

IMPLEMENTATION STRATEGIES FOR URBAN ENVIRONMENTAL ACUPUNCTURE ACTION PLANS

Impulse Region

Version 2.0
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Deliverable D.T2.3.1

1. Introduction

The local action plan is based on a Transnational Concept of Action Plans for urban environmental acupuncture (D.T2.1.1). The creation of an action plan is intended to enhance the "green mission statement" of the Impulse Region. Green spaces and green connections directly benefit human regeneration and health. Leisure and regeneration opportunities can be significantly improved through targeted measures. The aim of the action plan is to develop a scientifically based, long-term effective green space development strategy. The core of this strategy is to be a coherent, area-wide network of small-scale green spaces that contribute to coping with the consequences of climate change. Sealed and built-up areas (grey infrastructure) can be converted into green infrastructure. Urban green infrastructure can be planned and developed at different levels, across individual districts and into residential neighbourhoods.

All work was done in the framework of SALUTE4CE project. This is a consortium of 10 partners from five countries working together from 2019 to 2022. In the Impulse Region, the cities of Erfurt, Weimar, Jena and Apolda are participating in the SALUTE4CE project. The project partnership between the participating institutions from five countries will implement the concept of Urban Environmental Acupuncture (UEA), which consists of a surgical and selective intervention in the urban environment instead of large-scale projects covering thousands of hectares and incurring enormous costs.

At the moment the Impulse Region preparing a consolidated document for planning of further small green spots. Consequently, a strategy for implementation is needed to bring it into practice.

2. Results of Action Planning

In order to ensure a sustainable continuation of the SALUTE4CE concept beyond the funding period until 2022, a strategy is needed as to who will take on which task in the further process. Whether private individuals, companies or those responsible in the administration, everyone can make a contribution. The cities take on several roles in this process. They are planners, multipliers and role models at the same time. The aim is to transfer the idea from the status of a model approach to a regular task and as a natural part of municipal activities. Intensive communication with the target groups that goes beyond the usual public relations work must be established. In this way, the planned activities are announced, the target groups are sensitised and gather for participation from the collection of ideas to project implementation and financing.

The following framework conditions should prevail to ensure continued constructive cooperation:

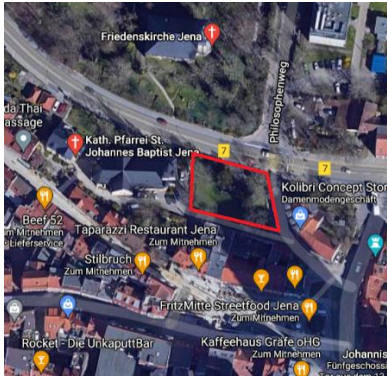
- Support of the management level in the administrative structures
- Creation of time and human resources
- Expertise and commitment at the administrative level
- Mobilisation and participation of other actors
- Take advantage of further training opportunities
- Creation of motivation through the projects already carried out

In the course creating the Action Plan, further potential development areas were identified in the Impulse Region that could be implemented after the end of the funding period. The implementation of further measures should run as a continuous process. However, the financial, time and human resources of the project partners from the Impulse Region must be taken into account. The following overview shows the



further development areas. A total of 27 potential areas were named in the cities of Erfurt, Weimar, Jena and Apolda.

