

New European Bauhaus **TOOLBOX**

RAMBOLL



New European Bauhaus
beautiful | sustainable | together



NEB TOOLBOX

PART I. Practical guidelines to build on experience: lessons learnt from 20 New European Bauhaus local initiatives

NEB TOOLBOX

Table of Contents

The New European Bauhaus in a nutshell	4
New European Bauhaus toolbox	12
The proposed methodology based on lessons learnt	16
Tools for your project	21
Worksheets	65
Various resources	74

NEB TOOLBOX

The New European Bauhaus in a nutshell

The New European Bauhaus (NEB) is a European Commission initiative that aims to bring together sustainability, beauty, and inclusivity in the built environment and development of cutting-edge products or services. The NEB seeks to inspire and promote new ways of living and designing. It includes various activities, such as design competitions, exhibitions, workshops, and networking events.

These initiatives aim to foster a dialogue and exchange between designers, architects, engineers, artists, and stakeholders from different sectors and backgrounds, and to showcase unique and sustainable innovative solutions. The NEB also promotes the use of digital tools and technologies, such as digital modelling, and virtual reality, to enhance the design process and facilitate communication and collaboration among different actors.

At its core, the NEB centres around **people** who create **beautiful places**, care for the **planet**, understand the meaning of collaboration, and can thrive in spaces characterised by **harmony, inspiration, and synergy** with various forms of life that need understanding and protection. These people also play a crucial role in deciding the objectives of the NEB projects, actively participating in their co-creation, co-initiation, co-implementation, and co-monitoring.

The New European Bauhaus serves as an inspirational framework rather than providing ready-made, universal solutions. It proposes an approach and supporting materials that foster the transformation of buildings, spaces (for example, entire neighbourhoods), and even artefacts or networks of entities committed to the same goals.

The distinctive feature of the New European Bauhaus lies in the **interaction and mutual reinforcement between values** (sustainability, beauty, and inclusiveness) and working principles like participatory processes, multi-level engagement, and a transdisciplinary approach. This integration harnesses creative ferment to design tailored interventions that contribute to a paradigm shift needed in the times of wars, climate emergency, and uncertainty. NEB helps to rebuild trust and meanings.

NEB TOOLBOX

The New European Bauhaus in a nutshell

NEB VALUES

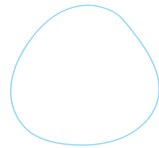
This toolbox provides a description of numerous tools that can be used in NEB projects. The implementation of projects can be strengthened by the NEB Compass. Before you start to plan your project and design workshops during which you can apply tools depending on your local needs, it is recommended to read the NEB Compass and to understand the NEB “philosophy”.

The NEB is grounded in three guiding values and three working principles. While the values constitute an aspiration to strive towards, the working principles offer a pathway to achieve them. They mutually reinforce each other and together they set the approach and orientation of any veritable NEB project.

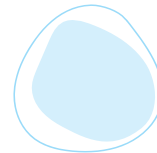
VALUES

Beauty

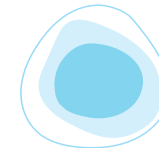
Ambition I: to activate



Ambition II: to connect



Ambition III: to integrate



Sustainability

Ambition I: to repurpose



Ambition II: to close the loop

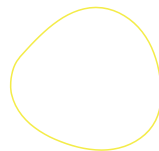


Ambition III: to regenerate

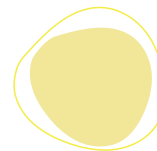


Inclusion

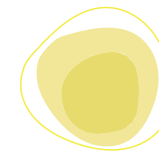
Ambition I: to include



Ambition II: to consolidate



Ambition III: to transform



NEB TOOLBOX

The New European Bauhaus in a nutshell

NEB WORKING PRINCIPLES

WORKING PRINCIPLES

Participatory processes

Ambition I: to consult



Ambition II: to co-develop



Ambition III: to self-govern



Multi-level engagement

Ambition I: to work locally



Ambition II: to work across levels



Ambition III: to work globally



Transdisciplinary approach

Ambition I: to be multidisciplinary



Ambition II: to be interdisciplinary



Ambition III: to be beyond disciplinary



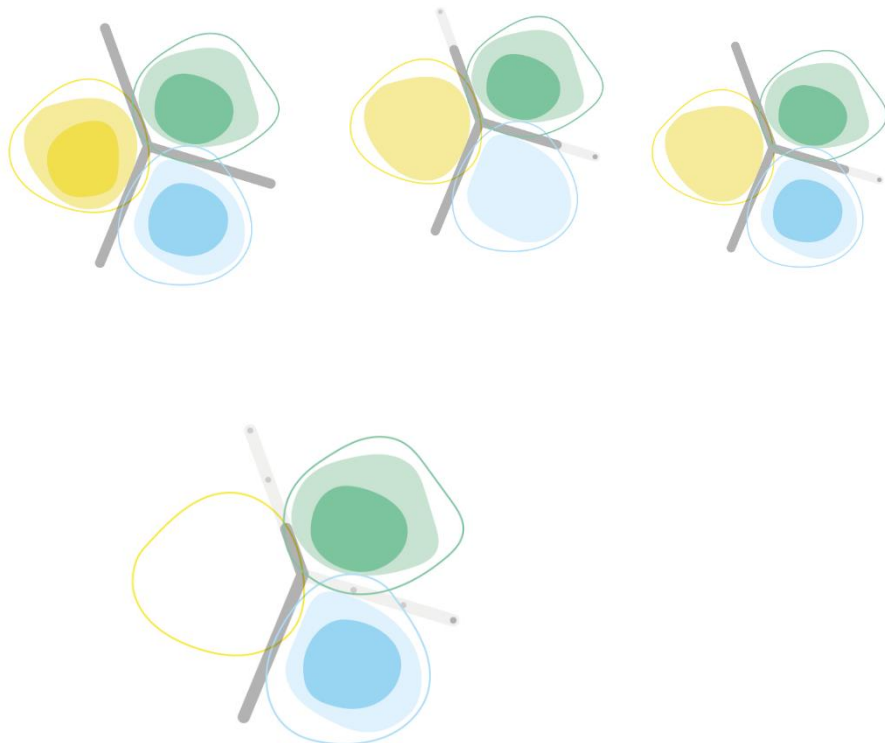
NEB TOOLBOX

The New European Bauhaus in a nutshell

NEB values and working principles - integration is key

To gain a deeper understanding of how values, working principles, and associated ambitions shape the transformation process, we highly recommend reading the NEB COMPASS. This resource provides valuable insights on how these elements work together and how they are interrelated. It can serve as a guide for designing your own NEB "flower" which will drive the transformation towards the desired change.

For more inspiration and examples, we encourage you to explore PART 2 of the TOOLBOX, which showcases flowers from the 20 projects involved in the Technical Assistance. It is important to note that ambitions should be projected to the future. Once you achieve at least level 1 of ambitions in each value and working principle, your project becomes a NEB one. You can define higher ambitions and gradually become an expressive exemplification of this framework!



Sketch your own NEB flower

NEB TOOLBOX

The New European Bauhaus in a nutshell

Practical application of the NEB. Technical Assistance in 20 place-based projects

This toolbox is developed in the framework of the 'Support to the New European Bauhaus Local Initiatives', providing Technical Assistance (TA) to small and medium-sized municipalities, and supported by the European Regional Development Fund.

20 place-based project concepts selected within the call benefited from tailored support on the ground provided by a group of interdisciplinary experts to shape the concepts along the lines of the New European Bauhaus and the objectives of the Green Deal. The program delivered to the winners of the call comprised the following elements:

- **Needs Assessment:** A team of experts conducted a comprehensive assessment of the specific requirements for New European Bauhaus projects. Based on their findings, tailored Technical Assistance programs were developed to provide the necessary support.
- **Support Services:** The experts selected to support the projects offered advanced assistance in project development and planning. This involved providing expert technical advice aligned with the identified needs and in line with the NEB.
- **Implementation Roadmap:** Local teams were assisted by the experts in incubating their projects and creating a detailed roadmap to guide successful implementation and refinement of the ideas.

The Technical Assistance was designed to support 20 municipalities in the four action areas:

- Renovation of existing buildings and public spaces in a spirit of circularity and carbon neutrality.
- Preservation and transformation of cultural heritage.
- Adaptation and transformation of buildings for affordable housing solutions.
- Regeneration of urban or rural spaces.

During the TA, it was evident that "NEB projects" required a focused approach and utilising the NEB framework to identify needs, challenges, explore solutions, and refine ideas and concepts. **The working method during the TA were co-creation workshops for project teams and stakeholders. The experts used the NEB Compass to navigate the projects towards values and working principles and implemented various tools of their choice to foster inclusive collaboration, aesthetic enhancements, and green transformations.** The Technical Assistance was delivered from 16.08.2022 to 30.06.2023. In total 61 experts and project coordinators from various fields were supporting the project owners, while discovering the practical side of the New European Bauhaus initiative.

NEB TOOLBOX

The New European Bauhaus in a nutshell

Technical Assistance at a glance

1. Gabrovo, Bulgaria
2. Dubrovnik, Croatia
3. Kutina, Croatia
4. Nicosia, Cyprus
5. Albertslund, Denmark
6. Riihimäki, Finland
7. Bassin de Pompey, France
8. Katerini, Greece
9. Ajka, Hungary
10. Cantù, Italy
11. Alūksne, Latvia
12. Cēsis, Latvia
13. Horta, Portugal
14. Pampilhosa da Serra, Portugal
15. Reșița, Romania
16. Târlungeni, Romania
17. Ravne na Koroškem, Slovenia
18. Sant Boi de Llobregat, Spain
19. Níjar, Spain
20. Kalmar, Sweden



N.B: Cases are organised per country, following an alphabetical order.

NEB TOOLBOX

The New European Bauhaus in a nutshell

From Technical Assistance to New European Bauhaus toolbox

The knowledge, experiences and insights gained from the projects receiving Technical Assistance were consolidated into this toolbox. The toolbox aims to facilitate replication and ensure that lessons learnt can support other NEB enthusiasts in running their projects. It represents a synthesis of diverse approaches used by the experts.

The toolbox was developed in parallel with the Technical Assistance provided, capturing both the initial needs (like how to improve green mobility as part of experience in the built environment, how to transform classified heritage buildings, what is the best way to create vibrant hubs in abandoned places, how to strengthen local identity and build resilience as network of sustainable, beautiful and inclusive villages) and the developments encountered along the way (for example how to get local buy-in for new governance models, how to agree on future vision of places, and how to integrate new events into cities' agendas in a sustainable way).

It can serve as a comprehensive resource, providing guidance and support for the implementation of various projects. The toolbox was continuously updated and refined based on the feedback and insights gained from the Technical Assistance process. As it was developed as *work-in-progress* the toolbox was not used in the Technical Assistance but is a synthetic outcome of the provided support. It contains recommendations from the experts, project owners, and other stakeholders involved in the incubation of 20 unique project ideas in small and medium-sized municipalities across Europe. They were invited to co-create this toolbox which reflects their newly gained knowledge. They added suggestions on tools to be included and shared their statements on how the NEB values and working principles helped them to work with the stakeholders on the way towards a beautiful and sustainable future. The draft of the document was shared with the entire project community for suggestions and approval.

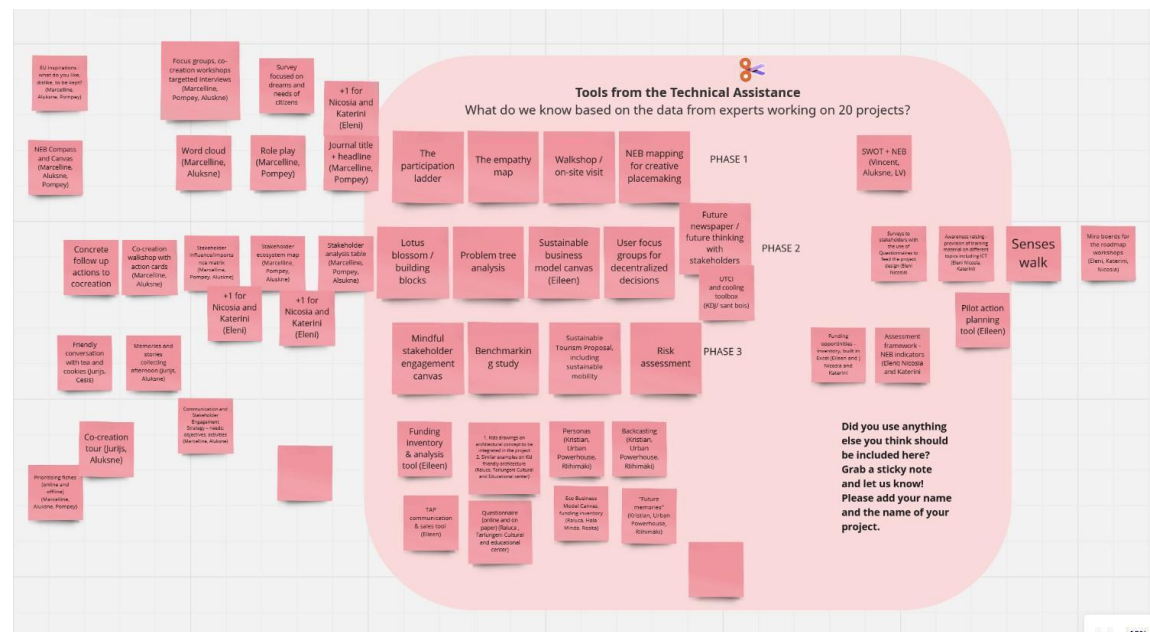
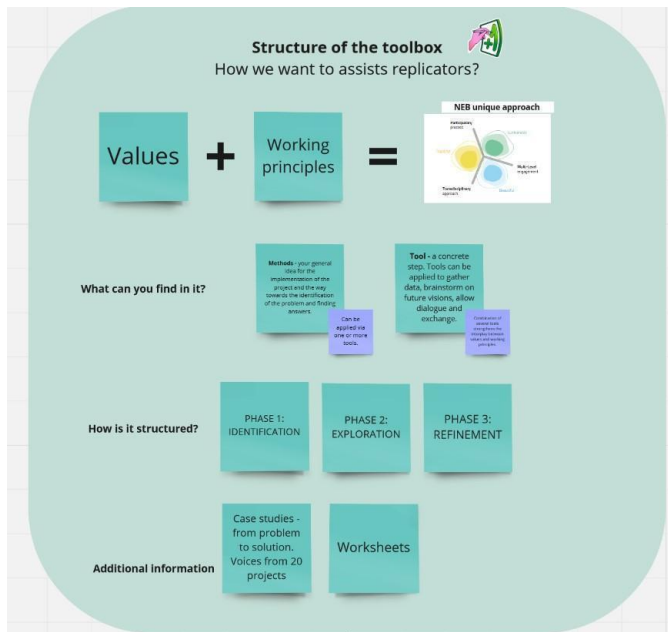
Please note that during the TA numerous tools were used to answer the local needs (see below). In the toolbox you will find a selection of tools that illustrate a possible way to be taken in your NEB project. The selection was made based on the feasibility and congruity. For more information on local challenges, the scope of the Technical Assistance and obtained results, please read the projects' fiches in the PART II of the toolbox - Complementary material. You will read about the solutions that were delivered during the Technical Assistance in order to meet local needs by integrating NEB values and working principles. Both parts of the toolbox are designed to assist you with your own project. The first part offers methodological foundations, while the second part provides insights into real processes on the ground.

The toolbox as a learning material aims to inspire others based on the stories of 20 projects, providing valuable insights and leaving plenty of room for the development of new ideas.

NEB TOOLBOX

The New European Bauhaus in a nutshell

Images: Screenshots from collaborative board used during co-creative webinar on the toolbox on 08.05.2023.



NEB TOOLBOX

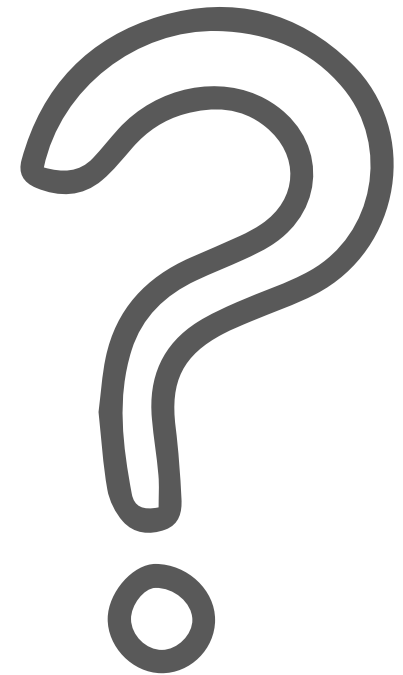
New European Bauhaus toolbox

Why use this toolbox?

The NEB toolbox serves as a comprehensive resource that empowers authorities and other project owners to initiate transformative actions and set things in motion to join a pan European movement of sustainable, inclusive, and beautiful transformation. To integrate the NEB framework in your project, you can refer to three phases (1. Identification, 2. Exploration, 3. Refinement).

Given the human-centred foundation of the New European Bauhaus, it is highly recommended to incorporate the method of co-creation workshops throughout every phase of the project. Co-creation workshops offer a collaborative and inclusive environment where diverse stakeholders, including citizens, experts, and users, can actively participate in the decision-making and design processes. This approach ensures that the resulting solutions truly address the real needs, aspirations, and experiences of the people who will interact with the projects.

The methodology promotes the iterative nature of these workshops and allows for continuous feedback and refinement, aligning with the NEB's adaptive and flexible principles. This ongoing engagement empowers stakeholders, giving them a sense of ownership and commitment to the project's success. Furthermore, the presence and popularity of the NEB projects documents the need of maintaining endeavours targeting beauty, inclusion, and sustainability in the Cohesion Policy programmes.



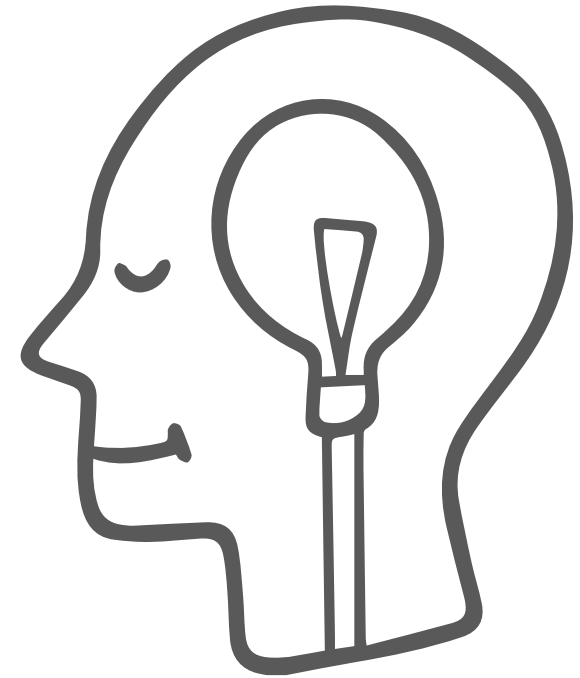
NEB TOOLBOX

New European Bauhaus toolbox

How to use this toolbox?

There are two possible starting points - either you already have an idea for a project, or you have to define first what exactly is needed together with stakeholders. In both cases, you will find in this document tips on how to plan your work. **The tools are allocated to specific phases, but you still have the flexibility in framing your process. It's important to recognise that the same tools can reinforce different values and working principles**, as they are closely related to the topic of your project. Thus, the tools act as practical instruments to facilitate the shaping of the ideas and the process of transforming them into tangible outcomes such as mature projects, action plans, roadmaps, or investments.

We recommend you plan around half a day or a whole day for workshops at each phase and integrate 3-5 tools. The guidelines in the descriptions will provide you with insights into which tools can assist you in addressing specific challenges. Still, you have the freedom to adjust the approach, using only a single tool at a time and framing the workshops as public consultations or diffuse collaboration concepts. The results of each exercise, where tools are utilised, ideally inform the next activity and serve as iterative reflections within a continuous learning process. Please note that your project might be at different levels of being NEB-like. Consult the NEB Compass frequently to find out if you are proceeding with your stakeholders towards clear goals or use this framework to seek for goals and future-oriented visions.



NEB TOOLBOX

New European Bauhaus toolbox

For whom is this toolbox?

This toolbox is primarily tailored for public bodies, including a wide range of formally established entities that deliver public services. Furthermore, for NGOs, different organisations, and teams, who are interested in harnessing the innovative framework based on NEB values and operational principles. It offers a wealth of practical advice and resources for efficient project planning and execution at various levels, from municipalities to informal collectives. The intended users encompass mainly project initiators, planners, designers, but also all stakeholders engaged in initiatives related to the project's subject matter.

Certain exercises may be more suitable for your project team to prepare for subsequent steps involving stakeholders. These exercises can be integrated at the very beginning, within an "alignment workshop", or during later stages as briefings. You might also want to adapt the length, the scope, and difficulty of applying the tools according to your project's specific needs. **Tailor the proposed approach in your unique way to achieve a synchrony between local needs and future-oriented ambitions. The document will guide you in triggering aspirations, evoking affects, mobilising, and engaging communities and stakeholders, as well as discovering and rediscovering resources for place-based transformation or innovative product development.**

As a municipality or other organisation, you don't need to have extensive experience in facilitating group processes, however it is advisable to know how to support various dynamics. You will find suggestions on the implementation of the tools and additional resources.

Structuring the process into several steps and ensuring the engagement of the team and stakeholders through co-creative activities requires transparency, trustworthiness, and meaningfulness.

It is recommended to embrace an open approach emphasising productivity and innovation while empowering teams and stakeholders to take ownership, collaborate, and experiment with new ideas. This approach focuses on learning-oriented, creative projects capable of navigating complexity, responding to change, and delivering value in rapidly evolving urban, rural and other habitats.



NEB TOOLBOX

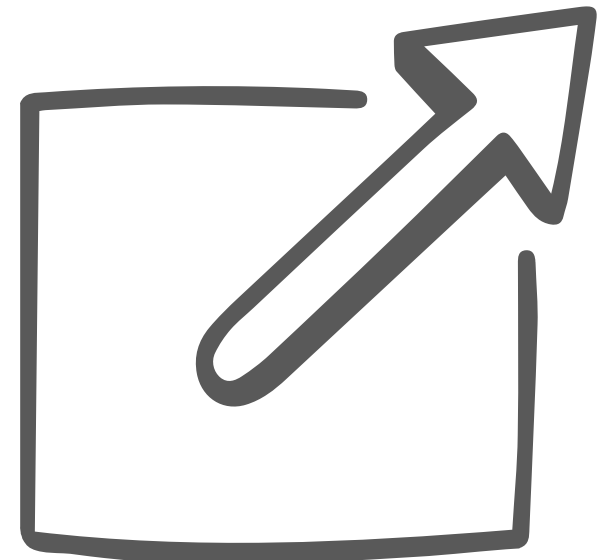
New European Bauhaus toolbox

How to extend the work with this toolbox even more?

To extend the use of this toolbox, consider engaging with local and international NEB networks. Attend workshops, conferences, and webinars to gain insights and learn from others. Seek guidance from experts and consultants. Stay updated on sustainable practices and social innovation. Collaborate with educational and cultural organisations for fresh perspectives. Share your experiences with the NEB community to inspire and inform others.

BELOW YOU CAN FIND USEFUL LINKS:

- Link to the projects selected in the framework of the European Urban Initiative call for proposals and the Horizon 2020 NEB Demonstrators to lead and experiment the transformation of places that fully integrate the three NEB core values.
- Work on mainstreaming the NEB in your local plans and initiatives (e.g. [National Contact Points promoting NEB](#)).
- Pave the way for your NEB projects to receive cohesion funding with the support of the NEB Compass and the toolbox considering that Member States have included NEB in their Cohesion policy programmes for 2021–27.
- Become part of the NEB [Festival](#), [NEB Lab](#), [NEB Academy](#), apply for [NEB Prizes](#) and get inspired!
- Check [Erasmus+ "DiscoverEU" New European Bauhaus routes](#) to discover the locations that represent the themes of the NEB.



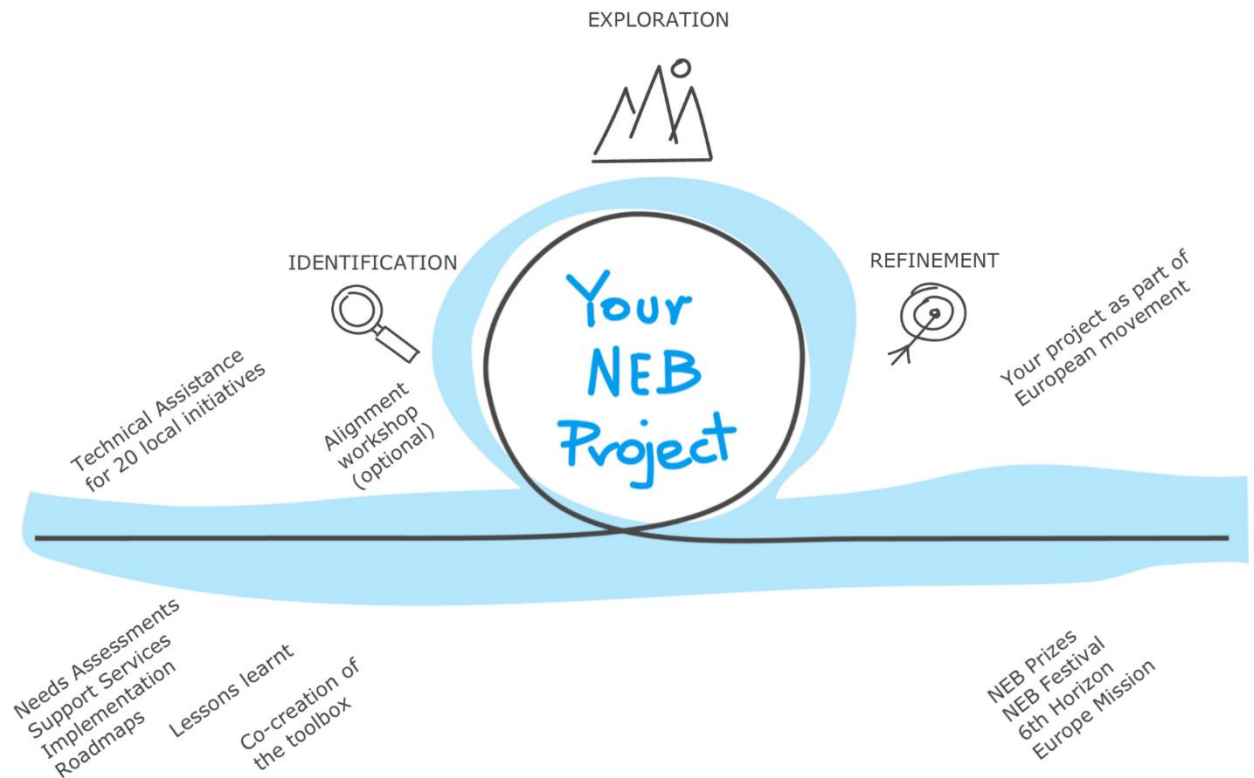
NEB TOOLBOX

The proposed methodology based on lessons learnt

Three phases for your NEB project

To help you stay on track with the project the tools in this toolbox are clustered around three phases. They are inspired by the design thinking approach which includes steps like discovery of the needs, definition of the challenges, and delivery of specific answers. Considering the experiences made during the Technical Assistance and described, the process in the toolbox is structured around following steps: IDENTIFICATION, EXPLORATION, REFINEMENT.

The phases might overlap and intertwine with each other or you re-enter them in an iterative approach. Also tools allocated to each phase can be used in different ways and can be shifted between the phases according to the specific needs and requirements of the project. Flexibility and adaptability are key in utilising the allocated tools effectively and maximising their impact on the project's success. You have the opportunity to structure your project in innovative ways and foster the enforcement and integration of the NEB values and working principles already during its implementation. The transformation of the project happens *in statu nascendi* as you actively work on it, and it is further reinforced by the transformation of the project itself, resulting in the achievement of the designed outcomes aligned with the values and working principles.



NEB TOOLBOX

The proposed methodology based on lessons learnt

Three phases for your NEB project

1. IDENTIFICATION PHASE

This phase involves identifying challenges, setting goals, and mapping the project's social, economic, technical, and natural environments.

OBJECTIVE OF THIS PHASE:

The objective is to engage stakeholders, understand local needs, and embrace a bottom-up perspective.

OUTCOMES AT THIS STAGE:

The outcomes include collaborative needs mapping, building community, and co-leading the transformation.

QUICK ADVICE:

Transparency and inclusivity are crucial, ensuring all stakeholders are informed and involved throughout the project, even beyond this phase. Stay receptive also later to new stakeholders and ideas for a successful and inclusive New European Bauhaus project.

2. EXPLORATION PHASE

In this phase, a cluster of integrated tools is used to concretely implement actions necessary to achieve targeted objectives and NEB ambitions.

OBJECTIVE OF THIS PHASE:

The main objective is to make stakeholders aware of their roles and enable them to participate in decision-making, establishing new governance models.

