



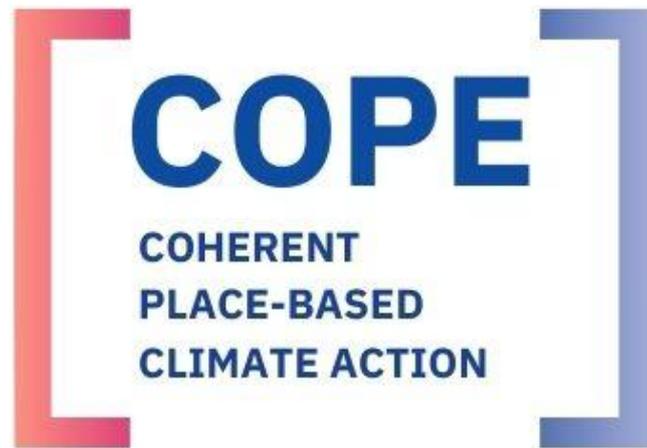
Quarterly Network Report #5

January - March 2025

By Lead Expert, Stine Skot

COPE

- Coherent, place-based, citizen centered climate action



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Index

This report is made using all the material produced by Lead Expert Stine Skot and the Lead partner team and all the material the network partners from the 8 COPE municipalities have provided and not least from the materials produced by ad hoc expert Marion Cugnet.

1. COPE in short.....	3
2. Core Network Meeting #5.....	3
3. IAP development activities.....	10
4. COPE at local level - highlights	12
5. Coming Up	14

1. COPE in short

COPE is an URBACT APN IV network. The network consists of 8 European municipalities, with the City of Copenhagen as lead partner. The seven partners are the cities of A Coruña in Spain, the two Greek cities of Kavala and Korydallos, the Romanian city of Bistrița, the French city of Saint-Quentin, the Portuguese city of Pombal and the Lithuanian capital Vilnius.

The COPE Network is about changing mindsets. As an URBACT Action Planning Network, the focus is on testing smaller initiatives to develop meaningful integrated action plans for urban development. To succeed in the green transition, change is needed in our political institutions, in the way we govern and plan our cities, and in civil society. Through co-created actions, deliberative dialogue, and the testing and evaluation of activities and governance structures, cities in the COPE network will work to develop and adjust municipal policies, strategies and structures to become coherent and integrated. In practice, this means that the municipality must be able to facilitate citizens' green actions in balance with the need for equity and a just transition.

A great start on 2025

COPE have had a great start on 2025 both on network level and not least on local level. On local level all partners are focusing on the writing of Integrated Action Plans and the proces with the Urbact Local Group (ULG). This report will give you a little peep into what is happening on both levels.

In part 1 you find this short introduction to this report 😊

In part 2 you will read about our 5th core network meeting, hosted by our Saint-Quentin partner in the end of January.

In part 3 you can read about the webinar we had on funding, where the COPE partners were provided with an overview on specific knowledge and tools to look into in their planning and writing of IAPs.

In part 4 we will go through some of the latest local COPE activities.

In part 5 you get an overview of the activities coming up.

2. Core Network Meeting #5

In our fifth Core Network Meeting on the 28th and 29th of January we focused on reviewing our IAPs and devoted time to dive into details. We met in the beautiful art deco building *Le Casino* in Saint-Quentin, providing the perfect work surroundings.



Before this meeting all partners were paired with another partner and they prepared a review of each others IAPs. The rest of the activities on the agenda was there to give examples of ways to plan and facilitate actions together with citizens. First of all these activities are to strengthen the COPE partners level of understanding and knowledge for their development of their IAPs, but we also took the first step in the development of a case catalogue with cases of how to engage with citizens motivating and cooperating on taking local green action.

Copenhagen ULG sharing a local case for inspiration

The Copenhagen ULG member Karen Cort Nielsen is now working at the Copenhagen Municipality, but she shared a project that she was part of before being a public servant.

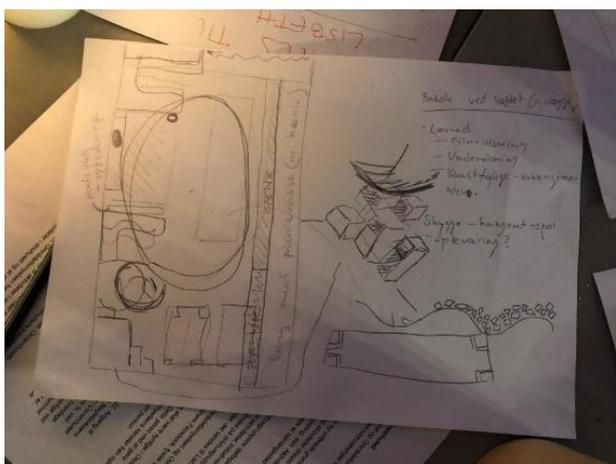
The project was about Facilitating citizen engagement through actions of doing. The municipality had an empty greenhouse and 6500 Euros, and they wanted a community hub promoting green transition and biodiversity.