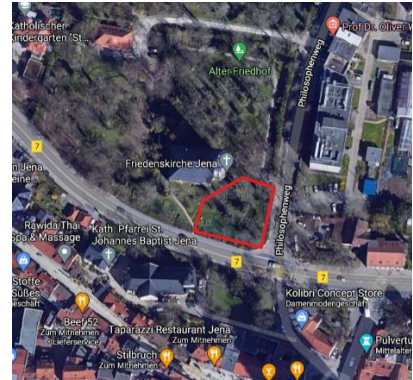
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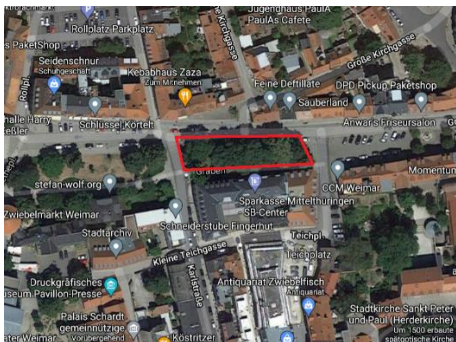
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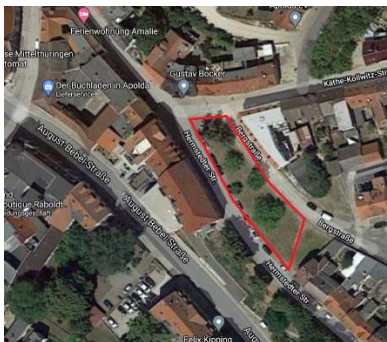
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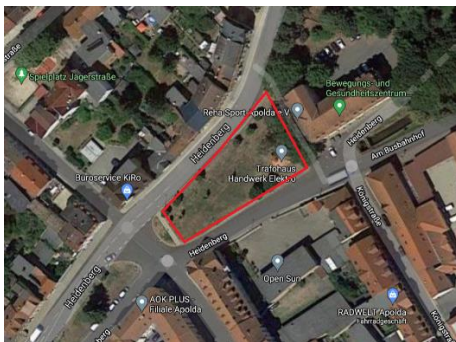
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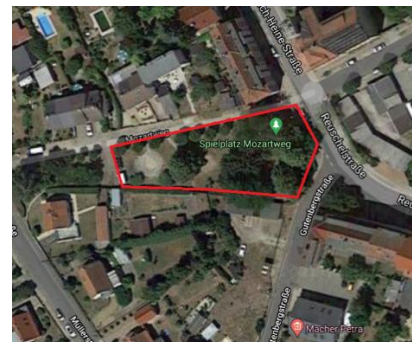
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A3





