



Resourceful Cities Circular Transition Stories

Reflections from Network Members to Inspire & Support
Others on their Circular City Journey





Table of Contents



Introduction	4
Resourceful Cities Network Timeline	5
The City of The Hague Magazine	7
The City of Mechelen Magazine	19
The City of Vila Nova de Famalicão Magazine	27
The City of Oslo Magazine	35
The City of Cáceres Magazine	43
The City of Opole Magazine	55
The City of Bucharest 3rd District Magazine	61
The City of Ciudad Real Magazine	67
The City of Zagreb Magazine	73
Reflections	83



Introduction

In September of 2019 our nine Resourceful Cities embarked on their journey to develop next generation urban resource centers as a means to accelerate the transition to a circular economy. The idea for this URBACT action planning network arose from one of the actions identified by the EU Urban Agenda partnership on circular economy.

In March of 2019 the partnership had arrived at its final stage and was looking for ways to carry on its legacy. The partnership had studied numerous examples and good practices of urban resource centers across Europe, identifying barriers and the potential for replication and transfer to other cities in Europe. An URBACT action planning network seemed to be a logical next step to promote urban resource centers as connection points for citizens, new businesses, researchers, and the public sector to co-create new ways to close local resource loops, while promoting waste prevention, re-use, repair, and recycling.

Long story short: what followed were almost 2.5 years of action planning in times of pandemic. A very intense period during which our personal and professional lives were turned upside down and online working became the new normal. But it was also a very rewarding period. Despite all the hiccups and barriers, our nine partners cities proved worthy of their self-acclaimed status of Resourceful Cities. They have all been able to deliver a high-quality Integrated Action Plan together with their local stakeholders. Every one of those action plans is not only an expression of their

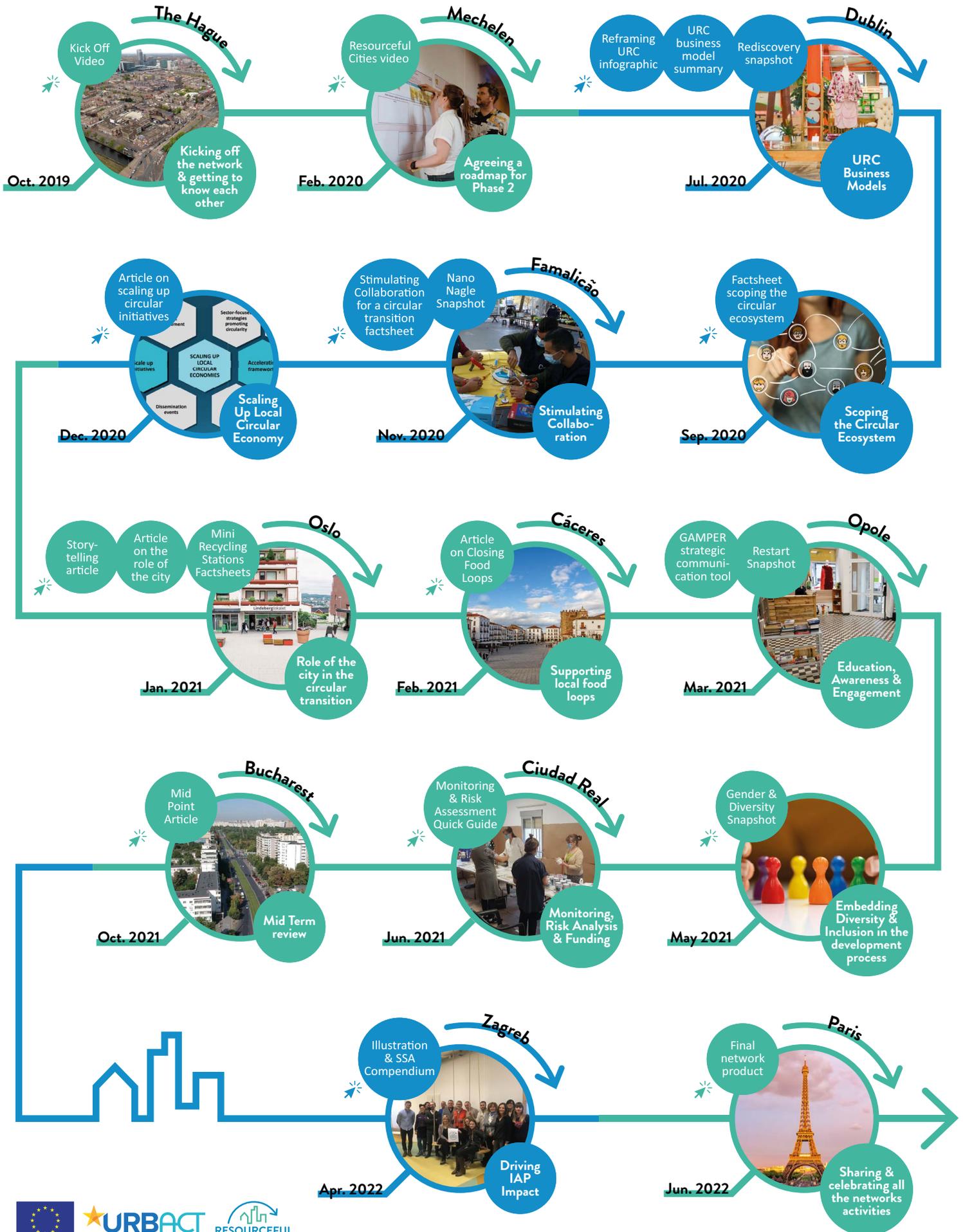
resilience in times of crisis. It is also a manifestation of their individual response to their local context and needs.

One of the criteria for an URBACT network is a balance between partners from so-called less advanced and more advanced parts of Europe. If there is one lesson I have learned from our journey together, it is that these differences disappear in the process of exchange and learning. There is no good, better or best. There is diversity, creativity, there are open minds. These are the drivers for cooperation and success.

This publication not only summarizes our collective journey as a network, it also tells the story of each of the nine partner cities from their own perspective. Our journey shows that cities are big enough to make a difference and small enough to make it happen. I'm proud and grateful to have been a part of that.

Jan Harko Post
Lead Coordinator, City of The Hague

Resourceful Cities Network Timeline







City of The Hague





Letter from the editor

We are excited to greet you at the end of the very first phase of the Resourceful Cities project. The pages laid out before you are a testament to the conceiving, planning and setting up that has busied us over the last three years. You will get to meet the policy makers working for the Municipality of The Hague – Ger Kwakkel, Michael Brevet, and Sander Klijnstra. They sat down with us to look back upon the process that had led to setting up the Small-Scale Actions (SSA) piloted in The Hague. Taking the lead and working together with European partner cities – throughout a pandemic no less – has had a positive impact on them, and their personal and professional lives.

We will also introduce you to Bas van den Berg – academic, activist, manager of the Mission Zero Research Centre at Hague University of Applied Sciences, and external PhD candidate at Wageningen University. Van den Berg was both a facilitator and participant of The Hague’s URBACT Local Group (ULG), as well as contributor and innovator that laid some of its groundwork.

Finally, we have selected three participating entrepreneurs – actors, connectors, ideas-people and representatives of the city’s community at large – each with an interest in their own branch of circular economy. Civil engineer Clarissa Peny, creative facilitator and practical education enthusiast Harrie Ozinga, and all-rounder at social enterprise Made in Moerwijk Ali Ouai, talk about their experiences and the parts they played in bringing the SSA pilot phase to life.

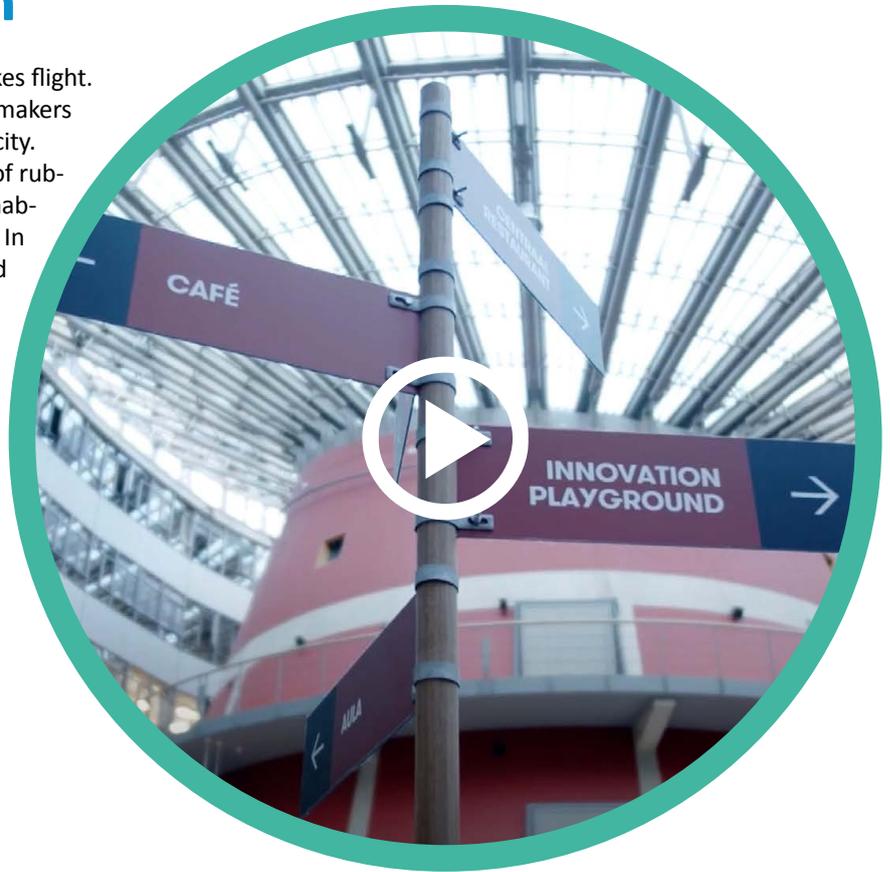
The Resourceful Cities has already brought much enthusiasm and inspiration to the city of The Hague. It has created partnerships on a local and transnational level, broadened horizons and incentivised circular thinking. One of its brightest aspects, however, is how it is reframing the way we look at our future. Despite their roles, all of our conversationalists seemed to carry the same hope. Collectively, Resourceful Cities has the potential to be the spark to affect radical change, instil and grow circular economies to the betterment of not only our cities, but the very planet that houses them and all of us.

Bas van den Berg may have put it best:

“All of the systems that we are co-creating, have been designed. And, it may be difficult, but anything that has been designed can be redesigned. As long as we remember that, truly believe it, and lean into it – there’s hope that we can really transform these systems. We just have to keep working on it.”

Compilation film

See where circular economy in The Hague takes flight. Meet the experts, entrepreneurs, and policy makers that led the Resourceful Cities project in our city. Together they managed to upcycle 400 kilos of rubbish piloting a Small-Scale Action with the inhabitants and businesses throughout The Hague. In the next phase, there are plans to expand and overhaul the city's waste collection system to the benefit of companies in need of secondary raw materials, regular households, and the very planet we all call home.



Resourceful cities: how a city's trash can become its treasure

The city of The Hague produces 4,5 million kilograms of waste per day. For the Resourceful Cities project, that is a potentially 4,5 million kilograms of raw materials. This is perhaps the main reason why policy makers of the Municipality of The Hague, Ger Kwakkel and Michaël Brevet, see the Resourceful Cities project as one of opportunity.

“All this waste goes out of town. Our goal, as a city, is to keep this waste in the city and turn it into raw materials. So, we start by looking for ways to realise innovative Urban Resource Centres (URCs) within the city,” Kwakkel and Brevet tell us.