OUTCOMES AT THIS STAGE:

The outcomes include concrete steps, prioritisation, and co-implementation of project tasks with room for iterative adjustments. Strengthen community involvement through open discussions and adaptations, ensuring a transparent and inclusive approach, while considering the needs and capacities of various stakeholders.

QUICK ADVICE:

Ongoing communication of goals and outcomes is essential for a successful New European Bauhaus project.

3. REFINEMENT PHASE

This phase allows for ongoing adjustments. Transparent decision-making and communication builds a committed community embracing the NEB approach.

OBJECTIVE OF THIS PHASE:

The objective is to adapt and integrate project values and working principles organically, with continuous improvements as the ideas evolve.

OUTCOMES AT THIS STAGE:

Outcomes include enhanced understanding of values and principles and validation of future plans.

QUICK ADVICE:

Create a unique narrative, presenting the project and NEB as a framework for sustainable, inclusive, and beautiful change in a specific place-based context, transcending conventional boundaries.

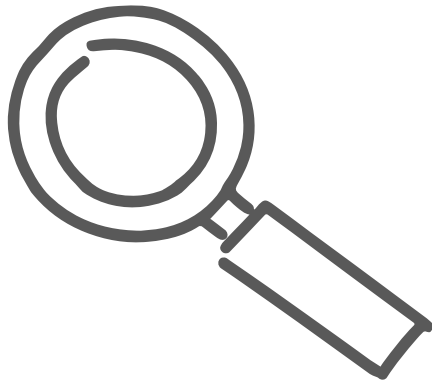
NEB TOOLBOX

The proposed methodology based on lessons learnt

What can you achieve at each phase?

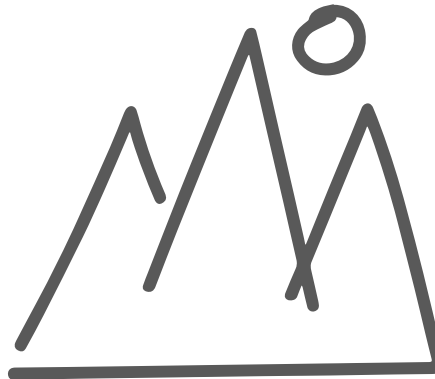
1. IDENTIFICATION

- Assess your needs and capabilities
- Identify stakeholders, including hard-to-reach groups
- Inform and engage various groups on the NEB initiative
- Identify main areas of transformation
- Make plans and discuss them



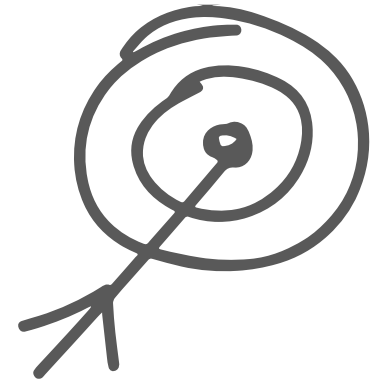
2. EXPLORATION

- Deepen motivation
- Let the stakeholders decide
- Enable change with trust and transparency
- Come closer to the future
- Establish the NEB working principles locally
- Embrace the potential of the NEB



3. REFINEMENT

- Stay reflexive
- Reduce harmful impact and increase the meaningful one
- Be aware of risks and react
- Target continues improvement toward beauty, inclusiveness, and sustainability
- Monitor and improve
- Find further opportunities to expand your ambitions



NEB TOOLBOX

The proposed methodology based on lessons learnt

Guidelines for facilitating the process in the three phases

1. PROJECT:

- Analyse the development plans in the chosen neighbourhood or city and ensure your project complements other initiatives while staying rooted in NEB values.
- Start the process by familiarising your team with the NEB as the guiding framework (use the NEB Compass).
- Set clear objectives for each phase of your project and the desired outcomes, promoting co-creation.
- Become part of the New European Bauhaus community, learn from and draw inspiration from other New European Bauhaus projects, fostering a cross-pollination of ideas and experiences to enrich the collective creativity and innovation process.
- Develop a plan for next steps, assign responsibilities, and establish mechanisms for ongoing collaboration.

2. WORKSHOPS:

- Create a welcoming and open atmosphere for participants to comfortably express ideas.
 - Encourage diversity by onboarding hard-to-reach participants, contacting community leaders if necessary.
 - Use a variety of tools to promote collaboration, transformative inclusion, and creative thinking.
 - Facilitate active listening, dialogue, and manage various expectations constructively.
 - Clearly communicate the workshop's timeline and expected results.
 - Help participants connect and build upon each other's ideas, fostering a sense of shared ownership.
 - Assign someone to capture and document all ideas and outcomes during the workshops.
- Use visual aids like flipcharts or whiteboards to enhance understanding and collaboration.
 - Help participants weigh pros and cons, consider different perspectives, and arrive at collective decisions.
 - Conclude each workshop by summarising key findings and action points.
 - Remember that your role as a facilitator is to guide and support participants in a collaborative environment.
 - Share workshop outcomes with diverse stakeholders to maintain transparency and involvement.

NEB TOOLBOX

The proposed methodology based on lessons learnt

Alignment workshop on the NEB (optional)

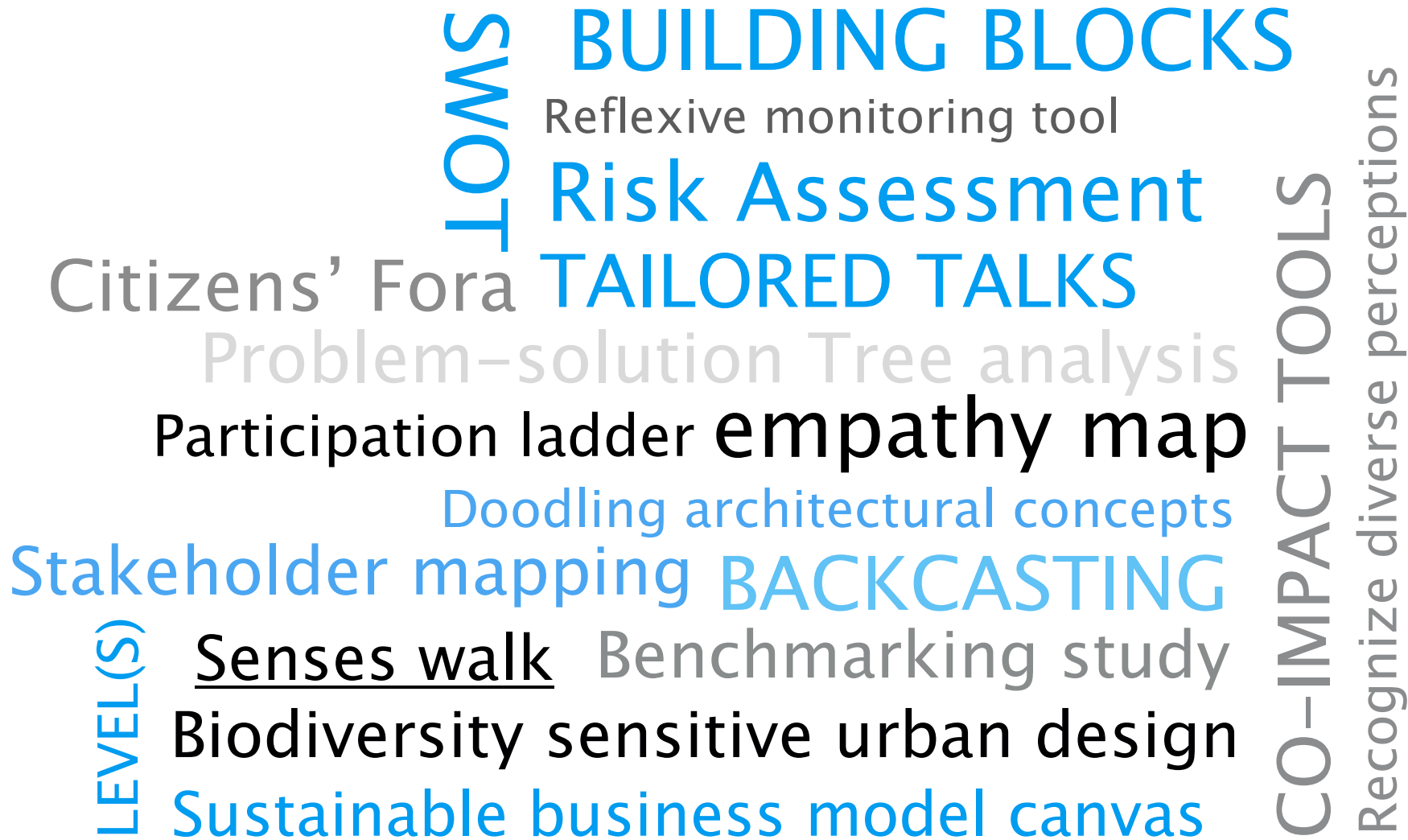
The optional alignment workshop on the New European Bauhaus (NEB) brings project team members together to understand NEB's values and working principles and prioritise actions for its realisation. It may cover NEB's history, goals, challenges, and opportunities in the region. Overall, the alignment workshop on the NEB aims to promote a shared vision for those who will implement the particular project steps. Ideally it should take place before you enter the three phases.

Make sure they are all on the same page and understand the process from the beginning. Transparency, communication, and openness in your team will help to move on and inspire further stakeholders. For the workshop with your team, you can also take inspiration from this toolbox, especially for the first phase. You can plan around 2 hours depending on your needs and the size of your team involved in the NEB project. For this workshop you can also invite decision makers in your territory to ensure you have the buy-in to move one with the stakeholders in the next steps.

If this is not your first NEB project, you can skip this step. In either way, use the NEB Compass as an additional reference to define next activities.

NEB TOOLBOX

Tools for your project



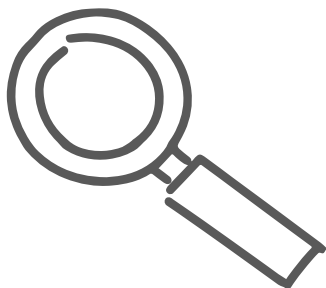
NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

During the IDENTIFICATION phase of the New European Bauhaus project, thoroughly assess needs, engage stakeholders, and analyse the local context. Develop a clear idea aligned with NEB values. The importance lies in integrating innovative, sustainable, and human-centric design solutions, creating the basis for regenerative places that benefit your communities and the environment. The tools in this phase were selected from the Technical Assistance, drawing from experiences gained in 20 NEB initiatives. In order to tackle environmental sustainability from an early stage of your project, we recommend Biodiversity sensitive urban design as an additional tool that was not used during the Technical Assistance.

In your workshop, you can focus on utilizing two main tools related to stakeholders mapping and involvement. Additionally, you can enhance your local process further by leveraging various tools helping you to recognize and validate the beauty of the built and natural environment, creatively decode the future and conduct continuous assessment to follow your vision.



The most helpful tools you might use in this phase to trigger the process:

- **Stakeholder mapping for management and inclusion (used in Gabrovo, Tărlungeni, Pampilhosa, Horta, Reșița, Ajka, Katerini, Nicosia, Cēsis, Kutina, Alberstlund, Riihimäki, Cantù, Ravne na Koroškem, Sant Boi de Llobregat, Kalmar)** → helps identify stakeholders, ensuring effective engagement and inclusive project development in line with NEB values. **Key words: Diversity - Equity - Integration**
- **The participation ladder (used in all projects)** → supports in assessing the level of stakeholder involvement, promoting effective engagement and inclusivity in the New European Bauhaus project's development. **Key words: Participation - Engagement - Detokenization**
- You can also enhance your workshop by incorporating 1-2 of these tools, which will allow you to delve deeper and identify the specific needs of the local community in an inclusive manner:
- **Senses walk for creative and inclusive place making (used in Alūksne, similar approached used in Cantù)** → facilitates a mindful exploration of the environment, emphasising reconnection with nature and collective search for beauty. **Key words: Sensory experience - Life-centred approach - Creativity**
- **The empathy map (used in Horta)** → helps understand stakeholders' needs deeply, fostering effective engagement and inclusivity in the project's development. It allows project teams to empathise with stakeholders and design solutions that address their specific requirements. **Key words: Emotions - Understanding - Viewpoint**
- **Doodling architectural concepts (used in Tărlungeni)** → encourages creative examination of architectural ideas, emphasising the beauty of the project. It fosters effective stakeholder engagement and inclusivity in project development, while enabling designers and citizens to visually communicate and refine concepts that resonate with the desired vision. **Key words: Unlocking beauty - Experimentation - Visual thinking**
- **SWOT meets NEB (used in Alūksne, Katerini, Nicosia)** → aids project teams in identifying strengths, weaknesses, opportunities, and threats while ensuring alignment with NEB values. It fosters effective stakeholder engagement and inclusivity in the New European Bauhaus project's development, helping create strategies on the local (and international level). **Key words: Strategic Insights - Internal Assessment - External Assessment**
- **Biodiversity sensitive urban design - additional tool** → empowers stakeholders and experts involved in your project to go beyond human-centred perspective and incorporate nature-centric solutions, enhancing the overall quality and resilience of the built environment and transdisciplinary dimension of your vision. **Key words: Nature-inclusive design - Ecological urban planning - Green infrastructure**

NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

Stakeholder mapping for management and inclusion

CHALLENGE: You don't know exactly how to systematically map and include all population groups to establish a comprehensive and inclusive approach in your co-creation process as the basis for the NEB project. A stakeholder mapping exercise is a valuable tool as it helps identify and understand the various stakeholders and the relationships among them. Furthermore - you can also reflect who is missing when you repeat this exercise at various stages of the project.

MAIN GOAL: It provides a visual representation of stakeholders' positions and enables effective communication and collaboration among participants. You will also learn about the level of interest in the project of various stakeholders, how they influence the NEB transformation and how they are influenced by the NEB themselves. You can cluster the stakeholders within fields, for example: academia and research, civil society, private sector, local and sub local authorities, intergovernmental and supranational. Feel free to adapt the worksheet according to your needs and for example add subfields like hard-to-reach groups or minorities. Consider demographic factors such as age, gender, ethnicity, socioeconomic status, disability, and location. Be mindful of cultural, linguistic, sexual, and religious diversity as well.

EXPECTED OUTCOMES FOR YOUR NEB PROJECT: A comprehensive understanding of the stakeholders involved in the project. This exercise facilitates effective communication, collaboration, and informed decision-making, ultimately leading to more inclusive outcomes. Regularly review and update the mapping since stakeholder dynamics can evolve over time. Consider the different levels of influence and the perspectives of interest to tailor engagement approaches accordingly. Your goal should be to include more stakeholders throughout the project. Try to use inclusive communication, avoid statements like "relevant stakeholders". All of them are significant.

DIFFICULTY: medium

TIME: 90 minutes

WHAT YOU NEED: worksheets , pens, sticky notes

GROUP: medium groups (10 ppl), plenary

- Used in: Gabrovo, Tărlungeni, Pampilhosa, Horta, Reșița, Ajka, Katerini, Nicosia, Cēsis, Kutina, Alberstlund, Riihimäki, Cantù, Ravne na Koroškem, Sant Boi de Llobregat, Kalmar
- Easy to adapt online on a collaborative board.
- Iterate and refine.
- You can use the results in further exercises like **The participation ladder**, **The empathy map**.

- You can add more variables to your mapping and include not only the "influence" but also "activities" addressing stakeholders, "value" for various groups (like tourists, local entrepreneurs, or art schools' students). In buildings or areas to be transformed, you can include in this session the spatial arrangements and consider how to use the available room to work with diverse stakeholders, offering them dedicated space (ideally considering accessibility and special needs).



NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

Stakeholder mapping for management and inclusion

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(20 min)** Begin by brainstorming and identifying the stakeholders who are directly or indirectly impacted by the project. These can include individuals, groups, organisations, communities, community leaders, or institutions from various sectors: civil society, academia, business, authorities, culture, and creative industries. Write all names on sticky notes.
2. **(10 min)** Determine and discuss the attributes or criteria that will be used to classify the stakeholders. This could include their level of interest or engagement in the project, their relationship to the project, or any other relevant factors.
3. **(10 min)** Divide the participants in medium sized groups. Provide participants with sticky notes or markers and ask them to plot each stakeholder on the mapping worksheet based on the defined attributes. Participants should place stakeholders in the appropriate position on the map, considering their level of interest in the project.
4. **(20 min)** Once all groups have plotted the stakeholders, facilitate a discussion in plenary to analyse and interpret the mapping. Explore the relationships and dynamics between stakeholders, identify clusters or groups of stakeholders, and discuss potential collaborations or conflicts.
5. **(15 min)** Once the list is ready, deepen the discussion by facilitating the issue of the influence the stakeholders have on the NEB project. You can also consider an additional question: how they are going to be influenced by the NEB. Use the worksheet.
6. **(10 min)** Use the stakeholder mapping as a basis to identify any gaps in stakeholder representation. Discuss if there are stakeholders missing from the map that should be included or if any stakeholders are overrepresented (especially those with power to decide about the other in a top-down way). Identify opportunities for engagement, collaboration, or partnerships with stakeholders or stakeholder groups.
7. **(5 min)** Capture the stakeholder mapping visually and document the insights, relationships, and strategies discussed during the exercise. Use the outcomes for your project management strategy and further steps towards more inclusion by reflecting the interest and the various influences in your project.

NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

The participation ladder

CHALLENGE: The level of participation in your region is low and the stakeholders don't believe changes are possible. This tool can be used as a framework to discuss an inclusive change. The benefits of participation are based on the intentions and willingness to relocate power from local institutions and officials to the citizens. The participation ladder helps organisers, local leaders, and facilitators to grasp and advocate for higher powers being transferred towards stakeholders, including vulnerable groups.

MAIN GOAL: The tool, first presented by Sherry Arnstein in 1969, shows the different levels of stakeholder participation as in a spectrum that goes from "informing" to "collaborating" and arrives at "devolving". It outlines a progression of steps that individuals or groups can take to increase the level of participation in their organisation, community, or territory. It can be also used in a direct conversation with the stakeholders to understand their needs.

EXPECTED OUTCOMES FOR YOUR NEB PROJECT: The participation ladder allows a steady rise in the participation of the citizens or the community into the project, up to an ideally complete control over it. Participation is a fundamental working principle of the New European Bauhaus approach. The ownership of the project will be gradually handed from those who started it to the whole community to establish new governance models. Although it is a classic tool, it can be used to design visions of the future and address all ambitions within the "inclusion" value: to include, to consolidate, to transform and the "participatory processes" working principle: to consult, to co-develop, to self-govern.

DIFFICULTY: medium

TIME: 90 minutes

WHAT YOU NEED: [worksheet](#), pens, sticky notes

GROUP: small groups (5 ppl), plenary.

- Used in: all projects
- Easy to adapt online on a collaborative board.
- Iterate and refine.
- You can use the results in further exercises like **The empathy map**, **SWOT meets NEB**.
- Learn more about the initial idea: Arnstein, S. A. (1969) A Ladder of Citizen Participation. *Journal of the American Planning Association*, 35 (4), 216-224



NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

The participation ladder

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(10 min)** Start the exercise by explaining the participation ladder and its different steps (Informing, Consulting, Involving, Collaborating, Empowering). Provide a clear overview of each level and the increasing levels of engagement and decision-making authority.
2. **(5 min)** Clearly communicate the goals and objectives of the exercise, emphasising that active participation and engagement are encouraged. Explain that in the result you will find the opportunities for participants to move up the ladder and have their voices heard.
3. **(30 min)** Initiate a group discussion where participants can express their opinions and ideas, discussing the five phases.
4. **(30 min)** Back to plenary, invite each group to share their recommendations to the wider group, indicating recommendations how the community can be included. Ask the participants to incorporate in your project plans input in decision-making processes using the overview on the worksheet.
5. **(10 min)** Recognize and acknowledge efforts and ideas in terms of participation levels. Facilitate discussions to ensure that all participants are aware of the ladder and its different levels. Prompt them to consider ways to increase their level of engagement and decision-making authority within the entire project you are implementing and beyond.
6. **(5 min)** At the end of the exercise evaluate the effectiveness of incorporating the participation ladder. Seek feedback from participants on their experience with the ladder and its impact on their engagement. Use this feedback to refine and improve future exercises and steps in the project development.

NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

Senses walk for creative and inclusive place making

CHALLENGE: Senses walk for creative and inclusive placemaking combines the concept of walking tour of a specific area or neighbourhood with a sensual experience to rediscover rural or urban habitats and engage with the local environment.

MAIN GOAL: The aim of this exercise is to foster creativity, community engagement, and the development of ideas for transforming public spaces into vibrant and meaningful places. You can also include aspects of nature-based solutions, life-centred approach, and think in a transdisciplinary way of your project. Depending on the topic of your project, you can highlight various elements of the walk - mobility, dissonant heritage, remote sites, natural assets in the built environment, deepening the understanding of the hard-to-reach groups. Define a neighbourhood or an area that you want to change based on the NEB approach in advance. It could be an underutilised public space, a vacant lot, or an area in need of revitalization. Invite a diverse group of people living and working in the area including community members, artists, designers, urban planners, local business owners. Focus on various stakeholders - those who have an interest in creative placemaking, inclusive, sustainable change and those who are not proactive in this regard for various reasons. Ensure that the group represents a range of perspectives and expertise. Make sure that your planned walk is accessible, and everyone will be able to participate.

Provide assistance for people with limited mobility, if needed.

EXPECTED OUTCOMES FOR YOUR NEB PROJECT: By combining the experiential nature of a walking tour with the collaborative and creative aspects, the senses walk for creative and inclusive placemaking allows participants to explore and envision the change of public spaces in a meaningful and community-driven manner. Furthermore, the focus on sensual experience activates new ways of participation and perceiving the area. You can rediscover the local beauty together. In the further exercises you will be able to use the outcomes of the walk and valorise the information gathered by the participants. Be open to different degrees of involvement to foster a transformative inclusion paradigm in your project.

DIFFICULTY: low

TIME: 120 minutes

WHAT YOU NEED: comfortable shoes and maps of the areas you will visit, pens, [worksheets](#)

GROUP: medium group (10-15 ppl)

- Used in: Alūksne
- Similar approach was used in Cantù. Instead of a sense walk, the project team focused on the bike trails to focus on sustainability in the place making.
- Read about the [Walkshop for gender equal cities](#) organised by URBACT and get inspired.



NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

Senses walk for creative and inclusive place making

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(10 min)** Start the walk with a brief introduction to the concept of creative placemaking. Explain how it involves using art, design, and community engagement to transform public spaces into vibrant, inclusive, and inspiring places.
 - a. At each stop during the walk, facilitate discussions and idea generation sessions. Encourage participants to share their thoughts, ideas, and visions for transforming the space. Use prompts and questions to stimulate creative thinking, such as "How can this space be more inclusive?", "What types of art or installations could make this area beautiful and appealing?" or "How can we promote sustainable mobility here?" and "What do you see and feel when you close your eyes?".
 - b. Encourage participants of the walk to interact with residents, business owners, and other community members. This engagement can provide valuable insights and perspectives from those who are directly affected by the transformation of the space.
 - c. Provide participants with maps, worksheets, and pens to capture their ideas, observations, sensual experiences, and insights throughout the walk. Encourage them to document visual inspirations, potential activities, or community needs that could inform the creative placemaking process. Let them write and doodle. Speculate together on how to build a better future. The ideas will help you discuss in the next steps how to come closer to them.
2. **(90 min)** Take participants on a guided tour of the selected location. Encourage them to observe the surroundings, paying attention to the existing features, potential opportunities, and challenges of the area. Take breaks at specific points of interest, allowing participants to discuss their observations and insights. Pay attention to the sensual experience and ask what the participants see, smell, hear, and feel.
 - a. At each stop during the walk, facilitate discussions and idea generation sessions. Encourage participants to share their thoughts, ideas, and visions for transforming the space. Use prompts and questions to stimulate creative thinking, such as "How can this space be more inclusive?", "What types of art or installations could make this area beautiful and appealing?" or "How can we promote sustainable mobility here?" and "What do you see and feel when you close your eyes?".
 - b. Encourage participants of the walk to interact with residents, business owners, and other community members. This engagement can provide valuable insights and perspectives from those who are directly affected by the transformation of the space.
 - c. Provide participants with maps, worksheets, and pens to capture their ideas, observations, sensual experiences, and insights throughout the walk. Encourage them to document visual inspirations, potential activities, or community needs that could inform the creative placemaking process. Let them write and doodle. Speculate together on how to build a better future. The ideas will help you discuss in the next steps how to come closer to them.
3. **(20 min)** At the end of the walk, gather the participants for a reflective session before you dive deeper in the next exercises of your co-creative workshop. Give them an opportunity to share their ideas, discuss their experiences, and reflect on the potential impact of creative placemaking in the selected location.

NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

The empathy map

CHALLENGE: You need more data to shape the idea for your NEB project in an inclusive way. The empathy map is a useful visual tool that allows you to step into the perspective of one or more stakeholders already involved or still waiting to get engaged and draw their profile. You can highlight various experiences potentially made by the stakeholders - from the perception of the natural environment to the feeling of belonging and identification with a given place.

MAIN GOAL: The aim of this exercise is to reflect on what stakeholders think, see, say, and hear, as well as what they do, feel, and fear. It allows the project team, but also already engaged stakeholders, to empathise with the needs, desires, and challenges of the people they are designing for. The integration of different perspectives in a transdisciplinary effort can strengthen the participatory processes in your project. Ideally, you ask the stakeholders themselves to share with you information by taking part in this exercise.

EXPECTED OUTCOMES FOR YOUR NEB PROJECT: Once you assume and get to know the perspective of diverse stakeholders you will be better equipped to engage with them in a constructive and fruitful manner, enabling the success of the project. This understanding will serve as a solid foundation for generating innovative ideas and co-creating solutions that truly address the local needs and incorporate the NEB values and working principles. Throughout the entire project, continuously refer to the empathy map as a tool for deepening understanding and empathy. You can invite the stakeholders again at a later stage of the project and ask to update the maps as new insights emerge or perspectives evolve. Foster various ways of expression and recognize the richness of communication' patterns that goes beyond disciplines while thinking and talking about emotions.

DIFFICULTY: medium

TIME: 60 minutes

WHAT YOU NEED: [worksheet](#), pens

GROUP: medium groups (10 ppl), plenary

Used in: Horta

Easy to adapt online on a collaborative board.

Iterate and refine.

Read about empathy in design processes described by the IDEO designers - Battarbee, K., Fulton Suri, J., Gibbs Howard S., [Empathy on the edge. Scaling and Sustaining a human-centred approach in the evolving practice of design.](#)



NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

The empathy map

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(5 min)** Start by explaining the purpose and benefits of the empathy map. Emphasise that it is a tool designed to help participants understand their target audience's perspective, thoughts, emotions, and behaviours.
2. **(5 min)** Clearly define the specific target audience that participants of this exercise will focus on. This could be a particular marginalised group, minority, or hard to reach organisation. You can use the outcomes of the senses walk and stakeholder mapping or even integrate the exercises (adapt the approach then).
3. **(30 min)** Divide participants into smaller groups, ideally with a mix of backgrounds, perspectives, and expertise. Each group should work on a specific aspect or persona within the target audience. Distribute the worksheet to medium groups. One worksheet represents one stakeholder only. Instruct the groups to fill in the empathy maps collaboratively. Encourage them to discuss and share their insights, observations, and assumptions about the target audience. The sections of the empathy map usually include:
 - a. **Who:** Describe the persona or target audience member being empathised with.
 - b. **Says:** Capture direct quotes or statements that represent their thoughts or concerns.
 - c. **Thinks:** Speculate on the target audience's underlying thoughts, beliefs, or motivations.
 - d. **Sees:** Register who and what they see in their environment.
 - e. **Hears:** Imagine what they may hear from others, from friends, from colleagues, from rumours.
 - f. **Feels:** Identify the emotions and feelings that the target audience might experience.
 - g. **Does:** Outline the actions, behaviours, and habits of the target audience.
 - h. **Pain points:** Highlight the challenges, frustrations, or obstacles the target audience faces.
 - i. **Gains:** Identify the desires, goals, or outcomes the target audience wants to achieve.
4. **(20 min)** Once the groups have completed their empathy maps, have each group share their findings and insights with all the participants. Encourage open discussion and exploration of common themes, patterns, or significant observations.

NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

Doodling architectural concepts

CHALLENGE: You know the general scope of the intervention, but you could benefit from the specific input on the local needs from the perspective of the stakeholders. By engaging them in a free expression and creative thinking, this tool can help identify alternative approaches, inspire multi-level engagement, and facilitate a shift in mindset towards designing answers to the specific challenges.

MAIN GOAL: The Artstorm tool is a creative co-creation technique that combines participatory brainstorming and artistic expression. You can make your participants think outside the box, break patterns, and generate innovative ideas. In this way you can identify the needs in the area you want to change in an inclusive, sustainable, and beautiful way.