E1



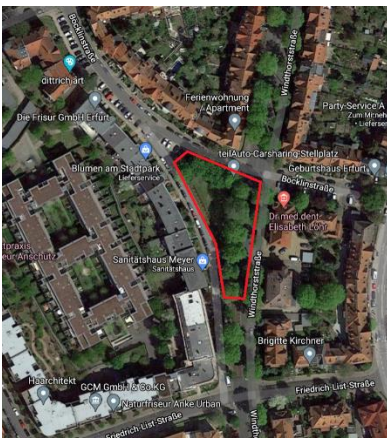
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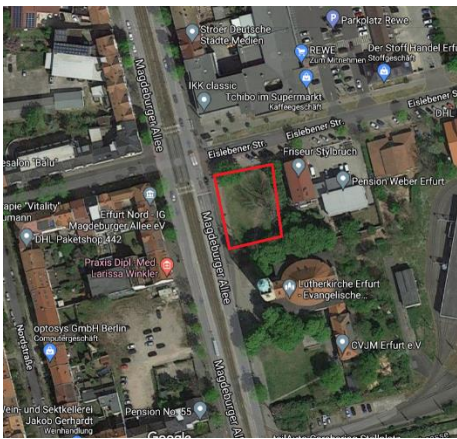
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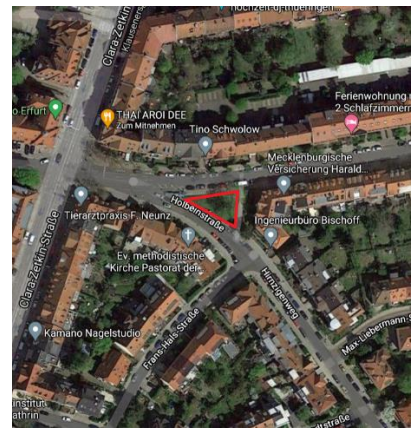
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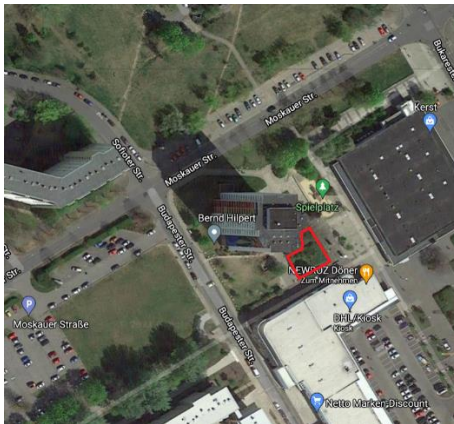
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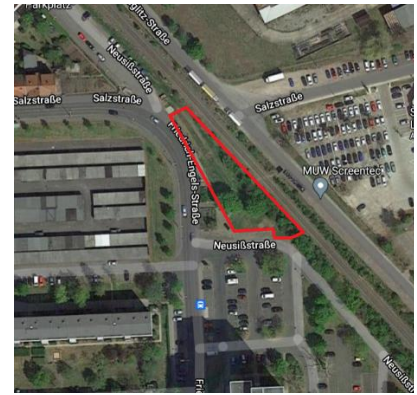
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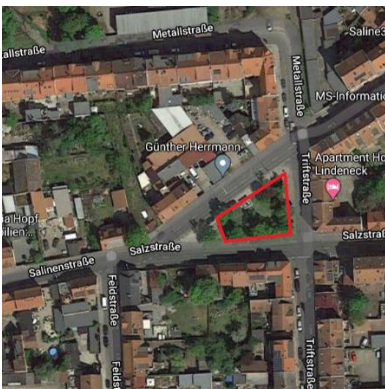
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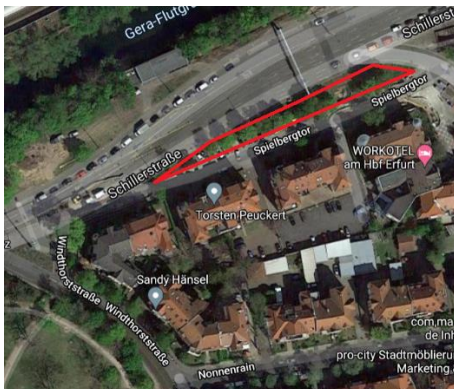
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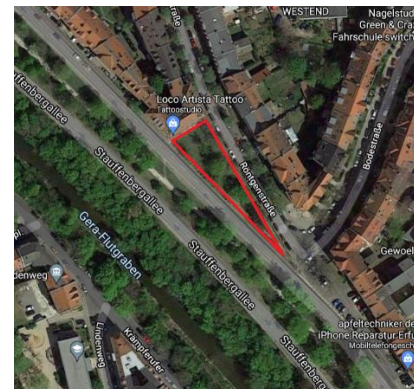
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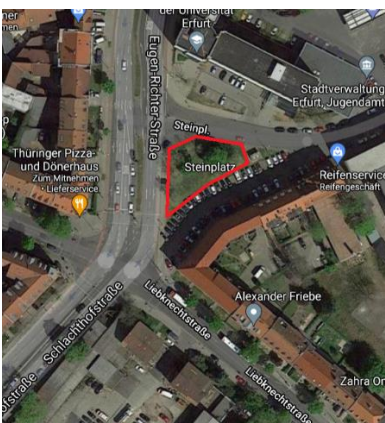
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E18



The spectrum of perspectives is overlaid by the financial view of things, i.e. the economic efficiency of the measures. In this context, it is necessary to use the funds particularly effectively in order to achieve success and the necessary acceptance for the idea in competition with other tasks.

In order to ensure that the costs incurred for implementation cannot be considered as exclusion criteria, it is already necessary to consider how financing can be provided in each case when selecting measures. It is important to be creative and find new ways of financing in order not to strain the existing municipal budget with additional costs.



In the case of own investments, the entire funding spectrum (KfW, EU projects, funding at federal and state level) should be checked for funding opportunities. In parallel, the total cost approach can be used to calculate the profitability of investments, or initial information can be obtained from experience reports on alternative forms of financing. Especially in small and medium-sized municipalities, the direct involvement of local actors is a good idea. Energy cooperatives, citizen contracting and sponsoring offer local actors are good examples.