To capture a breadth and wealth of thinking, the project is imbued with a collaborative aspect from the outset. “The collaborative nature is essential to the success of this project. It happens on a local and transnational level. Within the URBACT Local Groups (ULGs), the vertical integration of multiple governmental layers fuses together with the knowledge from local experts in different fields that brings a richness to the ideas presented.”

On a transnational level, The Hague took a leading role as Lead Partner. “The city-wide partnership is a give and take process. In our meetings, we tried to be as inspiring as possible, tried to find business cases that we could bring to the group which we could all learn from, and share what we thought was useful to pass on.”



Michaël Brevet and Ger Kwakkel

Being the leading team in such a project is not without its challenges. “We had to realise that we were asking a lot of cities. We were asking them to commit to a three-year trajectory.” During the pandemic, the diminished opportunities for travel and face-to-face meetings made things slightly more complex than envisioned. “Sometimes it’s really difficult to get inspired by a computer screen, especially after a year and a half of not seeing each other in real life.”

At the closing of the project’s first phase, Kwakkel and Brevet look to the things they have learned along the way. The first and foremost were lessons about time. The project asks for a lot of time – from The Hague, the partner cities, and the ULG members.

“Entrepreneurs may have enthusiasm, but they don’t have a lot of time. Where we wanted to involve them in the thinking, the policy making and processes in the background – their skills are best put to use when they are carrying out actionable tasks and making things happen on the ground.”

These insights helped to shift their perspective and make the city a better leader. “As municipal officials, we had to change our thinking. We now realise that we have to work together with entrepreneurs and social experts and see how our own uniquenesses can best be put to use at different points of the project to create collective value.” What came along with such realisations is also a broadened perspective.

“The Resourceful Cities project broadened my horizons. I have learned to look from an entrepreneur’s perspective to see how an idea can not only be realised but profitable as well. I’m also going to take that into the next phase.”

The next phase of the project is prefaced by putting together The Hague’s Integrated Action Plan (IAP). “All our efforts are focused on the Integrated Action Plan. Hopefully, in it, we will be able to capture the projects that are necessary for us as a city. We are also optimistic that the right projects will receive enough financial support to come to fruition.”

In closing, both Kwakkel and Brevet agree that the time for backing Resourceful Cities and projects like it is now. “We are now at the beginning of the transition, and this project has the potential to really look and see – how can we accelerate this transition? That’s where we see the real opportunities. If we can find the right way to capitalise on this moment, I think we can come a really long way.”

Made in Moerwijk: the social enterprise at the core of The Hague's SSA pilot

Made in Moerwijk is a social enterprise that works for and in The Hague's Moerwijk neighbourhood. The area has a complex reputation and is listed as one of the Netherlands' three poorest neighbourhoods. At the entrance of Made in Moerwijk, however, we meet Ali Ouai, an all-rounder with a disposition to match the sunny day outside.

"We are a foundation. We work with circular economy. We work for people that don't have a lot to spare," Ouai tells us of his work place. Made in Moerwijk is one of three key figures that brought the small-scale action Spullebak (GoodsBox) to life.

"The idea originated with the municipality and they asked if Made in Moerwijk would be a part of it. And, yes, we are so eager to partake in all sorts of projects that have to do with circular economy." Ouai explains. The SSA Spullebak idea is essentially an intervention wherein materials are rescued before they become waste.

Here's how the SSA Spullebak worked. The city of The Hague selected participants for the pilot via social media. They were then simply asked to deposit their cast-offs, particularly ones that could potentially be (re)used as raw



Ali Ouai



materials or otherwise recycled, into containers that were to be collected by the city's waste management services. The municipality worked to set up the project and educate the participants about its intentions, the Haagse Milieu Service (The Hague Waste Management Services) collected the bins, and Made in Moerwijk – and Ouai in particular – sorted through the collected materials.

“Goods that are still usable end up on the street or in the trash. During the pilot, we made sure that they could make their way to us. We recycle them, sort them, and send them on to places where they can be of use.” In addition to re-homing some of the items that came through the system – such as books, toys or electronic supplies – Ouai also found the Spullebak to be a useful source of raw materials.

Collected plastic was sent onwards to be sorted and, in some cases, melted down, but textiles were continuously put to use through Made in Moerwijk's in-house sewing studio. As he converses with us, the pile of upcycled planters and bags behind him catches our eye. The fabrics for the products have all come from cast-off items. “Textiles are a terrific raw material,” he tells us, “we can go in all directions with that here.”

Ouai's hope for the next phase of the project is upscaling. “There could be a Spullebak in every building doorway or institution.” The effect of such a project on a large scale could be manifold. “We have already saved about 400 to 600 kilos from the garbage dump and extracted quite a few raw materials that can be used again.” Let's just take a moment to envision what upscaling such a worthy operation could do for the city of The Hague and others.

“We have already saved about 400 to 600 kilos from the garbage dump and extracted quite a few raw materials that can be used again.”

Reframing rubbish as raw materials through The Hague's small-scale action

Sander Klijnstra is a policy advisor on waste management and circular economy within the Municipality of The Hague. “I am mainly concerned with the transition from waste to raw materials and being able to move towards a circular economy in this way.” It comes as no surprise that he was one of the key figures in setting up the city's Small-Scale Action Spullebak (SSA GoodsBox).

Klijnstra and others working with waste within the city felt it was time to invert the current collection systems. Instead of paying to gather and expel rubbish, they should be finding





Sander Klijnsra

economic value in the cast-offs, he thought. “We should turn it around - we shouldn’t start from the supply of waste, we should actually start from the demand. Which parties want to use which secondary raw materials to be able to make new products?”

Reaching out to circular start-ups, they found an instant link. “They had a lot of trouble sourcing their raw materials. We thought that if we could offer a demand-oriented system, we could be a driver of circular economy in the city.”

Logistically, setting up the SSA Spullebak was more complex than envisioned. Several aspects needed stabilising before a successful test phase could commence – active households, agreements on the type of waste collected, a functioning pick-up arrangement, and partners who could process the streams of items coming in.

Three partners proved indispensable to the success of the pilot phase. 1) BinBang - helped to invigorate the city’s offering and their community outreach. 2) The Hague Waste Management Services (NV HMS) - a long-established waste collection collaborator, which the municipality knew they could rely on. 3) Made in Moerwijk - the social enterprise tasked with sorting through the containers and delivering materials to the right production partners that could upcycle the haul. Between them, they brought the SSA Spullebak to life and sustained it throughout the testing phase.

Now that the pilot has come to a close there is a desire to take the project further. However, before scaling-up becomes feasible, the collection and production streams need to be consolidated. The proposed expansion would amass too much material for the current production partners to process, yet not enough for the very large circular companies to rely on. Finding a way for these puzzle pieces to fit is integral to the progress of the next phase.

An added point of note is one that has already had impact and has the potential to affect the further scale-up of the SSA Spullebak. “The financial support we received through the project is but a small percentage of the total budget [needed],” Klijnsra told us.

There is much to consider in the aftermath of the testing phase.

“As a municipality, we’d love to crank the dial on the project and stimulate its growth but there has to be market feasibility to boot. This year we will decide whether to continue or whether we need to hold off for a few years.”

If it was up to Klijnsra, the project would continue. He sees the potential market value of such a system for the city of The Hague, the production partners, and even the households collecting raw materials in such a way. “I believe in the demand-driven collection. I believe it will completely replace the waste sorting system that we are currently using.” We only hope the right stakeholders feel the same way.



Harrie Ozinga: connecting circular economies and practical education

We meet Harrie Ozinga in the middle of a patchwork field in the Binckhorst - former industrial terrain soon-becoming a mixed-use neighbourhood. Working with I'M BINCK, Ozinga is trying to create opportunities for young people within circular development in the area. In the field, he is surrounded by wooden tree-stumps serving as stools, pallet furniture, and wooden planters built by the local vocational school.

Ozinga's resume reads like a never-ending story. All at once, he is a CEO, creative innovator, facilitator, project developer, project manager, writer, but mainly he is a connector of people and an advocate for practical education. "I focus on helping young people aged four to twenty-six gain practical experience where they can develop their talents, find professional orientation, and cultivate social involvement from the get-go."

The planters at the Binckhorst were an educational experiment intended to benefit their makers and the city at the same time. Students upcycled pallets from local construction companies to contribute to the greening of the neighbourhood. "Circular is a fantastic domain to help young people with skill development. They can make things, design things, research things. I also find it very important [to] not only train [them as] employees but as citizens of the future." As he was looking to upscale his experiment,

Ozinga turned to the Municipality of The Hague. This was how he ended up at his first URBACT Local Resources (ULG) session.

Once there, Ozinga saw participants: "from very different backgrounds sitting together and discussing circular economy from very different perspectives." There were those busy with policy, the business-minded, socially-driven, and Ozinga – with a desire to connect all the right parties to make their ideas work. "I left the brainstorm with more energy than I had when I came in," he remembers. He realised he wanted to be a part of it.

It is through the ULG that Ozinga found collaborators and forged a plan for the upscaling of his experiment. "[There] I met Donne Bax from Made in Moerwijk. They were also busy with making furniture from pallets. It was almost a meeting of the souls – we shared the same idea. And the problems that I had – he seemed to have solutions for." The next phase of Ozinga's project will feature a carpenter, students, as well as representatives from disadvantaged social groups, all working together and upcycling leftover materials. "[We are going to] make simple, scalable furniture that also has a local function."

With regards to the future of the Resourceful Cities project in a wider scope - has high hopes for the Urban Resource

Centres (URCs). “The [idea] of the URCs makes my heart beat faster. Within the ULG, I found a few kindred spirits who wanted to see how we can transform residual materials that are still of value into products that people want to buy.” Ozinga sees a role there for a wide array of social groups to intersect, learn, upskill, reskill as well as upcycle and recycle in the process. He hopes city of The Hague and partners will make this dream a reality.

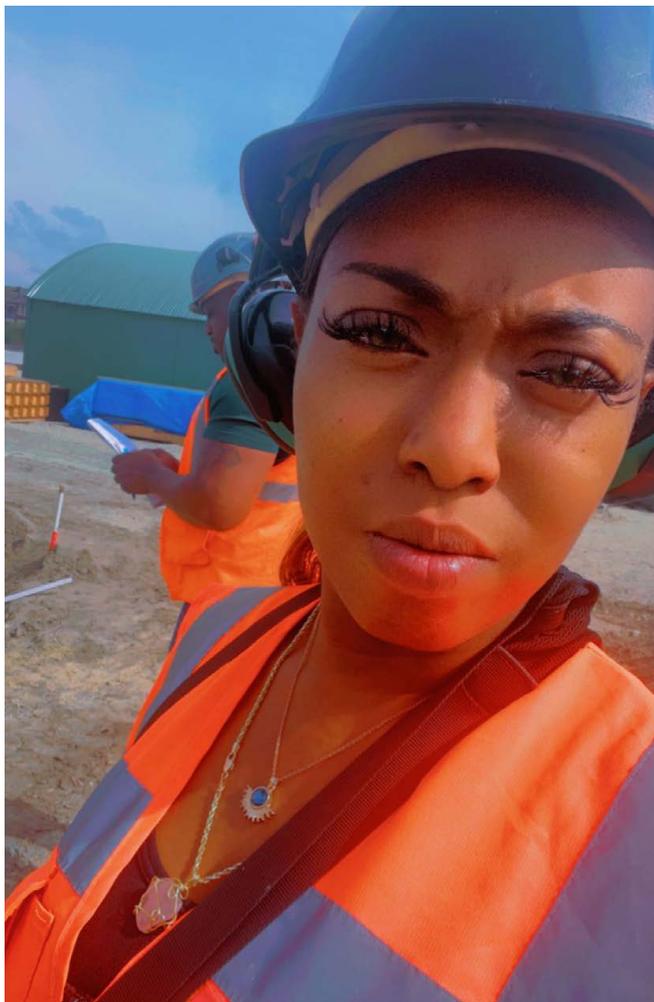
“Circular is a fantastic domain to help young people with skill development. They can make things, design things, research things.”