They facilitated a collective ideation process, Working days instead of project group meetings and the group of participants rapidly grew with a broad representation of people. Now they have a Farmers shop downstairs and it is becoming a meeting place for the whole neighborhood.

"I participate in many meetings and things like that. So I would rather like to be a part of something like this, where it's more active. And you can just swing by whenever you want. And if you feel like planting some beans, you just do it" (resident)

An analysis of which facilitation tools and methods had the biggest effect, points at:

1. Participants are involved throughout the WHOLE process: Collective ideation → decision-making → doing.
2. Blurred power structures Avoid the difference between the "host" and the "invited participants" and create a space where we work together as equal design partners
3. Room for experimentation NOT goal orientation : Switch focus from result to process
4. Participants were given ownership and responsibility of the place : Keybox + minimal interference from municipality created ownership and responsibility
5. Money : Small budget is necessary to get things going. But the group were more excited about sourcing recycled materials than buying new things. And they have not spend all the budget at all.



Floor exercise

As always we also did some floor exercises to get out of our chairs. We made scales on the floor on the question « **are you an authority and planner or are you a facilitator ?** ». Partners in each end of the scales and some in the middle were then ask to elaborate on their reasons for why they placed themselves where they did. This resulted in some good and honest discussions where we could talk about different aspects of being an authority, a planner and a facilitator. And having people from all levels represented in the room we got different valuable perspectives. It was also pointing at the fact that these different roles sometimes are the same person due to the context, the situation but also very much due to the type of governance structure and financial set up of departments.



Internal peer review in the COPE IAPs

Preparation

The partners were paired in the following groups based on different reflections such as similar cultural norms, governance structures, policy or thematics and specific challenges.

Group 1: Bistrița + Pombal

Group 2: Korydallos + Kavala

Group 3: Vilnius + Copenhagen

Group 4: Saint-Quentin + A Coruña

Everyone were asked to prepare their IAPs with a focus on section 1 + 2 and including section 3 + 4 as an option. All IAPs were to be translated into English using machine translators like Google translate or DeepL. Illustrations stayed in local language and the reviewers could then ask what it said if needed.

Everyone then uploaded their translated IAP into a shared folder to make certain that all partners could prepare to give feedback before arriving in Saint-Quentin.

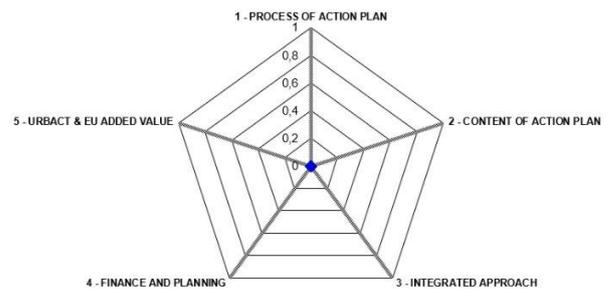
The method used to prepare the review was both an optional, where the reviewee could express specific details they wanted feedback on. And a mandatory where all partners were to of course read the IAP very carefully and take good notes reflecting on the questions:

- Do you understand it?
- Do you miss any information?
- Is the vision clear?
- Are the specific objectives understandable?

And furthermore they were asked to compare to the IAP template provided by Lead Expert Stine Skot gathering information from the different URBACT guidelines. The task was here to see if the IAP include everything. This also had a hidden agenda of making the reviewer go back to the template and maybe discover details they forgot themselves.

And even further they were asked use the IAP self-assessment tool in their review process. They were asked to :

- Download the tool in Excell
- Asses the IAP using the tool (maybe not all indicators are relevant for all IAPs at this point).
- Give a score
- Explain why you give the score (use the text field "evidence for score")



Review

At the review we had one working station for each group of review-pairs. And at each table we had a table host helping keeping time and make certain that the review had a nice progress getting through everything and not getting stuck on side tracks.



The table hosts were members of the Lead Partners team from Copenhagen and members of the Copenhagen ULG.