EXPECTED OUTCOMES FOR YOUR PROJECT: The physical movement that artstorm requires will create a positive energy in the room and stimulate the creativity of people and exchange of ideas. Moreover, artstorming allows people with different sensibilities to find their space and express themselves. Ensure that all the generated ideas, artwork, and insights from the artstorm session are documented. Capture the visuals, notes, and key takeaways. Share the documentation with the participants and stakeholders and explore ways to further develop and implement the most promising ideas in other exercises.

DIFFICULTY: medium

TIME: 120 minutes

WHAT YOU NEED: paper, maps, pictures of the site/neighbourhood, coloured pens, fabrics, sticky notes, cards, scissors, paper tapes and whatever material can be used to enhance creativity, voting dots. For this exercise you should set up the space in advance. Prepare large tables or walls where participants can display their artwork

GROUP: individual work, bilateral exchange, plenary

- Used in: Tärlungeni
- Use sustainable materials for this session. You can ask local cultural organisations for leftovers (fabrics, papers, old promotional materials etc).
- Value and appreciate the individual artistic expression. If needed outline the benefits of doodling in ideation processes. You can also get inspired by visual arts, for example addressing the climate emergency like: "The Rain Room" by Random International, "Anthropocene" by Edward Burtynsky, "Waterlicht" by Daan Roosegaarde, "Ice Watch" by Olafur Eliasson and Minik Rosing.
- Learn more about visuals you can use in your NEB workshops - Brown, S. (2015). The Doodle Revolution: Unlock the Power to Think Differently. New York: Portfolio/Penguin



NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

Doodling architectural concepts

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(5 min)** Define the objective of this exercise. State clearly that you want to identify specific needs and challenges your NEB project should help to solve. The problem statement will guide the entire co-creation process at further stages and should be rooted in the local context. Clearly state the initial topic, the scope, and the objectives of the transformation.
2. **(5 min)** Introduce the tool. Emphasise that it encourages non-linear thinking, visual representation, and creative collaboration. The focus is on generating ideas through artwork and not on traditional communication. Highlight difference to brainstorming.
3. **(10 min)** Give participants time to individually generate ideas related to the objective of your project. Encourage them to express their thoughts visually on paper or sticky notes using drawings, symbols, keywords, or mind maps. Emphasise that there are no right or wrong answers during this phase. Remember them about the NEB values and working principles that should be reflected in their ideas.
4. **(20 min)** Once participants have completed their individual ideation, initiate an "artstorm session". Instruct participants to display their artwork on a designated wall or table. Encourage them to walk around, observe the artwork of others, and draw inspiration from the visual ideas shared.
5. **(20 min)** Transition into a collaborative ideation phase where participants can build upon and expand on each other's ideas. Encourage them to interact with the displayed artwork, add comments or additional visuals, and make connections between different ideas. Facilitate group discussions and encourage participants to exchange thoughts and insights. You can focus now on how the pictures and ideas make your project a New European Bauhaus transformation based on the integrated values and working principles.
6. **(20 min)** After the collaborative ideation session, gather the participants to synthesise the ideas. Facilitate a discussion to identify common themes, patterns, or promising concepts that emerge from the artstorm session. Encourage participants to highlight ideas they find particularly interesting or innovative. You can use dot voting to prioritise ideas.
7. **(20 min)** Allocate time for participants to reflect on the ideas generated during the "artstorm session". Invite them to refine and develop their individual ideas further based on the insights gained from the collaborative ideation. Encourage participants to refine their artwork or add supplementary information to make their ideas more comprehensive.
8. **(20 min)** Give participants the opportunity to present their refined ideas to the larger group. They can share their artwork, explain their concepts, and highlight the key features or benefits of their ideas. Encourage open discussion and constructive feedback from the group to further refine the ideas.

NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

SWOT meets NEB

CHALLENGE: The New European Bauhaus as a framework to manage projects is still new to you and your stakeholders. Nevertheless, you want to redirect energies and efforts toward NEB. Using a SWOT analysis during a co-creation workshop based on the New European Bauhaus values and working principles can help identify the strengths, weaknesses, opportunities, and threats associated with implementing your needs and visions.

MAIN GOAL: This tool matches the solidity of a standard SWOT analysis with the will of orienting the project towards a NEB direction and frame it in its values and working principles. It enables participants to evaluate the internal and external factors that may impact the successful realisation of the New European Bauhaus' ambitions embedded in your project objectives. It works similar to a standard SWOT analysis, meaning that the participants fill the four spaces in the matrix, associated with the weaknesses, strengths, threats, and opportunities that affected the project from its very beginning. Remember that while strengths and weaknesses are related to internal factors like the expertise of the team member and stakeholders taking ownership of some actions; threat and opportunities relate to external factors like increasing prices or presence of unexpected events in your area. When a SWOT analysis meets a NEB framework, its four aspects need to be analysed for how they interact with the beauty, the sustainability, and the inclusiveness of your project.

If you want, you can adapt and consider the working principles instead or do both with two worksheets changed accordingly.

EXPECTED OUTCOMES FOR YOUR NEB PROJECT: A NEB-SWOT analysis is a valuable tool to gather crucial information around your project: where do you stand, what are the risks and where are the advantages. From here you can build the foundation of a well-grounded project. By utilising the SWOT analysis in a co-creation exercise focused on the New European Bauhaus values and working principles, participants can gain a comprehensive understanding of the initiative's internal and external dynamics. This analysis enables them to develop targeted strategies and actions to drive the successful placed-based change.

DIFFICULTY: low

TIME: 60 minutes

WHAT YOU NEED: [worksheet](#), pens

GROUP: small group (5 ppl), plenary

- Used in: Alūksne, Katerini, Nicosia
- Easy to adapt online on a collaborative board.



NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

SWOT meets NEB

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(5 min)** Explain in more detail how New European Bauhaus aims to combine sustainability, aesthetics, and inclusivity in shaping the future of Europe's built environment and various other habitats in a respectful way.
2. **(5 min)** Explain the concept of a SWOT analysis. Emphasise that the SWOT analysis will focus on how these factors relate to the implementation of the NEB values (or/and working principles) considering the specific topics and needs you already discussed in previous exercises.
3. **(30 min)** Divide the participants into small groups. Distribute the worksheets and let the groups discuss all four categories

Identify strengths: encourage participants to reflect on the unique aspects and advantages of the NEB initiative, such as its strong emphasis on sustainability, innovative design, cross-disciplinary collaboration, or its potential to inspire social and cultural change.

Find weaknesses: Next, explore the potential weaknesses or challenges that may hinder the successful implementation of the NEB project in your area. This could include limitations in funding, resistance to change within existing systems, lack of awareness or understanding among stakeholders, or potential conflicts between different stakeholder interests. Try to initiate reflections beyond the obvious, don't forget the climate emergency, the loss of biodiversity, but also migration, depopulation or urban sprawl, conflicts, and other risks and uncertainties like pandemics.

Identify opportunities: Shift the focus to external opportunities that can support and enhance your NEB project. Encourage participants to think about emerging trends, policy developments, technological advancements, or partnerships that align with your local vision. Explore opportunities to engage with diverse stakeholders, leverage funding mechanisms, or tap into existing networks and initiatives.

Identify threats: Lastly, discuss the potential threats or obstacles that could impact the project's success. These may include political or regulatory challenges, market barriers, competing priorities or initiatives, or social resistance to change or even various understanding of aesthetics. Encourage participants to consider both short-term and long-term threats that might arise.

4. **(20 min)** Organise the identified strengths, weaknesses, opportunities, and threats from all groups into distinct categories. Group similar insights together to create a clear overview. Facilitate a discussion in the plenary to prioritise the most significant factors that should be addressed or leveraged in the co-creation, co-decision and co-implementation processes.

NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

Biodiversity sensitive urban design

CHALLENGE: You need to integrate the ecological considerations in your project and strengthen the working principles related to sustainability and circular approach. You want your project to meet the ambitions and repurpose (buildings, materials, or entire areas), close the loop (in environmental sense but also when it comes to social and cultural mind shift towards design of new products or services) or you want to target regeneration in urban habitats (you can also modify this tool and focus on rural areas).

MAIN GOAL: By incorporating Biodiversity sensitive urban design as a tool in a co-creation workshop, participants can actively contribute to the development of nature-inspired and sustainable design solutions that promote biodiversity conservation within the New European Bauhaus framework. This sense of everyday nature can also influence the perception of beauty and promotes healthy integration.

EXPECTED OUTCOMES FOR YOUR PROJECT: Design proposals, feedback, and key insights from the stakeholder that can be further integrated by architects and designers. By utilising the Biodiversity sensitive urban design as a concept in a co-creation workshop, participants contribute to the development of innovative, sustainable, and biodiversity-rich urban, open spaces. The outcomes of the exercise help to integrate nature into urban environments or to restore them in rural habitats. Furthermore, you can collect ideas for nature-based solutions in your project.

DIFFICULTY: medium

TIME: 90 min

WHAT YOU NEED: pens, markers, atlas of local species, pictures, postcards of local nature, plans of the site or building

GROUP: small groups (5 ppl), plenary

- Suggested by the TA experts
- You can use the results in the exercises like **Senses walk for creative and inclusive placemaking, The empathy map.**
- Iterate and refine.
- You can adapt this tool and focus on rural design. In that case you can also highlight the uniqueness of the life-centred design and valorize the assets present in rural landscapes only. Think horizontally and vertically, including the relation with various indicators making the local beauty: plants, the rivers, the tree crowns, the night sky...
- Kuo M (2015) How might contact with nature promote human health? Promising mechanisms and a possible central pathway. *Frontiers in Psychology*. 6, 1093. doi: [10.3389/fpsyg.2015.0109](https://doi.org/10.3389/fpsyg.2015.0109)

NEB TOOLBOX

Tools for your project

Tools for phase one. IDENTIFICATION

Biodiversity sensitive urban design

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(10 min)** Introduce the concept of the Biodiversity sensitive urban design (or call it rural if this applies), including explanation of the importance of biodiversity conservation in urban and other areas and how it aligns with the goals of your NEB project, such as promoting sustainable and nature-inspired design solutions or reconnecting with nature.
2. **(20 min)** Short interventions by invited experts in biodiversity conservation, nature-based solutions (NBS) and urban design. They can provide insights and guidance on the principles and best practices of Biodiversity sensitive urban design. Ask them to share case studies, research findings, and success stories that demonstrate the positive impacts of integrating biodiversity into urban spaces. Use a lot of visual language and play with colours. Remember that the “green” colour will have positive connotations for the workshop participants.
3. **(10 min)** Brainstorming on different design strategies, techniques, and features that could enhance biodiversity in your urban environments. Include NBS concepts like green roofs, vertical gardens, wildlife-friendly landscaping and street lighting, wildlife overpasses and underpasses on roads, nesting boxes, and creating habitats for native flora and fauna.
4. **(20 min)** Divide the group and provide the participants with a design exercise focused on incorporating biodiversity into the project. Encourage collaboration, discussion, and exchange of ideas among the group members. Each group can use the worksheet and other visual materials (like postcards, images of site) to develop conceptual designs or sketches that reflect their vision for biodiversity-sensitive urban or other spaces. You can create a natural soundscape for this step in the workshop room (the sound of a bumblebee resonating through the park, the melodic song of a mockingbird during the evening hours, or the distinctive croak of a bullfrog emanating from a nearby pond, the sound of the rain hitting the earth - you can ask the participants for more inspirations and create a nature inspired playlist for your workshop; alternatively you can use this question as an icebreaker at the beginning of your co-creation session, even more, you can sensitise to the climate emergency by hearing the sound of melting glaciers, find the best option that supports your work).
5. **(15 min)** Back to plenary, each group should showcase their ideas and receive feedback from the larger workshop audience, including experts and stakeholders.
6. **(15 min)** To summarise, use the feedback received by each group. Refine and improve as a community the design concepts, ensuring they align with the objectives of your New European Bauhaus project. After the workshop, consult the ideas, show the drawings and sketches to the architects and professional designers. Ask them to incorporate them into project plans and practical implementation strategies.

NEB TOOLBOX

Tools for your project

Tools for phase two. **EXPLORATION**

During the EXPLORATION phase of the New European Bauhaus project, stakeholders engage in a transdisciplinary approach, collaborating across diverse fields. Workshops and visioning exercises lead to multi-level engagement. The added value lies in cultivating a dynamic and inclusive environment where creativity flourishes, leading to transformative designs embodying beauty and sustainability. The transdisciplinary approach brings together experts from various domains, enriching the journey and ensuring holistic solutions. The tools help facilitate contributions from local communities, policymakers, and professionals, empowering collective ownership of the project's vision. Ideally you use results from exercises delivered earlier and set the ground for further refinements at a later stage. Here you will find tools used during the Technical Assistance. You can embed the tools you need in your co-creation workshop or implement separately if it makes more sense for your local community and the synergy with other projects and initiatives.

At this stage, the focus will be on two tools simplifying the complex processes associated with the NEB ambitions, by understanding its building elements and promoting new models of decision-making. Furthermore, you can understand the roots of problems that could arise along the transformation and find ways to create social, economic, environmental values and embrace various approaches to beauty and sustainability.



The most effective tools you can utilize during this phase to drive the project processes forward in collaboration with stakeholders:

- **Building blocks (used in Pampilhosa)** → ensures all critical elements are considered (e.g. green mobility, combating depopulation, adaptive reuse of heritage sites), leading to a robust and successful project implementation. **Key words: Clarity - Holistic approach - Facilitating the process of change**
- **Design citizens' fora and inclusive advisory boards for decentralised decision making (used in Horta, Ravne na Koroškem)** → facilitates effective stakeholder engagement and decentralised decision-making and constitutes the stakeholder lead transformation pathway. It promotes multi-level engagement, collaboration, empowering participants to shape the project's direction collectively. **Key words: Inclusive decision making - Social innovation - Public consultation**

You can also enhance your workshop by incorporating 1-2 of these tools, which will allow you to understand the impact of the processes triggered by the project and make sure it brings values to various groups:

- **Sustainable business model canvas (used in Cantù, Horta, Reșița, Nijar, Dubrovnik, Gabrovo, Ajka)** → ensures a holistic approach to business planning, contributing to the project's long-term success and positive impact via defining green revenue streams and value for the community. **Key words: Revenue streams - Value proposition - Benefits for all**

- **Tailored talks for** social proofing of beauty and sustainability (used in Communauté de Communes du Bassin de Pompey, Cēsis, Ravne na Koroškem, Kalmar) → brings inspiration, validation, and tacit knowledge-sharing. The multi-disciplinary discussions enrich the process, leading to innovative solutions and social acceptance of the changes. **Key words: Aesthetics - Ethics - Buy-in**
- **Backcasting (used in Riihimäki, Katerini, Horta)** → envisions a future scenario and identifies the necessary steps to achieve it, fostering creativity and collaboration. This tool provides a clear roadmap for project development and refinement at the next stage. **Key words: Forward-thinking - Imagination - Planning**
- **Problem-solution tree analysis (used in Katerini, Nicosia, Pampilhosa)** → identifies challenges, explores solutions, and fosters creative problem-solving. This structured analysis guides decision-making and supports the project's direction. It also helps to identify what is still missing in your project (for example indicators to measure effectiveness or environmental impact). **Key words: Analytical problem-solving - Critical thinking - System thinking**

NEB TOOLBOX

Tools for your project

Tools for phase two. **EXPLORATION**

Building blocks

CHALLENGE: Data collections, brainstormings, mappings, reflection on persons, and interactive sessions in the early stages of the project provided you with many inputs. They also showed the complexity of the ambitions and interdependencies in the local ecosystem. To facilitate the implementation and governance of the project the complex issues and concepts need to be broken down into more accessible components.

MAIN GOAL: The building blocks tool helps to address different aspects of the project's objectives. Each building block is place-specific and reflects your unique challenges. The building blocks approach provides a framework for holistic planning, implementation, and evaluation of NEB projects. It ensures that the project embraces multiple dimensions, promotes integration across different thematic areas, and encourages collaboration. By considering local building blocks, the project can strive for comprehensive and transformative outcomes aligned with the NEB. In advance you need to review the results of previous exercises to predefine the "blocks" (e.g. design and beauty, sustainability and circular economy, social inclusion and equity, technology and innovation, education and knowledge sharing, mobility, stakeholder engagement and collaboration, policy and governance, resources, and nature-based solutions, impacts on the more-than-human environment, heritage, and sense of belonging). Prepare in advance large posters with the blocks.

EXPECTED OUTCOMES FOR YOUR NEB PROJECT: The discussion and the voting will illustrate the tendencies as perceived by the local community. You will get more insight on which area in your villages, city, or a specific spot is understood as the most developed and the least developed one. Don't forget all the blocks that are in between.

DIFFICULTY: medium

TIME: 75 min

WHAT YOU NEED: large posters with the names of your pre-defined building blocks, empty poster for possible new building blocks, sticky notes, pens, voting dots

GROUP: plenary

- Used in: Pampilhosa
- You can use the results in exercises like **Backcasting**, **Problem-solution tree analysis**.
- Easy to adapt online on a collaborative board.
- Iterate and refine.



NEB TOOLBOX

Tools for your project

Tools for phase two. **EXPLORATION**

Building blocks

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. (15 min) Present the predefined building blocks to the participants of the exercise. Discuss each of them briefly to highlight the site-specific elements related to your project.
2. (15 min) Facilitate a discussion on the predefined building blocks. Ask the participants if they wish to add more blocks or change the names.
3. (15 min) Encourage the participants to vote for the most and the least developed building block in your project. Each participant is given two dot stickers - green and red. Participants review the ideas or options presented and select the ones they find require further improvement (red dot) and those already well developed (green dot). They indicate their choices by placing their dot stickers next to the ideas they wish to vote for. Allow participants to add comments on sticky notes.
4. (15 min) The building blocks with the highest number of votes are identified as the most popular or preferred choices among the participants. These ideas are then discussed further, allowing participants to provide additional insights, clarifications, or suggestions to refine and develop them. Guide the discussion to find arguments to build a success story around the most developed building block and to find a strategy for the least developed one.
5. (15 min) Conclude the session with the focus on the blocks "in between" (not the least and not the most developed ones). Ask the participants in which way they should be included in the project and what kind of activities could be implemented to work on them. Foster co-decisions and the feeling of ownership in a transdisciplinary way (by including various perspectives and showing opportunities for non-traditional governance). Try also to figure out the timeline for each block. Capture the outcomes and use them for further project refinement.

NEB TOOLBOX

Tools for your project

Tools for phase two. **EXPLORATION**

Sustainable business model canvas

CHALLENGE: You need to rethink resources efficiency, circular economy practices, renewable energy adoption, community engagement, and social inclusion in your project. Sustainable Business Model Canvas enables participants to think holistically about how their business models can contribute to environmental sustainability, enhance social well-being, and create economic value.

MAIN GOAL: The Sustainable Business Model Canvas helps stakeholders in the NEB project develop and refine business models that align with the project's goals and values as well as working principles of the entire initiative. It facilitates the co-creation of innovative, sustainable, and socially responsible business approaches that contribute to the transformation of the built environment, products, and services. Based on the original, widely known Business Model Canvas, you will deepen the focus on sustainability.

EXPECTED OUTCOMES FOR YOUR PROJECT: Once that the matrix is filled, you will have a clearer idea of development and implementation of business models that integrate sustainability principles, create shared value, foster resilience, engage stakeholders, and drive positive environmental and social impact while remaining economically viable. Depending on the scope of your project, you will have insight into market differentiation and competitive advantage, increased resilience and adaptability of communities and entrepreneurs, and value resulting from the integration of sustainability in creative and strategic place making processes leading to values. You can rethink already existing plans for project funding or rather focus on developing acquisition strategies.

DIFFICULTY: medium

TIME: 60 minutes

WHAT YOU NEED: [worksheets](#), pens

GROUP: small groups (5 ppl), plenary

- Used in: Cantù, Horta, Reșița, Nîjar, Dubrovnik, Gabrovo, Ajka
- You can use the results for your grant applications.
- Reflect what makes more sense for your project and use this tool for internal work of your team or with a specified group of stakeholders or for everyone in the community being affected by the project.
- Learn more about sustainable approach to business models: Joyce, A., Paquin, R.L. (2016) [The triple layered business model canvas: A tool to design more sustainable business models](https://doi.org/10.1016/j.jclepro.2016.06.067), Journal of Cleaner Production, 135, 1474-1486, <https://doi.org/10.1016/j.jclepro.2016.06.067>.



NEB TOOLBOX

Tools for your project

Tools for phase two. **EXPLORATION**

Sustainable business model canvas

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(5 min)** Begin the exercise by providing an overview of the Sustainable Business Model Canvas which is based on the traditional Business Model Canvas but with a specific focus on sustainability. Walk participants through the different sections of the canvas, such as Customer Segments, Value Proposition, Key Activities, Partnerships, Revenue Streams, etc. Explain how each section can be adapted to incorporate sustainability considerations in your specific project, including innovative considerations on green business practices. Explain the relevance to the New European Bauhaus project. Explain that the canvas is a tool to design and analyse business models that integrate sustainability principles. Emphasise the importance of co-creation and collaborative problem-solving in achieving the project's goals.
2. **(5 min)** Clearly define the scope of the co-creation exercise and the specific objectives you want to achieve in your project. For example, focus on developing sustainable business models for specific sectors within the built environment, such as energy-efficient construction, circular economy practices, additional revenue streams for the local library circulating games and books.
3. **(10 min)** Divide participants into small groups and assign each group a specific area or challenge related to sustainable business models within the New European Bauhaus project. Encourage participants to brainstorm and generate ideas within their groups, leveraging the Sustainable Business Model Canvas as a framework for structuring their thinking.
4. **(15 min)** Instruct each group to fill in the Sustainable Business Model Canvas based on their generated ideas. Encourage them to consider sustainability aspects such as environmental impact, social equity, resource efficiency, and long-term viability. Remind participants to think innovatively and consider how the different elements of the canvas can be aligned with the project's human-centred but also life-centred approach.
5. **(15 min)** Back to plenary allocate time for each group to present their filled-in Sustainable Business Model Canvas to the larger workshop audience. This allows for sharing of ideas and receiving feedback from other participants. Encourage constructive discussions and foster an environment of collaboration and open-mindedness.
6. **(10 min)** After the presentations, facilitate a discussion to identify common themes and areas for improvement. Document the outcomes of the workshop, key insights, and recommendations. Ensure that the documentation captures the diversity of ideas and perspectives generated during the workshop. You can summarise all ideas in one final canvas.

NEB TOOLBOX

Tools for your project

Tools for phase two. **EXPLORATION**

Tailored talks for social proofing of beauty and sustainability

CHALLENGE: You need more insights to inform designers decisions and make sure the local understanding of beauty and sustainability is integrated. Tailored talks for various groups involve targeted discussions that foster integration of the specific needs, interests, and backgrounds of diverse participants. This will help designers gain a deep understanding of the needs and pain points of the intended users. In these conversations designers can identify the specific problems that need to be addressed and the opportunities for improvement.

MAIN GOAL: User research is a fundamental aspect of the design process that involves gathering data and understanding the preferences of the end-users or target audience. In the context of the New European Bauhaus initiative, user research is essential for creating human-centred and inclusive design solutions that respond to the real-world challenges and aspirations of citizens and communities. Furthermore, by focusing on “sustainability” you can re-entanglement humans with their surroundings. Without a proper user oriented approach, designers may rely on assumptions or personal biases, which can lead to ineffective or exclusionary designs. Inclusive social proofing talks help to uncover actual user insights and avoid relying on unfounded assumptions.

EXPECTED OUTCOMES FOR YOUR NEB PROJECT:

Dialogue between experts and end users focusing on NEB values, concrete suggestions to design for all.

DIFFICULTY: low

TIME: 70 minutes

WHAT YOU NEED: presentation of the project and the New European Bauhaus initiative, results from other exercises

GROUP: size of the group depending on the needs

- Used in: Communauté de Communes du Bassin de Pompey, Cēsis, Ravne na Koroškem, Kalmar
- Learn more about “re-entanglement” bringing cities back to earth. Bauhaus Earth. [Toward Re-Entanglement: A Charter For the City and the Earth.](#)



NEB TOOLBOX

Tools for your project

Tools for phase two. **EXPLORATION**

Tailored talks for social proofing of beauty and sustainability

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(10 min)** Explain the goals of incorporating the end users opinions on beauty and sustainability for the session. Emphasise that the focus is to understand the needs, challenges, aspirations and include a variety of perspectives. Emphasise the potential benefits and impact of the New European Bauhaus projects for each group. Highlight how their involvement and contributions can make a difference in achieving the project's goals.
2. **(50 min)** Make the tailored talks interactive by showing pictures, maps or movies from the area to be transformed. Invite inspirational speakers from the community, young people, activists, artists and designers (architects) working on the concept to encourage active exchange. Chose the topics based on the characteristics of the space and structure the talks to address placed-based challenges (e.g. inclusive design in urban centres, such as city squares, parks, and pedestrian zones or discuss ideas for making housing more sustainable, aesthetically pleasing, and adaptable to diverse lifestyles and abilities, investigate the design requirements of cultural centres, museums, theatres, and sports facilities, discuss ideas for creating sustainable and inspiring learning environments, consider the challenges and opportunities for inclusive design in natural and rural settings and discuss sustainable approaches to preserve and enhance the beauty and accessibility of these areas, explore ways to make public spaces like transportation hubs, such as airports, train stations, and bus terminals or commercial areas accessible and pretty). You know the guiding topic by now. You can also focus on often overlooked details that could be part of your bigger picture in the project, for example how to integrate EV fast chargers in the city landscapes in a socially acceptable way.
3. **(10 min)** Be prepared to adapt your tailored talks based on the dynamics and feedback from the group. Be open to incorporating their insights and suggestions during the workshop to ensure that the content remains relevant, engaging, and easy to understand. Close the session by providing opportunities for continued engagement and reflection of the cultural specificities of the place. Share information on next steps in the project, encourage further discussions or collaborations, and facilitate networking among participants.

NEB TOOLBOX

Tools for your project

Tools for phase two. **EXPLORATION**

Design citizens' fora and inclusive advisory boards for decentralised decision making

CHALLENGE: After the initial enthusiasm the engagement among the stakeholders drops or you did not have a chance to involve hard to reach groups. Citizens' forum for decentralised decision-making opens new opportunities to empower and enable them to drive change and promote democratic values – on top of participatory processes and multi-level engagement. By involving citizens in the decision-making process, these fora enhance the legitimacy and effectiveness of local and regional governance, resulting in more inclusive and responsive policies and actions embraced by the diversity of people impacted and impacting the project.

MAIN GOAL: Citizens' fora for decentralised decision-making are participatory platforms that enable citizens to directly engage in the decision-making process at the local or regional level. These fora provide opportunities for individuals to voice their opinions, contribute to policy making, and collaborate with other community members. You can also benefit from the tacit knowledge and enthusiasm present among the group of "unexpected" decision makers. With this tool you break the pattern of traditional governance and work towards self-governance.

EXPECTED OUTCOMES FOR YOUR PROJECT: Promotion of transparency, accountability, and citizen empowerment in your NEB project. Effective citizens' fora ensure that the outcomes of the deliberative process are followed up with concrete actions. Recommendations or decisions made by the participants are considered during project implementation and beyond. You can also get a multidirectional buy-in for the local transformation. This exercise might trigger further actions, also at international level. Please, consider how to continue and design an appropriate framework (including regular meetings, further focus groups, cooperation with enablers in your territory that could host gatherings or provide other support).

DIFFICULTY: high

TIME: 80 min

WHAT YOU NEED: large empty posters, post its, pens

GROUP: plenary

- Used in various forms in: Horta, Ravne na Koroškem
- You can use the results in the **Benchmarking**.
- Iterate and refine.
- Establish regular feedback loops to update participants on the progress and outcomes of their contributions.
- Learn more about possible ways of engaging citizens. Check the [European Citizens' Initiative Official Group](#)



NEB TOOLBOX

Tools for your project

Tools for phase two. **EXPLORATION**

Design citizens' fora and inclusive advisory boards for decentralised decision making

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(10 min)** Discuss the plan of the project development and give the stakeholders a chance to provide their feedback. Briefly present the concept of citizens' forum. It typically operates as a structured and organised platform that facilitates dialogue and deliberation. It can take various forms, such as citizen assemblies, community meetings, participatory budgeting processes, or online platforms. The structure ensures that participants have an equal opportunity to express their views and contribute to the decision-making process.
2. **(15 min)** Facilitate brainstorming session on how to ensure representation from different demographic groups, including marginalised communities, minorities, and underrepresented populations. The inclusion of diverse perspectives enriches the decision-making process and promotes social equity.
3. **(30 min)** Frame the ambitions of creating a new governance approach to your NEB project according to the models mentioned above. You can also add other options. Analyse with the group pros and cons for each option and write down the ideas on posters.
4. **(15 min)** Ask for concrete ideas on how to organise the citizens' fora - selecting representatives of the various stakeholders' groups, frequency of the meetings, decision processes, information flow, data sharing, and information exchange, cooperation with the project management, timeline of activities related to the phases of the project. Try to establish a rotating management scheme to make sure everyone is actively involved. Write the results down.
5. **(10 min)** Conclude by inviting the participants to sign a letter of intent or a draft of a local pact for the NEB transformation in your area, embracing the main facts on the approach to decentralisation of decision-making processes (you can prepare the very general draft in advance and fill in with the participants together). The citizens' fora might serve as an advisory body, providing recommendations to local or regional authorities or may have decision-making power, directly influencing policy or resource allocation. The level of influence and decision-making authority should be clearly defined and communicated to the entire community. To make sure the cooperation is meaningful, identify areas that require specific expertise or professional background with certification. This could be the case in architectural projects related to technical transformation. Still citizens might have valuable suggestions related to the beauty and environmental impact of your project. You can have children and youth fora as well.