From the perspective of the outlook, the further methodological procedure could be as follows: The study area - in this case the Impulse Region - is divided into sub-areas (location types) with comparable local conditions or requirements, taking into account all relevant environmental factors. The progressive climate change is given weight by modelling all climatic parameters (e.g. temperature, climatic water balance, wind) for a future climatic period. On the basis of the derived site types, plant species can thus be selected whose characteristics correspond best to the conditions of a particular site. Thus ensuring functionality and also saving costs for new plantings and maintenance measures. However, this means a higher expenditure of time and money. With the knowledge gained, the idea of urban environmental acupuncture can be implemented in a more targeted manner, so that the Impulse Region has a guideline for action that enables sustainable development of the region. Thus, the provision of green spaces adapted to climate change can proceed further.

Probably the biggest challenge will be to collectively achieve a culture of protecting green spaces as a whole. Although the framework conditions are set in such a way that this moral approach is also supported with incentives. This social acceptance and support for climate protection must be the main concern. Therefore, a local action plan is also about presenting a socially acceptable model in the sense of a culture of sustainability.

Under the aspect of climate change, the urban green will be exposed to increasing stress in the future. In order to continue to benefit from the numerous welfare effects of a vital urban green stock in the future, it is necessary that it is adapted to the changing climatic conditions. The aim of the concept is to create a strategy based on the urban green structures, which includes the aspects of adaptation of the urban green to the effects of climate change as well as the possibilities of adaptation by the urban green itself. At the same time, it ensures that future plantings can be maintained in the long term at reasonable cost.

3. Implementation Strategy

The “green overall concept” of the Impulse Region is to be supplemented by the creation of an action plan. The mission statement includes the development goals for nature and landscape and can be summarized as follows:

- Strengthening the diverse cultural landscape: It forms a recreational landscape close to the city with a connection to the surrounding area and is the focus for the protection and conservation of species and biotopes
- Creation of new green connections as attractive routes to larger green spaces in residential areas with little greening
- Revitalization of fallow open spaces and design with natural elements
- Reduction of heat island effects through green development and partial dismantling
- Avoidance of large re-sealing
- Increase in the proportion of roof and facade greening



Green areas and green spaces directly benefit human recreation and health. The leisure and recreational opportunities can be significantly improved through targeted measures. Furthermore, the townscape is upgraded and the quality of stay is increased. Vegetation elements in the green areas make a significant contribution to reducing pollution. The reduction of sealing usually leads to a lower thermal load. In addition, the measures can contribute to an increase in the quality of the biotope network and the living conditions of the species as well as to the creation of valuable biotope structures.

a) Legal basis of urban green development

The concept of urban environmental acupuncture will be taken more into account in urban planning in the cities of the Impulse region in future. This leads to different demands on open spaces and the landscapes. Also it applies to the distribution of green spaces in the city. Urban policy and city administration as well as their partners and actors in the most diverse thematic fields are challenged here. Examples include the offices of urban planning and development, the office for green spaces and the environmental and nature conservation offices. A superordinate authority at the state level that is usually involved in the process is the Thuringian State Office for the Environment, Mining and Nature Conservation. These offices have already developed various concepts and guiding principles to advance the design of the urban green. The "Green Master Plan", the "Integrated Urban Development Concept 2030" or the "Climate Protection Concept" are examples.

The idea of SALUTE4CE will be integrated into these concepts in the future. The action plan of the Impulse Region will serve as a first working basis for this. Grounded on this, the ideas for implementing further measures will be discussed in the city council meetings. The Letter of Commitment, which was signed by the Mayor of Jena, also serves as the basis for further cooperation. The major represents the association of the Impulse Region externally, represents the interests of all partners and speaks for all four cities in the year 2022. The idea of urban environmental acupuncture will then take place into practice.

b) Implementation in the city/FUA administration

In order to implement the action plan, a larger number of actors are required to accompany the various measures over the entire period. Stakeholder involvement will happen at different levels. A distinction can be made here between the following levels:

1. Technical participation (specialist offices)
2. Strategic partners (property owners, housing companies)
3. Political participation (department heads, committees and associations)
4. Public participation (residents)

Technical participation takes place in the form of a project-accompanying working group. The working group includes various specialist offices. Further experts are involved in the project on a topic-specific basis in order to help solve specific technical problems. When strategic partners are involved, essentially for the implementation of the project, they are included in the mission statement process and detailed planning in order to minimize possible conflicts of use.