Harrie Ozinga

Clarissa Peny: the enterprising civil engineer with a heart for sustainability

Clarissa Peny



Clarissa Peny is one of the entrepreneurs featuring in The Hague’s URBACT Local Group (ULG). As a licensed interior architect and civil engineer, Ms Peny runs her own construction and interior design company, Fulfilling Wishes, and is busy setting up her own foundation, Dushi Berde. She is an entrepreneur, an ideas-person, and a formidable addition to The Hague’s ULG.

“My goal is to try to raise awareness about sustainability in a creative way – to teach people to live better and make better choices when it comes to material usage.”

At the time of our interview she is in Curacao. “I am currently in the Caribbean looking at how people here can also adapt these systems and build circularly.”

The Caribbean is a long way from The Hague and the Resourceful Cities project, but Peny’s memories of the process have not been diminished by the distance. “I’m full of ideas but I need support from somewhere. And it’s not like you always find a group of people who believe in your projects. Within Resourceful Cities, we can achieve something bigger together.”



“I see an opportunity for many new start-ups that can work together. If one company has waste that another can use – by working together they will essentially have no waste.”

Peny found the ULG to be an effective way of collaborating and finding the right partners and venues to bring ideas from the conceptual stage into the real world. “I found the session where we were all together very educational because you could share your ideas with other participants and make them better. One of my ideas was to ‘pimp’ furniture – so not to buy new but go to the thrift store and choose from there. One of the people in the group happened to be a thrift store manager. So that meant that we could work together to get this project done at a later stage.”

The two ideas that Peny had presented to the ULG were Circular Interiors and Circular Labs. Within them she reaches different audiences and empowers them to make shifts towards circular consumption in their daily lives. In Circular Interiors, she invites young adults to bring circular design

into their homes. Peny plans to lead groups aged 15+ and 18+ in decorating their rooms and houses by utilising and upcycling preloved items found in thrift stores throughout the city.

Her Circular Lab idea is more technical while remaining accessible to the wider populace. It is about teaching participants to work with 3D printers in order to create moulds that can repeatedly be used to create new objects from rescued materials. In both her ideas, Peny stays true to her mission of empowering locals and helping them improve their lives with a circular approach.

When it comes to the future, Peny is optimistic about the possibilities of the Urban Resource Centres and the collaboration with the municipality. “I see an opportunity for many new start-ups that can work together. If one company has waste that another can use – by working together they will essentially have no waste.”

Bas van den Berg: the activist academic consciously co-creating our city

Bas van den Berg - podcaster, regenerative education advocate, sustainability expert, acting manager of the Mission Zero Research Centre at Hague University of Applied Sciences, external PhD candidate at Wageningen University, and man on a mission. Van den Berg is acutely aware of the state of the world that we are living in. He is also optimistic about and involved in the shifts that can still course-correct and redesign cities to thrive.

At the beginning of his involvement with the Resourceful Cities project, he asked himself the same question he always asks. "If I look in the mirror in 20 years' time, will I be proud of the actions and choices I am making today?" He found the Resourceful Cities project fit with his vision. "It's trying to create a circular ecosystem in The Hague, which is important if we want to keep living here in a healthy, life-affirming way."

In terms of the URBACT Local Group (ULG) aspect of the Resourceful Cities project, van den Berg has had dual roles within it. He was both a facilitator and participant in the ULG sessions, but also an innovator and contributor of the project. Having seen it from a variety of angles, he has a lot of praise for the process - particularly the collaborative aspect of it.

Van den Berg is a firm believer that the spark needed to incite real change can be found at the intersection of a bottom-up and top-down approach. "Engaging in large-scale transitions of cities, of societies, and the way we are living always requires bottom-up action and initiative. But bottom-up is not enough. It may deliver pockets of change but if you really want to transform something that's so complex - you need a collaboration of top-down and bottom-up."

What the Resourceful Cities project offers, in his view, is a sense of potential and hope for the future. "We have the potential to radically reform the way we relate to material goods that flow through our city." The reform is achievable through Urban Resource Centres (URCs), which would become: "a distributed ecosystem of smaller and bigger hubs that operate as locally as possible. Think community gar-



Bas van den Berg

dens where we can create compost very locally, but apply it to different waste streams -furniture, fashion and textiles, wood, metal, or anything else."

If we are to press ahead with such complex restructurings, there are challenges to be faced as well. "We have a very small window of time left to change; we're talking years instead of decades. And, unfortunately, political change is slow. So how can we speed that process up? I hope Resourceful Cities and similar projects can play a role, that's the biggest challenge for sure."

As an inhabitant and active advocate of the city of The Hague, van den Berg's hope for the future is one we can all get behind. "I would hope that The Hague, like everywhere else in Europe, transforms to be a completely sustainable place. The Resourceful Cities project can play a role in that, as can the city of The Hague." As for his own part within the project, he simply states:

"I hope to play an active part in transforming our city."

With thanks to all of the contributors. We especially want to thank the ULG members and the many city stakeholders. It is through their valuable inputs, energy, commitment and resourcefulness that positive change becomes possible.

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City of Mechelen





The Urban Resource Centre Roadmap for Midsized Cities

A guide on creating a circular economy action plan in quintuple helix collaboration

In this piece Julie Poppe, Project Coordinator and Circular City Programme Manager at the [city of Mechelen](#) reflects on some key aspects of her Resourceful Cities journey and provides some valuable nuggets of advice for other cities wishing to progress their circular transition.

Mechelen

This medium-sized Belgian city, which lies at the center of the Flemish region, has gained a reputation for being innovative, climate neutral, inclusive and investor friendly in the recent decade.

The city wants to use this positive momentum to further build a competitive and attractive green economy in which growth is decoupled from resource use within the region, thereby reducing the material footprint by 30% by 2030.

The city aims to be a [frontrunner](#) in the transition to a circular economy, actively supporting entrepreneurs and citizens to take action together with the city.

Highways to becoming a circular city

1. Your Municipality's Enthusiasm

The road towards a circular Mechelen started in 2019, when circular economy appeared for the first time explicitly in the new policy agreement 2020-2025. At the same time, enthusiastic municipal staff looked for partnerships across Europe to find like-minded people who wanted to accelerate the circular economy transition.

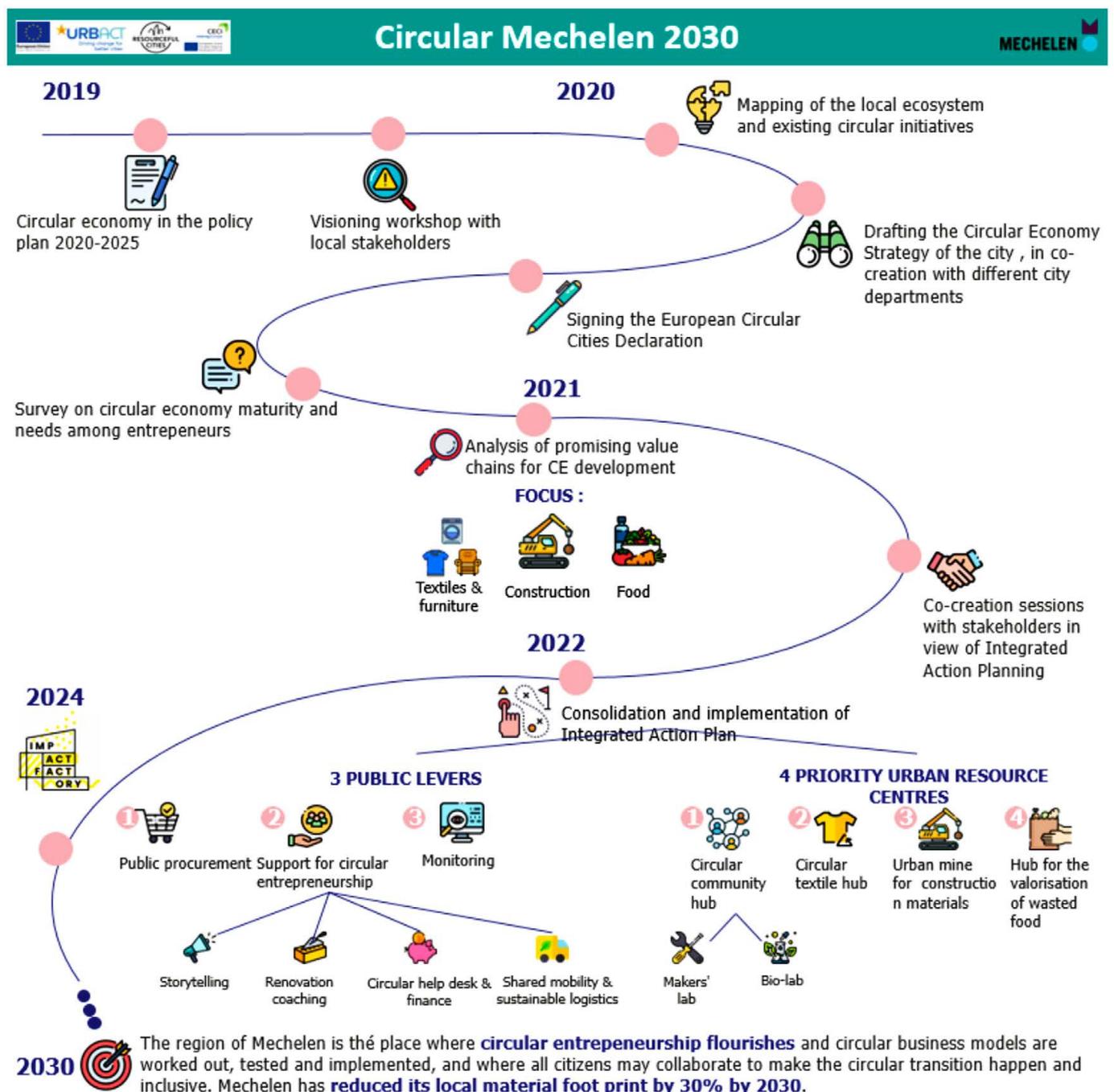
Simultaneously, both the administration and the municipal council supported and progressed the ambition to create a circular hub at a brownfield site – called the Potterij - within the city centre, owned and sanitized by the Public Waste Agency Flanders (OVAM) at that time. Because the city is convinced that peer exchange and intercity collaboration is key for innovation, we did not hesitate to step into the Resourceful Cities network. Seeking to develop the next generation of urban resource centres where citizens, new businesses, researchers, and the public sector co-create new ways to close resource loops at the local level, seemed to be the perfect match for the shared ambitions of the city and OVAM regarding the Potterij.

“The ambition is to create a breeding ground of more than 4000m2 for impact entrepreneurs and circular thinking, fully operational by 2025.”