NEB TOOLBOX

Tools for your project

Tools for phase two. **EXPLORATION**

Backcasting

CHALLENGE: You have discussed the main framework of the project with the stakeholders, but you don't know how to reach your objectives. Now it's time to enable participants to collectively envision a desirable future and identify the necessary steps to achieve that vision. This exercise engages participants in a dynamic and interactive process, encouraging their active involvement, creativity, and shared decision-making.

MAIN GOAL: The interactive backcasting tool in a co-creation workshop empowers participants to actively contribute to the visioning, planning, and decision-making processes. It leverages their collective knowledge, creativity, and insights to develop actionable, concrete steps. The tool enhances engagement, collaboration, and ownership, resulting in more meaningful and effective outcomes that align with the participants' aspirations and NEB values and working principles.

EXPECTED OUTCOMES FOR YOUR NEB PROJECT: Thanks to this tool you will be able to move from an imagined future to the present situation, drawing the timeline from one point to another. Ideally the participants work on the timeline together, combining different perspectives and experiences in an enriching debate. The milestones "in the future" should clearly reflect the NEB dimension of the project.

DIFFICULTY: medium

TIME: 100min

WHAT YOU NEED: posters with timeline to mark the milestones, sticky notes, markers, pens

GROUP: plenary

- Used in: Riihimäki, Katerini, Horta
- You can use the results in the exercises like **Sustainable business model canvas, Design citizen's forum and inclusive advisory board for decentralised decisions making**.
- Easy to adapt online on a collaborative board.
- Iterate and refine.
- Use these tools to trigger the discussion on the future. You can also see the entire project as a future oriented endeavour. Don't forget that the word "project" itself means "throw forth", from pro- "forth" + jacere "to throw". Empower the stakeholders to create the future.
- [Read more on how design thinking can reinforce future thinking.](#)



NEB TOOLBOX

Tools for your project

Tools for phase two. **EXPLORATION**

Backcasting

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(10 min)** The exercise begins with assessing the current state in the neighbourhood or area you are working on in your project based on the outcomes of the previous exercises. Summarise briefly what has been discussed so far and let participants share their insights, experiences, and observations to create a comprehensive understanding of the starting point. You can also prepare in advance. On the top of your worksheet write one of the main outcomes you want to achieve as agreed with the group. You may start the session by asking these questions: "How do you imagine this outcome will be materialised? How would it appear as a beautiful place?", "You are able to govern this city in the next few years, what did you do to transform this area?".
2. **(30 min)** Facilitates a brainstorming where participants imagine themselves in the desired future state and work backward to identify the necessary actions and milestones to reach that vision. Choose a specific moment, for example 2030, to have a concrete point of reference. Let the group freely brainstorm alternative pathways, strategies, and interventions that can bridge the gap between the present and the envisioned future. The ideas should be collected on sticky note and build a timeline. The focus should be on the milestones and achievements leading the community towards the future vision. Various scenarios are welcomed.
3. **(20 min)** Once the various pathways are generated the group organise, prioritise, and refine the identified actions and milestones. They consider factors such as feasibility, impact, resource requirements, and potential barriers to select the most promising and achievable actions. At this stage check carefully if the NEB values and working principles are integrated.
4. **(20 min)** Facilitate a discussion with visual recording of the timeline that integrates prioritised steps and actions. Iterate again and put on the timeline short-term, medium-term, and long-term actions. These visualisations serve as powerful communication tools to share the outcomes with all stakeholders, inspire further engagement, and mobilise support for co-implementation of the project.
5. **(20 min)** Summarise the results of this session by discussion mechanisms for monitoring and evaluation. It enables stakeholders to track the progress of the implemented actions, assess outcomes, and adjust if needed. Regular review sessions can be conducted to evaluate the effectiveness of the backcasting process, learn from experiences, and refine strategies as required.

NEB TOOLBOX

Tools for your project

Tools for phase two. **EXPLORATION**

Problem-solution tree analysis

CHALLENGE: Developing and defining your project you are facing a complex or problematic situation in which it is not clear where and how to (re)act. It might be helpful to trace back the causes to tackle them at the root. The problem-solution tree exercise is a valuable tool used in co-creation workshops to identify and address complex challenges. It provides a structured framework for participants to explore the root causes of a problem, generate potential solutions, and prioritise actions. This tool can also be used to strengthen the NEB dimension of your project and clearly define the ways to achieve concrete ambitions.

MAIN GOAL: You want to elaborate in an inclusive way a structured view of the causes of a problematic situation and allow the project community to take targeted actions to overcome obstacles and move on with your project. Focus on how the project reflects the NEB values and working principles. If you are struggling to align them, you will find the reasons why.

EXPECTED OUTCOMES FOR YOUR NEB PROJECT: Once the solutions addressing problems are prioritised and specific steps identified, allocate responsibilities for concrete project tasks, double check your timeline (you can refer here to the outcomes of the backcasting), and determine the necessary resources and support required for successful implementation. You can also allocate more time and discuss possible governance models or to establish indicators and metrics to track the progress and effectiveness of the implemented solutions.

DIFFICULTY: medium

TIME: 80 minutes

WHAT YOU NEED: blank sheet, pens

GROUP: small groups (5ppl), plenary

- Used in: Katerini, Nicosia, Pampilhosa
- Easy to adapt online on a collaborative board.
- Iterate and refine.
- Make this exercise more “local” and draw local species of the trees. You can even plant a tree at the end of this session!



NEB TOOLBOX

Tools for your project

Tools for phase two. **EXPLORATION**

Problem-solution tree analysis

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(5 min)** The exercise begins by clearly defining the problem or challenge that needs to be addressed. You can use the results of the previous discussion, for example the least developed building block or challenges identified in the backcasting.
2. **(15 min)** Divide the participants into smaller groups and let them collaboratively create a problem tree, which is a visual representation of the causes and effects related to the identified problem. The tree typically consists of a central problem statement at the root, branching out into various symptoms signalling problems. These branches can be further expanded to capture additional details and interconnected relationships.
3. **(15 min)** Back to plenary let the group analyse all trees. The problem tree serves as a foundation for conducting a root cause analysis. Participants analyse each branch of the problem tree to identify the underlying causes or systemic issues that contribute to the problem. They delve deeper into each branch, questioning the cause-and-effect relationships and seeking to understand the fundamental drivers behind the problem. Facilitate the discussion in a way to find common patterns.
4. **(15 min)** Once the root causes are identified, participants shift their focus towards generating potential solutions. They engage in brainstorming sessions to explore innovative and practical ideas that can address the root causes and alleviate the problem. All ideas, no matter how wild or unconventional, are welcomed and recorded.
5. **(15 min)** Participants use the generated ideas to create a solution tree, which is a visual representation of the potential solutions and their relationship to the identified root causes. Each branch of the solution tree represents a potential solution. Add sub-branches that capture additional details, feasibility considerations, or implementation strategies inspired by the New European Bauhaus. You can also translate the proposed solutions into concrete ambitions rooted in the values and working principles.
6. **(15 min)** The workshop participants collaboratively prioritise the potential solutions by considering various criteria such as impact, feasibility, resources required, and alignment with the desired outcomes and the NEB framework.

NEB TOOLBOX

Tools for your project

Tools for phase three. REFINEMENT

During the REFINEMENT phase of the New European Bauhaus project, stakeholders come together, fostering collaboration across a spectrum of fields. The central advantage lies in nurturing an inclusive, dynamic environment that becomes a breeding ground for creativity, resulting in innovative designs that seamlessly integrate aesthetics and sustainability. During this phase, you build upon the IDENTIFICATION and EXPLORATION phases' outcomes. Try not to repeat previous exercises in this phase and rather go into details to monitor the progress towards more inclusive, beautiful and sustainable places. Before you trigger this phase, you can also reflect how your project resonates with other initiatives in the area. Check other projects or programmes and try to establish links with various development strategies. Avoid "projectified" hotspots in the area and organise your project related activities in new places to strive for balance, distribution, and more equity. This is the future-oriented part of your project. You will refine the ideas and also use digital tools to check the feasibility and establish indicators for further activities, related projects or roadmaps.

Now, you are advanced with your project. The two main tools in this phase will help you to monitor the process, adjust it and still integrate other tools if needed. In addition to continuous consultation with the NEB Compass and learning from other projects, you can take advantage of benchmarking and analyzing the impacts of what you are doing with the stakeholders.



To ensure constant learning and improvement during this phase, integrate these to most effective tools in your workshop:

- **Assessment framework. Balancing co-creation towards NEB - additional tools based on experiences of all 20 projects** → offers a structured approach to evaluate and optimise the equilibrium between collaborative co-creation processes in your project and alignment with the New European Bauhaus values and working principles. **Key words:** [Co-creation - Alignment - Evaluation](#)
- **Reflexive monitoring tool (used in Nijar)** → enhances project efficiency by continuously evaluating and adjusting strategies. This iterative process strengthens project implementation and delivers better outcomes for stakeholders. It makes your project more future-proofed. **Key words:** [Continuous assessment - Feedback - Iteration](#)

To further enhance your project and mitigate risks, you can also leverage the following tools:

- **Risk assessment (used in Nijar, Sant Boi de Llobregat, Kutina)** → promotes a thorough risk assessment strategy, ensuring sustained project success by identifying and addressing potential risks. This approach strengthens the project's foundation and adds value for the community. **Key words:** [Mitigation strategies - Analysis - Designing priorities](#)

- **Benchmarking study (used in Cēsis, Nijar, Ajka, Ravne na Koroškem, Kalmar)** → optimizes project performance by comparing and adopting best practices, preferably from other NEB related initiatives of design projects related to green and just transformation. This process enhances project execution and generates superior results for stakeholders. **Key words:** [Inspiration - Synergy - Cooperation](#)
- **Level(s) - additional tool** → streamlines sustainability efforts by providing a common framework for assessing and improving the environmental performance of buildings. This standardised approach enhances sustainable construction practices and benefits both the environment and society. This is an online based tool. **Key words:** [Sustainability assessment - Building performance - Environmental impact](#)
- **Co-impact tool - additional tool** → synergizes efforts for maximum project effectiveness by fostering collaboration and shared outcomes. This is an online based tool. **Key words:** [Breaking down silos - Positive results - Networking](#)

NEB TOOLBOX

Tools for your project

Tools for phase three. REFINEMENT

Assessment framework. Balancing co-creation towards NEB

To help you refine the process, you can use the guiding questions below and repeat or add relevant tools before you finish your project. Remember that the tools can be applied in various ways and are not directly attached to the NEB values and working principles. This will give you more flexibility throughout the process. Still, some of them are more related to engagement, aesthetics, or environmental challenges. The NEB assessment framework was used in Nicosia and Katerini. We have adapted a more general approach here. In the future this tool could be replaced by the European Commission's NEB self-assessment tools (currently under development, expected in May 2024) and used to define precise criteria for funding instruments or the labelling of projects and outputs.

General vision and New European Bauhaus fitness check

How does the project align with the values and working principles of the New European Bauhaus initiative? GO TO → Alignment workshop on the NEB (optional).

Sustainability

Question	Your answer	Still open? GO TO TOOL
How does the project incorporate principles of the circular economy, resource efficiency, and sustainable design?		<u>Level(s)</u>
What strategies are employed to minimise waste, promote recycling, and reduce the project's environmental footprint?		<u>Co-impact tool</u>
How can the project contribute to the regeneration and restoration of natural ecosystems, biodiversity, and ecological balance?		<u>Building blocks</u>

NEB TOOLBOX

Tools for your project

Tools for phase three. REFINEMENT

Inclusion

Question	Your answer	Still open? GO TO TOOL
How can we ensure that a diverse range of voices and perspectives are included in the project's decision-making processes?		<u>Design citizens' fora and inclusive advisory boards for decentralised decision making</u>
How can we consolidate the ideas, insights, and feedback from stakeholders into a cohesive vision for the project's development?		<u>Benchmarking study</u>
How can the project facilitate transformative change, challenging conventional approaches and envisioning new paradigms for sustainable and inclusive design?		<u>Backcasting</u>

Beauty

Question	Your answer	Still open? GO TO TOOL
What strategies can be employed to inspire and motivate stakeholders, ensuring their enthusiasm and commitment to the place-based transformation?		<u>The empathy map</u>
How can we establish meaningful connections and collaborations between different stakeholders, building strong networks and partnerships to enhance the project's impact on the visual side of the built environment or product?		<u>Doodling architectural concepts</u>
How can we effectively integrate the ideas, insights, understandings of aesthetics and feedback from stakeholders into the project's planning and implementation processes?		<u>Tailored talks for social proofing of beauty and sustainability</u>

NEB TOOLBOX

Tools for your project

Tools for phase three. REFINEMENT

Multi-level engagement

Question	Your answer	Still open? GO TO TOOL
What strategies can be implemented to create opportunities for local participation and co-creation, fostering a sense of ownership and pride in the project outcomes?		<u>The participation ladder</u>
What mechanisms can be employed to promote cross-level knowledge sharing and learning, ensuring that insights and successes from local projects can inform higher-level policies and initiatives?		<u>Design citizens' fora and inclusive advisory boards for decentralised decision making</u>
What measures can be taken to ensure the New European Bauhaus project aligns with global sustainability goals and contributes to addressing global challenges, reflecting the project's commitment to broader planetary well-being?		<u>Reflexive monitoring tool</u>

Participatory processes

Question	Your answer	Still open? GO TO TOOL
How can we engage stakeholders through consultations to gather their feedback, insights, and perspectives on the project's objectives and proposed solutions?		<u>Tailored talks for social proofing of beauty and sustainability</u>
How can we foster collaborative co-development with stakeholders, inviting them to actively contribute to the project's design and decision-making?		<u>SWOT meets NEB</u>
What structures and support can be provided to facilitate effective self-governance and ensure that stakeholders have the resources and autonomy to drive the project's progress?		<u>Problem-solution tree</u>

NEB TOOLBOX

Tools for your project

Tools for phase three. **REFINEMENT**

Transdisciplinary approach

Question	Your answer	Still open? GO TO TOOL
How can we collaborate with experts from various disciplines to leverage their specialised knowledge and skills in crafting innovative solutions for the project?		<u>Sustainable business model canvas</u>
How can we encourage active knowledge exchange and interaction between different disciplines to foster a holistic understanding of the project's challenges and opportunities?		<u>Building blocks</u>
How can we transcend traditional disciplinary boundaries and explore unconventional approaches, ideas, and perspectives to push the limits of creativity and innovation?		<u>Senses walk for creative and inclusive place making</u>

NEB TOOLBOX

Tools for your project

Tools for phase three. **REFINEMENT**

Reflexive monitoring tool

CHALLENGE: You want to stay on track with your project. Still, it is difficult to structure the process in a systematic way. In the context of the New European Bauhaus project, a reflexive monitoring tool can be used to assess and evaluate the progress, impact, and effectiveness of the project's activities and initiatives. It emphasises learning and continuous improvement, enabling you with the stakeholders to gain insights and adjust their strategies and actions accordingly.

MAIN GOAL: The tool helps to gather relevant data and information related to the project's objectives and indicators. This could include quantitative data (such as energy consumption, waste generation, or biodiversity metrics) as well as qualitative data (such as stakeholder feedback, perceptions, and experiences).

EXPECTED OUTCOMES FOR YOUR NEB PROJECT: By implementing a reflexive monitoring tool in your co-creation workshop, the New European Bauhaus project fosters a culture of learning, affirmative evaluation, and adaptive management. It enables stakeholders to reflect on their actions, learn from experiences, and make data-informed decisions to enhance the project's effectiveness and ensure its alignment with the project's vision of sustainable and inclusive design in the urban or rural environment. It is also a great opportunity to monitor if your project integrates the NEB ambitions and secures a balance between social, environmental, and design aspects. The insights gained through reflexive monitoring would inform the identification of areas for improvement, the refinement of objectives, and the allocation of resources. The tool supports adaptive management, enabling stakeholders to respond effectively to changing circumstances and emerging opportunities.

DIFFICULTY: medium

TIME: 85 min

WHAT YOU NEED: [worksheet](#)

GROUP: individual work, plenary

- Used in: Nijar
- You can enhance this tool by the citizens' science approach, especially in data collection and evaluation of the indicators related to the environment. This participatory approach aligns with the project's emphasis on citizen-centred design and sustainability. Take a look at these apps: [eBird](#) or [MapNat](#) to enhance participation and life-centred orientation of your project. Reflect how the collected data might influence the reflexive monitoring tool and make it rooted in the local context.
- Learn more about the benefits of citizens' science - Dickinson, J.L., Shirk, J., Bonter, D., Bonney, R., Crain, R.L., Martin, J., Phillips, T. and Purcell, K. (2012). 'The current state of citizen science as a tool for ecological research and public engagement', *Frontiers in Ecology and the Environment*, 10, 291-297. DOI: [10.1890/110236](https://doi.org/10.1890/110236)



NEB TOOLBOX

Tools for your project

Tools for phase three. REFINEMENT

Reflexive monitoring tool

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(15 min)** Present this exercise and moderate a discussion with the stakeholders on the indicators important for the project. Use the outcomes from previous sessions where you discussed the indicators (eg. Biodiversity sensitive design, Benchmarking). Distribute surveys or semi-structured questionnaires templates.
2. **(15 min)** Analyse briefly what happened so far in the project, adding results of co-creative exercises and benchmark studies, as well data collected during the process. Try to identify trends, patterns, successes, challenges, and areas for improvement. This reflection and analysis process would involve comparing actual outcomes and progress against predefined targets, goals, or benchmarks. It would aim to identify both positive aspects to be celebrated and areas requiring adjustments or corrective actions.
3. **(20 min)** Ask the stakeholders to fill in the templates anonymously. Add also that they can add further questions to improve it and include areas where monitoring is still needed.
4. **(20 min)** Exhibit the survey or the questionnaires in the room and encourage the group to look and discuss all outcomes and comments. This will emphasise the learning and knowledge sharing. Facilitate the process by analysing ideas from the templates. Enable stakeholders to exchange insights, experiences, and best practices, fostering a collaborative environment for continuous improvement.
5. **(15 min)** Conclude with an idea on how to adapt the monitoring tool and how you can collaborate further. You can arrange another meeting in the future. After the session analyse the outcomes in more detail. Find a way to ensure transparent communication and inform the decision-making process with the results.

NEB TOOLBOX

Tools for your project

Tools for phase three. **REFINEMENT**

Risk assessment

CHALLENGE: Risk assessment is an essential component of project management, including New European Bauhaus projects. It involves identifying, analysing, and mitigating potential risks that could impact the successful implementation of the project.

MAIN GOAL: By conducting a risk assessment for New European Bauhaus projects, team members, stakeholders, and managers can proactively identify and mitigate potential risks, ensuring smoother project execution and successful achievement of project objectives. The inclusive approach promotes resilience, sustainability, and stakeholder satisfaction throughout the project lifecycle.

EXPECTED OUTCOMES FOR YOUR PROJECT: Maintain open communication with stakeholders, project team members, and authorities about the identified risks and mitigation strategies. Document the risk assessment process, including the identified risks, probability and impact assessments, mitigation strategies, responsible parties, and progress updates. This documentation helps ensure transparency, accountability, and learning for future projects. Regularly review and update the risk assessment as new risks emerge or existing risks evolve. Implement a system to track the progress of mitigation strategies and adjust them as necessary.

DIFFICULTY: high **TIME:** 120 min

WHAT YOU NEED: posters, colourful dots for voting, markers, pens, [worksheets](#)

GROUP: small groups and plenary

- Used in: Njar, Sant Boi de Llobregat, Kutina
- Iterate and refine.
- This is a challenging exercise that could be conducted in several steps. You can start to work with your team in advance and keep the co-creation and co-decision part for the workshop. Also, some steps can be conducted after the workshop with further online consultations with the stakeholders.



NEB TOOLBOX

Tools for your project

Tools for phase three. REFINEMENT

Risk assessment

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(15 min)** Introduce the objectives of this exercise for your NEB project. Begin by identifying potential risks that could arise throughout the project lifecycle. Consider various aspects, such as design and construction, funding, stakeholder engagement, regulatory compliance, and sustainability. Write the list down on a poster and encourage input from project team members, stakeholders, and experts to ensure a comprehensive list of risks. Try to keep this list short (up to 6 aspects) to make sure you can discuss all points.
2. **(20 min)** Evaluate together the likelihood or probability of each identified risk occurring. Use colourful dots to indicate the likelihood, such as low (green dot), medium (orange dot), or high (red dot). This assessment helps prioritise risks and allocate resources for mitigation accordingly.
3. **(20 min)** Divide the participants into small groups (as many as risks on your list). Let them determine the potential impact or consequences of each identified risk on the project. Assess the severity of the impact in terms of project timeline, budget, quality, stakeholder satisfaction, alignment with the NEB framework and overall project objectives. Assign a rating or scale to indicate the impact level, such as minor, moderate, or major.
4. **(20 min)** Analyse in a moderated discussion the outcomes of the group work. Also consider interdependencies and relationships among identified risks and adjust the results if needed.
5. **(20 min)** Prioritise with the group the identified risks based on their probability and impact ratings. Focus on risks that have higher probabilities and severe potential consequences. These prioritised risks require more attention and dedicated mitigation strategies.
6. **(15 min)** Discuss specific strategies to mitigate or manage each identified risk. These strategies should aim to reduce the probability or impact of the risk or create contingency plans to address the consequences. Consider preventive measures that are feasible in your region or alternative approaches to mitigate the identified risks. Regularly consult the NEB Compass for more inspiration.
7. **(10 min)** Depending on the outcomes, assign responsibility to individuals or teams for implementing the mitigation strategies. Ensure that sufficient resources in your project, including budget, time, and expertise, are allocated to effectively address the identified risks.

NEB TOOLBOX

Tools for your project

Tools for phase three. REFINEMENT

Benchmarking study

CHALLENGE: Implementation of sustainable, beautiful, and innovative actions within the project management process in an inclusive way might require adaptation of best practices from existing or already finished initiatives. Especially when it comes to the indicators. To address this challenge, a benchmarking study in a specific area could be conducted to compare and evaluate other NEB projects or inspirational examples from around the world.

MAIN GOAL: A benchmarking study is a systematic process of analysing other organisations, selected problems or common standards. It involves identifying best practices, areas of improvement, uncovering innovative approaches, and setting targets based.

EXPECTED OUTCOMES FOR YOUR PROJECT: The benchmarking study based on specific comparative approaches relevant for your project would identify initiatives that have effectively incorporated eco-friendly design principles, renewable energy solutions, green mobility, circular economy practices, innovative construction techniques or aesthetically pleasant revisions. It can also generate valuable data complementing benchmarking studies at a larger scale, enabling a more comprehensive understanding of the built environments and other habitat's challenges and opportunities. If you focus on other NEB related initiatives, you will easily achieve your prospective ambitions.

DIFFICULTY: high

TIME: 90 min

WHAT YOU NEED: access to internet and depending on the size of the group 2-4 laptops, you can also ask the participants to use their mobile devices to conduct a research

GROUP: medium groups (10 ppl) and plenary

- Used in: Cēsis, Nījar, Ajka, Ravne na Koroškem, Kalmar
- This tool can be also used internally by the project team. You can also do preliminary research first and consult the citizens when you already have various examples to compare and get inspired.



NEB TOOLBOX

Tools for your project

Tools for phase three. REFINEMENT

Benchmarking study

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(15 min)** Facilitate a discussion with the stakeholders to determine the specific focus area for the benchmark study, such as sustainable architecture, circular design, inclusive urban planning, green mobility, or innovative materials supporting beauty of built environment and other habitats. Focus on the specific areas you are missing indicators and evaluation criteria to assess the right progress of your project. Concrete examples of indicators could include: social inclusion (access to public facilities, transportation options, and community engagement), urban green spaces (factors such as park size, biodiversity, and maintenance levels), waste management (disposal practices, waste types, recycling rates, areas where waste management infrastructure needs improvement), air quality (monitoring and collecting data on air quality), resources consumption (monitoring of consumption patterns), aesthetic feelings (beautiful and ugly spaces as perceived by the community members).
2. **(45 min)** Moderate a session supported by experts from a research organisation. The participants will search for other NEB projects that could provide you with good examples of indicators in the areas you have selected. Make sure you have enough support from experts to facilitate this step or simplify by focusing e.g. on good practices only.
3. **(15 min)** Ask the groups to introduce the preliminary results of the benchmarking study. Provide participants with the opportunity to review and discuss the outcomes. Encourage participants to draw inspiration from other projects and inclusive methodologies to explore how the lessons learned can be applied to your own project. Note all answers for further discussion and reference.
4. **(15 min)** Facilitate a discussion around the benchmarked cases and data collection engaging citizens and elaborate a list of indicators for your project. Find a way to continue your cooperation with the community to integrate the plurality of voices and experiences.

NEB TOOLBOX

Tools for your project

Tools for phase three. **REFINEMENT**

Level(s)

CHALLENGE: Your project targets a transformation of a pre-existing building that performs badly in sustainability standards (like saving resources, reducing consumptions) or you are about to design a new building without knowing how to assess its environmental impact. You need a reliable solution and a tested tool that provides a systematic approach to measure and support improvements throughout the entire lifecycle of a building, from initial design to end of its first life.

MAIN GOAL: Level(s) is a digital tool that utilises the European framework for sustainable buildings to offer a comprehensive assessment of the sustainable performance of building environments. It caters to both existing and future buildings and serves as a common language for evaluating and reporting sustainability aspects. By using Level(s), individuals and organisations can easily apply circular economy principles in the built environment. It acts as a user-friendly entry point for integrating sustainability considerations into building design and operation.

EXPECTED OUTCOMES FOR YOUR PROJECT: You will have a clear overview on how the building environment foreseen in your project will perform in terms of sustainability in areas as such: air pollution, materials life cycles, use of water, adaptation and resilience to climate change, healthy and comfortable spaces. You will be able to integrate the NEB values and working principles, contributing to the wellbeing of the people living in the area. Take advantage of working with technical data in a participatory way. You can also include a transdisciplinary approach here and try to explain how beauty can be achieved through solid technical foundation, in addition supporting the environmental sustainability of the site.

DIFFICULTY: high

TIME: 80min

WHAT YOU NEED: access to the internet, an account on the EU portal

GROUP: experts or citizens guided by a facilitator

- Suggested by the TA experts.
- This is an online tool.
- You can use the results in the **Reflexive monitoring tool**.
- To use this tool, you will need a lot of specific data beforehand. You can use the tool with your core team, prefill the form and continue during the workshop or try to explain the indicators and use the tool together with the stakeholders. Remember that some information will be very “technical” and not accessible for some of the participants. Find the best way and invite experts to co-facilitate the implementation of the tool if needed.

NEB TOOLBOX

Tools for your project

Tools for phase three. REFINEMENT

Level(s)

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(10 min)** If you are going to integrate this tool in your workshop, begin the session by providing an overview of the Level(s) European framework for sustainable buildings. Explain that Level(s) is a voluntary reporting framework designed to assess and improve the sustainability performance of buildings throughout their life cycle. You need to register or log in with a valid EU account [here](#). Access the Calculation and Assessment Tool (CAT) [here](#) and follow the step-by-step instructions. Clearly define the objectives of the session for your NEB project.
2. **(30 min)** First create a project on the portal adding relevant information on your residential or office building. You need to specify the country and the climatic zone and add various information on the building. Collect them in advance to have all data handy. Once you have created your project, you can create an assessment, choose the indicators, complete the assessment by specifying 6 macro-objectives (Greenhouse gas and air pollutant emissions, Resource efficient and circular material life cycles, Efficient use of water resources, Healthy and comfortable spaces, Adaptation and resilience to climate change, Optimised life cycle cost and value). For each macro-objective you will need to specify the "level" of assessment (from conceptual design to in-use performance). In the next step you can add more details concerning your project and parameters.
3. **(20 min)** Continue by facilitating a brainstorming session on the obtained results. Remember to use clear and accessible language. Encourage participants to discuss the challenges the local community might face in implementing sustainable practices in building design and construction. Facilitate a discussion where participants can share their experiences, insights, and concerns related to the New European Bauhaus principles and the Level(s) framework. Ideally you will invite an expert to take part in the exercise who will be able to mediate between citizens and technical data, and answer questions.
4. **(10 min)** Guide the session towards identifying actionable steps for implementing the strategies and solutions developed. Discuss how participants can incorporate the Level(s) framework into their own residential buildings or advocate for its adoption in the entire city, neighbourhood, village.
5. **(10 min)** Conclude the workshop by summarising the key findings, insights, and how the obtained report will influence your further work. Emphasise the importance of continued collaboration and knowledge sharing among participants, and consider establishing a communication platform where you will inform the stakeholders about the further application of the obtained results.

