



Bringing cities to life, bringing life into cities





Bringing cities to life, bringing life into cities

| DOCUMENT PROPERTIES |   |
|---------------------|---|
| Nature Document     | Progress report on linkages between FRC strategic goals and NBS goals to inform city plan and indicator development for FRC exemplars |
| Work Package        | WP3<br>Task 3.2   |
| Task Leader         | Paula Vandergert  |
| Authors             | Paula Vandergert, Sam Jelliman<br>City data provided by Genk, Glasgow, Poznań and AMU   |
| Dissemination level | Internal - Project steering committee   |
| Version             | Draft 1.0   |
| Status of Document  | Milestone 9. Submitted 31 May 2018  |
| Deadline            | 31 May 2018   |

DOI: <https://doi.org/10.5281/zenodo.7501867>

## Contents

|  |    |
|--|----|
| 1. Introduction                              | 4  |
| 2. Methodology                               | 5  |
| 3. NBS frameworks                            | 6  |
| 3.1 Eklipse Framework                        | 6  |
| 3.2 Connecting Nature spheres of influence   | 7  |
| 3.3 UN Sustainable Development Goals and NBS | 7  |
| 4. Front Runner City data                    | 9  |
| 4.1 Genk organizational structure            | 10 |
| 4.2 Genk strategic goals                     | 11 |
| 4.3 Glasgow organizational structure         | 15 |
| 4.4 Glasgow strategic goals                  | 16 |
| 4.5 Poznań organizational structure          | 20 |
| 4.6 Poznań strategic goals                   | 21 |
| 5. Next steps                                | 26 |
| 6. References                                | 27 |



Bringing cities to life, bringing life into cities

## 1. Introduction

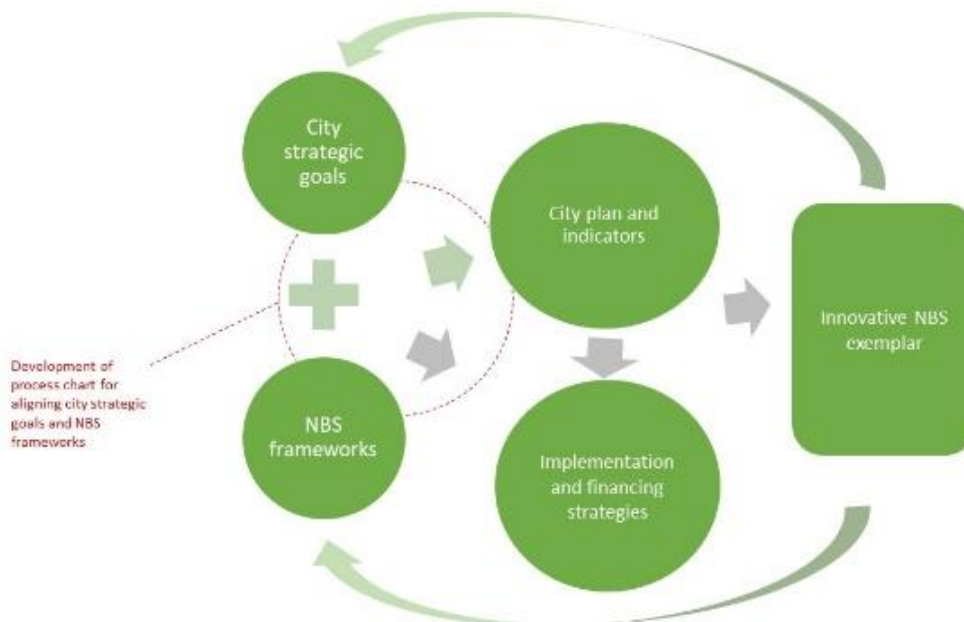
To facilitate a scaling up and embedding of multifunctional nature-based solutions, it is important to create a strategic enabling culture within cities – moving beyond a focus that often rests primarily within one departmental team (for example, spatial planning or green space management) to include a suite of strategic services such as corporate policy, economic development, housing and regeneration, health and social care, transport and to harness the support of elected local politicians. By creating this enabling culture, there are opportunities to identify and mobilise the multifunctional benefits that can accrue from a scaled-up city approach to nature-based solutions, embedding them within a broad range of strategic goals, aligned with indicators that can deliver a coherent place-based framework for improved local places for residents and businesses.

The milestone is a draft document that reports on progress to identify linkages between the Connecting Nature front runner city strategic goals and nature-based solutions goals to complement city plan and indicator development and to inform the exemplar implementation process. The analysis of this work will be incorporated in Deliverable 8, a report on front-runner cities' current expertise and experience in nature-based solutions based on a synthesis of outcomes from experiential learning workshops and concluding with a process chart for a transferrable key performance indicators approach to nature-based solutions. The scope of the milestone is to provide a working draft of existing front runner city organisational culture, in order to identify opportunities to embed indicators for nature-based solutions in the city strategic context.

## 2. Methodology

This report summarises three existing frameworks that provide opportunities to identify multifunctional nature-based solutions at a strategic level: Eclipse, Connecting Nature categories of influence and the UN Sustainable Development Goals. It then summarises the existing organizational structures and headlines from strategic documents in each of the front runner cities, Genk, Glasgow and Poznań. Year 1 of Connecting Nature has involved taking stock of current expertise and experiences in the front runner cities as well as working with them to co-create indicators and processes for planning effective exemplars to scale-up nature-based solutions in their cities. This report therefore draws on a synthesis of interviews and collaborative feedback sessions, analysis of front runner city strategic documents and organizational structures. Figure 1 indicates how these aspects can be aligned to support implementation and innovation processes at the city scale.