(Greet Geypen, Alderman of Economy and Urban planning)

“This will boost our transition to a climate neutral city, in which there is less waste and less pressure on scarce resources. By actively stimulating the circular transition, we give entrepreneurs in Mechelen a head start and create future proof and sustainable jobs and activities, also for people with a distance to the labour market”

(Patrick Princen, Alderman of Climate Action, Public Works and Green Development)



2. Clearly Identified Vision And Needs, Based On Data

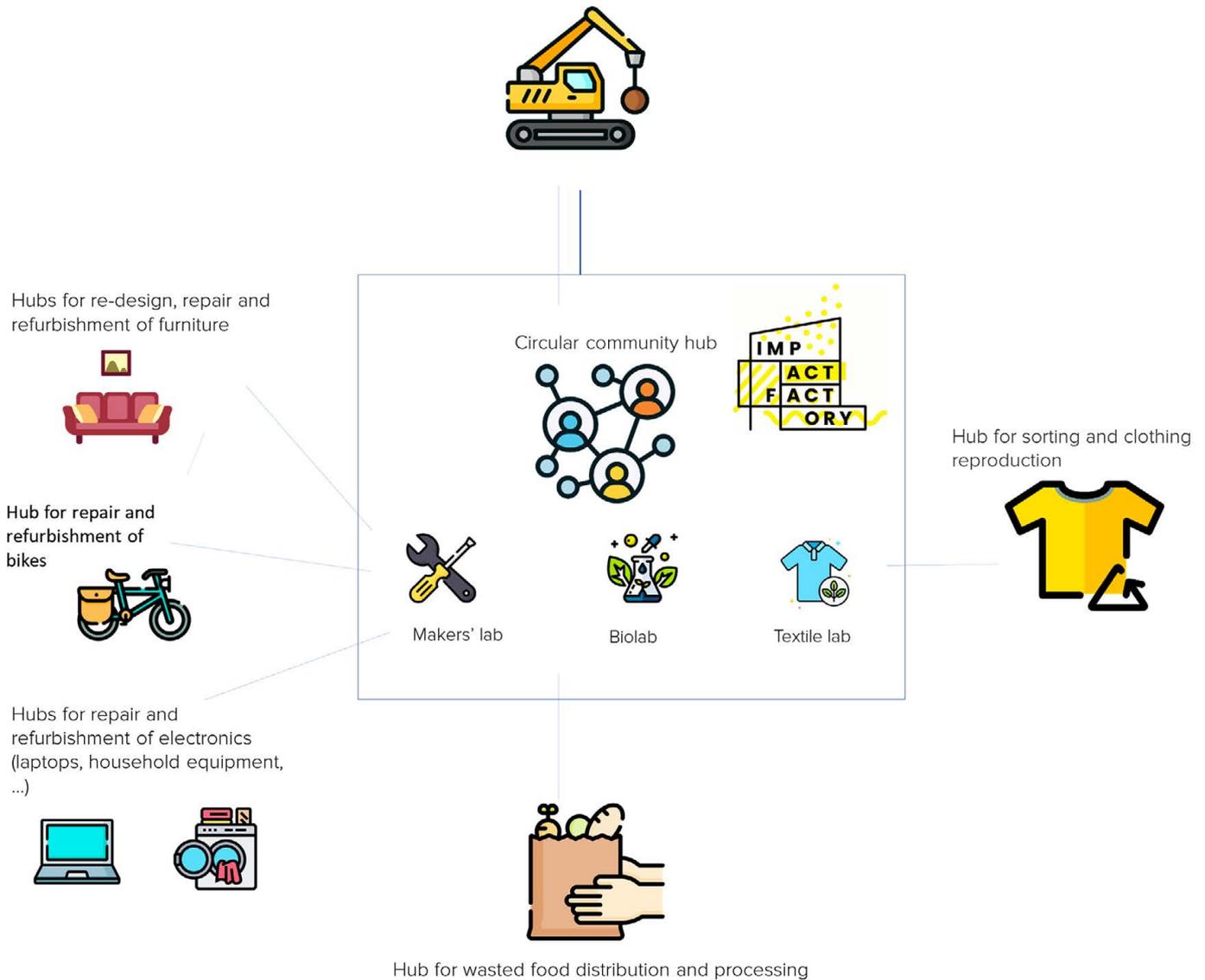
The Resourceful Cities network exchange inspired us with many examples of resource hubs across Europe, giving us an insight into different possible business models. We also looked behind the scenes of ambitions into possible risks and the need for resources, both financial and human. The peer exchange and inspiring programme of experts strengthened our own vision for the circular hub in Mechelen tremendously, while we were trying to put up a public-private partnership business model to build an urban resource centre, highlighting the advantages but also the pitfalls, showing the way to make our resource centre inclusive and enabling us to be ready to pitch our own project for possible investors or funding sources.

The network exchange also opened up our scope and thinking, embedding the resource hub in an integrated action plan for circular economy collaboration with the private sector and the public. It forced us to make a thorough, wider exercise on needs and the vision of the future, which was quite time consuming and involved a wide array of stakeholders (which also needs to be managed). This however ensures a stronger basis and vision, and hence a longer term viability for our urban resource centre as well as a view on the future in which the resource centre is a spinning wheel for the circular economy in the whole region.

“Mechelen aims to be the place where circular economy business models are made, tested, and implemented, in a way that they are accessible for everyone. Our circular community hub needs to embody that and breathe this message, through inspiring events and an educational programme. **The Impact Factory** is the showroom for the potential of the local circular ecosystem which uncovers real solutions for daily life consumption and production”

(Daphne Storms, URBACT Local Group Co-ordinator and Community Manager of Circular Entrepreneurs at the city of Mechelen)





We are now not only ready to build our main urban resource centre together with our local partners, but we also know that we will need in terms of other urban resource centres in the nearby future across the region, which are all interconnected to our main circular community hub at the heart of Mechelen. Our integrated action plan hence presents “a starting point, which is strongly supported by the local ecosystem, on how to evolve towards a circular economy, based on a thorough analysis of promising value chains on which we may make an impact given the fabric of our local economy and stakeholders” (Ania Coen, Expert Circular Economy at [Möbius Business Redesign](#)).

3. The Mobilising Power Of The Quintuple Helix Collaboration

Already from the start, we realized that we needed broad support from companies, citizens, financial institutions, researchers and students, politicians, other public authorities and experts, to realize our ambitions to become a circular city. There is a reason that stakeholder involvement is core to action planning and the URBACT methodological toolbox was a source of inspiration all along the way.

We have hence been inviting a broad range of stakeholders from the quintuple helix to our URBACT Local Group, and have always been blown away by the enthusiasm of our stakeholders to contribute to the circular transition. Every workshop we organised, some 30 to 50 participants showed up, paving the way for ownership in the implementation of actions of our action plan:

“As a family-run construction company with its origins in Malines, we are of course keen to share our knowledge of the circular economy to help make Malines a circular pioneer”

(Tom Clerinx, Innovation Manager at [Willemen](#))



“I was interested in the circular ideas of the city & so excited to see what this concrete plan yields for small entrepreneurs with a soul.”

(Kim Van Asch, [Oezita](#) – Local Entrepreneur Who Refurbishes And Re-Upholsters Furniture)

“I believe in the circular future. It is a matter of common sense to invest in circular construction methods.”

(Christophe Lambrechts, [Passief rijhuis in de stad](#) – citizen of Mechelen)

“Encountering inspiring entrepreneurs are a strong motivator to act upon change yourself. That is why I want to be part of this community.”

(Stephan Claes, [Renewi](#) – waste processing and recycling company)

The success and the clear call from participants for continuation of our ULG after the Resourceful Cities project finishes is proof of the fact that we need to build a circular community hub. Furthermore, the stakeholder approach itself constitutes the building blocks for our future urban resource centre’s functioning.

“This circular community hub is an excellent example of how local initiatives inspire the regional or even European level, and vice versa. From our partnership [Circular Flanders](#), we acknowledge the importance of cooperation and shared commitments from both public and private stakeholders. The many initiatives taken in the city of Mechelen are proof that the century of upscaling and embedding the circular economy in policy and in behaviour has started!”

(Brigitte Mouligneau, Transition Manager Circular Flanders)

4. Break Through Silo-Thinking Through Community Building

“In our transition towards a circular economy we have to rethink how companies, local governments and citizens interact with each other. Being able to give our point-of-view on how we see the developments of the circular economy for our clients, and how the city of Mechelen could further amplify or support those developments, was a great opportunity to connect how we work with the broader ambitions of the city. It also helped us in connecting with the local network of impact entrepreneurs in Mechelen, further anchoring what we do within the local community as well.”

(Jan Leysens, *Switchrs* – Strategy And Sustainability Consultancy for Companies)

The ultimate challenge is how to bridge different worldly views of stakeholders who steer the circular transition, from civil society to entrepreneurs, researchers and public institutions. All of them share an ambition but applied collaboration asks for experimental and out of the box-thinking. Thanks to the opportunity provided by this project to undertake some small scale test actions, we could set up a testing environment in which a citizen collective *Citamine* wants to initiate circular thinking by showing the citizens of Mechelen in a very practical, hands-on way, how to grow mushrooms on coffee grit, while providing concrete tested solutions for local enterprises. This involved a collaboration with the local university college's students and researchers too.

5. The Road Ahead

By the end of 2021, the city signed an agreement with OVAM and the real estate developer Miss Miyagi who created the *Stadsmakersfonds* to develop the Impact Factory (amongst other projects). Renovations will start in 2023 in order to make one circular hub from the Potterij and an adjacent underused office space that has been bought by Miss Miyagi (4500m² in total).

In the meantime, we will undertake a procurement process with market dialogue to select the architects and contractors that share our circular ambitions, and want to make the Impact Factory the showroom for circular economy and hence also for circular and sustainable building techniques and materials. In this preparatory period the building does not stay empty, but is filled with circular doers who are busy upcycling old wardrobes into designer items for sale, upcycling construction waste into musical instruments with kids, making new collections from faulty or post-consumer textiles for fashion brands, running a library with refurbished laptops and a library of garden and household tools, specializing in innovative 3D-printing techniques and more.

Curious? Visit our website, look at this [video](#) to know more about the Impact Factory and its residents, or you are welcome to contact or visit us: info@impactfactory.be or circulairereconomie@mechelen.be



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Vila Nova de Famalicão





Urbact Resourceful Cities The multiplicity of Resource Centers - the great challenge

The added value of joining the Resourceful Cities network

Due to its industrial economic profile, Famalicão has for some time now, been actively seeking to develop an urban metabolism based on a circular economy model through a multisectoral approach, while promoting new projects geared towards more sustainable local production and consumption practices.

Despite having implemented numerous guidelines for a more efficient use of resources and attaining a more sustainable system overall, there were still some missing links when it came to creating solutions that were truly efficient in promoting the involvement of the local community and in driving general behavioral changes. Concepts like waste prevention, recycling, reusing and repairing have long been a part of the daily lives of Famalicão's inhabitants but are too often still seen as an ideal rather than a part of our everyday lives. In that sense, there was a need to bring these concepts closer to the local community and institutions of Famalicão.

Within the implementation of the strategic plan "Famalicão Visão'25 (2014-2025)", the city aims to create a global green techno-industrial community on a multifunctional territory.

As a result, the municipality is set to tackle several different topics regarding sustainability – urban sustainable mobility, green economy a new approach to waste management, product valorization and local biodiversity and, of course, the promotion of a circular economy model.

In line with its dynamic attitude towards such issues and taking full advantage of the diverse network that had already been established with local stakeholders, the municipality focused on integrating new circular economy projects at a national and European scale, to boost the city's efforts by sharing relevant experiences and good practices.

Vila Nova de Famalicão has a robust industrial presence, and as a result, it has the potential to test and successfully implement new innovative methods and sustainable processes regarding circularity. Before entering the URBACT network, there were already multiple circular economy projects being developed and implemented in the city. The

Resourceful Cities project was the perfect opportunity to assure a proper coordination and articulation between them, with a strong focus on the community. Resourceful Cities came as a solution, which would allow for an integrated approach through the creation of an integrated action plan.

A great opportunity

Joining the project and the URBACT Resourceful Cities network has proven to be a great opportunity for Famalicão to access a knowledge platform regarding the topic of Circular Economy.

Participating in this project has enabled Famalicão to promote a deeper reflection on the circular topic, namely regarding the stakeholders and relevant parties involved and how they can be connected through new or existing networks in order to have a positive impact in terms of circular economy, waste management and efficient resource use.

The concept of the Urban Resource Center is still very much up for interpretation at this point, quite flexible depending on the local context and the present needs of the city and community it aims to serve. Should it aim to promote sustainable consumption within the city, serve as an educational point, spreading awareness on the issue and different solutions? Should it focus on the recycling, reusing and repair processes as a way to prevent waste? Can we find a way to integrate all the above? As a result, we are constantly being led to reflect on the matter in order to try to create something truly useful and impactful. That has been an ongoing exercise throughout the project that we expect will actually continue after the project ends.