The partners were also asked to bring their laptops to be able to note directly in their IAP or in other relevant online documents.

IAP Section 1 Context, goals & related issues		IAP Section 2 Overall aims & integrated elements		IAP Section 3 Activity planning & Section 4 Implementation Framework	
The problem	Specific objectives (mission and vision)	Detailed actions	Barriers, and risks (What could prevent the implementation of the actions?)	Governance (How to organise the implementation of the actions?)	Funding and Resourcing (How do the EU support and funds will be received?)
Stakeholders and partners	Activities (How will the implementation be carried out?)	Monitoring (How to follow up on the progress of the implementation of the actions?)	Communication (How do you communicate and put in place communication channels?)	Human and budget resources	

During the review they were to take notes in the A3 size IAP Canvas that were printed for the occasion. The partners were asked to appoint a secretary for this task, to make certain that they noted all the valuable feedback and that they would be able to give a short presentation of their learnings at the end of the day.



And finally, they were asked to fill out the IAP self-assessment tool for both partners starting with an empty tool and then based on the review to fill it out together. The partners did an excellent job and they worked hard.

We also found good solutions for language barriers. Our Spanish and French partners found a way to overcome their English barriers by talking Spanish and French through the French speaking Spaniard the elected representative of the Neuville district Cindy Jankowiak – also a great way to really engaged a ULG member and an important stakeholder in their local arena.

Process timeline

30 min: Reviewer gives feedback based on the reviewer's homework

Use the IAP Canvas to guide your direction

- Do you understand it?
- Do you miss any information?
- Is the vision clear?
- Are the specific objectives understandable?
- Does the IAP include everything from the template?

30 min: Reviewee asks questions based on the reviewee's homework

Do you have any doubts on the form or how to explain something or how to prioritize?

30 min: Reviewee makes a self-assessment using the Self-Assessment Tool for Integrated Action Plans supported by the reviewer.

Fill out the IAP self- assessment in Excel. The reviewer uses their homework to help the reviewee in assessing the IAP. Please upload your self- assesment on Sharepoint

20 min: All partners finish their IAP canvas and hang it on the wall

60 min: 8 x 5 min presentations answering the questions:

What did you learn?

Did you define any blind spots?

Did you get useful feedback?

What is your next step / what will you focus on now?

25 min: Plenum reviewing on process and methodology.

Did this review methodology work for you. What did and what did not?

Inspiration and sharing from our hosts in Saint-Quentin

The Faubourg d'Isle-Neuville district in Saint-Quentin envisions becoming an exemplary neighborhood where calm mobility, re-naturalization, and circular economy take center stage. The goal is to balance pedestrians, cyclists, public transport, and cars with secure and accessible infrastructure. Ambitious greening efforts, including tree planting and water points, will combat climate change and enhance living conditions. The neighborhood commits to circular economy practices, focusing on recycling, waste reduction, and local resource reuse.

This vision relies on active resident participation to create a sustainable, inclusive, and attractive neighborhood.

Saint-Quentin decided, together with the citizens, to carry out two testing actions as part of COPE. These two actions were scheduled at the citizens' request and focused on the renaturation of two sites. They were chosen because they offered immediate benefits and did not require extensive preparation time, which would have posed challenges for URBACT.

Testing Action 1 - Renovation of the Marcel Pagnol schoolyard into an OASIS schoolyard

The OASIS schoolyard concept is an innovative solution developed by the City of Paris as part of a UIA (Urban Innovative Actions) project, now integrated into the European Urban Initiative. This approach aims to transform schoolyards into greener, de-paved spaces that address urban heat islands, improve rainwater management, and create more welcoming, natural environments for both students and the wider community.



At the "Marcel Pagnol" school, the transformation will begin under the COPE framework with the planting of three trees. These initial works mark the first step in the project, with the remainder of the schoolyard's redesign and development planned for a later phase. This phased approach ensures a thoughtful and sustainable implementation of the OASIS concept.

Testing Action 2: Improvement and Expansion of a Community Garden Around the Neuville Neighborhood Library



Since 2021, a community garden has been created around the Neuville neighborhood library, "Benjamin Rouché." This garden allows local residents, most of whom live in the neighborhood's social housing, to come together through gardening activities. It also serves as a space for organizing events such as educational visits with children or neighborhood celebrations.

Until now, seedlings and equipment were stored in a room within the library, but this will soon no longer be possible. Residents have therefore requested the installation of a garden shed to replace this storage space.