Figure 1 Framework for aligning city strategic goals and NBS frameworks to develop NBS

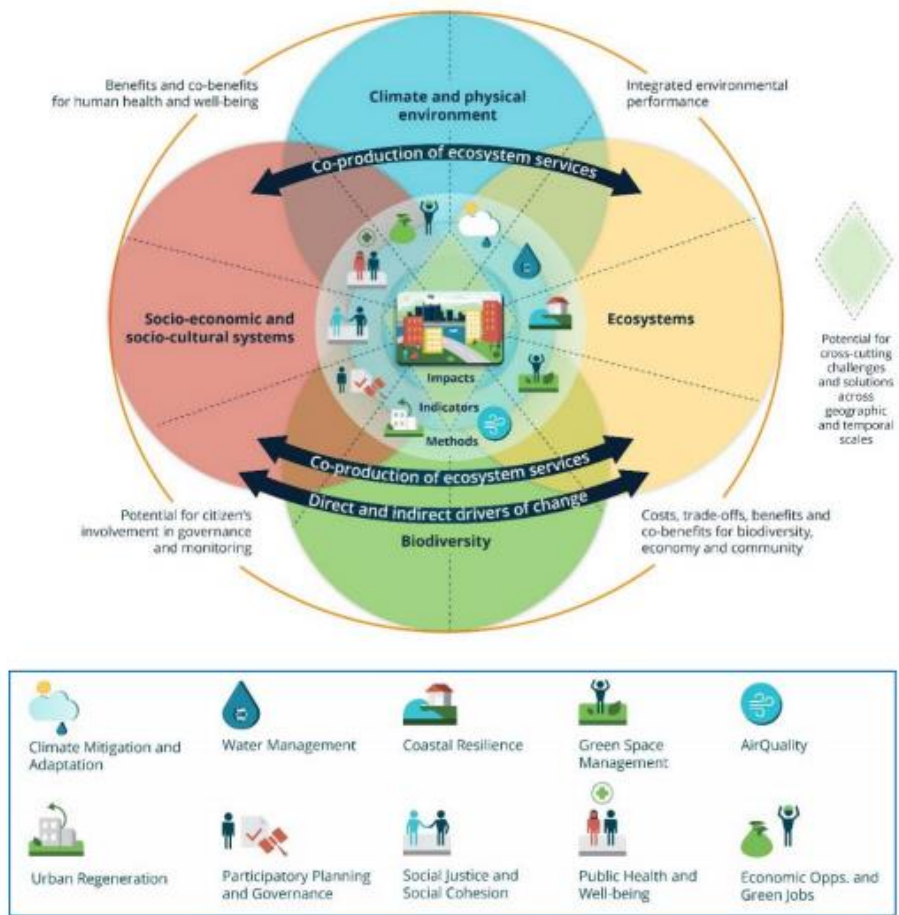


### 3. Nature-based solutions frameworks

#### 3.1 Eclipse framework

The Eclipse framework provides a framework for the assessment of nature-based solutions across various challenge areas, highlighting the opportunities of nature-based solutions to address multi-dimensional and complex themes faced by cities across Europe. This work has been important for the evolution in thinking from a green infrastructure approach focused on ecosystem service provision, to a multi-dimensional understanding of why enhancing nature in cities is an opportunity for city administrations to provide multiple benefits for citizens and business in an integrated way (Balian et al 2016; Raymond et al 2017).

Figure 2 below illustrates the Eclipse assessment framework, systemic analysis and 10 challenge areas.



Source: Raymond et al, 2017

### 3.2 Connecting Nature categories of influence

As the authors of the Eklipse work recognize, their work provides a starting point for understanding nature-based solution opportunities at a city scale. The next iteration is being undertaken by other Horizon 2020 projects, including Connecting Nature. Connecting Nature has identified five key categories of influence for nature-based solutions which provide a basis for developing suites of city indicators, see figure 3 below.

Figure 3: Connecting Nature categories of influence

| Categories of influence   | Assessment criteria     |
|---|-------------------------|
| Climate change adaptation and resilience (sustainable use of resources) | Cost-effectiveness      |
| Health and wellbeing (physical and psychological)                       | Inclusivity             |
| Social cohesion   | Policy-embeddness       |
| Economic development potential (or being 'open for business')           | Stakeholder endorsement |
| Green business opportunities (or 'creating our own business')           |                         |

### 3.3 UN Sustainable Development Goals and nature-based solutions

In 2015 the UN General Assembly passed the 17 Sustainable Development Goals as an agenda for sustainable transformation by 2030. As the UN Sustainable Development Goals represent an international consensus, their alignment with nature-based solutions provides a powerful narrative for cities around the world to understand how nature-based solutions can be embedded across a range of policies. Stockholm Resilience Centre have analysed the UN Sustainable Development Goals and how they align with food, see figure 4 below. This provides an example of how SDGs can also be linked to nature-based solutions.

Figure 4: Analysis of SDGs and food



Source: Stockholm Resilience Centre 2016

The Eklipse framework challenge areas, the Connecting Nature categories of influence and the UN SDGs provide a complementary thematic approach within which cities can identify how their own strategic goals align with opportunities to embed nature-based solutions. See figure 5 below for a summary of these three frameworks for situating NBS at the city scale.



Bringing cities to life, bringing life into cities

Figure 5 Frameworks for situating potential NBS opportunities within city strategic priorities

| <b>Eclipse Framework</b>   | <b>UN Sustainable Development Goals</b> | <b>Connecting Nature categories of influence</b>                        |
|--|---|---|
| Climate mitigation and adaptation  | No poverty                              | Climate change adaptation and resilience (sustainable use of resources) |
| Water management   | Zero hunger                             | Health and wellbeing (physical and psychological)                       |
| Coastal resilience   | Good health and wellbeing               | Social cohesion   |
| Green space management (including enhancing/conserving urban biodiversity) | Quality education                       | Economic development potential (being 'open' for business)              |
| Air/ambient quality  | Gender equality                         | Green business opportunities ('creating our own businesses')            |
| Urban regeneration   | Clean water and sanitation              |   |
| Participatory planning and governance                                      | Affordable and clean energy             |   |
| Social justice and social cohesion   | Decent work and economic growth         |   |
| Public health and wellbeing  | Industry, innovation and infrastructure |   |
| Potential for new economic opportunities and green jobs                    | Reduced inequalities                    |   |
|  | Sustainable cities and communities      |   |
|  | Responsible consumption and production  |   |
|  | Climate action                          |   |
|  | Life below water                        |   |
|  | Life on land                            |   |
|  | Peace, justice and strong institutions  |   |
|  | Partnerships for the goals              |   |





Bringing cities to life, bringing life into cities

## 4. Front Runner City Strategic Visions and Priorities

A key first step in scaling up nature-based solutions within the corporate culture of a city administration is to align the high level strategic aspirations of a city with a nature-based solutions approach.