Regarding the IAP, we found there were two elements that stood out in Famalicão: the city's industrial DNA and its vibrant community. If the first provides the potential to experiment new innovative approaches in terms of industrial waste management and resource use on a municipal scale, the latter, through its involvement in the local issues and active participation in local initiatives is a valuable asset when it comes to testing solutions for promoting behavioral change in matters of sustainability and circularity. For those very reasons, our IAP focuses on those two key areas: Industry and the Community.



Some examples of existing circular projects and businesses: Hospital de Monstros - Repair of appliances that will be donated to needy families and ecological detergents made by recycling cooking oils.





The URBACT Local Group (ULG)

The birth of an URBACT Local Group (ULG)

Vila Nova de Famalicão is focused on implementing projects which allow experimentation with circular theoretical knowledge, simplifying the decision-making processes for companies and for the community while promoting general behavioral change. In order to do so, we knew that we would have to actively promote the involvement of the relevant local stakeholders.

From the beginning Famalicão wanted this project to be as inclusive as possible. As a result, on a first draft we ended up with a wide URBACT Local Group (ULG) that was way too “ambitious” and difficult to manage, where not everyone was at the same pace. The solution meant taking a step back and making the necessary adjustments.

By focusing on two key dimensions – Community and Industry – which came as we developed several meetings, we were able to start working to achieve the expected results while also aiming to establish new communication channels and to promote cooperation as a way to find solutions for current common problems in the city.

In that sense, the COVID-19 pandemic was certainly an added challenge. It forced us to rethink not only the way communication between all involved parties took place - from physical meetings to a fully online format, to a mix of both in the more recent stages – but also the ways in which we would develop and implement the actions we had planned. Activities like workshop and showcases, for example, that fully relied on the involvement of the local community had to be adapted.

However, looking back, we find the overall balance to be rather positive and that despite the challenges we’ve faced we have been able to successfully build something which represents the beginning of a new stage in Famalicão in terms of circular economy.



First steps towards a common future

The initial stages of the process were definitely the most complex. Not only did we have to assess who were the key players we wanted to bring onboard, through mapping local stakeholders, but we also had to determine how this new project would fit in and complement the work that was already being done in the city in relation to circular economy. We soon became aware of the sheer magnitude of the task, with numerous projects, agents, businesses, organizations and institutions already committed to the topic. Despite the initial difficulties, we were soon able to move on to designing the actions and activities which we would like to see implemented during the course of the project.

Throughout the process, the ULG members remained determined to come together and collectively work on finding solutions.

“It could be said that working through the adversities has been a valuable experience, strengthening relationships and reminding us of the need for adaptability, resilience and agility to be built into future activities and services.”

Promoting the transition to a sustainable circular economy model has long been a priority for Famalicão. Before joining the Resourceful Cities network, there were already several projects under implementation, however, in most cases, they lacked adequate articulation.

From that point of view, this project allowed those who were already involved in the circular economy issue to come together and join efforts to explore new sustainable solutions together. As a result, from a social and educational point of view, the project appears to have had a very positive impact so far, both for the local community and other stakeholders.

For our small scale action we decided to use the local market as a platform to raise awareness of the importance of the transition to a circular economy model. This action aimed to enhance and consolidate the Famalicão Local Market (located in the city center) as a robust Urban Resource Centre (URC), ensuring the necessary articulation between circular public policies and related practices that must be adopted by the community, in addition to establishing circular partnerships between local producers and ULG members, in which waste that would be discarded could be transformed into new products.

Upcycling workshop at the Zero Waste Market





*Workshop at the Zero Waste Market
“Soup without Waste”*

“The Small Scale Action was a happy novelty and undoubtedly of great importance, it allowed us to test and prove Circular Economy strategies. It has become feasible in the eyes of consumers and partners themselves, it is no longer a utopia. It was a win-win process, it helped to correct mistakes, giving us confidence to continue on the path we had set out. Another milestone of my journey was the phrase “The Circular Economy has to be sexy, otherwise it won’t attract anyone”, says Ana Silva, local coordinator of the URBACT project.

Overall, this project not only contributed greatly to raising awareness of environmental issues and provided knowledge about sustainability and the circular economy, through the involvement of local citizens and businesses, but also provided an environment and conditions for effective collaboration between stakeholders that will foster more innovative solutions and ideas.

“Our ULG has progressed incredibly over time. The first phase was super interesting because it allowed us to meet, exchange ideas and brainstorm projects that we could develop together.

The most interesting thing was to develop the SSAs, where we could jointly organize activities within the local com-

munity. For example, in the municipal market of Famalicão, we addressed very relevant topics with the population, such as zero waste and the circular economy. Fortunately, Famalicão has many organizations, companies and projects that do a magnificent job in transitioning to circularity in different sectors. For me, it has been an experience of enormous professional and personal value. Creating networks and fostering local and regional symbioses was made possible thanks to the URBACT project”
- Filipa Gouveia, ECONnect Portugal, member of ULG

New learnings

The challenge of joining a network of European cities was a welcome one, allowing Famalicão to actively participate in the creation of a new strategy for waste management while learning directly from key players, driving change through new innovative approaches. This, along with the desire to accelerate the transition towards a more sustainable, circular economy model, was what led Vila Nova de Famalicão to join this URBACT initiative.

From a technical standpoint, joining the project proved to be a rather enriching experience, allowing for an improvement in capacity building, and in the development and application of tools and work methods. It has been, overall, a very fulfilling experience which led to a better, more consolidated understanding of the strategic planning processes.

“The tools and methodology provided by URBACT are a technical asset and will allow us to get to a whole different level in terms of action and policy planning. The promotion of an oriented, focused approach based on objective goals and an integrated, collaborative vision were some of the key points I would highlight in terms of the learning that took place as part of this experience.” - Marisa Moreira, ULG coordinator

What does the future hold for us?

We have reached a point where we cannot go back, through this URBACT project we meet new projects, new actors (national and international), invitations begin to appear for future partnerships - we are already on the International Map of Circularity.

Now that we have more experience, what at first seemed more complicated to us, namely managing a large number of partners in our local action group, has now become an asset.

We are gaining strength, gaining synergies, and no one will be left behind, the secret of success is to do it “with everyone and for everyone”.

On our horizons is the creation of a “mini textile factory” to solve textile waste; the creation of a house with a showroom, based on the concept of Bio Construction (using cans, glass bottles, styrofoam boxes); the implementation of an Eco Industrial Park, a network of Eco Schools with Circular

practices and, of course, our Zero Waste Market (the apple of our eye) will continue to grow across the breadth of the Circularity of Resources.

Certainly, in the coming years, we will continue to implement new programs and projects focused on the circular economy theme, in close collaboration with local stakeholders, with the aim of making Vila Nova de Famalicão an example of sustainable, circular practices.

We want to continue to collaborate and support local businesses and the community in creating solutions that actively contribute to sustainable development, making us all co-creators of a thriving city that is proud of its green and environmentally friendly practices.

Establishing meaningful and mutually beneficial partnerships has been one of our goals, and we currently feel that we are constantly advancing in this direction, particularly when it comes to industrial eco-innovation and eco-education projects. We hope that the relationships established in the course of this project will be lasting and that in the future we can continue to work closely with the current members of the ULG. We are and will always be open to new challenges!

Working on the integrated action plan



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City of Oslo





Completing a circle – the keys to circular change in your city through a participative, integrated approach

“Here Kristine Einbu, Environmental Engineer at the Department of Waste Management in the city of Oslo reflects on the city’s journey, experience and lessons learned as a partner in the Resourceful Cities network.”

In Oslo, we believe that cities are the driving force for green and circular development. Cities are big enough to implement real change, and at the same time close enough to the citizens to identify what motivates them in their daily lives. URBACT Resourceful Cities gave us the tools to take Oslo one step further.

Oslo is an ambitious city. Named the European Green Capital in 2019, the capital of Norway has already been recognized as a leading agent of change. Still, it’s possible to say, at least from an URBACT point of view, that Oslo lacked the know-how of using an innovative and participative approach to urban problem solving. And that’s why we wanted to be a part of Resourceful Cities.

URBACT has trained me and my collaborators in our URBACT Local Group (ULG) to learn how to work in an integrated way, bringing in a wide set of stakeholders and people who care, with whom we could work together towards a solution.

This process has broadened my perspective. For me, coming from waste management, it has been a motivation to work with a wide variety of stakeholders, from the local youth club to the green start up. The potential impact of Urban Resource Centres (URCs) in terms of positive, social effects for local communities, surprised me.

There's no "I" in an URBACT Local Group

The unexplored possibilities that lay in local citizen initiatives and in recognizing and using the knowledge and experience of those local initiatives in the city's development work, have also been an eye opener.

Developing a URC in an old stable in the Trosterud district, combining a workshop/repair shop, social meeting point and a reuse and recycling station, would not have been possible without our ULG. Each member has his or her own unique perspective and ways of working. The URC opens in the autumn of 2022, and we are excited to present it to the rest of the network.

Continuing to work with our ULG, we hope to use our Integrated Action Plan (IAP) as a tool along with other processes in the municipality, to gather «forces»; measures, messages, and platforms, to work more efficiently toward Oslo's ambitions to reduce its climate and environmental footprint.

All the ULG members have a role to play. Most members came on board from the start, as they were all having a stake in the development of existing URCs or related initiatives in Oslo. ByKuben – Oslo Centre for Urban Ecology – have been crucial as a connection point between the citizens and the municipality, and in linking partners and projects to the ULG.

“Being part of Resourceful Cities has allowed us to better understand the organizations and companies we had in our ULG. We have learned from them, and they have in return learned more about how the municipality works. Now we are all better prepared for future public-private partnerships”.



Photo: ByKuben- Oslo Centre for Urban Ecology



Kaja Fjørtoft and Andreas Fadum Haugstad, Project Engineer and Project Manager at ByKuben- Oslo Centre for Urban Ecology

Circular jobs!

Three other ULG members, the City District of Alna/ Områdeløft Trosterud og Haugerud (literally translated to “Area boost” Trosterud and Haugerud), the City District of Sagene and Lif laga, have been important in raising the voice of the local communities and different target groups within civil society in the ULG.

The City District of Alna and Lif laga have arranged small-scale actions particularly for and with young people, combining work experience and practical skills with the opportunities that lie in transforming waste into unique and functional objects.

“What’s special about using surplus materials from recycling stations to build wooden boxes, is that not only do we give Stovner youths valuable experience and an understanding of circular economy and sustainability, but we actually create jobs. I also like the fact that we contribute to a more sustainable society.”

Lucia Zazueta-Vicente (17y)

These small-scale actions also demonstrate the quick wins that can be achieved with limited resources at hand. Challenges encountered during the process have been of an administrative, financial character in the municipality; like: who should be responsible for financing and operating activities or services outside of their “regular” mandate?

Red tape vs green development

As a municipality, we have the ambitions, the resources, and the tools for a collaborative approach. This can result in exciting projects, such as the URC in Trosterud, which never would have found its form and purpose had it been developed by just me or one of the other ULG members. It’s only through cooperation and mutual «exploitation» of each other’s resources and qualities that we can succeed.