In political participation, department heads, committees and associations have the function of helping to determine and legitimize decisions. They will therefore be informed about the current status of the project and asked to form an opinion. The decision of the concept and the measures to be implemented by the local parliament are an indispensable basis for the subsequent implementation phase. The decision-making at the political level creates the necessary binding force for the planned activities of the local government. A council resolution that concludes the concept documents the political will to act and forms the official start for the implementation of the measures described in the concept. An example for this is the letter of commitment. An important preparation for the implementation decisions is the targeted involvement of the council groups during the preparation process. Important interim results for ascertaining the current



situation, for proposed measures and their positive effects on site will be communicated in regular dialogue with local politicians. A step-by-step approach, in which the council only decides on individual measures, is often more sensible in order to gradually increase acceptance.

Under the leadership of the Impulse Region, a working group will be formed in which the groups of actors described above send one or more representative. Above all, it is important that representatives of various specialised offices accompany the working group. Mention can be made here of urban planning and development, the green space office, the nature conservation authority and the climate protection managers of the participating cities.

c) Involvement and public participation

Another focus is to attract citizens in the implementation of the concept of green environmental acupuncture.

Above all, it must be about informing them on possible measures and giving them support. For this purpose, information, advice and coordination offers will first be created on the part of the partners, but incentives for involvement in the project will also be offered in the future. The Impulse Region is intending to use the following forms of citizen participation:

- The citizens' meeting is an event organized by the residents of a city, usually at the municipal level, to discuss various topics. Recommendations and opinions are given to the organizers without obligation.
- The future workshop is a method to stimulate the imagination in order to develop solutions for social problems with new ideas. In this way, people shall change their role from the object of future planning to the subject of this planning and, based on the local context of action, open up greater scope for action.
- The World Café is a workshop method. With the appropriate questions, an attempt is made to bring people into a constructive conversation with one another on topics that are relevant to the participants. It's about finding common goals and strategies.
- An ideas competition can also be used to search for higher-level planning approaches in order to establish guidelines on the basis of which further planning is then carried out.
- Through surveys, information about people's attitudes, opinions and knowledge will be obtained systematically.

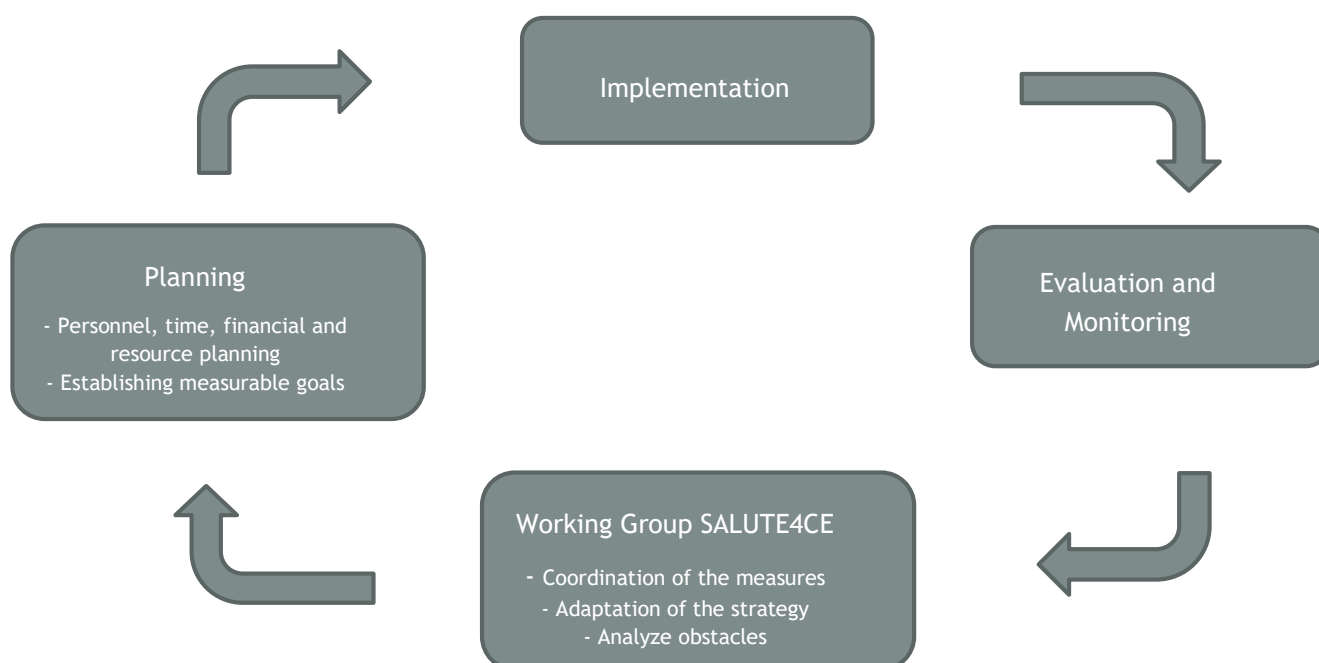
The groups of actors (housing associations, local environmental associations, staff of specialised agencies and political decision-makers etc.) will be involved in these forms of citizen participation. The cooperation will take place in an open discourse. The results of this discourse can then be taken into account in the implementation of further measures. By involving all actors from the idea to the implementation, the acceptance of the measures is thus increased among all actors. Meetings between the different groups of actors will take place throughout the year. The regularity of the meetings increases the chances of success in stabilising the process. New information will be exchanged and possible problems can be pointed out. Possible solutions will be worked out together.