Whilst at national and international scales, legal and policy frameworks support nature-based solutions, including the Water Framework Directive, Convention on Biological Diversity, Eu Climate Adaptation Strategy and Paris Climate Accord, implementation often needs to happen at local scales. The city is an important unit of analysis for this. This is reflected in the international significance of networks such as ICLEI, C40 and 100 Resilient Cities.

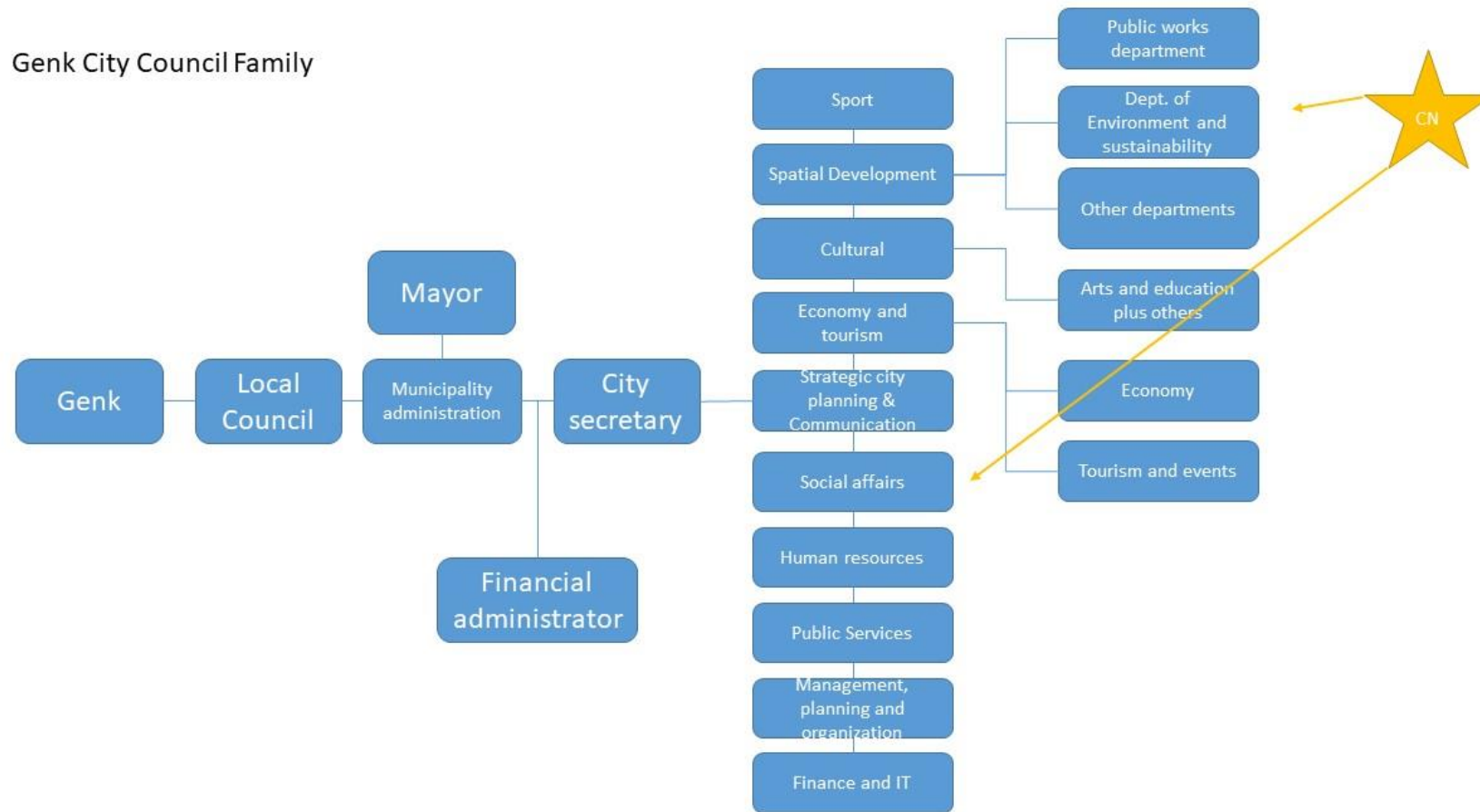
Evidence from Milestone 8 (previously Milestone 1.1) analysis of nature-based case studies suggests that most nature-based solutions are designed for mono- or bi-functional goals. In order to fulfill and scale out the full spectrum of multifunctional opportunities represented by nature-based solutions (summarized in figure 5 above), cities may need to develop innovative governance models that provide horizontal rather than vertical/siloed ways of working.

However, preliminary analysis from the three Connecting Nature Front Runner Cities – Genk, Glasgow and Poznań (representing different scales and types of cities in Europe) – indicates that there is a common challenge around breaking down city departmental silos and making the case for nature-based solutions being relevant across departments. This provides a practical challenge to planning and implementing scaled up exemplars of nature-based solutions and the embedding of indicators for multifunctional benefits.

A possible starting point for overcoming some of these governance challenges, and work towards innovative governance practice, is to analyse the key city visions and priorities that have political support and act as transversal goals across departments to see how nature-based solutions offer opportunities for delivery. We can see how the Stockholm Resilience Centre have started to do this with food in figure 4 above. Whereas many nature-based solutions are developed and implemented by communities at a local level, scaling up and scaling out means that the strategic significance of nature-based solutions also needs to be embedded in the city corporate culture to create the enabling governance environment required. Austerity measures might provide impetus for this as multifunctionality of solutions can provide efficient delivery of goals with limited resources.