NEB TOOLBOX

Tools for your project

Tools for phase three. REFINEMENT

Co-impact tool

CHALLENGE: You need to create a co-benefit assessment for your project. Various dimensions of your project such as social, economic, environmental, and cultural aspects need to be considered to design a reliable monitoring and evaluation plan for the entire process.

MAIN GOAL: CO-IMPACT, developed as part of the Connecting Nature Project, is a decision-support tool designed to assist project teams in creating impact assessment plans for their undertakings. Its primary goal is to simplify and streamline the process of establishing a baseline and impact assessment plan, making it accessible to anyone interested. The tool generates a comprehensive report that offers guidance on suitable methodologies based on the project's scale and characteristics. Using CO-IMPACT is an intuitive experience. Users are guided through a step-by-step process where they select their desired targets for their project.

EXPECTED OUTCOMES FOR YOUR NEB PROJECT: The outcome is a personalised plan for the project, which includes detailed descriptions of each selected indicator, the scientific evidence supporting its use, and recommendations for the appropriate methodology and instruments for measurement. You can adapt the indicators according to your needs and even broaden your previous scope with additional elements. Still, try to stay focused and don't complicate your idea. Remember that balance is one of the most important design pillars that directly correlates with the NEB values and working principles.

DIFFICULTY: low

TIME: 60 min

WHAT YOU NEED: access to the internet

GROUP: small group or plenary

- Suggested by the TA experts.
- This is an online tool.
- The Co-Impact tool can be applied during co-creation workshops for the New European Bauhaus project or separately to monitor the progress and prepare further workshops with the stakeholders.

NEB TOOLBOX

Tools for your project

Tools for phase three. REFINEMENT

Co-impact tool

HOW TO USE THIS TOOL: A STEP-BY-STEP GUIDE

1. **(10 min)** Go to the homepage of the Connecting Nature project and start to explore the Co-impact tool.
2. **(15 min)** Select benefits that you would like to achieve within your NEB project. You will start with the environmental benefits, including climate resilience, water management, greenspace management, biodiversity management, air quality, and place regeneration. Continue by selecting health and wellbeing benefits. Move on to the social cohesion benefits. Select economic benefits.
3. **(15 min)** Define your indicators. Based on your selected benefits, the tool will suggest you indicators. You can still decide which indicators you want to include in your analysis. Keep in mind the NEB values and working principles while selecting the indicators, for example “place attachment”, “empowerment” or “land use change and greenspace configuration” can clearly refer to the NEB. Add more indicators in the category “Participatory Planning and Governance”. They will strengthen your ambitions when it comes to inclusiveness and cooperation. Add the location of your project. Your tailored report is ready. You can consult further documents explaining the methodology.
4. **(20 min)** If you are using this tool together with your stakeholder during the workshop, facilitate a discussion to synthesise the outcomes. Should you use it with your project team between workshops, consult the report with the stakeholders at your earliest convenience. You can present it during the next workshop, citizens’ forum or share via email asking for feedback with a simple online survey tool (for example Google Forms - free of charge).

NEB TOOLBOX

Worksheets

Senses walk for creative and inclusive place making

Remember to use all your senses and note down what you see, smell, hear and feel during the walk.

Covered area:

FEATURES	CHALLENGES	OPPORTUNITIES

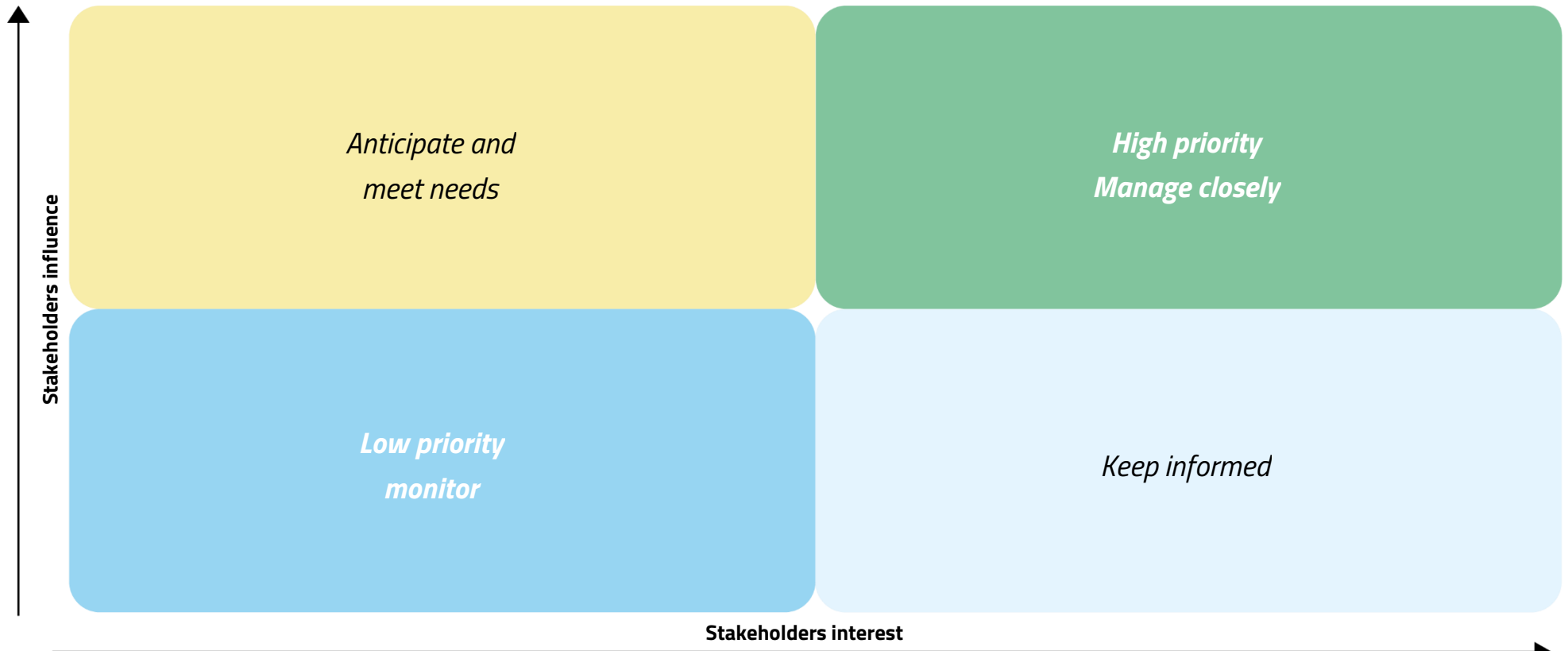
Whom did you meet? What did they say/think?

NEB TOOLBOX

Worksheets

Stakeholder mapping

Add the names of the stakeholders and reflect on the level of their interest in the project.



NEB TOOLBOX

Worksheets

Stakeholder mapping

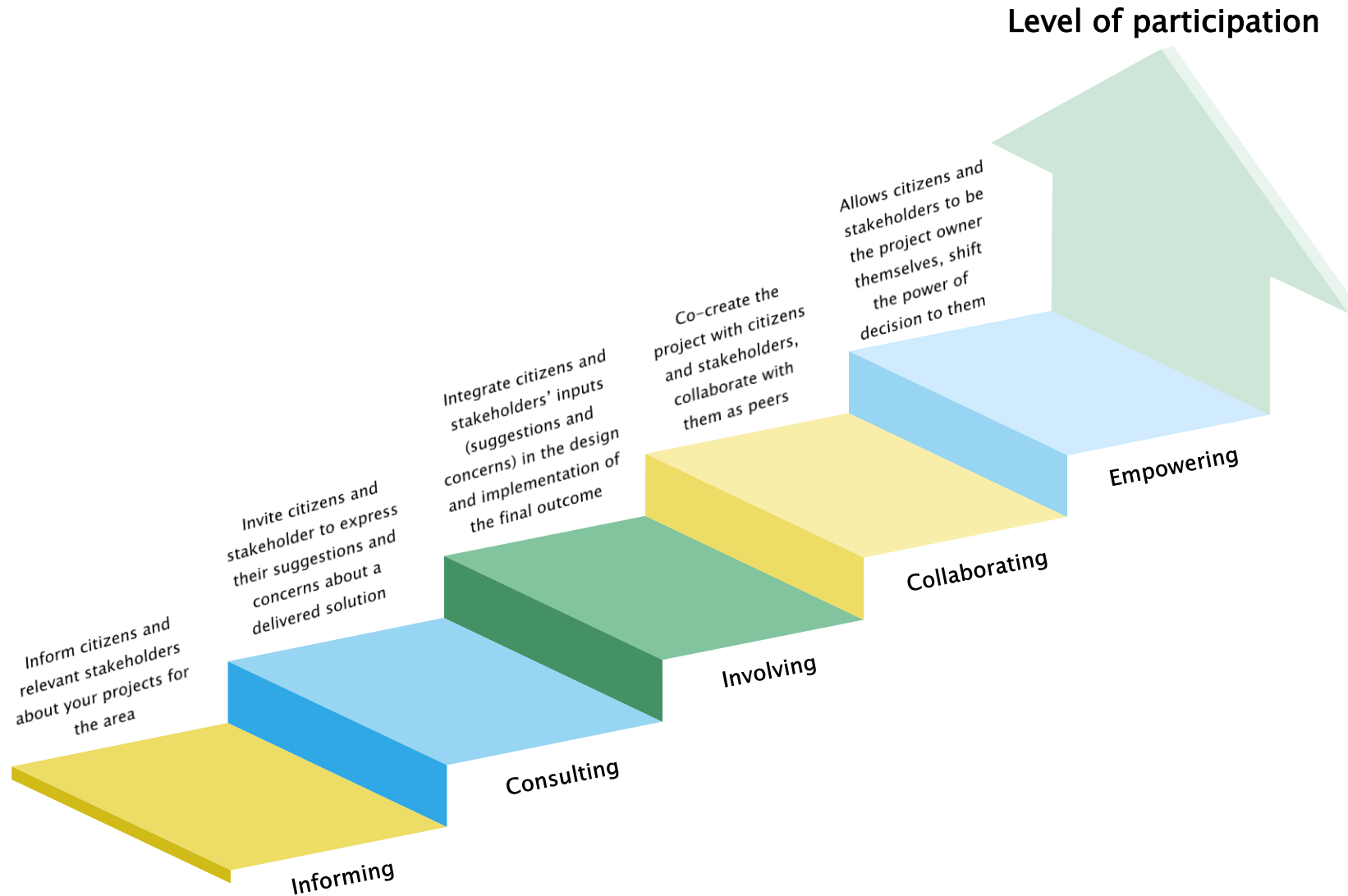
If you wish, add further notes on how the stakeholders are influenced by the project and what influence they have on the project.

STAKEHOLDER'S NAME	INFLUENCE BY THE PROJECT	INFLUENCE ON THE PROJECT

NEB TOOLBOX

Worksheets

The participation ladder

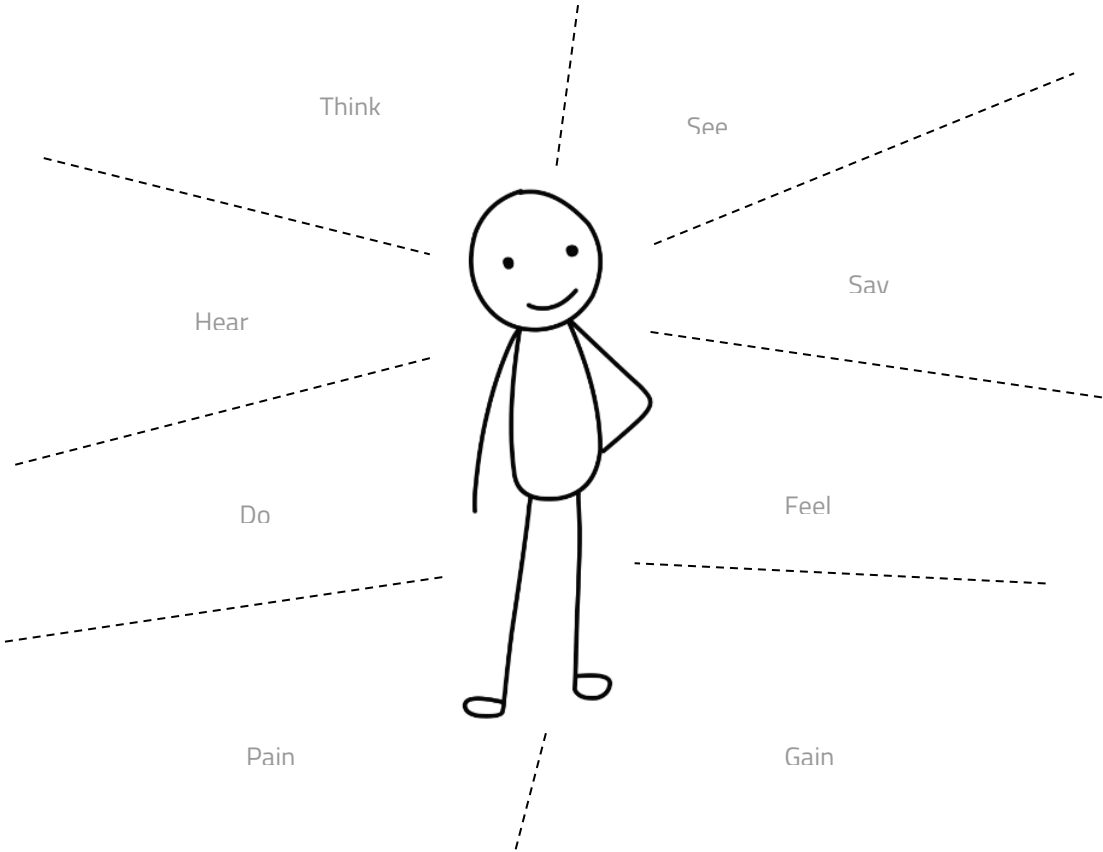


NEB TOOLBOX

Worksheets

The empathy map

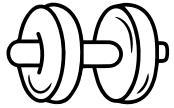
Name:



NEB TOOLBOX

Worksheets

SWOT meets NEB



STRENGTHS

Beauty:

Sustainability:

Inclusion:

Beauty:

Sustainability:

Inclusion:



OPPORTUNITIES

WEAKNESSES

Beauty:

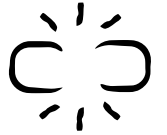
Sustainability:

Inclusion:

Beauty:

Sustainability:

Inclusion:



THREATS



NEB TOOLBOX

Worksheets

Sustainable business model canvas

Sustainable Business Canvas Project: _____

Date: _____



Key Partners	Key activities	Value propositions	Customer relationships	Channels
	Key resources		Customer segments	
Cost structure		Revenue streams		
Negative externalities		Positive externalities		

Credits: <https://www.sustainablebusinesscanvas.org/>

NEB TOOLBOX

Worksheets

Risk assessment

		SEVERITY OF THE IMPACT		
		Minor	Moderate	Major
PROBABILITY OF THE EVENT	Rare	LOW	LOW	MEDIUM
	Unlikely	LOW	MEDIUM	HIGH
	Likely	MEDIUM	HIGH	VERY HIGH

NEB TOOLBOX

Worksheets

Reflexive monitoring tool

Project name:

Date:

Data: fields pre-filled by the facilitator		Analysis: carried out by the participants		Reflection: carried out by the participants	
Project activities/ actions/initiatives	Identified indicators	Progress status	Impact	Obstacles	Solutions
List the activities/ actions/initiatives/ NEB values and working principles (e.g., focus on ambitions) that you want to be addressed by the participants	List the indicators (if any) attached to each activity/initiative/action/ initiative/ambition	Choose one option among: about to start, on-going, completed, stuck	What is the impact of this specific activity/ action/initiative/ambition so far? Choose among absent, low, medium, high	Reflect: what obstacle(s) slow down the activity/action/initiative/ambition and reduce its impact?	Reflect: what is a possible solution to overcome the identified obstacle(s)?
1.					
2.					
3.					
4.					
...					

NEB TOOLBOX

Various resources

ALIGNMENT WORKSHOP

[COM/2021/573 final](#) - Communication from the Commission to the European Parliament, the Council the European Economic and Social Committee and the Committee of the Regions, New European Bauhaus Beautiful, Sustainable, Together

COM(2023) 24 final - [Report from the Commission to the European Parliament](#), the Council the European Economic and Social Committee and the Committee of the Regions, New European Bauhaus Progress Report

Dimitrova, E., Lavenir, M-L., McMahon, P., Mürniece, B., Musso, S. F., Nagy, G., Rauhut, Ch., Rourke, G. D., Sciacchitano, E., Selfslagh, B. (2020). '[European Quality Principles for EU-funded Interventions with potential impact upon Cultural Heritage](#)', Revised edition November 2020.

European Union, [New European Bauhaus Compass](#)

[High-quality Architecture and Built Environment: A Political Goal](#). Architects' Council of Europe / International Union of Architects Region I

Report - A9-0213/2022 European Parliament - [Report on the New European Bauhaus](#)

[UBRACT Toolbox](#). A set of tools and resources to help you shape better cities

PHASE ONE: IDENTIFICATION

Alvelos, H., Barreto, S. (2022). 'Contributions towards a plurality in design narratives: Addressing dynamics between global and local discourses', *The Design Journal*, Vol. 25(6), 934-954, DOI: [10.1080/14606925.2022.2125731](#)

Arnstein, S. R. (1969) 'A Ladder of Citizen Participation', in *Journal of the American Institute of Planners*, Vol. 35, 4: 216-224.

Battarbee, K., Fulton Suri, J., Gibbs Howard S., [Empathy on the edge. Scaling and Sustaining a human-centred approach in the evolving practice of design](#). IDEO.

Bennett, J. (2010). *Vibrant Matter: A Political Ecology of Things*. Durham: Duke University Press.

Brown, S. (2015). *The Doodle Revolution: Unlock the Power to Think Differently*. New York: Portfolio/Penguin.

Kruger, C., Goyannes, R., Caiado, G., França, S.L.B., Quelhas, O. L. G. (2018), 'A holistic model integrating value co-creation methodologies towards the sustainable development', *Journal of Cleaner Production*, Vol. 191, 400-416, DOI: [10.1016/j.jclepro.2018.04.180](#).

Kuo, M. (2015). 'How might contact with nature promote human health? Promising mechanisms and a possible central pathway', *Frontiers in Psychology*, 6, 1093. DOI: [10.3389/fpsyg.2015.0109](#).

Meyers, W. (2018). *Bio Design. Nature, Science, Creativity*. New York: The Museum of Modern Art.

NEB TOOLBOX

Various resources

PHASE TWO: EXPLORATION

Bauhaus Earth. [Toward Re-Entanglement: A Charter For the City and the Earth](#).

Darbellay, F. (2015). 'Rethinking inter- and transdisciplinarity: Undisciplined knowledge and the emergence of a new thought style', *Futures*, Vol. 65: 163-174.

Dickinson, J.L., Shirk, J., Bonter, D., Bonney, R., Crain, R.L., Martin, J., Phillips, T. and Purcell, K. (2012). 'The current state of citizen science as a tool for ecological research and public engagement', *Frontiers in Ecology and the Environment*, 10, 291-297. DOI: [10.1890/110236](#)

Downs, T.J. (2018) 'An Integrative Socio-Technical Enterprise Approach to Urban Design/Planning for Sustainable Development', *Open Journal of Civil Engineering*, Vol. 8: 183-204. DOI: [10.4236/ojce.2018.82015](#).

Hassenforder, E., Smajgl A. & Ward, J. (2015). 'Towards understanding participatory processes: Framework, application and results', *Journal of Environmental Management*, Vol. 157: 84-95. [10.1016/j.jenvman.2015.04.012](#)

Joyce, A., Paquin, R.L. (2016). 'The triple layered business model canvas: A tool to design more sustainable business models', *Journal of Cleaner Production*, 135, 1474-1486.

Klein, J.T. (2014). 'Discourses of transdisciplinarity: Looking Back to the Future', *Futures*, Vol. 63, 68-74.

Lupton, E. (2017). *Design is Storytelling*. Thames & Hudson.

Pera, R., Occhiocupo, N., Clarke, J. (2016). 'Motives and resources for value co-creation in a multi-stakeholder ecosystem: A managerial perspective', *Journal of Business Research*, Vol. 69 (10), 4033-4041. DOI: [10.1016/j.jbusres.2016.03.047](#).

Phdungsilp, A. (2011). 'Futures studies' backcasting method used for strategic sustainable city planning', *Futures*, Vol. 43 (7), 707-714, DOI: [10.1016/j.futures.2011.05.012](#).

Stickdorn, M., Schneider, J. (2014). *This Is Service Design Thinking: Paperback edition: Basics, Tools, Cases*. BIS Publishers.

PHASE THREE: REFINEMENT

Dodd, N., Cordella, M., Traverso, M. and Donatello, S., Level(s) – A common EU framework of core sustainability indicators for office and residential buildings: Part 3: How to make performance assessments using Level(s) (Beta v1.0) , EUR 28898 EN, Publications Office of the European Union, Luxembourg, 2017, ISBN 978-92-79-76907-8, doi:10.2760/95143, JRC109286.

Dunne, A., Raby, F. (2013). *Speculative Everything. Design, Fiction, and Social Dreaming*. Cambridge: The MIT Press.

Fry, T. (2014). *City Futures in the Age of a Changing Climate*. Routledge.

Fry, T. (2013). *Becoming Human by Design*. Bloomsbury Academic.

Gabrys, J., Pritchard, H., & Barratt, B. (2016). 'Just good enough data: Figuring data citizenships through air pollution sensing and data stories'. *Big Data & Society*, Vol. 3(2). DOI: [10.1177/2053951716679677](#).

Huemann, M., Silvius, G. (2017), 'Projects to create the future: Managing projects meets sustainable development', *International Journal of Project Management*, 35(6), 1066–1070. DOI: [10.1016/j.ijproman.2017.04.014](#).

Karrbom Gustavsson, T. Hallin, A. (2015). 'Goal seeking and goal oriented projects – trajectories of the temporary organisation', *International Journal of Managing Projects in Business*, Vol. 8 No. 2, pp. DOI: [10.1108/IJMPB-03-2014-0027](#)).

NEB TOOLBOX

PART II. Complementary material:
20 placed-based projects as areas of
implementation of the tools

NEB TOOLBOX

Towards a new art center in Gabrovo, the hometown of artist Christo

Christo and Jeanne-Claude Center, Gabrovo (BG, 51,881 inhabitants - 2021)

The municipality in Gabrovo aimed at transforming a former textile school building into an inclusive art center honouring the Gabrovo-native and world-renown artist Christo and his wife and artistic partner Jeanne Claude. The project addressed local and global social challenges through artistic lens, cross-disciplinary sustainable and future-oriented solutions.

The project needs revolved around establishing a clear governance structure to include perspectives represented by various stakeholders. Additionally, the tools used supported the definition of potential sustainability strategies for the building and the development of an architectural brief.

The Technical Assistance team supported the project owner in developing a future-oriented vision, sustainable business model, and modern governance structure. The team also provided support for the development of an architectural competition. An initial architectural brief was created based on the immersion visit and discussions with the project owner. It outlines sustainable renovation solutions, preservation of aesthetic elements, utilization of natural surroundings, and steps to make the space more attractive and inclusive.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, Sustainable Business Model Canva



Credits: Rosina Pencheva

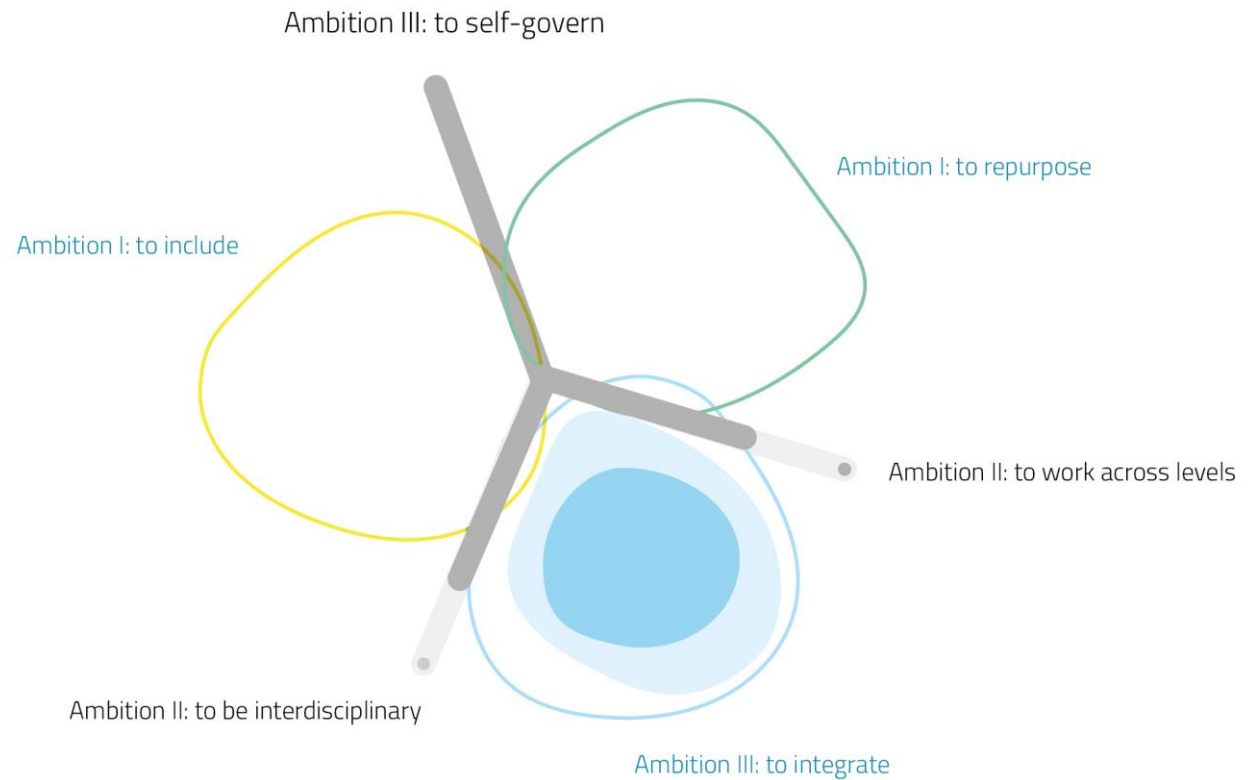
NEB TOOLBOX

Lesson learnt:

“The NEB is grounded in three guiding values and three working principles. While the values constitute an aspiration to strive towards, the working principles offer a pathway to achieve them. They mutually reinforce each other and together they set the approach and orientation of any veritable NEB project.”

Margarita Dorovska, Project Team Member

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Revitalisation of the "TUP" Carbon Graphite and Electrical Contact Products Factory

City of Dubrovnik (CRO, 115,564 inhabitants, 2021)

The city of Dubrovnik set out to transform the "TUP" Factory for Carbon Graphite and Electrical Contact Products into a social and cultural incubator. Their goal was to create a space that promotes local creative ideas, fosters coexistence between the local community and tourists, and implements the concept of self-sustainability. They aimed to achieve this through a transdisciplinary approach, while preserving the unique spatial sensory experience within the context of "heavy industry."

The project required the identification of a clear, concrete, and innovative vision for the factory. The team needed to identify strategic stakeholders and establish a sustainable governance structure to ensure the success of the project. Additionally, there was a need to develop a business model that would ensure the long-term sustainability of the project. Architectural recommendations were also sought to preserve aesthetic elements, utilize the natural surroundings, and make the space more attractive and inclusive.

The Technical Assistance team facilitated dialogue with various stakeholders involved in the early stages of the TUP Hub. This included existing tenants, the TUP multidisciplinary team, TUP management, and the project owner. Through the use of the Sustainable Business Model Canvas, their goal was to develop the business model and governance structure of the Hub, ensuring alignment with NEB values and principles while securing long-term financial sustainability. This required careful consideration of different voices and interests.