In line with COPE's vision, the goal is to go even further in collaboration with local residents and the COPE neighborhood group by improving the garden. We have considered installing, for example:

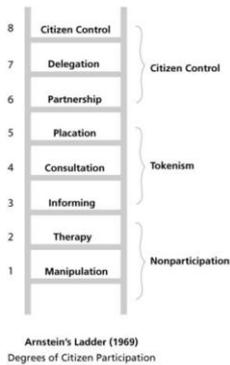
- Purchasing new tools
- Expanding the cultivated area
- Installing picnic tables

This initiative and its different aspects will be discussed during a shared meal on February 7 at the Neuville city center.

The COPE partners went on site visits with a mission



The COPE partners were taken to see the School Marcel Pagnol, the Social centre and the Library Benjamin Rouché lead by Deputy Mayor Thomas Dubebout, who is responsible for citizen participation and major projects in Saint-Quentin.



Before the site visits the COPE partners were given a mission and a short recap of Arnsteins Ladder as a methodology to base the mission feedback on.

The mission was to make a short video to give input to Saint-Quentin on the question: **How can Saint-Quentin involve their local citizens in the project and keep them involved?**

To lift this mission, they were to use information from the 3 different inputs:

1. The introduction given by Saint-Quentin
2. The site visit in Saint-Quentin neighbourhood Faubourg D'isle
3. The opportunity to talk to the 5 participating citizens on the site visit.

Evaluation

When we evaluate at the end of a Core Network Meeting, we use our COPE MIRO board, where the partners can write any feedback or comment they have in mind. It looked like this after the CNM#5 evaluation: (Please read the small letters as well – we actually do serious things too 😊)

EVALUATION DAY 1



EVALUATION DAY 2



3. IAP development activities

The COPE partners are now more than half through the two-year process and are now going into a detailed drafting of the actions and the funding opportunities. To support their process this quarter we planned a webinar on funding and one-on-one meetings with all partners and ad hoc expert Marion Cugnet, who is very experienced in writing Integrated Action Plans and in European funding.

One-on-One meetings

The meetings during February with all partners were focusing on discussing any issues concerning their progress on developing and writing their IAPs.

And furthermore to introduce some tools that can help them in their process of reviewing and detailing their plans. The tools were the 4Cs, refining action tables and a result framework.

The image displays three templates used for Integrated Action Plan (IAP) development:

- 4 Cs (A framework to review your IAP as a whole or individual sections):**
 - COHERENCE:** Focuses on logical flow and resource appropriateness. Example question: "e.g. Is it realistic? Is it logical? Will completing the actions lead to the desired results/outcomes? Are the budget and resources for each action appropriate?"
 - COMPLETENESS:** Checks if all parts are completed and indicators are clearly defined. Example question: "e.g. Are the objectives clearly defined? Are there indicators with suitable measures/metrics? Are the plan and actions sufficiently detailed?"
 - CONCERNS:** Addresses questions, doubts, or issues that might hinder plan completion. Example question: "e.g. questions, doubts, issues that still need to be addressed (and can hinder completion of the plan / implementation of the actions)"
 - CONTINUATION:** Focuses on next steps and prioritization. Example question: "Next steps (and prioritisation)"
- Refining action table:** A structured table for detailing actions, including fields for Action title, Action owner, Short description, Stakeholders, Links to strategies, Action readiness, Risk, What success looks like, Finance and resources, Activity, Dates, Inputs, Related activities, Outputs, and Concerns.
- Result framework:** A table for defining outcomes, with columns for Specific objective (Describe the change that you want to achieve), Result indicators (Measure the change in the situation), and Output indicators (Product created by the implementation of the action plan).

Webinar on funding

On the 24th of February funding expert Marion Cugnet made a tour de force through the world of funding for the COPE partners. The subject was suggested at the beginning of the COPE network when we drafted our roadmap.

The aim of the session was two-folded:

- To provide an overview of a variety of funding & financing options, which can be explored & considered in the Integrated Action Plans.
- To provide an overview of the key steps and elements to develop a funding strategy

Besides the colossal amount of information on funding opportunities and strategies the partners also worked in groups to get a better understanding of how it is possible to approach a crowdfunding campaign.

Crowdfunding Canvas - start building your campaign!

