and NEB values to renovation projects in the City of Riga.
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Impact

Aspects of affordability and economic capability

Questions of affordability are less relevant in cases like Ziepju street where social housing is provided entirely by the municipality and where the rents are fixed. This might partly explain the slow progress with the procurement - stakeholders involved from the municipality may feel that improving the quality makes the process seem more complex and expensive compared to the usual practices. Other renovation projects in Riga where business-as-usual procedures were followed without citizens' engagement progressed faster. Among these projects there are also examples of projects leading to issues where costly damages had to be rebuilt afterwards. Engaging citizens from the start and doing things correctly may be more expensive but could save long-term costs.

New standards for valuation

The reflections on affordability and costs relating to renovation projects also highlight potentials in looking at the long-term value that will be achieved by involving and engaging citizens and include their ideas and perspectives in the procurement process. With less damages, a higher degree of care and responsibility for the area where they live, the long-term costs could be lower. A comparison between business-as-usual practices and practices following the new procurement format and methodology on what regards types of costs, appreciation by the citizens and perceptions of life quality could support a transformation in how decisions are made for future renovation projects in Riga, and beyond.

Also, the Desire activities have demonstrated that achieving more with less may also be an attractive outcome. How can we foster biodiversity by leaving spaces more natural? How might we create and sustain a high quality of life in these areas by doing more with less? How may we develop strategies that encourage people to engage in activities within the existing environment, thereby sustaining the area and its attractiveness?

4. The Desire learning community

‘Creating a learning environment’ is one of the three primary objectives of *Desire - Designing the Irresistible Circular Society*. The concept of a learning environment, as outlined in the project proposal, is defined as “an open and experimental community of practitioners, planners, and citizens, supported by a digital infrastructure that facilitates interaction across sectors and governance levels”.⁹ The organizations directly involved in activities at the eight Desire sites form the foundation of this experimental community, encompassing a broad and diverse range of stakeholders from various sectors and governance levels. Over the two years of piloting activities, this community has developed strong relationships and demonstrated a clear interest in continuing the collaboration. This commitment is evident in new initiatives aimed at advancing the learnings and outputs from Desire, leveraging the collective knowledge and awareness fostered throughout the consortium.

Two foundational elements are critical for scaling Desire as a learning community, each serving as a platform to facilitate transformational engagement: the *Digital Learning Hub* and the *Irresistible Cities Lab*. These two elements are detailed separately in the section 4.1 *Long-term vision and plan for implementation*, followed by an outline of concrete actions already undertaken to further the goals of Desire.

4.1 Long-term vision and plan for implementation

Desire was conceived as a project rooted in a mission-oriented approach. Our initial vision envisioned a future where sustainability becomes “*an option so attractive that it barely seems like a choice.*” This concept of irresistibility serves as the guiding star for all our efforts. We understood design as “*the ability to create concepts and tools that intentionally transform our environments and circumstances into preferred ones.*” Circularity, in turn, was defined as a systemic perspective that regenerates natural ecosystems and maintains materials and resources in loops for future generations. Crucially, we recognized the importance of involving society—both human and non-human actors—in dialogues about who we are and where we want to go.¹⁰

A mission-oriented approach also required planning beyond the initial two-year timeframe of Desire, necessitating follow-up initiatives and projects of varying formats, scopes, and durations, all committed to advancing Desire’s vision. This effort is evident at the site level through the ‘territorial transformation plans’, some of which engage partners and organizations beyond the original group of stakeholders. It also includes initiatives that extend Desire’s identity and vision within the framework of the New European Bauhaus movement. These efforts depend on two critical elements: the necessary infrastructures to support ongoing activities and the formative framework for sustaining the community

⁹ Quote from DoA, p. 5. Desire, Grant Agreement 101079912.

¹⁰ This section is based on the introductory section of the DoA, Desire, Grant Agreement 101079912.

of users and stakeholders engaged in Desire. These two elements—the infrastructure and the community—are deeply interconnected, both practically and in their mutual reinforcement of success. The infrastructure provides a foundation for maintaining Desire’s identity and recognition, while the community ensures the continued exchange and evolution of its original vision.

In practice, this infrastructure is embodied in the *Digital Learning Hub (DLH)*, which offers free access to the learnings and outcomes from the Desire lighthouse project. The community is fostered through the *Irresistible Cities Lab*, an integral component of the DLH.

Desire Digital Learning Hub (DLH). The DLH represents the final phase in the transformation of the Desire website: <https://www.irresistiblecircularsociety.eu/>. Initially designed to raise awareness about Desire through news articles and narratives from the eight pilot sites, the website has evolved into a digital platform providing easy access to the learnings and outcomes of the two-year demonstration phase.

The DLH is organized into three main categories—*Learn*, *Inspire*, and *Connect*—with cross-references and search functionality that allow users to quickly find relevant content. Developed with minimal maintenance requirements, the DLH is designed to remain relevant over the long term or until future initiatives necessitate adaptations.

Irresistible Circular Lab (ICL). The ICL serves as the framework for a community of practice, which, in alignment with Desire's ethos, is described as a “*community of irresistible practice*.” Developed as part of Work Package 6 (WP6), the ICL functions as a supportive structure for exploitation activities.