TOOLS USED

The participation ladder, Sustainable business model canvas



Credits: Municipality of Dubrovnik

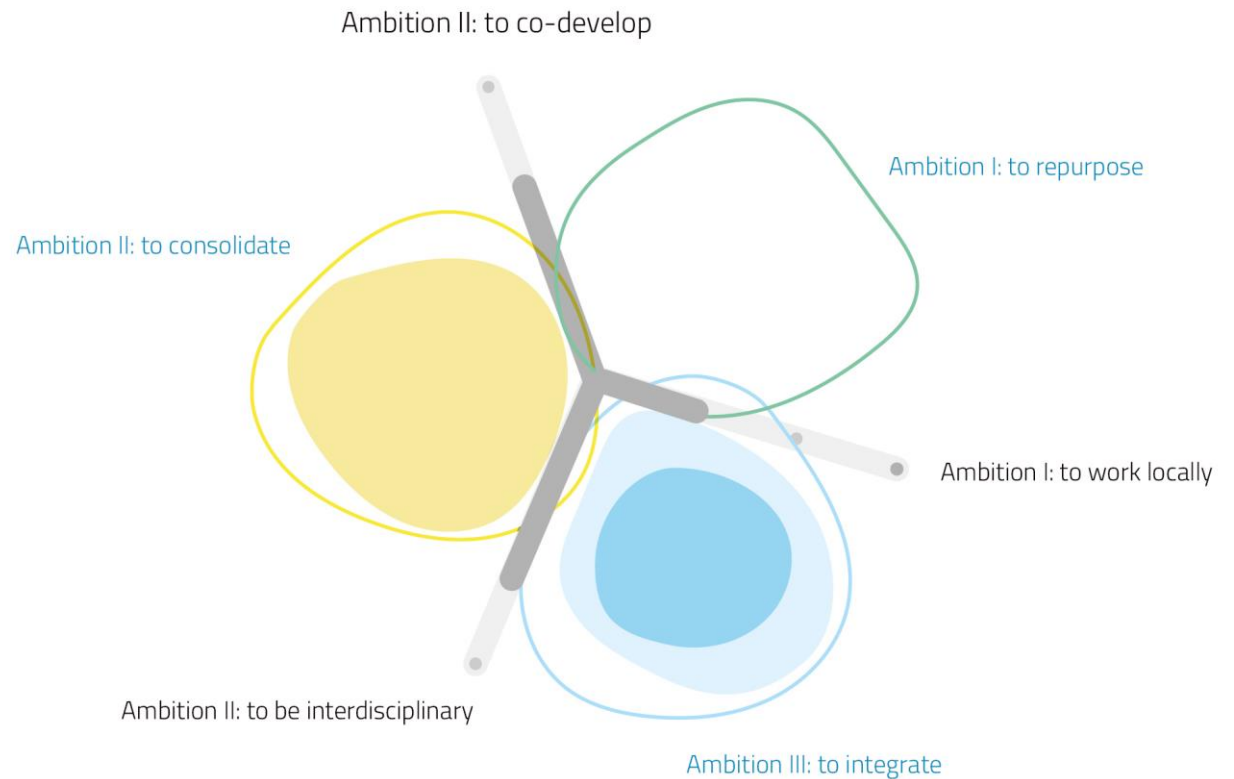
NEB TOOLBOX

Lesson learnt:

"This project has facilitated the consolidation of our transdisciplinary team's concepts, equipping us with the necessary resources to construct a pragmatic roadmap. We have upheld the intrinsic local vision, ensuring the establishment of a viable and enduring framework for the new urban cultural and social incubator which will be deeply rooted in its commitment to enhancing the well-being of residents, fostering social inclusivity, and cultivating harmonious cohabitation between the local community and visitors alike."

Luna Polić Barović, Project Owner

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Step by Step to sustainable inclusion- upgrade of the Roma settlement to be fully infrastructurally equipped, resilient sustainable

Roma settlement, Kutina (CRO, 19,601 inhabitants, 2021)

The city of Kutina, in Croatia, aimed to renovate its Roma settlement to tackle spatial segregation and foster the area's integration with the rest of the city. The overall goal was to strengthen local participation and find the right inclusion strategy for the Roma community.

Strengthening inclusion, communication, partnership, and active cooperation was a fundamental matter. While the project needed to identify a suitable business model and legal framework for land transfer, there was also a clear aim to conceptualize a sustainable network of green and communal infrastructure elements.

The Technical Assistance experts addressed key areas related to the future implementation of an urban development plan in an area inhabited by the Roma community. The experts provided advice on implementing sustainable networks of green and communal infrastructure. They also focused on social inclusion to ensure buy-in and a feeling of ownership among the local population. A policy paper was developed for the joint creation of a local platform for integrated urban development in the Roma community. The support also included guidance on fair land ownership transfer, legalizing informal settlements, and funding opportunities. These activities were informed by meetings and discussions with stakeholders and detailed in the NEB roadmap.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, Risk assessment.



Credits: Aleksandar Vicko

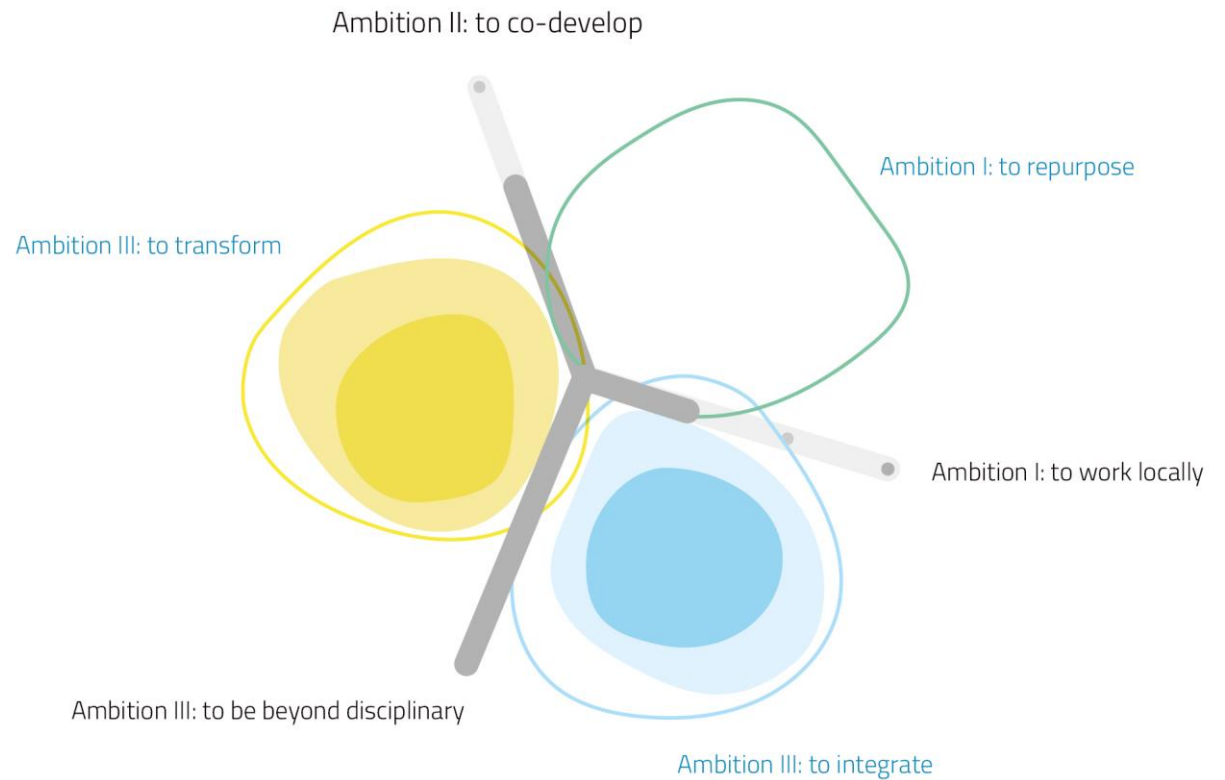
NEB TOOLBOX

Lesson learnt:

"The new European Bauhaus helped us, first of all, to involve different stakeholders and consult the entire process of transformation before making decisions, it helped us come up with new ideas on how to improve the Roma settlement and the Roma community, which will aim to have a long-term impact both on the Roma community and on the rest the majority of the population and generally the health of their common and happy life."

Ana Marija Benčić, Project Owner

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

LEDSROAR - Ledras and Onasagorou : Regeneration of pedestrian streets and restoration of building facades

Ledras and Onasagorou, Nicosia (CY, 350,824 inhabitants, 2021)

The municipality of Nicosia faced abandonment and degradation in the two pedestrian areas of Ledras and Onasagorou. The local project team aimed at improving living conditions by building on the soundness, safety and sustainability of buildings and streets, raising awareness of owners concerning improvement of safety conditions, energy efficiency, use of Renewable Energy Sources (RES) and sustainable materials, while enhancing the sense of place and community.

The project needed regeneration of pedestrian streets and building facades. Stakeholder mapping, identifying needs and constraints, ensuring involvement and engagement were necessary activities, as well as training on greenery, materials, and smart city applications. Additional funding and improved communication to the public were also required.

The Technical Assistance experts found a local team with a clear vision and solid architectural knowledge. They supported the project owner in involving stakeholders in a street refurbishment project. Provided activities included various trust and dialogue building activities. Socio-economic and environmental indicators were presented for project alignment with NEB values. Furthermore capacity-building materials were created for officials and building owners, and funding options were discussed to design inclusive models of future usages.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, Problem-solution tree analysis, SWOT meets NEB



Credits: Athina Papadopoulou

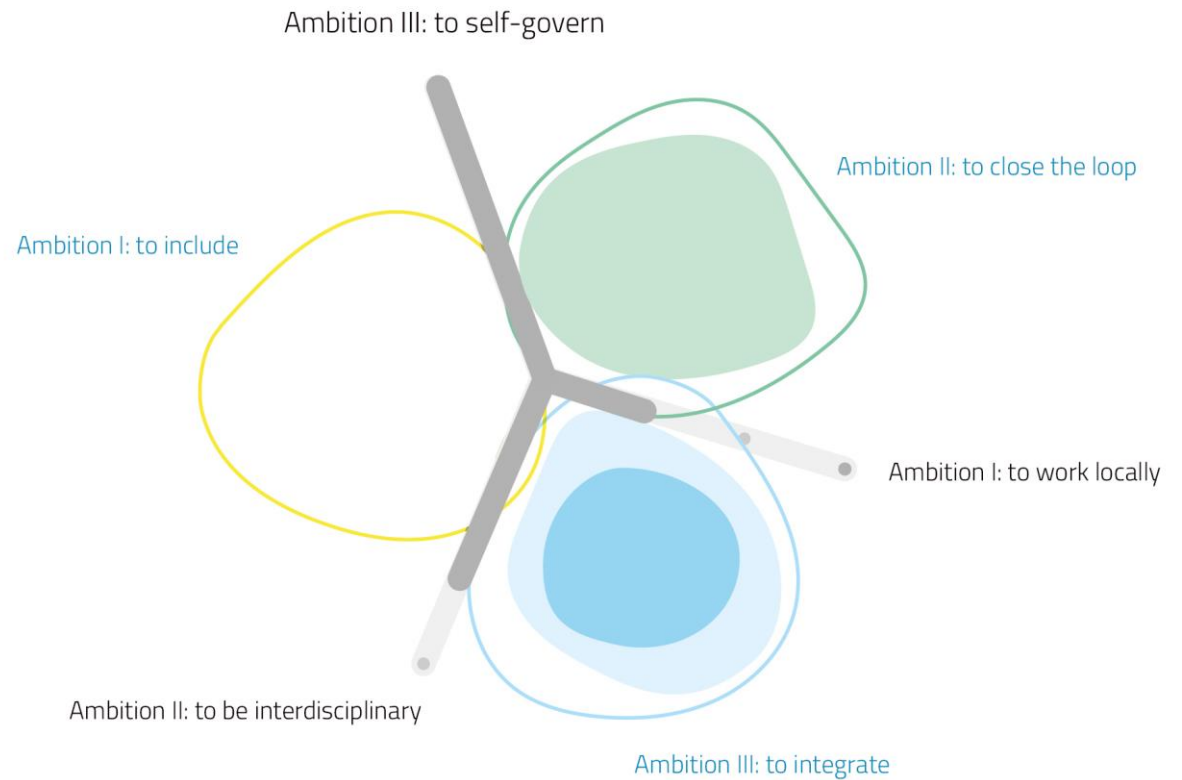
NEB TOOLBOX

Lesson learnt:

"NEB helped us by providing a robust framework and the tools to co-create a vision and ambition for our project together with local stakeholders."

Sotiroula Thoma and Athina Papadopoulou, Project Owners

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Vridsløse – a new sustainable neighborhood in the heart of Albertslund, taking the past into the future

A former prison complex, Albertslund (DK, 27,530 inhabitants, 2023)

The municipality of Albertslund aimed to transform Vridsløse, a former prison complex in the heart of the municipality into a new liveable and green neighborhood, providing high living standards and a new sense of belonging for its residents.

The goal of the project was to attract and retain new residents, enhance sustainable lifestyles, and create a vibrant natural environment between buildings. It aimed to harmonize with the rest of the city in terms of urban nature, climate ambitions, mobility, cultural and social offerings. Additionally, there was the need to engage in a constructive dialogue with the developer to influence the local plan in an inclusive way.

The Technical Assistance experts helped the local project team to develop a plan for a sustainable neighborhood by improving walkability, reducing car transport, and promoting greening. They assessed commitments and design solutions under the existing masterplan. At the building scale, experts developed carbon, material, energy, and waste solutions. A specific focus was given to the creation of an innovative approach to assess local biodiversity. The team compiled a handbook of best practices for biodiversity assessment to foster sustainable transformation. Community interaction was also emphasized, with a concept for residents to share everyday items as part of the local identity and understanding of beauty.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion



Credits: Sara Nardi

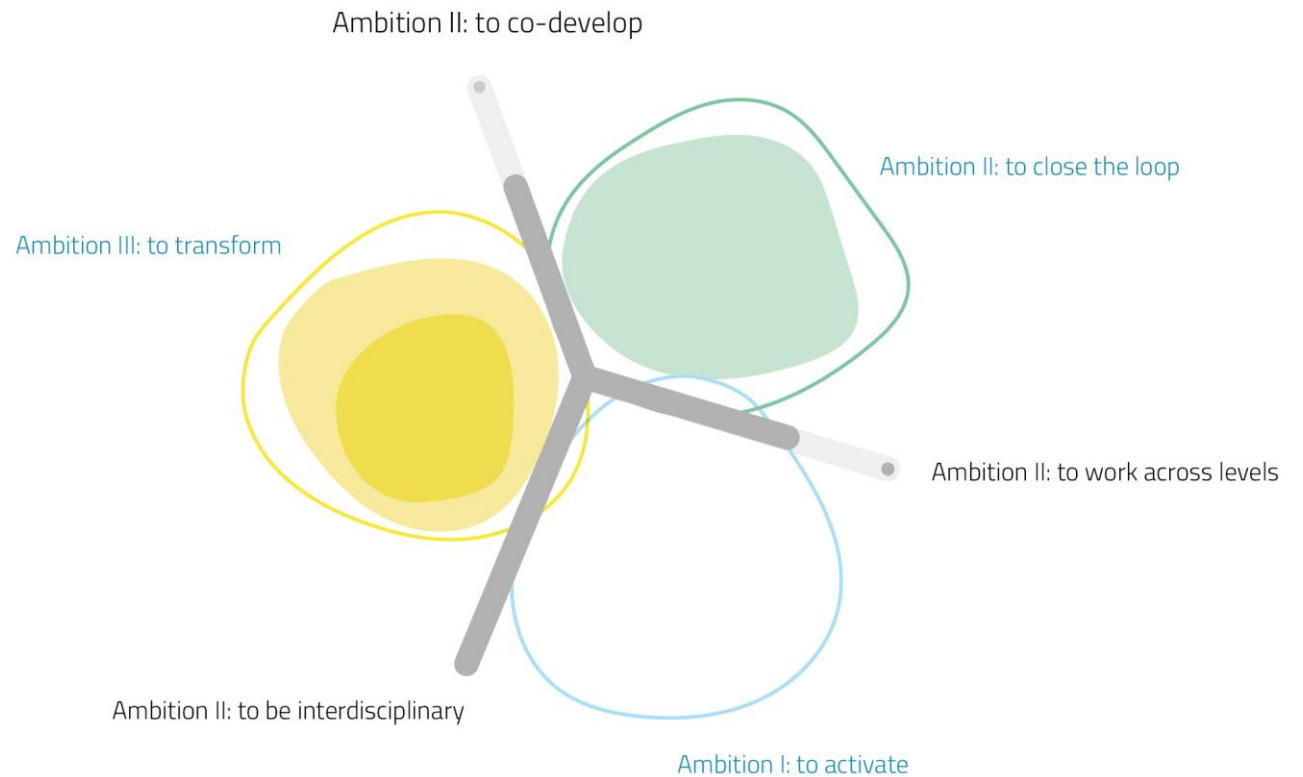
NEB TOOLBOX

Lesson learnt:

"The NEB approach started a new transformation in the municipality that will bring us in closer dialogue with new sets of stakeholders when we have to take important decisions like how to integrate more and better nature in new neighbourhoods. In this specific case, we developed a multidisciplinary method that not only allows us to better design new neighbourhoods that are biodiverse, beautiful and inclusive but also measure how biodiversity, aesthetics and inclusiveness are performing over time."

Sara Nardi, Project Coordinator

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

The Urban Powerhouse- turning an abandoned power plant into a sustainable platform for human encounters, art & culture, municipal services, retail and affordable housing

The Urban Powerhouse, Riihimäki (FI, 28,349 inhabitants, 2022)

The city of Riihimäki, in Finland, wanted to redevelop an abandoned power plant into a sustainable platform for social and creative activities. In doing that, the goal was to requalify the area along the New European Bauhaus values. There was a strong will for the re-use of spaces and materials for the revitalization of the existing heritage, as well as strengthening the local identity and city's profile as a distinctive cultural and business environment.

The project required the preservation and transformation of existing buildings to prevent deterioration and make them valuable assets. The main objective was to establish a clear vision for the Urban Powerhouse, considering sustainable renovation solutions, the preservation of aesthetic elements, and the utilization of natural surroundings.

The Technical Assistance aimed to engage people in defining a vision for the site and its future functions. This included creating plans to bring life to the building, based on existing studies and a livability analysis. Through workshops and a survey, a vision was created involving over 60 participants. Structural engineering studies were conducted to identify priorities for transforming the building, considering sustainability and aesthetics. Two functional scenarios were developed to guide concept selection, with the Technical Assistance team providing recommendations on their NEB potential.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, Backcasting



Credits: Kristian Keinänen

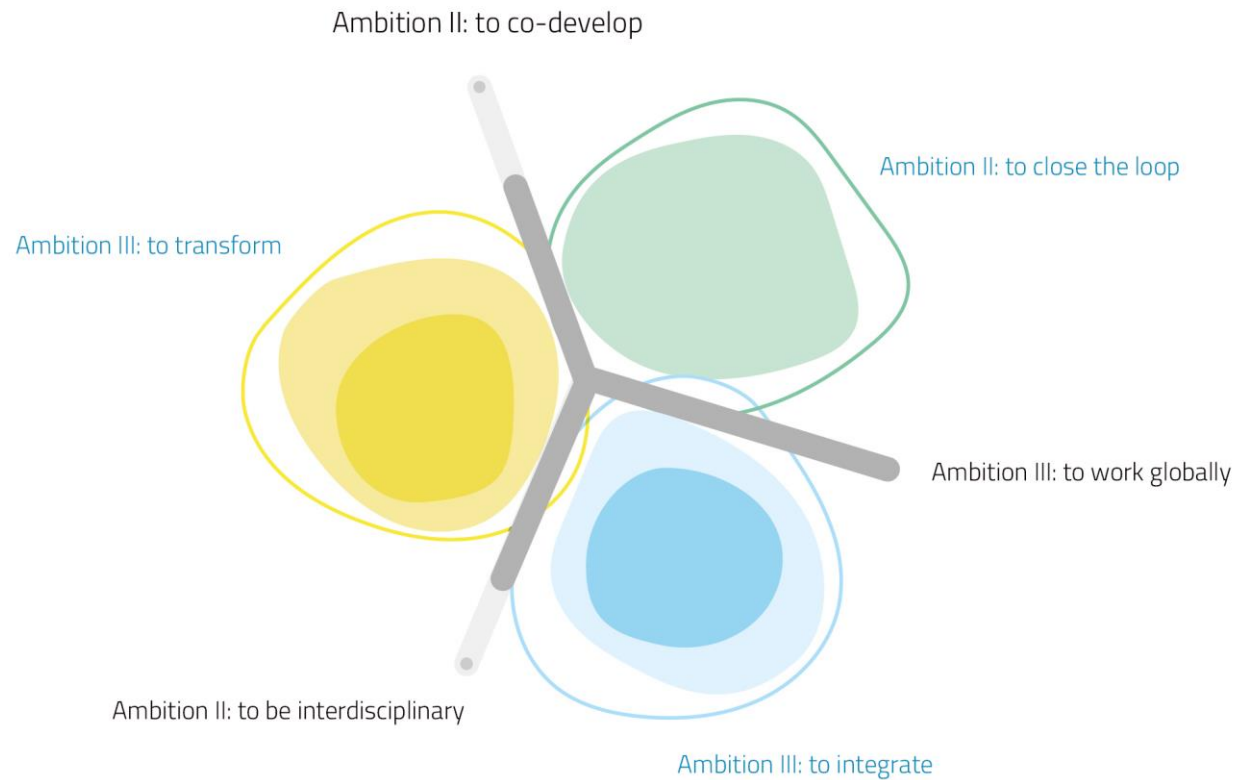
NEB TOOLBOX

Lesson learnt:

"NEB helped us to understand, crystallise and visualise the options we had for turning the old power plant of our city into the "Urban Powerhouse" -- a living room for our citizens."

Kristian Keinänen, Head of Strategic Enterprises, City of Riihimäki

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Innovation Campus Project, 3.5 ha site for creation, training, entrepreneurship and organization of cultural and social events

Communauté de Communes du Bassin de Pompey (FR, 41, 233 inhabitants, 2022)

The Communauté de Communes du Bassin de Pompey initiative is anchored in a historical area once home to a steel research lab. The site required requalification to host an Innovation Campus, a future hub of industry, training, art, and culture while preserving its historic value.

To ensure the success of the project, there was a need to transition from a theoretical approach to a pragmatic approach that combined ambition and feasibility. This involved actively engaging stakeholders and dynamizing their participation throughout the project. Additionally, the regeneration of polluted soil was crucial to create a sustainable and healthy environment. By addressing these needs, the project could move forward with a practical and impactful strategy.

The Technical Assistance included preliminary work on refining the project's vision. It focused on expanding the scope of inclusive dialogue, connecting to users' needs, and integrating a multiscale territorial analysis. A new vision was discussed and validated with stakeholders. This resulted in a set of possible NEB inspired actions, ranging from activation of various groups to designing plans for modern infrastructure, which can be phased according to available budgets and stakeholder commitments. The final NEB roadmap incorporates the priority future oriented actions selected at the end of the assistance.

TOOLS USED

The participation ladder, Tailored talks for social proofing of beauty and sustainability



Credits: Mohammed Oussama Amimi

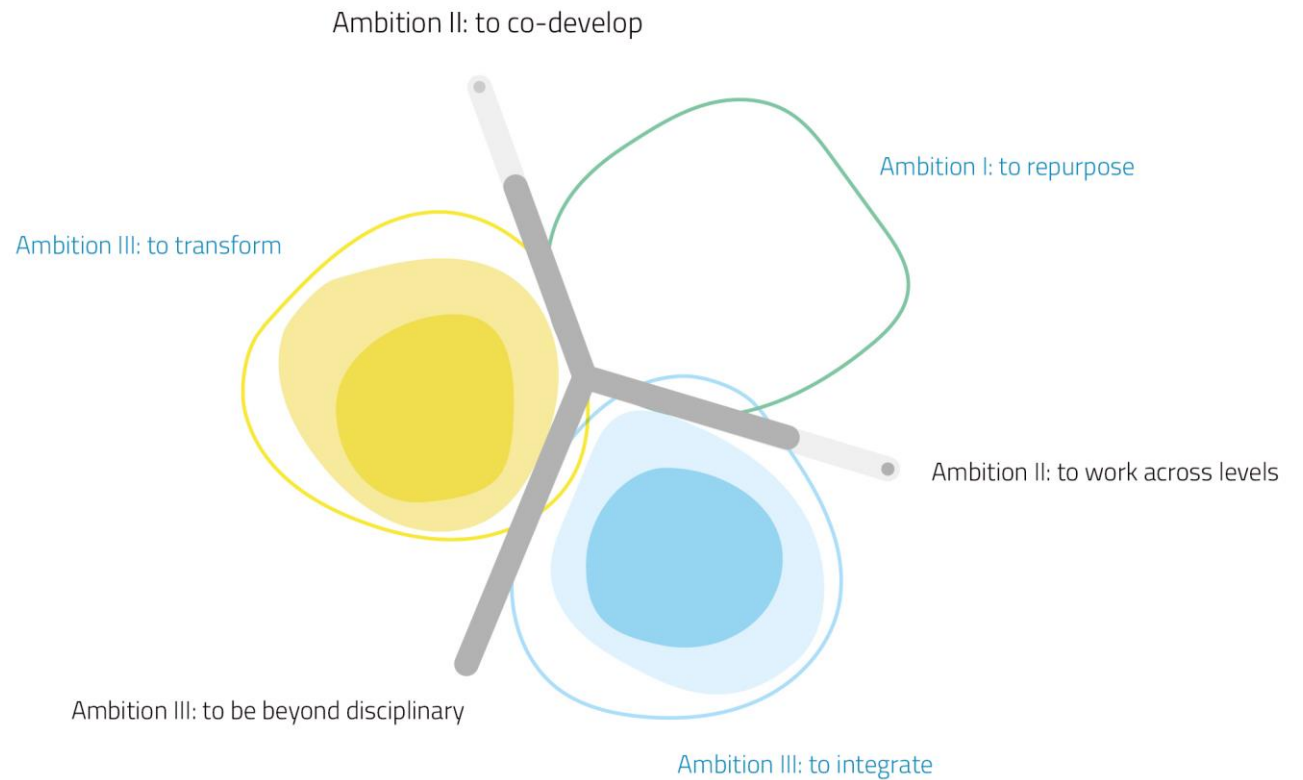
NEB TOOLBOX

Lesson learnt:

"The NEB was pivotal in steering our project, aiding in transforming our broad ambition into concrete actions, and enhancing stakeholder engagement. The main challenge was transitioning to true co-ownership following collaboration with the University of Lorraine. NEB's assistance helped structure our intentions, making it easier for stakeholders to understand the project and transforming theoretical intentions into feasible actions."

Mohammed Oussama Amimi, Project Owner

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Rural Patterns- re-designing the urban space of the city's center through extended water permeable paving systems, natural materials and natural elements

Municipality of Katerini (GR, 82,892 inhabitants, 2021)

The Municipality of Katerini aimed to redesign the historical city center and to create a new urban identity, building on extended water-permeable paving systems, natural materials, natural elements such as trees, rainwater, and sunlight. Katerini's ambition is to turn into a contemporary, viable city with a new sustainable identity.

The project required the identification of new funds to implement the investments and financial plan. Additionally, there was a need for the recognition of architectural details and their integration into the revitalization efforts. A core issue of the project was to identify the needs, ideas, and proposals of selected target groups to ensure their perspectives were considered in the project's development.

The Technical Assistance contributed to refining the architectural vision of the municipality of Katerini. The experts provided a handbook of specific implementation ideas for the envisioned elements, such as paving techniques and bioclimatic use of trees. Stakeholder engagement was emphasized through the use of the tools below, including a public event and discussions with various stakeholders. Socio-economic and environmental indicators were presented to ensure alignment with NEB values. Capacity-building materials on green procurement and a funding database were also provided.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, SWOT meets NEB



Credits: Vasileios Latinos

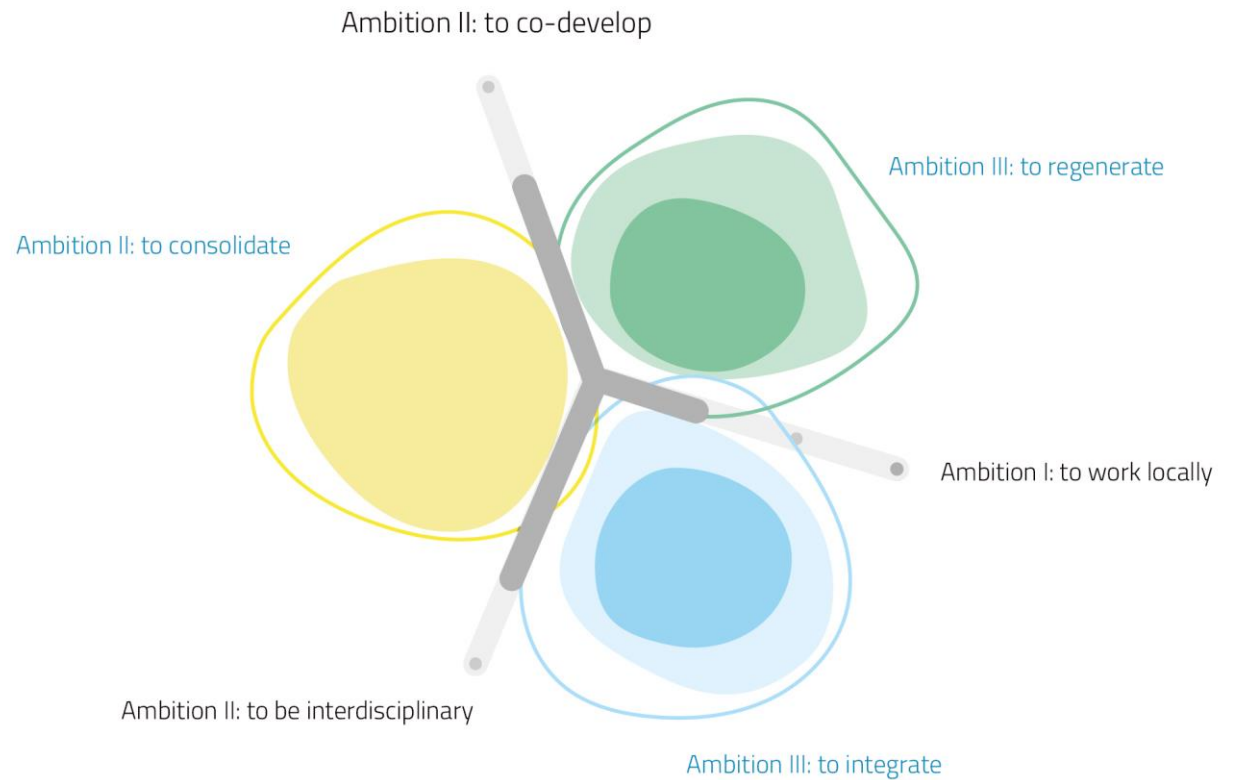
NEB TOOLBOX

Lesson learnt:

"NEB helped us mainly by training us in the consultation and engagement of all stakeholders before the final design of the project. That is, we are learning the bottom-up approach in making decisions concerning the entire city, respecting the needs, wishes, and vision of the citizens. Taking into account their opinion, the implemented project will be a product of co-creation and thus common acceptance."