A way to explore the governance environment of a city is to look at its organizational structure and its strategic vision and priorities. The following sections provide these two elements for each of the three front runner cities. The high level visions, themes, priorities set at the corporate level are usually then cascaded to subsidiary service goals and action plans. The location of the Connecting Nature team is indicated by a star in each of the organizational structures.

#### 4.1 Genk organizational structure



## 4.2 Genk strategic vision and priorities

| City program<br>Meaningful city   | City Program City<br>Together  | Policy theme<br>Entrepreneurial city  | Policy theme<br>Ecological city  | Policy theme<br>Residential Town   | Policy theme Caring<br>city  | Policy theme Talented<br>city   | Policy theme<br>Experience for<br>everyone   |
|---|--|---|--|--|--|---|--|
| Genk develops, in relation to the surrounding regions, a laboratory function for drawing up a sustainable spatial, economic and social society model for Genk as an atypical city in which hardware and software are synergistic. | Genk city policy is a participative policy. The city engages optimally its residents and various actors in the city, both in policy developments and actions by informing them, allowing them to think, to be advised, to be communicated with, to cooperate, to co-create | Genk allows companies to start and grow by supporting entrepreneurs 360 ° in realizing and implementing their plans with the aim of retaining and attracting employment   | Genk, together with the inhabitants and other actors, focuses on nature and experience green. The ecological network is anchored in spatial planning and a master plan for nature and experience green that responds to the needs and expectations of the wider society is developed and implemented in consultation with the other actors | Genk is a city with an affordable, sustainable, qualitative and innovative housing supply for everyone, which pays attention to the preservation of its valuable neighbourhoods and, through its housing policy, strengthens the urban character of the city and the growth towards a balanced population mix. | In order for each Genk resident to lead a dignified existence, Genk takes control of the realization of an accessible social service provision, care and care offer, tailored to the care and welfare issues of the inhabitants and meeting a maximum quality. This offer is set up within a social infrastructure of cooperation, coordination and innovation with various partners | More Genk residents achieve the highest possible qualification and participate in lifelong and broad learning and the appeal of Genk education to both Genk and non-Genk students is increased.                         | Genk knows how to attract more and more people through the versatile experience in the city.   |
| Genk develops supra-local recruitment power, based on strong sites with synergistic function clusters that reinforce the multifaceted offer of the city, between which strong cross-pollinations arise and which                  | Genk is a city where more and more inhabitants and actors are getting a taste for taking all kinds of initiatives in the city, for each other and for others.  | Genk activates its function as an economic and logistical gateway for Flanders by setting up strong sites that realize sustainable employment, for the highly skilled and the low-skilled, in future-oriented sectors and to develop a strong | Genk is committed to sustainable management of energy, water, air, soil and materials. Genk aims to reduce CO <sub>2</sub> emissions on its territory in collaboration with all stakeholders (city services, residents and businesses) by increasing energy  | Genk develops liveable living environments where people can live for life, stimulate and reinforce solidarity  | Genk is a city where children grow up in warm and powerful families and builds a strong family and educational support policy for this purpose   | The city council strives, in addition to education, for a broad, maximum talent development * of children, young people and adults, with attention for the development of creative innovative and enterprising talents. | Genk functions as an open innovation lab for the co-creation of new small and large experiences that are inspired by the specificities and new developments in the city, involving as much as possible the own talent of the city. |



Bringing cities to life, bringing life into cities

|  |  |   |  |  |  |  |   |
|--|--|---|--|--|--|--|---|
| actively interact with their environment.  |  | cross-fertilization between themselves.   | efficiency on the one hand and by using renewable energy sources on the other. In the longer term, Genk aims for climate neutrality.   |  |  |  |   |
| Genk is building a powerful city network that connects the city districts, with clear lines of movement where the scenic quality and green structure are the foundation for the entire city, enriched with artistic and creative route elements and supported by a future-oriented mobility network. | Genk is growing as a city with self-responsible residents, organizations and city actors. The city pursues its policy on the principle that people should be given every opportunity and care to live fully, and it is also expected that people use their capacities to take maximum responsibility for themselves and their immediate environment. | By developing distinctive qualities, Genk strengthens its identity as a modern shopping and catering destination as the basis for realizing employment in this sector. Genk uses knowledge in the field of creative design and design, social media and digitization, artistic creation and event creation in the city and integrates city characteristics such as green, multiculturalism, ... | Genk is committed to sustainable and integrated mobility based on the STOP principle, which stands in order of importance for walkers and cyclists, Public transport and Private transport, and stimulates the most sustainable forms of mobility. |  |  |  | Genk gives participation opportunities and space to initiatives of residents, associations, who want to develop their own offer in the city that is open to others. |
| Genk is perceived in a broad region as a dynamic contemporary city with a strong identity and a meaningful city supply.  | Genk remains committed to social cohesion and interaction between residents and communities.   | Genk profiles itself as a fascinating city of experiences for day and overnight tourists and develops an offer that links an interesting experiential value to the support of the   |  |  |  |  |   |



Bringing cities to life, bringing life into cities

|  |  |   |  |  |  |  |  |
|--|--|---|--|--|--|--|--|
|  |  | local economic fabric   |  |  |  |  |  |
|  |  | <p>Genk strives to ensure that everyone can exercise their right to work and to this end pursues an active employment policy aimed at reducing the high unemployment among the Genk people. Through a multifaceted and powerful entrepreneurial policy, the city encourages the maintenance and development of new jobs. Through the employment policy, the city supports the employment of the Genkenaren in jobs in their own city and region.</p> <p>The city tries to reduce the distance between the various players on the labour market by making links between those who are part of this Genk 'labour network' and those who are job</p> |  |  |  |  |  |