Its design and format were shaped through input from a core group of territorial agents actively involved in the demonstration activities across various sites. The ICL was established with the goal of sustaining the cross-sectoral and multi-level governance collaboration fostered during the Desire project period, ensuring these valuable connections and practices continue to thrive beyond the initial project timeline.

4.2 Commitment and partnerships

BLOXHUB is dedicated to maintaining and updating the DLH while expanding its use as a learning platform for activities that align with the vision behind Desire. This commitment aligns seamlessly with BLOXHUB’s broader role as a matchmaker and incubator for new partnerships and initiatives within its ecosystem. This ecosystem comprises companies, public institutions, and private organizations united by a shared ambition to create better cities for the future.

BLOXHUB actively engages in diverse partnerships across Europe and beyond, collaborating with hubs and city networks in countries such as the Nordic region, Spain, Germany, Japan, and the United States. These partnerships provide a dynamic platform for extending and sustaining the value of the Desire DLH, ensuring its continued relevance and impact.

On a practical level, BLOXHUB will leverage the DLH as a convening platform to engage organizations in activities—both online and in-person—that explore aspects of creating irresistible circular societies.

These activities will be structured within the framework of the *Irresistible Cities Lab (ICL)* and, more specifically, through ‘communities of practice’ formed around shared domains of interest. Drawing on its extensive experience in establishing self-sustaining groups and communities, BLOXHUB will use this expertise to further develop and strengthen the ICL.

Relevant partners to involve beyond the Desire consortium include organizations participating in the other five NEB Lighthouse Demonstrator projects, as well as hubs and networks from BLOXHUB’s ecosystem. These include for instance *Urban Hub Europe*, *REGEN* (BLOXHUB’s network of researchers engaged in regenerative research), *ICLEI*, and the *Regenerative Community Tokyo*. Additionally, cities supporting the site transformations, such as Amsterdam, Ljubljana, Høje-Taastrup, and Kalundborg Municipalities, as well as cities with established relationships during the Desire project—such as Aarhus, Sønderborg, and Gentofte Municipalities—are considered key partners.

Commitment is cultivated through direct contact and relationships. To preserve the collective intelligence developed through Desire, the organizations and individuals directly involved in the project will serve as primary points of contact, accessible via the DLH platform for external visitors and users. They will also act as central facilitators for mobilizing local ecosystems and collaboration partners in activities unfolding within the ICL framework.

4.3 Additional investments

To sustain and further develop the Desire vision, additional investments are essential. This applies to both the *Digital Learning Hub (DLH)* and the *Irresistible Cities Lab (ICL)*, which are interdependent elements. BLOXHUB has already initiated steps to integrate these components into future externally funded projects, with plans to expand these efforts as new opportunities arise. Below is an outline of the initial steps already taken:

Resources to sustain the DLH: BLOXHUB is leading a work package in a proposal addressing the need for new governance models for urban spaces (HORIZON-MISS-2024-NEB-01). This proposal builds on the outputs and insights achieved through Desire, positioning the Desire DLH as the digital landing page for this initiative. This approach ensures a smooth and efficient transformation of the DLH into new relevant domains and activities while securing additional investments for updates and adaptations to the platform.

Resources to sustain the ICL: BLOXHUB is also contributing to a proposal under the call for a New European Bauhaus (NEB) Hub (HORIZON-MISS-2024-NEB-01-03) and has a pivotal role in establishing a NEB Local Chapter in Copenhagen. In this context, the ICL will serve as a foundational framework for fostering a community of practice, bringing together expertise, knowledge, and shared interest to expand the NEB initiative and build on the learnings and outcomes of Desire.

These two potential sources of funding represent initial steps toward sustaining and activating the key infrastructure needed to build on the aggregated learnings from Desire. However, further investments

will be necessary. The topic of resource mobilization will become a recurring theme in ICL activities such as webinars, online dialogues, and talks, with discussions focused on critical questions:

- How can we expand our initiatives and uphold our core beliefs?
- What resources are required to achieve this?
- How do we ensure genuine bottom-up commitment and engagement while staying aligned with the place-based, mission-oriented, and evolving framework from which DESIRE originated?

This focus on strategic investments will help ensure the long-term viability and impact of Desire’s vision and its contributions to creating irresistible circular societies.

5. Conclusion

This report, D6.2 Financial Plan, is based on 12-15 months of experimentation conducted at eight diverse territorial sites across five different EU countries. The relatively short time frame is reflected in the preliminary character of the ‘territorial transformation plans’. These plans should primarily be valued as initial frameworks that outline key considerations regarding the actions, resources, and partners necessary to progress toward the long-term vision formulated by each site organisation.

The report also underscores the critical role of infrastructure in supporting continued interaction and collaboration. The *Digital Learning Hub* and the *Irresistible Cities Lab* provide a structured framework to facilitate the ongoing development and implementation of the insights and outcomes from the Desire project. These platforms will act as enablers for sustained knowledge-sharing and collective action.

Consistent with Desire’s emphasis on learning by doing, learning by interacting and learning by reflecting,¹¹ the implementation of the territorial transformation plans is expected to generate new insights. These learnings will likely necessitate adaptations and adjustments by those involved in the process. This also highlights the importance of fostering a community of organisations and individuals who are well-acquainted and trust one another, enabling open and constructive dialogues across.

¹¹ D4.1 Monitoring, Assessment & Learning Framework.

Literature

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