George Ntantamis, Deputy Mayor

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Krypton House - a first class innovative creative-industrial, multicultural, smart & sustainable centre of experience from the first Krypton factory situated in a brownfield area

Centre of Multicultural Experience (COME), Ajka (HU, 36,468 inhabitants, 2022)

The municipality of Ajka wanted to transform a former krypton-filled light bulb factory into a place for cultural and artistic expression. The main goal was to develop an energy efficiency strategy for the building in the spirit of the NEB.

The needs for the project included benchmarking different energy strategies, engaging local stakeholders and strategic business partners, and establishing a project management structure and partnership.

Therefore, the Technical Assistance programme focused on developing energy concepts, stakeholder engagement, and providing EU funding advice. The goal was to ensure sustainability, address Heating, Ventilation and Air Conditioning (HVAC) needs, and make the Krypton House valuable to organizations and individuals. This process helped define the vision, prioritize activities, and develop business considerations through the Sustainable business model canvas. The project vision was assessed in relation to the NEB compass, with a focus on aesthetics and inclusion.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, Sustainable business model canvas, Benchmarking study



Credits: József Bánhelyi

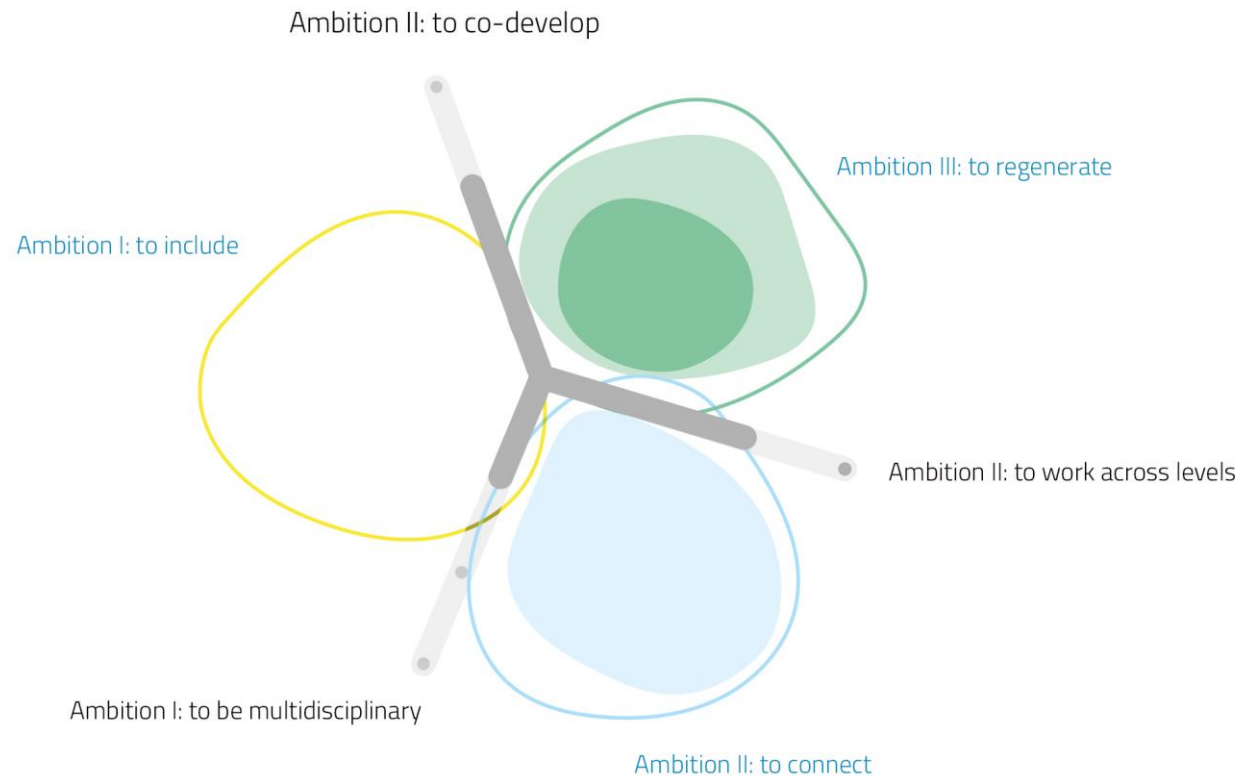
NEB TOOLBOX

Lesson learnt:

"The NEB helped us to find the better solution for the brownfield building reconstruction regarding the energy efficiency and requirement of the Taxonomy Regulation of the EU. Furthermore, the NEB co-operated with us in the planning process of stakeholder engagement and the preparation of business development and organisational considerations for the Krypton House project."

Dr. Péter Szegvári, External Expert

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Furniture and Lacework Widespread Museum (FULAWIM)

Cantù, (ITA, 39,715 inhabitants, 2023)

Cantù aimed to bring the municipality's history and traditions back in the spotlight through the creation of a Furniture and Lacework Widespread Museum. Thus, enhancing and preserving the productive and cultural traditions of the territory, the goal was to upgrade the architectural heritage and foster social cohesion, environmental sustainability, and tourist, cultural, as well as commercial attractiveness.

The project had several needs, including the definition of a long-term vision to guide its development. Additionally, there was a need for the restoration and re-use of built heritage to preserve historical elements and promote sustainable practices linked to this. Lastly, the project required the creation of a new governance model to ensure effective management and decision-making processes.

The Technical Assistance involved refining the project's vision through a co-creation process with stakeholders, resulting in the selection of Villa Calvi as the "hub" of the Widespread Museum. The experts provided advice on aesthetically pleasing interior design solutions for the exhibition spaces, emphasizing the use of sustainable materials, e.g., wood. They also suggested opening the building's corridor to create new public space. Improving sustainable mobility connections between museum locations through walking paths, bike lanes, and public buses was identified as a priority. Senses walks supported the development of specific Recommendations to design multi-scale solutions that meet the needs of both visitors and residents.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, Senses walk for creative and inclusive place making, Sustainable business model canvas



Credits: Municipality of Cantù

NEB TOOLBOX

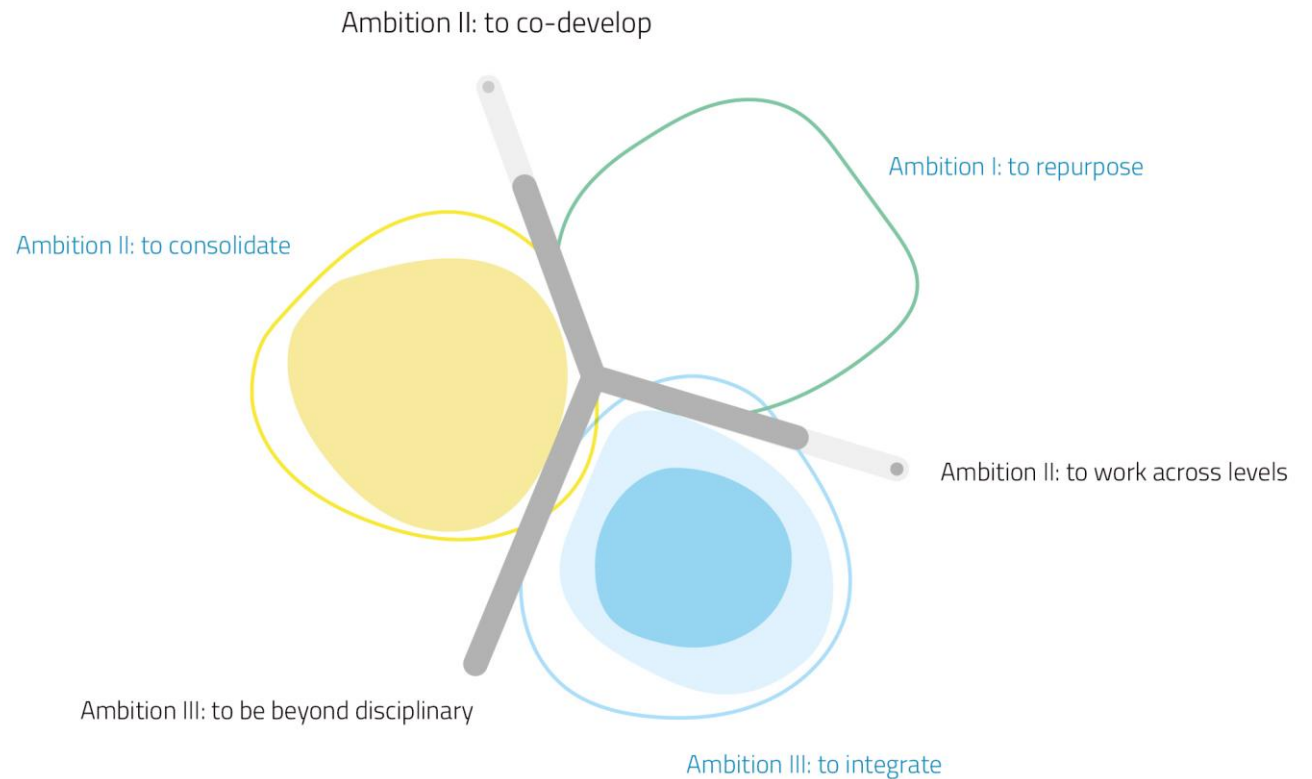
Lesson learnt:

"With NEB we have learned to work in interdisciplinary working groups with a new, more participatory and inclusive approach both within municipal offices and external stakeholders in working tables already from the design phase. The Technical Assistance Program has supported the development of a project for the revitalization of the city centre (Urban District Commerce) and to think of new functions for open spaces enhancing local values and environmental sustainability."

TOOLS USED: The participation ladder, Stakeholder mapping for management and inclusion, Senses walk for creative and inclusive place making, Sustainable business model canvas

NEB Cantù Working Group

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Positioning of the Military Heritage at the Soviet Army Missile Base in Zeltīni to a tourism, entrepreneurship and nature research infrastructure

Alūksne (LV, 6,488 inhabitants, 2021)

The Municipality of Alūksne aimed to redevelop a historical Soviet Army base to represent the Soviet Union's occupation of the Baltic States after WWII. Nowadays, the site is perceived as "dissonant heritage", posing complex challenges for its redevelopment. The goal of the placed-based transformation was to combine sustainable tourism and the preservation of military heritage, with a strong participatory and inclusive approach.

The project had several needs, including the development of a knowledge base for the creation of a high-quality and safe tourism, entrepreneurship, and nature research infrastructure. Additionally, the definition of a development plan for the former Soviet Army Missile Base Territory and an inclusive communication strategy were at the core of the project.

The Technical Assistance focused on understanding the local context of Alūksne and the former Soviet Army Missile Base in Zeltīni parish. Through research, visits, interviews, and consultations, a knowledge base was developed to inform the municipality and engage stakeholders. This led to a redevelopment plan that balances existing functions with new tourist and recreational activities, considering history, sustainability, and aesthetics. The assistance resulted in an initial plan and a roadmap for site activation, with future collaboration to align functions with the site's identity.

TOOLS USED

The participation ladder, Senses walk for creative and inclusive place making, SWOT meets NEB



Credits: Municipality of Alūksne

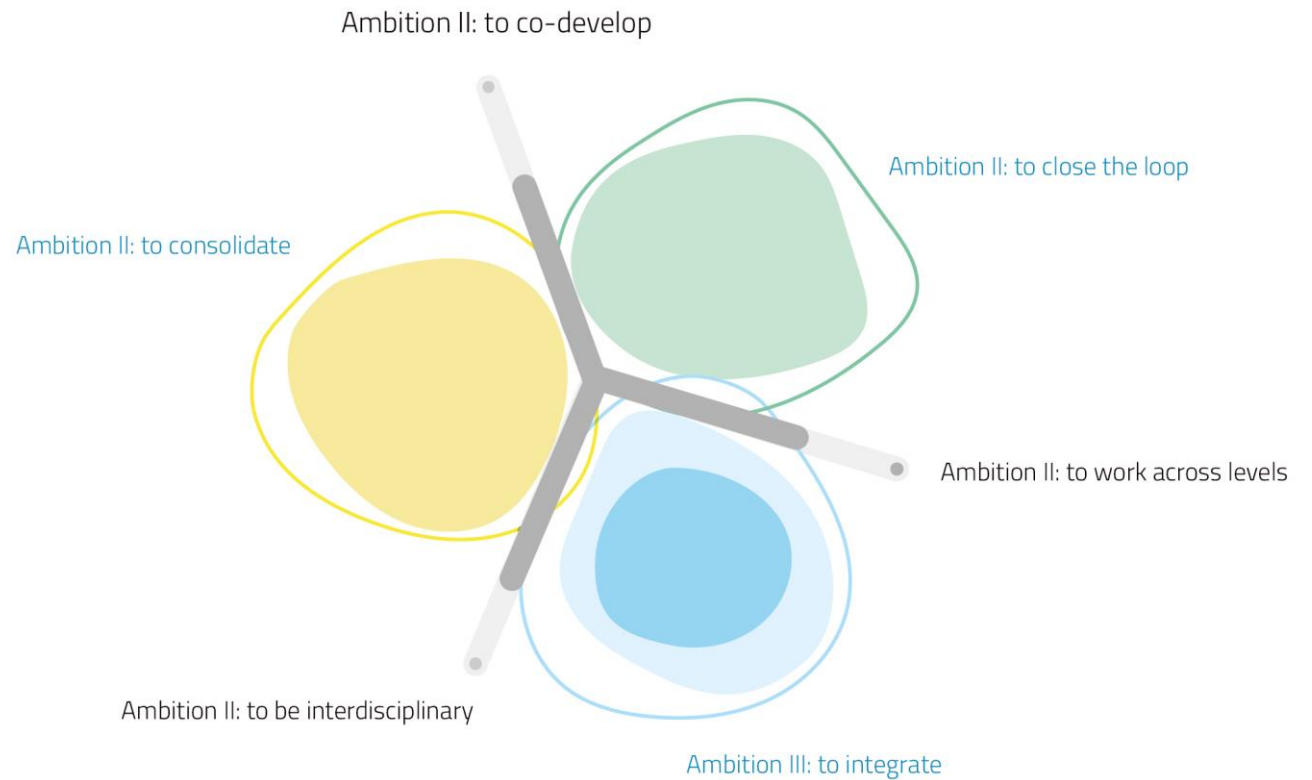
NEB TOOLBOX

Lesson learnt:

"The NEB and the international experts involved helped the municipality to unfold a development plan for the territory, including actions to preserve the military heritage, ensure sustainable tourism services, as well as creating infrastructure suitable for the provision of tourism services, developing an environment conducive to business and revitalizing degraded territory to make it attractive to local residents."

Kristīne Lāce, Project Manager

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Creative and digital industries quarter RAINIS: a meeting and working place for the creative community in the heart of the city with its own ecosystem

Cēsis Municipality (LV, 14,842 inhabitants, 2021)

The municipality of Cēsis had the goal to transform a block of five former production houses where persons with vision impairment worked. The project aimed to transform the area into a creative quarter for diverse users, co-design with different stakeholders along the values of environmental sustainability and inclusion with the goal to reduce the conceptual fragmentation in planning and designing the Creative and Digital Industries Quarter RAINIS.

The project needed a conceptual development plan, a stakeholder engagement strategy and governance structure to ensure successful transformation. These plans guided decision-making, involved stakeholders, and established an efficient project management framework.

The Technical Assistance aimed to support the Municipality of Cēsis in repurposing the former factory of the "Cēsis Association for the Blind". The goal was to implement NEB values and principles in the process and final design. The assistance focused on understanding stakeholders' ecosystem and needs through interviews, brainstorming, and analysis of current practices. This included benchmarking on third places, creative cities, and sensorial infrastructure. The final result was the co-creation of an urban concept for the site and an engagement timeline to deliver the redevelopment plan through a democratic governance structure.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, Tailored talks for social proofing of beauty and sustainability, Benchmarking study



Credits: Kristine Bluma

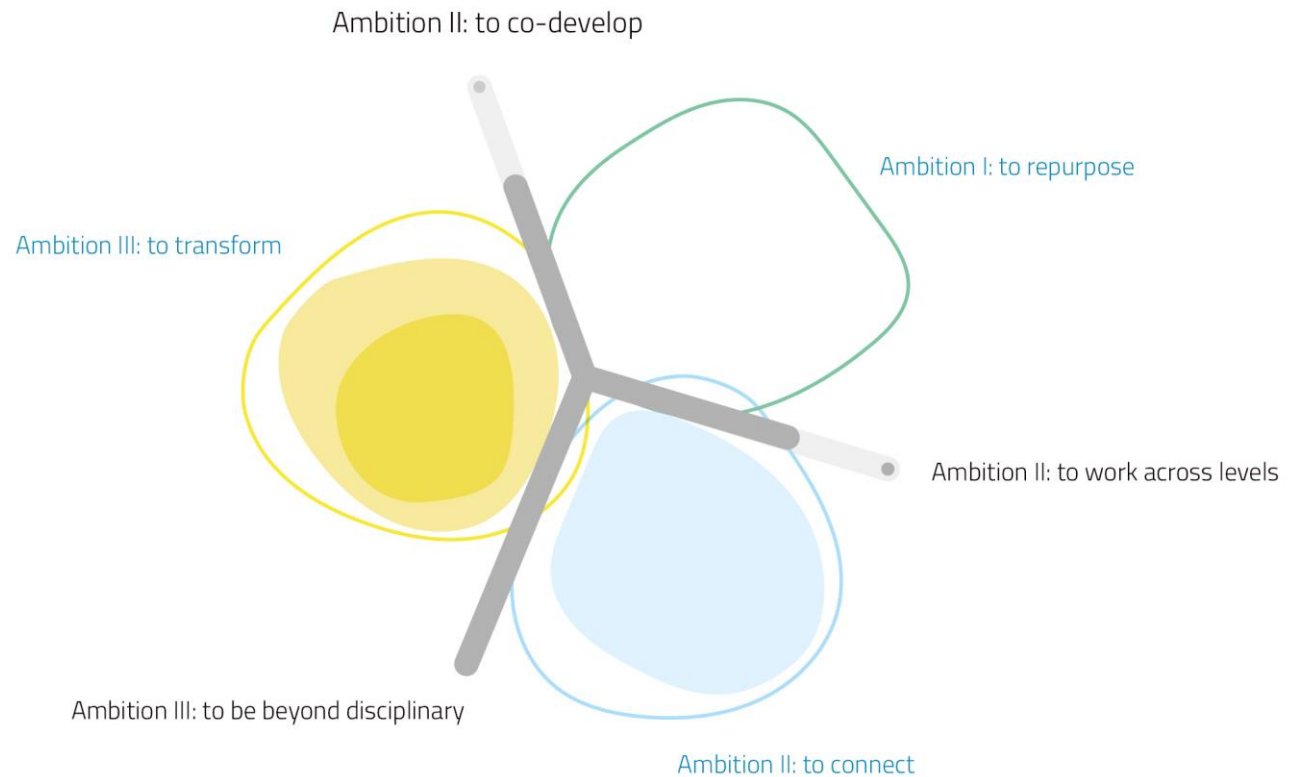
NEB TOOLBOX

Lesson learnt:

"Experts from the New European Bauhaus assisted us in taking a more holistic approach to developing the Rainis project by increasing stakeholder engagement, posing difficult questions and sparking creativity. And, we greatly appreciate their enthusiasm and genuine interest in our project."

Inese Suija-Markova, Vice Mayor of Cēsis Municipality

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Faial Island Arts Bank, transformative island, community, cultural, digital and arts-based, participatory hub, renovating a very beautiful public heritage building

Horta, Faial Island, Azores, (PT, 14,331 inhabitants, 2021)

The city of Horta aimed at creating an arts-based, participatory hub, renovating a beautiful public heritage building, in a spirit of circularity. Further connections to the surrounding sea were established to highlight the island's culture and its human diversity, creating a movement of regeneration.

The project required technical support for green and smart solutions for the building, assistance with heritage-related questions, the development of effective and inclusive stakeholder engagement strategies, the establishment of a Think-and-Do-Tank, and the creation of a sustainable business plan.

A highly engaged local "Dream Team", together with the Technical Assistance experts, refined the vision for the Faial Island Arts Bank (FIAB) building. They developed interior and exterior designs, determined potential uses and finances, and established governance structures. The experts created a FIAB Handbook, established a Think-and-Do Tank for community involvement, and conducted a Business Canvas exercise showing several options for value creations and revenue streams.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, the Empathy map, Sustainable business model canvas, Design citizens' forum and inclusive advisory boards for decentralized decision making, Backcasting.



Credits: Rita Campos

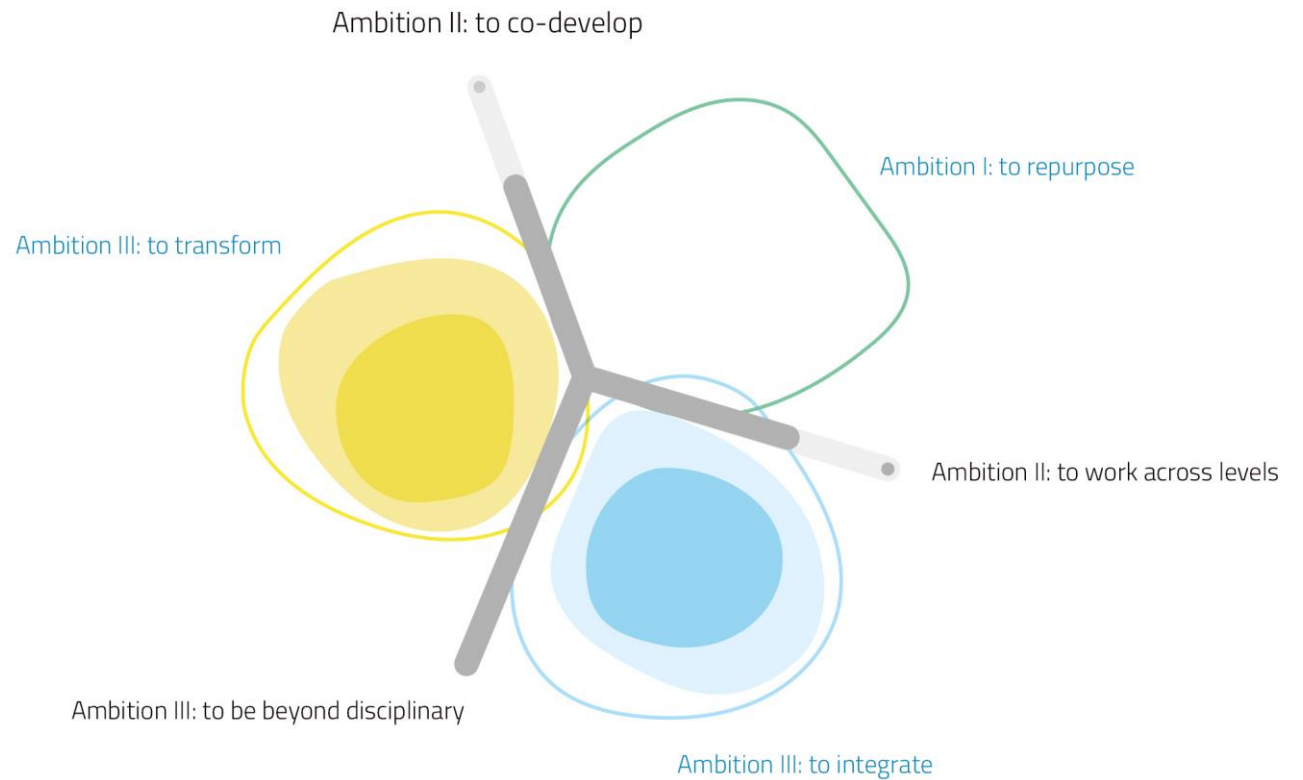
NEB TOOLBOX

Lesson learnt:

"Through the NEB we could refurbish and conceptualize the Bank's heritage building into Faial Island Arts Bank: a flexible, sustainable, and beautiful platform that gives voice to the community, becomes the islanders connecting place and combines physical and virtual interaction. This insular arts hub will be a bridge among different disciplines and a beacon for people inspiring new ideas, new social economy skills and reconnection with the Azorean great natural heritage."

Rita Campos, Project Owner

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Network of Villages for the Future

Pampilhosa da Serra, (PT, 4,082 inhabitants, 2021)

Pampilhosa da Serra in Portugal strived to create a network of villages involving two countries, three regions and six villages while incorporating New European Bauhaus values in their living experience. This initiative furthermore targeted various challenges faced by the rural communities, such as depopulation, aging, car dependency and socio-economic fragility.

The project required technical advice on landscape design, integrative policy making to promote a strong vision and policy cohesion within the network of villages, and expert support on a diversified stakeholder engagement strategy.

The Technical Assistance helped villages implement NEB values and address rural challenges. To guide interventions and apply NEB in the local context, a comprehensive strategy was implemented. This involved gaining knowledge of all villages, engaging stakeholders, and creating a conceptual framework based on their opinions. The framework was discussed with the villages, leading to the official establishment of the Bauhaus EUROACE Villages of the Future Network. A policy brief summarizing the experiences and calling for action was created for advocacy purposes. In the final roadmap workshop, specific actions for the network were suggested and discussed, including establishing a rural NEB knowledge hub.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, Building Blocks, Problem-solution tree analysis



Credits: Flávio Salgado

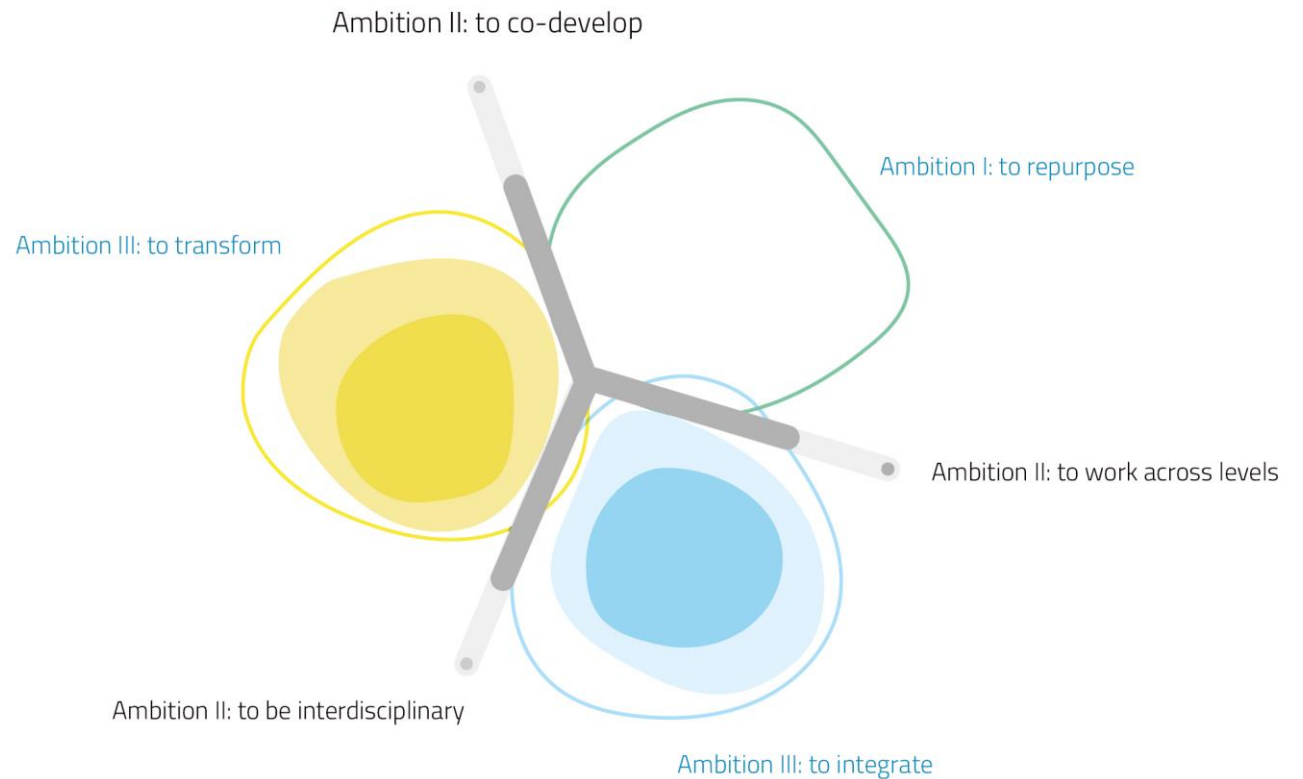
NEB TOOLBOX

Lesson learnt:

"The NEB strongly contributed to the establishment of a formal Network of Bauhaus Villages, to create a deep complicity between partners, local stakeholders and communities, thus strengthening cooperation, including cross-border, in a multilevel way. It contributed to highlight local identity, increase self-esteem and sense of belonging, and bring forth the relevance of genuine European lifestyle in rural territories as well as the importance of Villages for social-economic and territorial cohesion of Europe."