The Impulse Region also develops a role model and demonstration function with all municipal institutions in their own area of activity. The prerequisite for successful public participation is the acceptance of the citizens for the implementation of the measure and the competent moderation of such meetings. Participation in the project automatically increases the motivation of the participants. Otherwise there may be a loss of acceptance among the residents if the offer of participation is not made available by the project sponsor from the beginning of the project. This can quickly turn into anger, frustration, and resistance. Certain success factors of participation formats can counteract this. In addition to the already mentioned



early participation in the project, the identification of alternatives, the involvement of relevant groups and the openness of results in the decision-making process are important. However, it should be remembered that a suitable and appropriate form of public participation ties up time, money and personnel. But those who invest in participation save follow-up costs.

Controlling of the measures is required to continue the project. A regular comparison between the original project goals and the current project status will be carried out by those responsible for the project at certain intervals. Here the following question are to be asked: "After the implementation of the planned measures: Has the effect been achieved and the defined objectives reached? In order to identify current developments and assess the resulting options for action, it is necessary to regularly determine the current state of work. This is the only way to see whether the human and financial resources have been used efficiently and effectively for the common goal. Depending on the results, the planning and implementation process will be adjusted. This is also described in the following figure.



In a working group, project-related information will be exchanged between the institutions involved in order to control and evaluate the results. They compile the individual results and thus obtain an overview and the status of the achievement of objectives.

The described approach will be applied to the Impulse Region as follows. In a working group consisting of representatives of the city administration, measures are planned and a time schedule is worked out. Financing will be arranged with the help of other funding programmes, housing associations and other sponsoring partners. When funds are available, the measures can be implemented with the help of regional building contractors. After completion of the construction measures, this is accompanied by a maintenance and management plan, which in turn is designed, discussed and implemented in the working group. The local population or nearby institutions will also be involved in the maintenance of the new development area as far as the framework conditions (like ownership) are allowing it. Thus, care sponsorships will be a sensible measure. Here, private individuals or institutions, such as schools or kindergartens, are given the task of maintaining the area for a certain period of time. In this way, the cities save costs and the volunteers get involved in the environmental sector. In kindergartens or schools, the maintenance of the areas will be integrated into the Educational mission.



The information of the controlling measures will take place on different levels. Public reporting concerns internal and external stakeholders, the population of the cities and participating companies. Information to decision-makers will take place at regular intervals. A report on measures will be produced once a year. Larger reports to all levels will be produced at intervals of 3-4 years. The overall perspective with regard to the continuation of the idea of green environmental acupuncture is initially fixed for a period of 10 years. A final evaluation will then be carried out to determine whether a further continuation of the process makes sense.