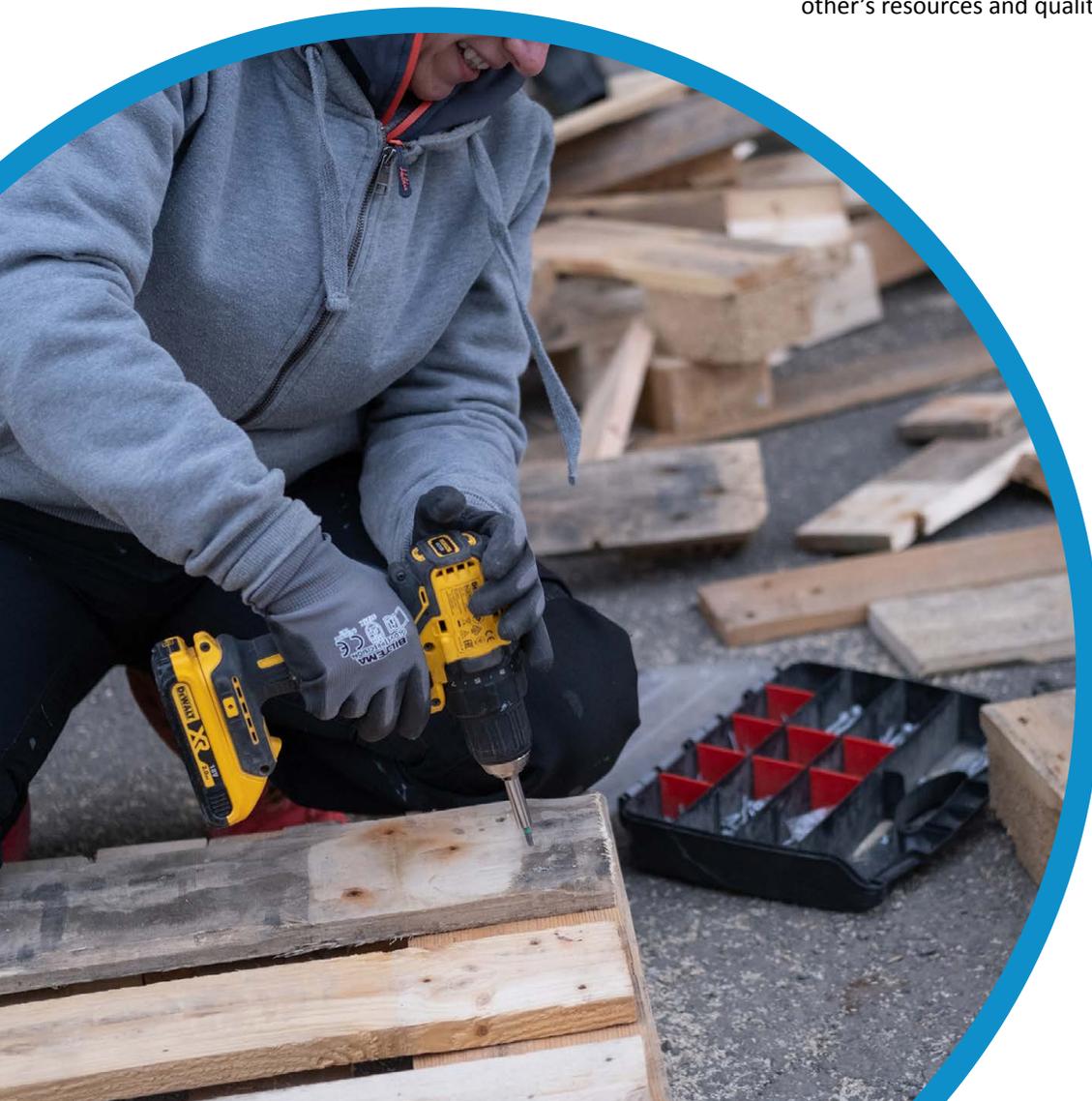


Photo: The Agency for Waste Management, City of Oslo



Photo: The Agency for Waste Management, City of Oslo

Yet sometimes we suffer from municipal hurdles such as strict mandates, roles and responsibilities, regulations, restricted resources, and risk aversion. From our experience, the municipality still tends to work in “silos” and therefore misses out on synergies and possibilities that can be explored by collaborative problem solving.

“I think the concept of circular economy is very important, and it has never been more important to focus on sustainability than now, especially considering climate change.”

Lucia Zazueta-Vicente (17y)

Through the URBACT action planning process, all stakeholders have been able to identify their challenges and needs. We have co-created a common vision and explored actions and new ways of collaborating that we think will contribute to the change we want to see as practitioners in our city. Furthermore, we have identified key performance indicators for our actions and connected them to the overall vision and goals, enabling us to work as a team towards a common vision.

Politics as a catalyst

Even though we sometimes feel challenged by bureaucracy, political support is instrumental in enabling and driving the change towards a circular transition. In Oslo, this cannot

be understated. With the backing of the City Government, Oslo have taken a leading role in the circular transition, reflected in several political high-level documents, like the “Future of consumption – City of Oslo’s Strategy for Sustainable and Reduced Consumption 2019-2030” and the “Action Plan to Reduce Plastic Pollution in the Oslo Fjord 2019-2020”.

The municipality is acutely aware of the need to clean up its own act and show leadership through own actions. For example, the city has taken simple actions to reduce plastic within their buildings. In their cafeterias for example that have replaced takeaway cups with porcelain, they’ve removed disposable spoons and replaced plastic food containers with glass. The municipality is taking clear, yet simple steps in nurturing a culture of sustainability by embodying circular values and fostering circular norms.

The political support is also reflected in the municipal budgets, enabling responsible agencies to equip the work with follow-up of plans by creating new positions, and announcing support schemes for sustainable initiatives and projects.

Still, through the network activities, we have been able to identify the municipality’s bottlenecks internally in developing and co-creating URCs, and other stakeholders’ bottlenecks in meeting with the municipality when they want to initiate such initiatives. By highlighting these challenges and possible solutions, we can equip the municipality even better to deliver on political strategies and visions going forward.

Communication – what, who, how?

Since stakeholders aren't one homogenous group, multiple channels and messages can be required.

In communicating with and engaging stakeholders we've therefore very much used a "learning by doing" approach.

For example, through small-scale actions involving youths and involving the local community in circular activities at site. I believe that activities and learning by doing is the way to people's hearts and minds. We have also used social media to spread information about the small-scale actions, with a focus on the local community as one target group. We have also communicated the project through posts in internal channels within the municipality.

Now, we focus on developing a website to gather all relevant information, where the target groups are citizens, businesses and everyone interested in the circular economy in Oslo. Examples and best practice will be key to succeed in such a channel, where the target group isn't one specific demographic. If we can showcase what we have done in the past and what we together can do in the future, I think we will come a long way.

We have to talk about money

Any sustainability project must also be economically sustainable. You need money to spend, and an integrated approach to your funding plan is key! Oslo's actions in the IAP are funded by municipal budgets, but also regional innovation funds and potentially national climate support schemes. Think of linking your actions to other strategic plans or programs in your city or region. It will give your actions more financial legs to stand on and make your plans less vulnerable.

In the long run, it is crucial that the concept of Urban Resource Centers are incentivized through tax and law regulations:

'Right now I feel that we are in the middle of a paradigm shift, doing a lot of piloting. These are important building bricks for our understanding of what needs to come for a more profound and structural change.', says Andreas Fadum Haugstad, Project Engineer and Project Leader at ByKuben – Oslo Centre for Urban Ecology.

He goes on to say 'the people we cooperate with rely too much on temporary financial support schemes. If what they do is necessary for the circular shift, then we either have to accept these services as a part of our public domain, or we have to establish predictable financial schemes for the same people and organizations. As of today, many of these initiatives face the problem that scaling up seems hard or even



Photo: The Agency for Waste Management, City of Oslo

impossible, as this stepping up of the game will require investments in tools and infrastructure that are very hard to defend economically. In many ways, our society is a mirror of our regulations and tax systems. And right now, it is basically free of charge to throw away things, and repairing is often just as expensive as buying something new. This has to change in a radical way.'

From transnational to local, and back again

Through transnational exchange in the URBACT program we have been able to look to other cities, and we have been inspired to make change here. In a way, the network is a macro version of our own ULG – we can draw on each city's perspective and experiences.

Even though we live and work in different countries and systems, there are a lot of similarities. But differences are also a source of inspiration. I think it's important to be open for change and that there are many roads to reaching a goal. Working in a municipality, it's frighteningly easy to get stuck in your old ways of doing things. For me personally, the URBACT program has shown me the importance of being open minded and flexible.

There are many examples of inspiring projects and activities taking place in other cities in the network that has inspired Oslo's ULG and work onwards. Among other things, learning from Opole and their engagement with stakeholders

through teaching activities and cultural events, and from Famalicão with their municipal support structures for small start-ups and their culture of network collaboration have been inspirational.

Where do we go from here?

The foundation for the City Government's upcoming circular economy strategy was set out in the report "Professional Basis for a Thematic Plan for Circular Economy" in March 2022. The report shows how the municipality's work for a more circular economy will contribute to job creation, increased value creation and significant climate and environmental benefits.

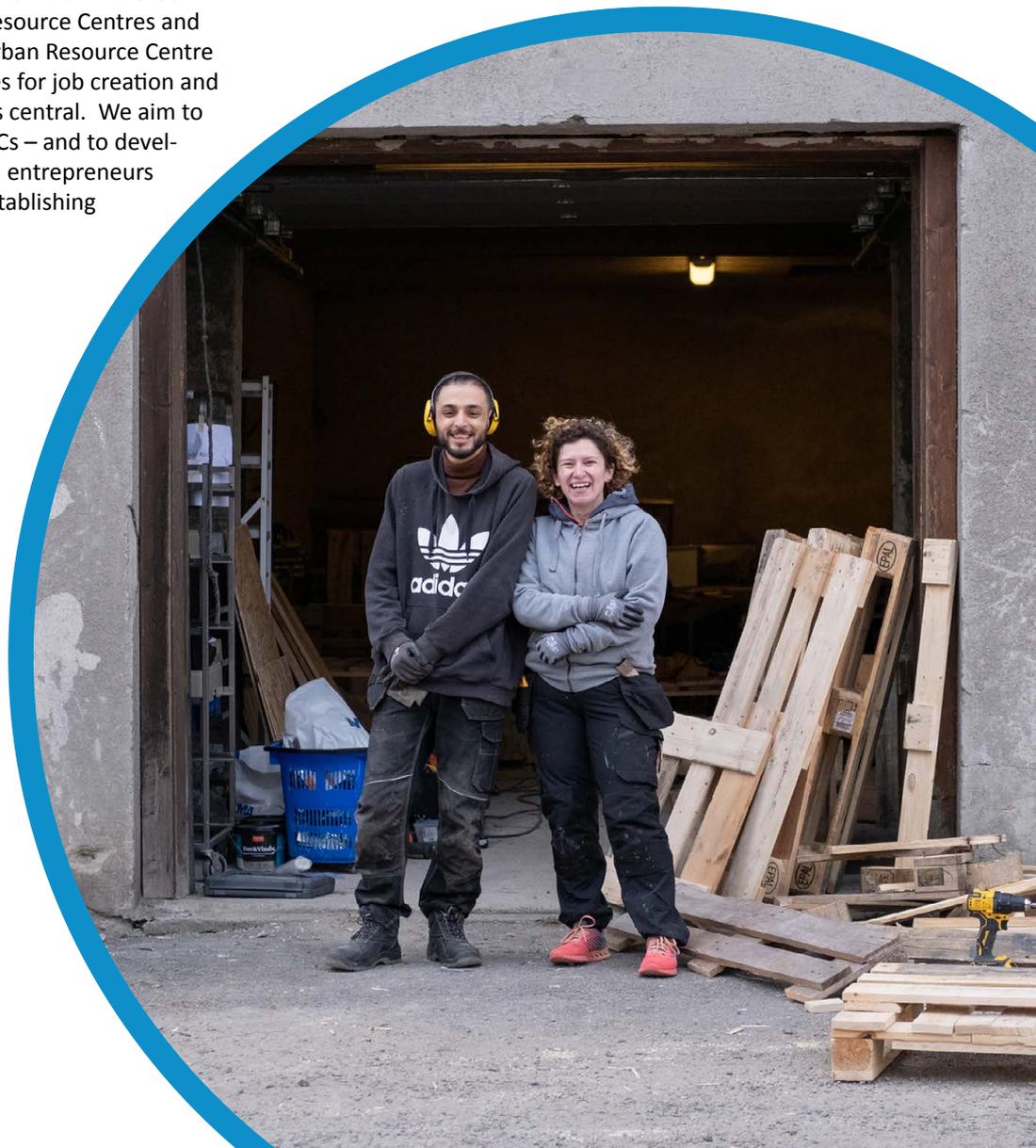
The report points at URCs and their important role as neutral meeting places, where actors can meet across industries and value chains. In addition, they are important arenas that stimulate repair, redesign, swapping and reuse.