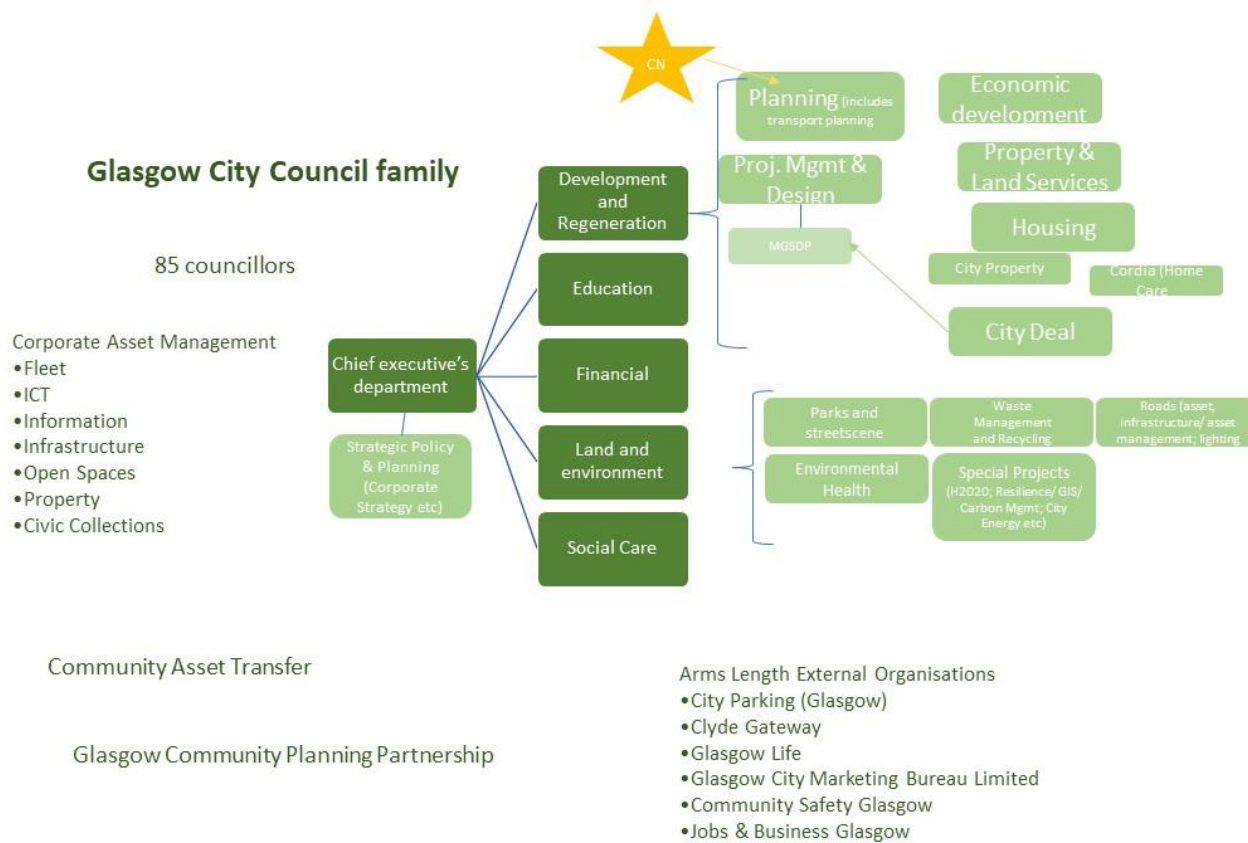


Connecting  
Nature

Bringing cities to life, bringing life into cities

seekers, employers,  
intermediaries and  
role models.

### 4.3 Glasgow organizational structure





Bringing cities to life, bringing life into cities

#### 4.4 Glasgow strategic vision and priorities

| City Strategic Plan 2017-22  | City Development Plan 2017                              | Economic Strategy 2016-23 | Housing strategy 2017   | Transport strategy 2014-24   | Glasgow City Integration Joint Board Strategy 2016-19 (Health and social care) |
|--|---|---------------------------|---|--|--|
| <b>Thriving economy</b> <ul style="list-style-type: none"> <li>➤ A resilient, growing and diverse economy where businesses thrive;</li> <li>➤ The city and its citizens benefit from inclusive economic growth and are involved in economic decision-making through participatory budgeting;</li> <li>➤ More Glaswegians are in work or training;</li> <li>➤ Glasgow is rated highly for its business innovation and digital skills</li> </ul> | Healthy high-quality place                              | Raising health            | Promote area regeneration and enable investment in newbuild housing | Improve health of citizens (increase walking, cycling, public transport) | Responsive where health is poorest   |
| <b>Vibrant city</b> <ul style="list-style-type: none"> <li>➤ Glasgow is a world class destination for tourism, culture, sport, events and heritage;</li> <li>➤ Glaswegians are active and healthier;</li> <li>➤ All citizens have access to the city's cultural life and its heritage;</li> <li>➤ Glasgow acknowledges and promotes its history, heritage and culture</li> </ul>   | Compact city form that supports sustainable development | Skills for all            | Manage, maintain and improve the existing housing stock             | Support growth of economic vibrancy of city centre (accessibility)       | Supporting vulnerable people and promoting social well being                   |
| <b>Healthier city:</b> <ul style="list-style-type: none"> <li>➤ Glasgow is healthier;</li> <li>➤ Our services are focussed on prevention and early intervention;</li> <li>➤ Citizens and communities are more self-reliant for their health and wellbeing;</li> <li>➤ We have integrated services with health that support Glaswegians when they need it</li> </ul>  | Vibrant place with growing economy                      | Fairer Glasgow            | Raise standards in the private rented sector                        | Enhance quality of main pedestrian spaces                                | Working with others to improve health  |
| <b>Excellent and Inclusive education:</b>  | Thriving and sustainable place to                       | Supporting key sectors    | Improve access to housing   | Reduce harmful traffic   | Designing and delivering   |