People	Funding	Crowd	Spreading the word	What you offer																						
<p>Who are you? People fund people, so show off your team & talk about their role during the campaign (pics & bios).</p> <p>Neapolis Neighbourhood Council</p> <p>24th Primary School of Kavala</p> <p>the council is a group of people with a great interest for Neapolis neighbourhood</p> <p>A Coruña Energy Network</p>	<p>How much / what do you need the funding for? Break down your budget & make sure to include fees / costs</p> <p>1) Small park upgrades 2) Regular cleaning and maintenance 3) Outdoor Movie Nights 4) Eco Workshops</p> <p>Building Renovation for Climate and Energy</p>	<p>Why do you want your crowd to fund your idea?</p> <p>fundraising</p> <p>increase citizens engagement</p> <p>increase sense of belonging</p> <p>To turn it into a common research center for network members</p>	<p>How will you communicate with your crowd? (comms plan)</p> <p>social media</p> <p>Info days and small events to spread the word</p> <p>crowdfunding platform</p> <p>All means of communication of the entities that make up the network</p>	<p>What's being offered through the campaign? (eg. rewards or shares)</p> <p>t-shirts or other gadgets</p> <p>Future use of the facilities through</p>																						
<p>Skills needed</p> <p>What help do you need. (for this campaign)? eg. Project Manager</p> <p>Content Creator</p> <p>Someone who will identify potential donors</p> <p>Graphic Designer</p>	<p>What we do</p> <p>What do you do? What's your short and snappy one line ear-catching description?</p> <p>Let's build a greener, micro vibrant community together!</p>	<p>Why crowdfunding?</p> <p>Why do you want your crowd to fund your idea?</p> <p>common ownership</p> <p>low municipal budget. Need for diversifying financial sources</p> <p>generation of a community space as the service of a broad community</p>		<p>Video and Visuals</p> <p>What media have you created already and what else do you need to make?</p>																						
<p>Timeline - Pre</p> <p>Note down dates for getting your campaign ready and communicating with your crowd.</p> <table border="1"> <tr> <td>5 weeks out</td> <td>5 weeks out</td> <td>4 weeks out</td> <td>3 weeks out</td> <td>1 week out</td> <td>2 days out</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>			5 weeks out	5 weeks out	4 weeks out	3 weeks out	1 week out	2 days out							<p>Timeline - During & Post</p> <p>Write down what you will do on day 1 and each week of your campaign (both communication & big tasks)</p> <table border="1"> <tr> <td>Launch day!</td> <td>Week 1</td> <td>Week 2</td> <td>Week 3</td> <td>Week 4</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>		Launch day!	Week 1	Week 2	Week 3	Week 4					
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Webinar on facilitation

During the Midterm review proces we identified a need from some partners to provide a room for sharing and discussing facilitation. Lead Expert Stine Skot invited the interested partners to a webinar on March 26th with the purpose to explore some of the core issues concerning facilitation of meetings and events to support the COPE partners in their planning and facilitation of their future activities.

IDOARRT is a tool used in all Core Network Meetings in the COPE APN and was therefore used as the basic tool in the webinar for elaborating on Intention, Desired Outcome, Agenda, Roles, Rules and Time.

Moreover some of the key takeaways are that facilitating is not something you can learn in a day, a week or maybe even a life. It is something you will work on being better at every time, you facilitate. And that Facilitation covers many different aspects such as elements of leadership, managing and creating energy, analyzing and understand the different agendas and needs and understanding your own instrument, who are you and what are your personal and professional qualities.



4. COPE at local level - highlights

These are some of the highlights in the COPE cities in this quarter.

Copenhagen



Copenhagen have held two ULG meetings to plan their activities and small scale actions of 2025.

One of them is a revitalisation of the urban garden at the local manned playground and that one is in the proces of being build. This revitalisation will strengthen the playground as a meeting place to grow and eat green for both children and adults in the neighbourhood.

Vilnius



In January the Vilnius ULG have had a very interesting event with a **CLIMATE FRESK workshop**. Climate Fresk is a card game created in 2015 by Cédric Ringenbach based on the IPCC reports. It aims to educate the public about the science of climate change, facilitate meaningful discussions, and empower participants to take effective action. The Climate Fresk non-governmental organization (NGO) was founded in 2018 to expand the use of the tool and maintain its consistency. To date, more than 1.3 million people have participated in Climate Fresk workshops around the world.