Within Resourceful Cities, Oslo's vision is an increase in activity and diversity of Urban Resource Centres and initiatives. We want to create an Urban Resource Centre in Trosterud district where synergies for job creation and vocational education and training is central. We aim to lower the barriers for initiating URCs – and to develop a handbook that guides citizens, entrepreneurs and the municipality in steps for establishing such initiatives.

We strive to ensure that all information on URCs or related initiatives is shared on a common communication platform in the city. Lastly we aim at testing digital platforms that can facilitate data sharing on materials - changing waste into resources.

Our hope is to continue our diverse Resourceful Cities network in Oslo. We hope our IAP can be a seed for growth and development; there are many unexplored opportunities and synergies ahead of us if we seize the opportunity. We have also been part of a supportive European Resourceful Cities network family. I speak for all our ULG members when I say that we hope to continue a future collaboration with our partner cities.

Photo: The Agency for
Waste Management, City of Oslo



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City of Cáceres





Closing the food loops: Cáceres road to circularity

The beginning of the road

Cáceres performance in URBACT has focused on Ribera del Marco, the area surrounding the Monumental City with an extraordinary environmental value that also hosts the first human settlements. The city has lived back to this space for a long time, since it has grown in a different direction usually forgetting this extraordinary space and now the plan of the Town Hall is to invest in its recovery.

In the words of Mr. Jorge Villar Guijarro, Councillor of Tourism, Innovation, Technological Development and Transparency, “Ribera del Marco is the origin of life in Cáceres, which consequently means that our own lives have been shaped there: from the past represented by the 68,000 years of the Maltravieso Paleolithic Paintings, the oldest in the world, to the future represented by the University, the University Hospital and the Minimally Invasive Surgery Center (JUMISC). On that very road to the Rivera del Marco we find the Monumental City of Cáceres, a UNESCO World Heritage Site”.

“For these reasons we realised it was time to recover the Ribera del Marco area, we must stop turning our backs on this space, we must take into account its historical heritage, immemorial uses, nature, orchards and of course organic products”.



“Since we are also partners in another URBACT project, Tourism Friendly Cities, it will allow us to face the foreseeable saturation of an increasingly popular destination while harnessing the value opportunities which exist in the areas of Maltravieso and Ribera del Marco, which will be connected through green corridors supporting nature and orchards thanks to the Next Generation EU funds. We hope to encourage a more active and circular tourism that will see the city have plenty of spaces to visit and to follow the European Green Deal, redefining our destination and expanding the activities to achieve longer stays, more profitable for supporting circular businesses offering higher quality and more sustainability conscious services”.

We recognised the value of participating in the Resourceful Cities network as a means to support us in driving circular projects in the city.

The obligation to establish the selective collection of bio-waste through the [brown container](#) before 2023 meant we had to increase our engagement and awareness raising efforts with citizens. Thanks to our participation in the project and learning from the experiences of other cities we developed some events and experiences that promote awareness of the importance of separate collection.

As well as this we wanted to add value to our existing plans in relation to the implementation of the [Circular Agri-Food Laboratory of Cáceres \(LACA\)](#). In Carvajal municipal orchards LACA will create a network of kitchens and local business to work for a healthy, sustainable and low-cost cuisine. The LACA initiative was enhanced through our Small Scale Action, which also took place in the municipal orchards and focussed on trialling the effectiveness of on site generated compost which could be used to fertilise food production in the orchards. Composting, represents the very origin of food production and all this is supported by the common thread of the Ribera del Marco vegetable garden system, where the whole cycle of the circular economy can be visualized.



Mr. Jorge Villar Guijarro, Councillor of Tourism, Innovation, Technological Development and Transparency.

Urbact methodology in pandemic times

URBACT Local Groups (ULGs) are a key element of URBACT programme. Each URBACT partner must create a local group that brings together key local stakeholders to co-produce city strategies and action plans. In Cáceres, the ULG included representation from public, private, academic and civil society sectors.

From the public sector, we have gathered all relevant departments of our municipality regarding circular economy:

- Mr. Jorge Villar Guijarro, Councillor of Tourism, Innovation, Technological Development and Transparency.
- Ms. Rebeca Domínguez Cidoncha, Project manager – Head of the Innovation Department.
- Mr. José Luis Medel Bermejo, ULG coordinator - Technical Manager of Local Development.
- Ms. Elena Calle Mayoral, Assistant Administrative in Innovation Department.
- Ms. Elena Domínguez Crespo, Europe Direct Cáceres.
- Mr. José Antonio Herrero Moreno, replaced by Mr. Miguel Ángel Sánchez Iglesias, manager of municipal orchards in Popular University.
- Mr. Anto Recio Cuesta, FUNDECYT Foundation from the public sector who manages interesting projects on research and innovation.

From the private sector, we worked with the enterprise in charge of the waste collection in Cáceres:

- Mr. Eduardo Chacón López and Mr. Jorge García León, CONYSER.



From academic, we included representatives from University of Extremadura that could add an interesting educational approach to our actions:

- Ms. Ana Hernández Carretero, Faculty of Teacher Training.
- Mr. José Luis Fernández-Pacheco Sáez, researcher in URBINAT and ESCUTA projects.

From the civil society, we had collectives of people that held initiatives related to circular economy mainly in Ribera del Marco but also in other areas nearby:

- Ms. María de las Mercedes Molina Carrizosa, Leader Farmer, Expert in composting and workshop organization.
- Farmers group from municipal orchard “La Lentejita” in Ribera del Marco.
- Mr. Rodrigo Jiménez Barrios, Economías Biorregionales Association.
- Mr. Gonzalo Palomo Guijarro, Cooperative Actyva.
- Mr. Pedro Moreno Rey, Neighborhood Association Amigos de la Ribera del Marco.
- Mr. Marcello Abate, Holistic Fungi Association in Sierra de Fuentes town

In order to carry out the work plan, the ULG collaborated during a series of meetings following an iterative action planning process that ultimately led to the definition of the actions to appear in the final Integrated Action Plan (IAP). For the development of the IAP, ULG was guided in this adventure to give shape to the actions for the city while taking into account URBACT flagships.

- Integration of social, economic and scientific aspects from a sustainability perspective.
- Co-production and co-design as ULG members to contribute to its design.
- Co-implementation by all ULG members according to the agreed plan.
- Commitment and involvement of all ULG members in its objectives.
- Joint action and learning by sharing “win-win” experiences and lessons learned.
- Participation involving public and private agents, academic, civil society and innovation and knowledge areas.

The COVID 19 pandemic in March 2020 caused major adjustments to the original work plan of the Resourceful Cities network phase 2, both in the development of work with



the European coordinators and participating cities through transnational meetings, as well as in the local work with the ULG to complete the relevant milestones of the co-creation of an Integrated Action Plan (IAP) to adapt to the new reality and its needs.

While the workplan suffered serious delays, with the support of the lead partner and the lead expert we did eventually get back on track and were able to meet our key milestones and deliverables including the implementation of our small scale action and the finalisation of our IAP.

On April 6th 2022, the ULG members had the opportunity to visit our Small Scale Action in the municipal orchards and they also visited the Holistic Fungi Association in Sierra de Fuentes, itself one of the ULG members, to get to know their mushroom growing laboratory which used recycled organic material.

A seed to change the city: our small scale action

URBACT encouraged us to undertake the Small Scale Action (SSA) in order to experiment with new ideas which we saw active in other partner cities.

“From our experience we can say that the SSA has a key role in leveraging the structural changes needed in cities and in accelerating the implementation of the IAPs.”

Circular economy has been taking centre stage in European agendas as a response to climate change. The idea of circularity can be extrapolated to any economic sector such as alimentation. Ribera del Marco has a wide experience in food production mainly thanks to the municipal orchards surface that the Popular University is managing and the diversity of agroecology initiatives that take place here in





connection with others in the province. This is an aspect that LACA pretends to highlight and since in the field of food production and agriculture an essential concept is composting, here we have the key to understand why our Small Scale Action is so relevant.

Our SSA is located in La Lentejita municipal orchard managed by the Popular University, an autonomous organism within the Councillorship of Social Affairs. They are very active within the Resourceful Cities project which is managed by the Innovation Department of Cáceres Town Hall within the Councillorship of Innovation. The SSA was a great example of interdepartmental effort to make changes in the city and really shows the value of more integrated approaches to development. Plus, it is important to highlight that La Lentejita is a two years experiment itself in which the feasibility of dry farming will be tested as well.



“Highlighting the importance of ‘slow food’ products allow us to bet on the community of orchards from Ribera del Marco that are managed by the Popular University and Valdeflores valley sustainability. High quality and organic products, which remind us of the origins of our city, need to be appreciated, allowing direct marketing without intermediaries, thus connecting with European initiatives such as “From Farm to Fork”.

Mr. Jorge Villar Guijarro, Councillor of Tourism, Innovation, Technological Development and Transparency.

The SSA took place between March and May of 2022 and was developed under 2 main phases of work namely the technical phase which involved the composting elements of the project and the educational phase which involved the awareness raising elements of the project.

The objectives of the composting phase of the project were to:

- test the composting capacity to fertilize a municipal orchard.
- organise a social innovation experience between two different departments of the city hall in a participative and integrated way involving ULG members and civil society.
- testing the city’s first composting experience in a green space and its suitability for replication in other areas.

In the educational phase we wanted to:

- raise awareness among children about the circular economy as a vital ingredient in sustainable development.
- organize a social innovation experience between two different departments of the city hall in a participative and integrated way involving ULG members and civil society.
- raise knowledge among children about the municipal orchards of the city.
- raise knowledge among children about harvesting techniques.
- illustrate the complete cycle of the circular economy regarding food: composting is produced in the orchards to be then utilised to fertilize the land and grow vegetables.





Hand in hand: our actions

One of the actions that we included in our IAP is the implementation of the door-to-door municipal waste collection system in the historic centre of Cáceres and its surrounding area, with low population density, narrow streets, with a large influx of tourists due to the fact that it has been declared a World Heritage City by UNESCO. The action will be led by the Cáceres City Council in collaboration with Neighborhood Associations and Waste Collection Services.

The door-to-door collection system is based on a very specific philosophy: to bring the waste problem closer to the citizens to make them participate in it as the first and best way to minimize this impact. With the door-to-door system, the population will be prompted to change their consumption habits to produce less waste and separate it at source for separate collection. With this system, all waste fractions are treated differently.

This collection model makes the citizen a participant in environmental problems and shares with the administrations in forming the solution to it.





Another action that we are excited to have included in the IAP is Cáceres Competitive, Accessible and Transformative Commerce (CC-CAT), led by Cáceres City Council in collaboration with local producers, traders and customers of the Ronda del Carmen Market.

Its principal objective is to provide wider accessibility, ecological transition and digital transformation to the commercial sector of Cáceres, located specifically in the commercial areas of the city. With this action we want to support businesses to become more competitive and sustainable. Focusing on a single zone in the city centre we can harness the potential of destination branding and this will add value to the potential of the rest of the areas, encouraging them too to improve their ecological and digital competences.