Bringing cities to life, bringing life into cities

|  |   |                                  |   |   |  |
|--|---|----------------------------------|---|---|--|
| <ul style="list-style-type: none"> <li>➤ Our attainment levels improve across all of our schools so that all our children can fulfil their potential;</li> <li>➤ children and young people benefit from early intervention and prevention approaches;</li> <li>➤ equality and diversity is recognised and supported and human rights promoted</li> </ul>   | live and work   |                                  | in all tenures  | emissions and noise   | services around the needs of individuals carers and communities  |
| <p><b>Sustainable and low carbon economy:</b></p> <ul style="list-style-type: none"> <li>➤ the city is clean and public spaces are well maintained;</li> <li>➤ we have a low carbon footprint as a council and as a city;</li> <li>➤ we have more sustainable, integrated transport networks across the city, and less congestion;</li> <li>➤ citizens use active travel, including walking and cycling</li> </ul>                         | Connected place to move around and do business in         | Innovation/high value employment | Promote health and wellbeing                                | Enhance road safety and personal security for all city centre users | transparency, equity and fairness in the allocation of resources |
| <p><b>Resilient and empowered neighbourhoods:</b></p> <ul style="list-style-type: none"> <li>➤ citizens and neighbourhoods can influence how services are developed and budgets spent;</li> <li>➤ citizens can access good facilities, jobs and services locally;</li> <li>➤ citizens' satisfaction with services is maintained or improved;</li> <li>➤ Glasgow's housing meets the needs of its growing and diverse population</li> </ul> | Green place which is resilient, accessible and attractive | Smart infrastructure investment  | Tackle fuel poverty, energy inefficiency and climate change |   | Developing a competent, confident and valued workforce           |
| <p><b>Well governed city that listens and responds:</b></p> <ul style="list-style-type: none"> <li>➤ the council has open and transparent decision making;</li> <li>➤ citizens are more involved in local and citywide decision making;</li> </ul>   |   | Housing mix                      |   |   | Striving for innovation  |



Connecting  
Nature

Bringing cities to life, bringing life into cities

|   |  |   |  |  |                                     |
|---|--|---|--|--|-------------------------------------|
| <ul style="list-style-type: none"> <li>➤ we listen to citizens and respond;</li> <li>➤ we take account of equality issues and the impact of poverty in our decision making</li> </ul> |  |   |  |  |                                     |
|   |  | Supporting enterprise                         |  |  | Developing a strong identity        |
|   |  | Linking education to employment opportunities |  |  | Focussing on continuous improvement |
|   |  | Increasing the population                     |  |  |                                     |

#### 4.5 Poznań organizational structure

THE ORGANISATIONAL STRUCTURE OF THE CITY OF POZNAŃ



„Metropolis Poznań Association“

#### MAYOR OF POZNAŃ

**FIRST DEPUTY MAYOR** is in charge of real estate management, education, public safety and city revitalization

**SECOND DEPUTY MAYOR** is in charge of spatial policy, transport and environmental protection

**THIRD DEPUTY MAYOR** is in charge of municipal and housing economy and sport

**FOURTH DEPUTY MAYOR** is in charge of social assistance and health care, cooperation with social organizations and business and culture

**CITY TREASURER** is responsible for: preparation of assumptions and implementation of the City's financial policy, coordination of work related to the development of City budget projects, supervision over the implementation of the budget, the size and enforcement of local taxes and fees, accounting and financial records.

**CITY CLERK** is responsible for: ensuring organizational and technical conditions enabling efficient implementation of the Office's tasks, ensuring that departments and offices adhere to the existing administrative procedures and constantly improve the quality of the Office's work, establishing and terminating the employment relationship with the employees of the Office, computerization of the Office's units

#### Strategy for the Development of the City of Poznań 2020+

The vision of Poznań included in the Strategy states that: "Poznań in 2030 is a multi-generational community of people living in green, friendly and well-communicated settlements. Its residents - enterprising and socially involved, pursuing their dreams and aspirations - are satisfied with the living conditions they create city, and proud that it is recognized in the country and abroad thanks to its historical, cultural and academic heritage as well as contemporary, unique achievements. A favorable business climate and social cohesion policy allow all residents to fully participate in the city life."

The strategic goal is: "Improving the quality of life of all residents and the importance of Poznań in the international arena."

Five strategic priorities are used to implement the Strategy's objectives:

1. Strong Metropolis
2. Modern entrepreneurship
3. Green, mobile city
4. Friendly settlements
5. Community and social dialogue.

#### COMPANIES WHERE THE CITY HAS PARTICIPATION

- Business Service Center
- Municipal Transport Company in Poznań
- World Trade Center in Poznań
- Modertrans Poznań
- Poznań – Lawica Airport
- Loan Guarantee Fund in Poznań
- Municipal Investments in Poznań
- Society of Social Housing in Poznań
- Remond's SanRech Poznań
- Markets Company
- Thermal Baths in Poznań
- Wielkopolska Center for Supporting Initiatives
- The Board of Municipal Residential Resources
- Waste Management Board

37 councillors

+

42 District Councils represented  
by District Councillors (map)



#### 4.6 Poznan strategic vision and priorities

| Development Strategy for the City of Poznań 2020+  | Development Strategy of the River Warta in Poznań  | Study of Conditions and Directions of Spatial Development of the City of Poznań  | Environmental Protection Program for the City of Poznań   | Municipal Revitalization Program for the City of Poznań – third edition  | Low Carbon Economy Plan for City of Poznań  | Plan for Sustainable Development of Public Transport for the City of Poznań for 2014-2025 | Environmental Protection Program against Noise for City of Poznań and Air Protection Program against PM10 and B[a]P for zone Poznań Agglomeration |
|--|--|--|---|--|---|---|---|
| To make Poznań a green, eco-mobile city (easily accessible green areas and an environmentally friendly, sustainable transport) | Restoring the river to the city (to create the desired maximum integration between the river and the city) | Creation of such conditions for managing the environmental resources that will ensure sustainable development of the city, higher quality of life for residents, and increase the tourist attractiveness of Poznań | <p><b>Improving air quality and climate protection</b><br/>Achieving good quality of air and quality of life for residents</p> <p><b>Water management</b><br/>Rational use of water resources, protection against flood, drought and water deficit</p> <p><b>Geological resources protection</b><br/>Protection of mineral deposits</p> <p>reducing the pressure exerted by mining</p> <p><b>Soil protection</b><br/>Improving the quality of soil</p> <p><b>Waste management and waste prevention</b><br/>Ensuring a sustainable waste management system</p> | <b>Eco-mobility</b><br>(Increasing mobility of residents and spatial accessibility of the revitalization area and improvement of environmental conditions through the promotion of ecological means of transport and offloading of transport routes) | <p><b>Reducing greenhouse gas emissions</b><br/>(by 30% till 2040 in comparison to the level from 2010)</p> <p><b>Reducing greenhouse gas emissions</b><br/>(by 20% till 2020 in comparison to the level from 2010)</p> <p><b>Reducing energy consumption</b><br/>(by 20% compared to forecasts for 2020)</p> <p><b>Increasing use of green energy</b><br/>(increasing the share of energy from renewable sources to 15% in final energy consumption by 2020)</p> |   | <p>Lowering the noise level in environment (main aim)</p> <p>Elimination of exceedances of acceptable sound levels (main aim)</p>                 |