Rui Simão, Councillor of the Municipality of Pampilhosa da Serra

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Minda- reconversion of a former industrial site into a place for the communities and creative industries

Reșița (RO, 58,393 inhabitants, 2021)

“Minda” is a former industrial site that the Municipality of Reșița aimed to transform into a multifunctional centre for creative industries. The vision for the building includes a creative space equipped with state-of-the-art technologies for metal processing – both for producing metal sculptures, but also open to students and local metal processing companies.

The needs for the project included the development of a clear and structured vision for the site, a review of the existing architectural concept for the building's development, and the establishment of a solid governance model and inclusive democratic approach.

The Technical Assistance programme focused on studying the local stakeholder landscape, including it in the project, and developing recommendations for a NEB-aligned governance model. The experts also provided guidance on existing projects and developed a good practice reference guide for governance structure. The project owner's preparatory work was revisited to ensure NEB values were incorporated. Architectural plans were reviewed, resulting in sustainable solution suggestions. The programme also provided advice on available EU funding opportunities. These activities were informed by meetings and discussions with stakeholders and detailed in the NEB roadmap.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, Sustainable business model canvas, Benchmarking study



Credits: Silvia Gugu

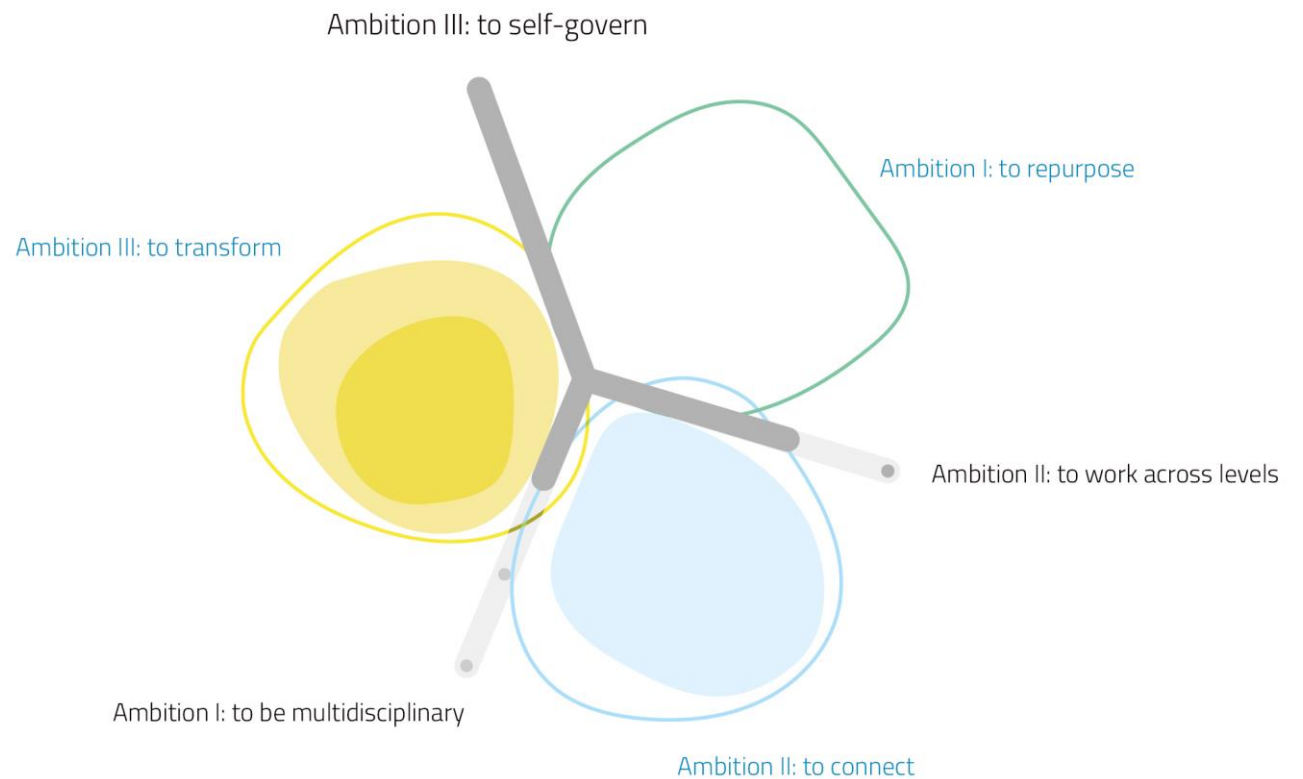
NEB TOOLBOX

Lesson learnt:

"The New European Bauhaus helped above all to reframe Hala Minda as a regional landmark, develop an inclusive consultation process, and engage stakeholders to develop and commit to a collaborative governance process. It also helped review its business model and phase the project gradually in order to increase its feasibility, aesthetics and sustainability."

Silvia Gugu, Technical Assistance Expert

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Cultural and educational center in an old, unaesthetic and ruined building built during the communist's period.

Tărlungeni (RO, 12,067 inhabitants, 2021)

The project in Tărlungeni aimed to transform an old and dilapidated building into a cultural and educational center for children. The population in Tărlungeni is growing and the lack of afterschool activities available and limited opportunities for children from the three ethnicities (Romanian, Roma, Hungarian) represented in the town have accentuated the need for this facility.

The project had several needs, including the analysis of the proposed functions for the building, establishment of a clear project vision and planning, and the development of an inclusive and effective stakeholder engagement strategy.

The Technical Assistance programme addressed various needs of the project owner, defining the center's vision and objectives. Stakeholder and social inclusion analyses informed the selected functionalities and architectural concept. The building's poor condition required a technical check for realistic implementation. The community actively participated in the immersion visit and creatively contributed to the development of a shared vision.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, Doodling architectural concepts



Credits: Tiberius Duluman

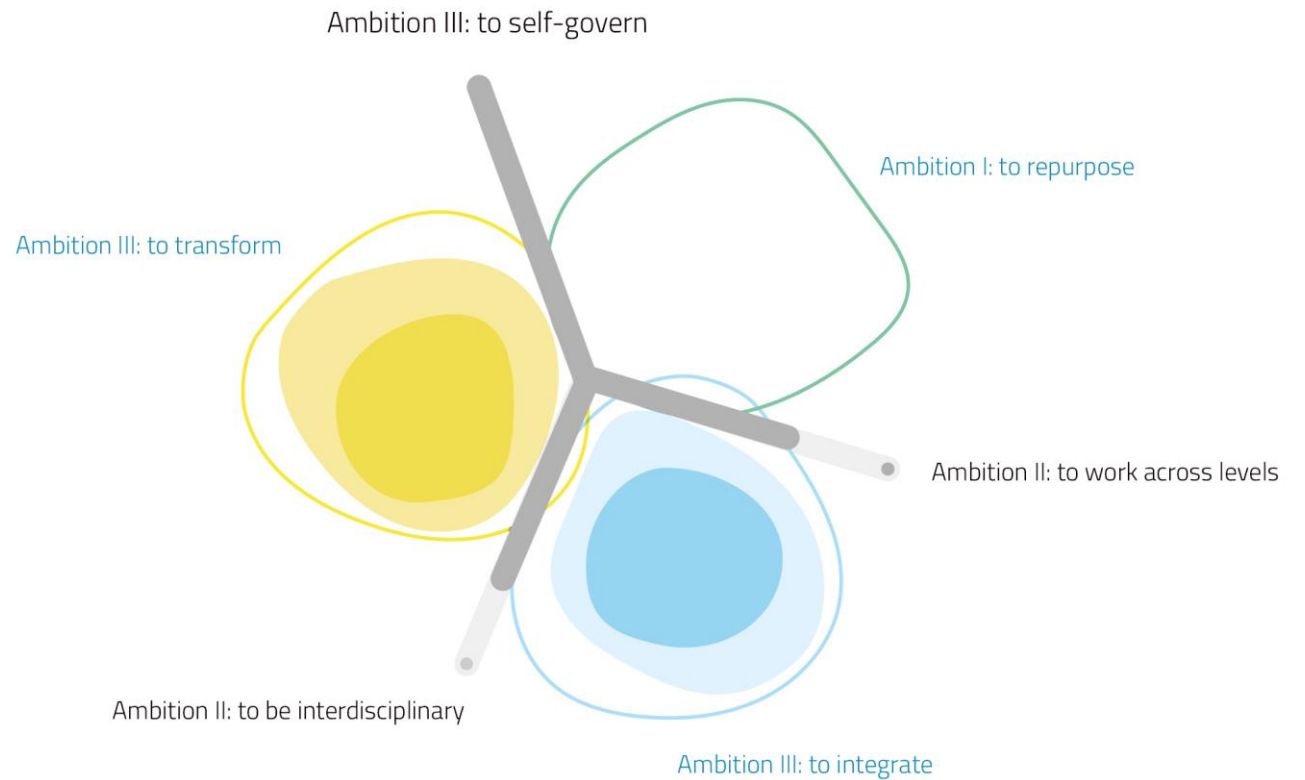
NEB TOOLBOX

Lesson learnt:

“During the technical assistance we had discovered a lot of enthusiasm from the children from three different ethnic groups, speaking different mother languages, to know and interact with each other. Teachers and parents find the project necessary for the community.”

Tiberius Duluman, project owner

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

From Ironworks to FutureWorks! Transforming Old Ironworks Museum Area into a Meeting Point of Industrial Heritage and Creativity

Ravne na Koroškem, (SLO, 11,228 inhabitants, 2022)

Through this project, the municipality of Ravne na Koroškem project aimed to honour the long-standing tradition in iron production by transforming the existing Old Ironworks Museum Area into a modern cultural and creative community space formed around the iron-making tradition and the past, present and future of industry and work.

The project had several needs, including the establishment of a governance structure and organizational framework to ensure effective management and decision-making processes. Additionally, the development of a stakeholder engagement strategy was a fundamental means to gather input and feedback. Furthermore, support was required for the development of a sustainability strategy to ensure that the project aligned with sustainable practices and addressed environmental concerns.

The Technical Assistance program aimed to support the project owner in developing an overall strategy for the site, including a governance structure, organizational framework, roadmapping, benchmarking, and EU funding advice. Meetings with various experts were arranged to improve the existing concept, covering topics such as urban transformation, green transitions, tourism, marketing, and financing. The review of architectural plans and the development of the NEB roadmap remained part of the local ambitions.

TOOLS USED

The participation ladder, Benchmarking study, Design citizens' forum and inclusive advisory boards for decentralized decision making, Tailored talks for social proofing of beauty and sustainability



Credits: Janja Širnik

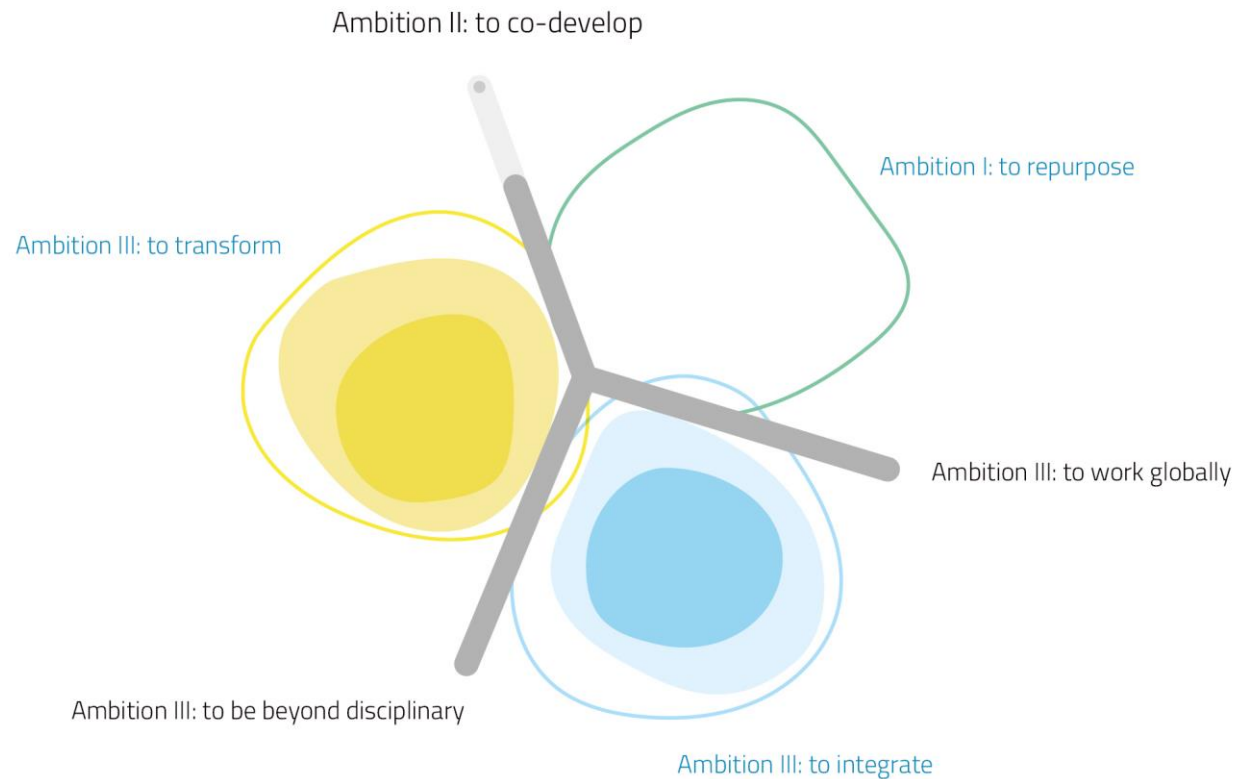
NEB TOOLBOX

Lesson learnt:

"The New European Bauhaus helped us see our Old Ironworks Museum Area through a new lens, leading us to re-evaluate the potential of the area for improving the quality of life in our town. It has opened our eyes to new possibilities of using the space as a catalyst for our transformation from an old industrial place to a modern, vibrant and creative town. We look forward to using the gained insights to make the Old Ironworks the place to be for our inhabitants, as well as for visitors."

Tomaž Rožen, Mayor

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

L'Olivera DigitALL: a digital and sustainable education facility for all

Sant Boi de Llobregat, (ES, 84,500 inhabitants, 2020)

The project aimed to lead the transformation of an old existing building into a digital and sustainable education facility. The digitalisation strategy lay at the core of the support programme, together with the building's spatial design itself and a greening and decarbonation global refurbishment.

The project had several needs, including the engagement of local and strategic stakeholders to ensure their involvement and support. Additionally, the creation of a project business model to ensure financial sustainability was assessed as a fundamental necessary feature of the project. Furthermore, technical advice was required to address energy efficiency solutions, air circulation systems, sustainable materials, and wastewater management solutions, among others.

In Sant Boi, the project owner had already implemented actions and plans to refurbish the building. However, the project needed a clearer structure and risked losing momentum. The NEB values and working principles provided an innovative framework and, with experts, specific actions were prioritized. A procurement brief, business canvas, and governance model were developed. The vision was translated into a Learning Lab integrating the NEB approach and the local ambitions.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, Risk Assessment



Credits: Luisa Aparicio

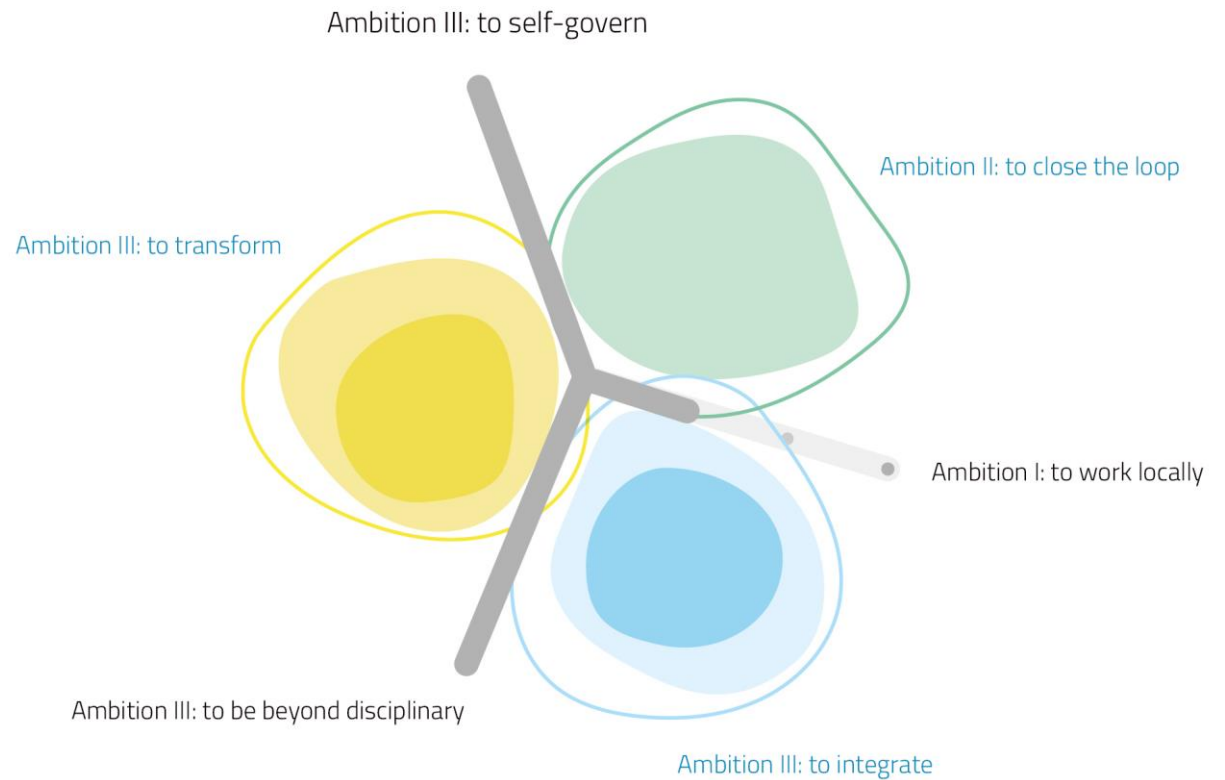
NEB TOOLBOX

Lesson learnt:

"Through NEB, we have been able to understand all the complexity and dimensions within these three values and their interrelation through a problem solving approach. We have now got a range of strategies to tackle them."

Carles Peidr  i Garcia, Project Owner

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

GAIACELLS: bioconstruction for integration temporary housing

Níjar, (ES, 31,666 inhabitants, 2020)

The municipality in Níjar's aimed to set up temporary housing solutions to provide sustainable and inclusive solutions for the migrant groups. The local community faced two major challenges: to design and implement innovative housing solutions in the spirit of circularity while bringing on board strategic partners.

The project had several needs, including the identification of funding opportunities, the design and implementation of sustainable housing solutions, and the development of a contractualization strategy to secure a strong collaboration between public and private organizations.

The project owner had a clear architectural vision for migrant housing and public land. The Technical Assistance provided a broader perspective, emphasizing integrated system thinking and offering various implementation options. The concept of a "social value proposition" was developed to create a functional neighbourhood, connected with stakeholders. Given the future oriented approach of the project, the experts helped to design a roadmap for further implementation.

TOOLS USED

The participation ladder, Sustainable business model canvas, Risk assessment, Benchmarking study



Credits: Carlos Sanchez

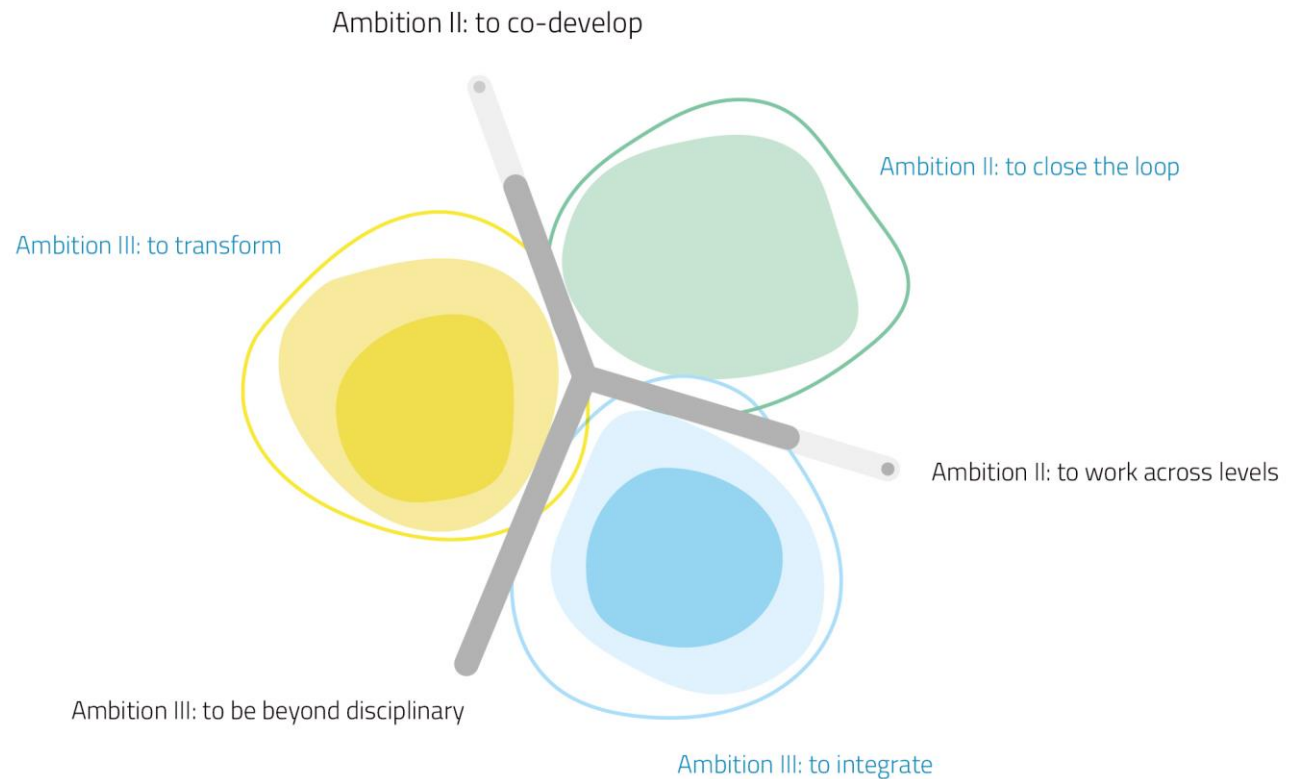
NEB TOOLBOX

Lesson learnt:

"The NEB provides a greater perspective related to the dimension of the project and the agents involved, helping to better define the roles of each one and creating a road map for future development. Currently, in the phase in which the project is, it would be very important to help in the search for funds for the implementation of the superadobe housings designed in GAIACELLS, to accomplish its purpose of providing a roof to everyone needed."

Elena Escudero, Researcher for the GAIACELLS Project

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE



NEB TOOLBOX

Sustainable Urban Regeneration and Engagement (SURE) in Kalmar

Kalmar, (SE, 72018 inhabitants, 2022)

The municipality of Kalmar had the aim to transform a 100-hectare industrial zone into a resilient, sustainable and inclusive area. The project was envisioned to use a holistic approach to urban development and to bring together a multitude of stakeholders. Their interests and hopes were to be integrated in the multilevel process and mark the way towards sustainable and aesthetically pleasing development.

The project had several needs, including the development of prospective scenarios for the area, support in the development of a common vision, goals, and action plan, and the integration of a holistic approach to sustainable infrastructures.

The Technical Assistance focused on building a holistic approach to the area, considering sustainability challenges, aesthetic considerations, and social inclusion. The process began with presentations on topics such as blue-green infrastructures, smart mobility, and liveability, drawing inspiration from comparable areas in large cities through benchmarking studies. A site visit and workshops with stakeholders deepened the understanding of the local ecosystem and resulted in a methodology for future stakeholder engagement. The team provided the Municipality with three NEB-compliant scenarios, assessing different options for redesigning the area and their impact on stakeholder engagement.

TOOLS USED

The participation ladder, Stakeholder mapping for management and inclusion, Benchmarking study, Tailored talks for social proofing of beauty and sustainability



Credits: David Einarsson

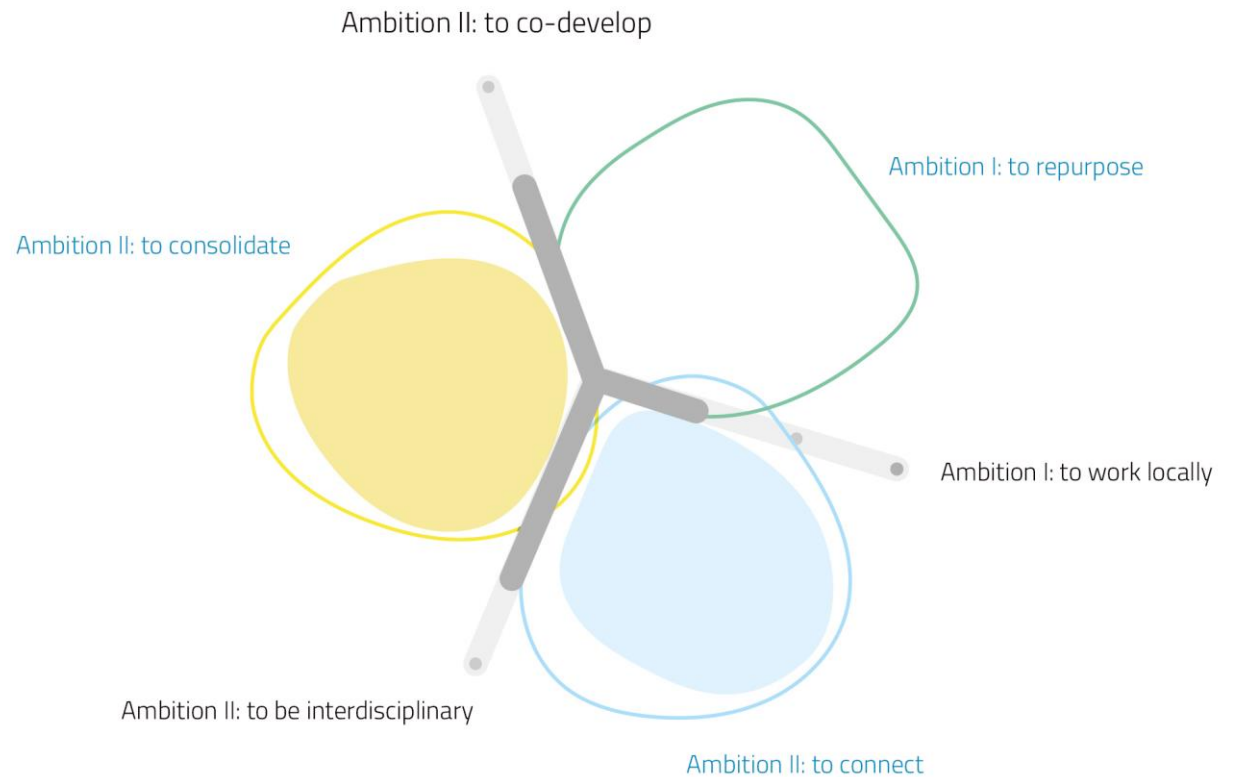
NEB TOOLBOX

Lesson learnt:

"NEB has helped us take the first steps toward creating a more inclusive inner city, and the process has enabled us to collaborate beyond common planning. Together with NEB, we successfully engaged some of the key actors in productive dialogues and workshops. Our work with some of the key actors has helped us gather valuable information, envision desirable futures, and come up with ideas for activating the project site through different forms of cultural expression."

Elena Bäcklund and David Einarsson, Project Owners

NEB AMBITIONS ADDRESSED DURING THE TECHNICAL ASSISTANCE





THANKS !



New European Bauhaus
beautiful | sustainable | together