In March Vilnius created more opportunities for COPE Climate Neutral Community to apply for financial support for actions. Due to Vilnius being European Green Capital 2025, they have good opportunities and therefor invited organizations, institutions, schools and kindergartens to submit their ideas and participate in the competition for supporting environmental education projects. A total of 70.000 Euros has been allocated for this program. This year's priority areas are:

- European Green Capital Year - projects that make Vilnius' year as a green capital meaningful
- Life Corridors in the City - knowledge and protection of biodiversity
- Urban Gardening Revolution - gardening and greening initiatives in urban environments
- Second Life of Things - promotion of the circular economy and recycling of things



Kavala

On January 15, 2025, the Municipality of Kavala, in collaboration with the TEE - AM (Technical Chamber of Greece – Eastern Macedonia), held the 5th Local Stakeholder Group meeting (ULG) as part of the COPE project. The main purpose of the meeting was to present and discuss the proposals of TEE - AM concerning the Neapolis neighborhood. These proposals considered the priorities of the action plan, which had already

been developed after four successive meetings with the ULG. The four actions proposed by the TEE - AM team were added to the five proposals already collected from previous consultations with stakeholders involved in the project. All proposals strengthened the infrastructure axis and enriched the integrated nature

of the Municipality's action plan. Finally, the 5th ULG meeting focused on the agenda of the at that time upcoming core network meeting in Saint-Quentin.



Pombal



During the meetings to produce the IAP, Pombal ULG members deemed it important to create awareness-raising activities about the fiscal and municipal benefits of rehabilitating buildings to increase the number of houses with better conditions regarding energy efficiency and thermal comfort. To test this initiative, we organized a meeting with national and local stakeholders, including academia, during the local celebrations of the National Day of Historical Centers. They also presented the current fiscal and municipal benefits for rehabilitation and distributed a flyer with relevant information to the citizens.

The meeting aimed to discuss the significance of historic centres as pillars of cultural heritage and urban life. The role of commerce in revitalizing these spaces was addressed, emphasizing the need for commercial urban planning policies that promote sustainability and quality of life. Urban regeneration strategies that respect the past while embracing the future were also discussed, with a special focus on improving the energy efficiency of buildings. Implementing a holistic approach with short- to long- term planning and clear responsibilities for each stakeholder, along with developing services to support citizens in rehabilitation and energy efficiency measures, will be key to ensuring sustainable development and reducing the ecological footprint of historic centres.



Korydallos



On Tuesday, April 1st, a meeting of the COPE project working group was held to define the next actions and milestones of the project. Initially, the progress of the IAP was presented, with Section 3 of the IAP expected to be completed by mid-May 2025 to be available for the next core network meeting, which will take place in Vilnius on May 20-21.

It is noted that the Municipality of Korydallos also participates in the ITN WISH CITIES of the URBACT Program, which building on the successful experience of Milan's Wish Mi initiative, aims to create a transferable framework for enhancing the well-being of young people.

As part of the synergies between the two projects, it was decided that the next ULG of COPE will be held on Friday, April 11th, back-to-back with the first ULG meeting of the WISH CITIES project.

The meeting concluded with the coordination of the team regarding the representatives of the Municipality at CNM#6 in Vilnius.

A Coruña

At the beginning of 2025, A Coruña started the implementation of some of the actions intended to run throughout 2025 in Sagrada Familia. One of the actions aim to deepen the energy management of the neighbourhood by creating a Sustainable Energy Community. Here the intention is to collaborate with the Sagrada Familia Charitable Construction Company, who is a major local stakeholder being the owner of a large part of the built stock in that area. A Coruña have started the process by carrying out energy assessments in buildings of different types but primarily public and private residential.



These days they have been carrying out the energy audit of the Sagrada Familia Social Center, the epicenter of social activity in the neighborhood, with enormous potential for improvement. Throughout April and May the process will continue.



5. Coming Up

COPE

Webinar on IAP Section 3 by Lead Expert Stine Skot April 23rd 2025.

IAP consultations one-on-one meetings Lead Expert Stine Skot in June 2025.

CNM#6 in Vilnius in 19th and 20th of May.

Case catalogue development April – July 2025

Cross network peer review with the Let's Go Circular network June 10th 2025.

IAP consultations one-on-one meetings Lead Expert Stine Skot in September 2025.

CNM#7 in Bistrița in September 2025.

Final peer review online mid-October 2025

CNM#8 in Copenhagen in beginning of November 2025.

URBACT

April-June 2025 application for Transfer Network opens (based on Good Practice, among other things)

8-10 April 2025: City Festival – open to actors also outside the networks (put it in the calendar).

April-June 2026: Call for the next APN round (to be launched at City Festival 2026 New City Labs TBD by URBACT).