Bringing cities to life, bringing life into cities

|  |  |  |  |   |  |  |  |
|--|--|--|--|---|--|--|--|
|  |  |  | Ensuring constant and reliable environmental monitoring  |   |  |  |  |
|  | <b>Landscape and nature</b><br>(maintaining the natural and ecological qualities of the "green cross" in Poznan) | <b>A compact city with a framework communication system and a wedge-ring system of greenery</b>                  | <b>Natural resources</b><br>Protection and conservation of biodiversity and creation of a network of protected areas |   |  | <b>Nature protection</b><br>(protection of valuable natural areas in the aspect of transport infrastructure development)                                   | <b>Restoration of high air quality standards (main aim)</b><br>(and thus improvement of living conditions of residents, enhancement of standards of civilization and better quality of life in the city) |
|  |  |  |  |   |  |  |  |
|  | <b>River safety</b><br>(to create more space for the water to absorb peak flows after mainly heavy rains)        |  | <b>Water and sewage management</b><br>Improvement of water quality, development of water and sewage infrastructure   |   |  |  |  |
|  |  |  |  |   |  | <b>Quality and access to public transport</b><br>(increasing the quality and access to public transport for the residents from communes surrounded Poznań) |  |
|  |  |  |  |   |  | <b>Supporting people with disabilities</b><br>(increasing access to public transport for people with disabilities)   |  |
| <b>Improving the quality of life of all residents</b><br><br><b>Friendly settlements</b> | <b>Connections - Slow traffic</b><br>(facilitate and promote walking and cycling for creating attractive         | <b>Ensuring a proper standard of living for residents</b><br>(through implementation of high-quality development | <b>Reducing the risk of major industrial and transport accidents</b>   | <b>Living conditions</b><br>(Improvement of housing and environmental conditions) |  | <b>Reduction of pollutant emissions</b><br>(resulting from transport)  |  |



Bringing cities to life, bringing life into cities

|   |  |   |  |   |  |  |  |
|---|--|---|--|---|--|--|--|
| <p>(To provide residents with high quality of life within housing estates that have their own unique character)</p> | <p>environment in the city center and Warta zone)</p>  | <p>parameters -nspatial and environmental, guarantee equal access to services for all residents, enabling access to the network of technical infrastructure and communication system.)</p> <p>Protection and shaping of the urban landscape by including in local plans the most important landscapes of the city</p> |  | <p>Improving the health level, taking care of social ties and increasing the attractiveness of living in the area of revitalization</p>   |  | <p><b>Reduction of noise emission</b> (generated in transport)</p>   |  |
|   | <p><b>Connections - car traffic</b><br/>(preventing pollution and disturbing car traffic in the city center and the Warta areas)</p>   |   | <p><b>Electromagnetic fields</b><br/>Maintaining the emission level of electromagnetic fields below the acceptable level</p> <p><b>Noise pollution</b><br/>Achieving a good acoustic climate, without exceeding admissible limits noise standards</p> <p>Reducing traffic noise in urban space</p> | <p><b>Improving the acoustic climate and air quality</b></p>  |  |  |  |
|   | <p><b>Living and working - Build-up areas</b><br/>(revitalizing neglected built-up areas and generating funds to increase the attractiveness of the Warta zone)</p> <p><b>Historical heritage</b><br/>(to protect and revitalize the valuable historical elements within the Warta area)</p> |   |  | <p><b>Restoration of the continuity of urban structures and the aesthetics of urban space</b></p> <p><b>Public spaces and cultural heritage</b><br/>(Revaluation of the public spaces and historic buildings to strength local identity, ensuring a high level of public safety and stimulating</p> |  | <p><b>Supporting people with disabilities</b><br/>(increasing access to public transport for people with disabilities)</p> <p><b>Countering the exclusion of poor people</b><br/>(countering the exclusion of poor</p> |  |



Bringing cities to life, bringing life into cities

|   |   |   |  |   |  |  |  |
|---|---|---|--|---|--|--|--|
|   |   |   |  | <p>entrepreneurship and employment in the tourism, gastronomy, culture and entertainment sectors)</p> <p><b>Green space and recreation</b><br/>(Improving the level of health, nurturing social ties and increasing the attractiveness of living in the area of revitalization through the development of sports and recreation infrastructure and revalorization of public green areas.)</p> |  | <p>people from using public transport)</p>   |  |
|   | <p><b>Living and working - Open spaces</b><br/>(to attract people to the river zone by creation living and working open spaces)</p>     |   |  | <p><b>Social and cultural activity</b><br/>(Overcoming the threat of social degradation through the activation of local communities in civic, cultural and economic life)</p> <p><b>Public services</b><br/>(Strengthening social cohesion and increasing the attractiveness of living in the area of revitalization)</p>   |  | <p><b>Reducing transport costs</b></p> <p><b>Attractiveness of industrial and service areas</b><br/>(increasing the attractiveness of industrial and service areas by increasing their access to public transport)</p> |  |
| <p><b>Improving the importance of Poznań on the international arena (main aim)</b></p> <p><b>Strong Metropolis</b><br/>(To develop the cohesion of the Poznań Metropolis and to increase its role on the international arena)</p> <p><b>Modern entrepreneurship</b></p> | <p><b>Tourism and recreation</b><br/>(development of the overall touristic and recreational potential of the attractive Warta zone)</p> | <p><b>Modern city (metropolitan center)</b> that is friendly to permanent residents and at the same time interesting for visitors, young people learning, the world of business and tourists</p> <p><b>European city with a high culture of everyday life and space</b></p> |  | <p><b>Stopping the depopulation process</b></p> <p><b>Post-industrial, post-military and post-railway areas</b><br/>(The use of post-industrial, post-military and post-railway areas to reverse the processes of depopulation, enrich the social structure of residents and acquire new locations for economic</p>   |  |  |  |





Bringing cities to life, bringing life into cities

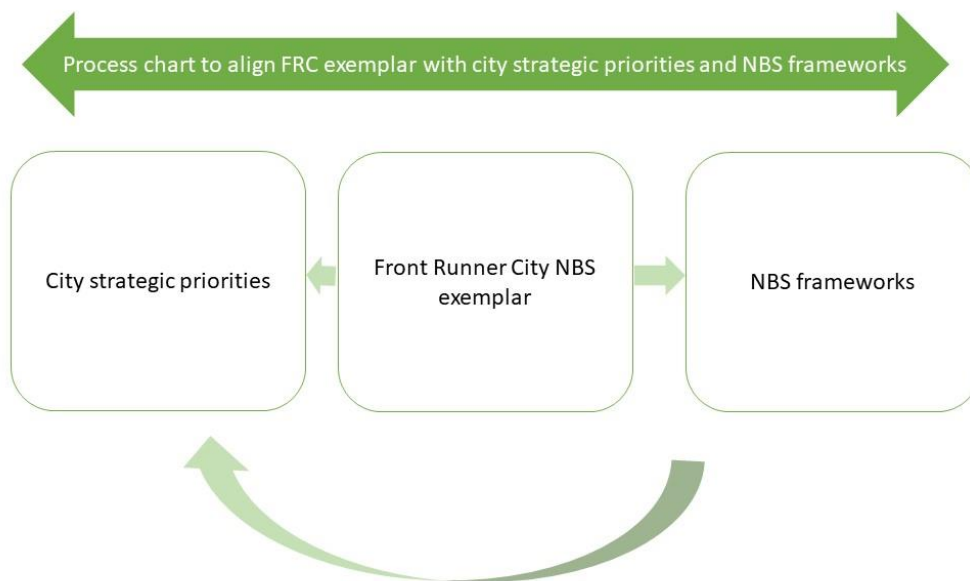
|  |  |   |   |   |  |  |  |
|--|--|---|---|---|--|--|--|
| <p>(To develop a diverse, strong and modern economy in Poznań)</p>   |  | <p><b>Creating spatial conditions for improving the quality of life, improving the attractiveness of public spaces and the investment attractiveness of the city.</b></p> |   | <p>activity and social infrastructure)<br/><br/><b>Strengthening the economic, cultural and social activities</b></p> |  |  |  |
|  |  |   |   |   |  | <p><b>Planning public transport to ensure sustainable development (main aim)</b><br/>(planning public transport in Poznań and surrounding communes to ensure sustainable development of transport in the Agglomeration for achieving ecological, social and economic objectives)</p> |  |
| <p><b>Community and social dialogue</b> (Create new and develop existing mechanisms, forms of support and activities that allow residents to responsible co-decision about the city's development)</p> |  |   | <p><b>Ecological education and pro-environmental activities</b><br/>Raising awareness of shared responsibility for the quality of the environment</p> |   |  |  |  |

## 5. Next steps

Creating a shared understanding of nature-based solutions and integrating them into existing policies has been identified as a significant challenge across Horizon 2020 projects (Clustering event, A Coruna, May 2018). Moreover, Genk, Glasgow and Poznań all report challenges of working across silos within their city structures. A key recommendation by strategic management analysts for organisations who want to use Key Performance Indicators effectively is to align them with top level strategic goals (PWC 2017) .

The next step in this task is to work with the front runner city teams to align their nature-based solution exemplar with nature-based frameworks and with relevant city visions and priorities. Figure 6 below summarises the alignment process. The resulting process chart will be incorporated in Deliverable 8 (due month 18).

Figure 6 Aligning city priorities, NBS frameworks and the city exemplar



Aligning at the strategic level provides a multidimensional focus through which city teams can make the case for nature-based solutions and transversal working within and beyond the city administrations. This task also provides a method to inform and integrate with indicator development appropriate to each city's priorities (WP1), to feed into the operationalization of the city plan making process (WP2), to underpin the development of implementation and financing strategies (WP3), and to transfer to fast followers, multipliers and the global learning academy (WPs 4 and 5).



Bringing cities to life, bringing life into cities

## 6. References

Balian E, Berhault A, Eggermont H, Lemaitre F, von Korff Y, Young C. 2016. *Social innovation and nature-based solutions*. EKLIPSE/EPBRS/BiodivERSA Joint Foresight Workshop: Brussels, 6-7 December 2016. Workshop Report. [http://www.eklipse-mechanism.eu/apps/Ekclipse\\_data/website/EKLIPSE\\_WP4-WebReport\\_June2017.pdf](http://www.eklipse-mechanism.eu/apps/Ekclipse_data/website/EKLIPSE_WP4-WebReport_June2017.pdf)

PWC. 2017. *Measuring performance: KPIs and link to strategic objectives*. <https://www.pwc.co.uk/audit-assurance/assets/pdf/kpis-and-the-link-to-strategic-objectives.pdf>

Raymond C M, Frantzeskaki N, Kabisch N, Berry P, Breil M, Razvan Nita M, Geneletti D, Calfapietra C. 2017. *A framework for assessing and implementing the co-benefits of nature-based solutions in urban areas*. *Environmental Science and Policy* 77 (2017) 15-24. <https://www.sciencedirect.com/science/article/pii/S1462901117306317>

Stockholm Resilience Centre. 2016. <http://www.stockholmresilience.org/research/research-news/2016-06-14-how-food-connects-all-the-sdgs.html>