Our vision is to have local businesses that have the capacity to be resilient while incorporating policies of decarbonisation, waste reduction, circular economy and zero waste. To this end, we seek to use solutions aimed at increasing sustainability, adaptation to climate change and efficiency.

Our participation in Resourceful Cities have opened to us the opportunity to exchange and be inspired by our partners with whom we have learnt together and found the motivation to make things happen. International exchange always enriches creation and implementation of policies;

this has been really insightful and has greatly helped us in developing these actions which we believe can accelerate our transition to a more circular Cáceres. Following URBACT methodology has brought us nearer our citizenship and has supported us to create a strong network with them so as to achieve long lasting actions that will make progresses in our city. Of course, we will keep the work of our ULG through our Urban Agenda projects that are being approved to Cáceres, since participation is essential for the new era of European policies.

We invite you to check our ULG actions included in the IAP. They are linked with the municipality actions since they contribute with horizontal aspects that are essential to maximize results such as soft innovation policies, entrepreneurship and agriculture exchanges and education.



<https://projects2014-2020.interregeurope.eu/passpartool/>

RAISE Youth

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DE CONOCIMIENTO E
INTERACTUACIÓN PARA
EL DESARROLLO
RURAL SOSTENIBLE

<https://raiseyouth.fundecyt-pctex.es/>



<http://www.eorganiceu.com/anasayfa-644>



<http://www.bbbfarming.net/es/805-arranca-el-proyecto-ecologico>

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With thanks to all of the contributors. We especially want to thank the ULG members and the many city stakeholders. It is through their valuable inputs, energy, commitment and resourcefulness that positive change becomes possible.

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City of Opole





Journeying Together Towards a Circular Opole - Our URBACT Adventure

In this piece the Resourceful Cities team at the city council of Opole, share some of their experiences and highlights from their URBACT journey.

In [Opole](#) we decided to join to the Resourceful Cities network because we saw the project as an opportunity to implement the circular economy in the city. We have been struggling with the rising problem of the growing amount of waste produced by the city's residents. The costs of waste management in the city are also growing every year. Opole already undertakes many activities aimed at modernizing the system of selective collection and recycling of waste and in the area of educating residents. However, we recognized that learning about the experiences of other cities would help us to cope with the challenges ahead. In addition we had been pondering the idea of creating an Urban Resource Centre (URC) for some time and when we came across the concept for Resourceful Cities we decided that this URBACT network would be an ideal platform for inspiration and to support us in making our URC project successful.

[Opole](#), like the rest of Poland, is at the beginning of its transformation towards a circular economy. When joining the project, we expected that our role would be limited only to a learning partner that used and was inspired by the experience of other cities. Through the project howev-

er and thanks to the partners we recognised that we were in fact carrying out interesting activities in our city that provided inspiration to others and were worthy of sharing and replicating. A great interest of partner cities turned out to be our educational and awareness-raising campaign addressed to the youngest inhabitants of Opole, and its symbol the mascot "Trash Fly". The Fly was also a hero of our international meeting. Check out several trash fly for yourself in the videos here:

<https://youtu.be/8g2v-ZVmlHI>

https://youtu.be/YnVpqjV_kvM

https://youtu.be/Rp5yV-m_M2M

<https://youtu.be/96ucs2jHozo>

<https://youtu.be/0txPAD0zhzM>

The project made us realize just how much we shared with our fellow European cities in terms of the problems and limitations that we struggle with day to day. The project also taught us that with small, not always very costly activities, you can really change the city. This was very insightful and empowering.

“It was really important for us to design education and awareness raising activities that were truly accessible and of interest to citizens. Testing out some activities on a small scale through the URBACT small scale action concept, allowed us to gather vital feedback from citizens. This feedback will inform the development of all future educational workshops and activities. In this way we know that our efforts are responding to real citizens needs and interests and are having an impact.”

– Iwona Kowalczyk, Project Manager of Resourceful Cities in the city of Opole

The form of project implementation with the URBACT Local Group (ULG) as a central and vital element was a novelty for us. In the creation of this cross sectoral multi-level ULG stakeholder group we invited representatives of universities, public institutions, non-governmental organizations, but also employees of the Opole City Council and its organizational units to cooperate within the group. The composition of the ULG group evolved over time and the diversity of experiences of people present was a great value for us.

The cooperation within the ULG showed us that our old way of exchanging information between various stakeholders could be improved. This is the greatest value that we have achieved thanks to the network. Awareness and appreciation that we are not able to solve all problems ourselves, and that many issues should be discussed with other stakeholders. “I can see that it is worth sharing, discussing and developing our ideas together with the critical view of the inhabitants” said Aleksandra Kula, one of the Opole team members.

Moreover, our cooperation with other European cities in the network has shown us how many interesting solutions and improvements we can implement. The initiatives of municipal governments in Mechelen and The Hague really inspired us in particular their work in supporting entrepreneurs to access and develop new value chains from unused objects and their work on using post-industrial spaces in order to stimulate the artistic activation of the inhabitants, allowing them to develop their interests and contribution to art. All of these initiatives were really inspiring.





Locally, established relationships with group members have already started to pay off in taking joint actions, for example during our collaborative presence at the Zero Waste Festival and through our close cooperation with the opening of ReUsing Shop (our URC) and its functioning we had strong stakeholder partnerships in facilitating workshops on making recycled furniture, sewing bags from banners, renewing old furniture etc.

The adventure with the circular economy in [Opole](#) thanks to the URBACT Resourceful Cities project has gained a new dimension and impact. All educational activities conducted by the City are now focused on the subject of circular economy under the name “Less is more”. All actions taken are approved by the Mayor of Opole. Moreover people involved in the ULG are willing to continue cooperating and working towards a fairer and more circular economy.

We now have several new activities in the field of circular economy in the city which are financed from a variety of sources including the city budget, the URBACT program and through the ERDF funded project “Eco-habits - Good practices - Circular economy”. Thanks to and using the inspiration of partner cities in the Resourceful Cities network, our URC in Opole, the ReUsing Shop, was opened in November 2021, as a dedicated space for exchanging things and the continuing education of adults.

We used this opening phase of the URC to conduct our small-scale action and found that in the first three months about 3,888 inhabitants of the city of Opole were educated in the field of circular economy and waste segregation, and thanks to the exchange service 4,685 kg of items were sent to the ReUsing Shop.

The URC is fully operational now with over three months and we can see that such a place was highly anticipated by

the residents and was very positively and warmly received by them. About 60 people visit it daily. The ReUsing Shop also organizes workshops on the circular economy and giving items a second life. Citizens’ grassroots initiatives are already visible including for example a proposal to conduct workshops on sewing reusable bags from materials brought to the ReUsing Shop or sewing vegetable bags from curtains.





“Great idea, but also implementation. I think it will have a very positive impact on the activities of the city of Opole” says one of the comments on our Facebook page. “It will be my favourite place in Opole” we heard from a senior club member.

As well as this we are expanding the network of book exchange points in Opole. There are already seven bookshelves for book exchange within the URC and 36 external book exchange points as part of the “Read with Trash Fly” campaign launched and run by the city. In June, another edition of the “Ecological Town” festival will take place, with the motto “Less is more”. In addition with the aim of leading by doing, the Mayor of the city has ordered implementation of circular practices within the City Office, including actions aimed at limiting waste generation and taking preventive actions for example, during public purchases and procurement.

Participation in the Resourceful Cities network allowed us to see the implementation of our intentions through the point of view of an inhabitant. We have gained specific tools to get closer to citizens and consult and collaborate with them sharing and validating ideas in the field of circular econo-

my. The real and tangible dimension of this attitude can be seen in the ReUsing Shop itself, which is located in the very centre of the city, right next to our office, which allows for direct contact and fast information flow. The creation of this URC has been a really valuable step forward in enabling our circular transition. It is however just the beginning.

We want to continue to move towards a circular economy, and we have already identified new goals based on our learning and experience in the URC. We want, for example to launch an exchange point where large-size items such as furniture could be collected. We also want to introduce actions for exchanging clothes for the inhabitants. We feel very empowered thanks to our Resourceful Cities journey and the URBACT programme. We look forward to continue progressing our transition to a circular economy, implementing these and other actions together with our valued partners across sectors and levels. We know that alone we can do but a little, while together we can do so much more.

With thanks to all of the contributors. We especially want to thank the ULG members and the many city stakeholders. It is through their valuable inputs, energy, commitment and resourcefulness that positive change becomes possible.

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Bucharest 3rd District





The Resourceful District – Kickstarting the Circular Economy

‘In Bucharest there are no worries, nor any lengthy melancholia, which explains even the name of this joyful town, like a bell in winter snows’.

– *Doina Rusti, ‘The Phanariot Manuscript’*

If you’re visiting Bucharest for the first time, the city may appear unpleasant, boisterous, and unwelcoming. There is a lot of ‘gray’ inherited from the communist era, as well as a number of old neglected buildings and unappealing urban landscapes. However, if you stay a while, you will discover a vibrant city, that has always been in constant movement and change throughout its history.

Part of Bucharest’s charm lies hidden, waiting to be discovered by those who stray from the beaten path. Bucharest is a melange of old and new, of Orient and Occident, of dreams and opportunities.

The city’s precise origins are unknown, but folklore states that a shepherd named Bucur founded the town. In Romanian, the word stem ‘bucurie’ means ‘joy/happiness’, hence the city’s name which means ‘city of joy’.

The first historical record comes from the year 1459, during the rule of Vlad the Impaler, and since then it has been in perpetual flux, evolving from a small town into the country’s main cultural, economic, and artistic hub. The rapid modernization and Europeanization in the 19th and early 20th centuries set Bucharest apart from other cities in the Balkans and earned it the nickname ‘Little Paris’.

The 3rd District

Today, Bucharest is a metropolis of over 2 million inhabitants and is Romania’s key political, administrative, economic, and commercial hub, as well as its capital. From an administrative point of view, it is known as the “Municipality of Bucharest” and it’s divided into six districts, The 3rd being the largest subdivision by population, with almost half a million inhabitants.

Given the historical evolution of Bucharest, the current urban landscape of the 3rd District incorporates different socio-spatial structures formed in various historical periods: The Old Town, the Jewish quarter, the communist era neighborhoods, individual households, as well as new residential zones.

Considering the high density of inhabitants and the current social-economic urban fabric, the district presents itself as an urban area with high development potential, but also one that is faced with numerous challenges.

It is our vision to be Bucharest's cleanest, greenest, and most developed district, and the transition to the circular economy provides the potential to realize this, by bringing structural changes to the local administration and economy. We aspire to be facilitators of measures through which citizens, professionals, experts, and businesses can work together to build and sustain a circular model.

This is why we decided to join the Resourceful Cities project, to take full advantage of the opportunities provided by the URBACT Programme, the expertise, and knowledge of other European cities. The concept of Urban Resource Centers, explored by the network, presented itself as a valuable framework for the capitalization of various untapped resources at the district level, by providing a tailor-made space (physical and even virtual) for citizens through which the circular economy can be promoted locally and also, a means through which participation, integration and value-based development can be encouraged. For us, the Resourceful Cities project was the ideal place to start talking about the circular economy in the 3rd District.

Making Things Happen with URBACT

For us, URBACT was not a new experience. We were previously part of the In Focus network, which, from 2016 to 2018, investigated the concept of smart specialization at city level. It was an eye-opening experience that showed us that major urban challenges should be addressed in a participative and integrated manner, with the involvement of local stakeholders.

This time, in the context of the Resourceful Cities project, we employed URBACT's participatory approach to better understand how waste prevention, reuse, repair, and recycling can be facilitated in our city. To achieve this, we collaborated at transnational level with the Resourceful Cities partners and experts, as well as at the local level with the members of our newly established URBACT Local Group (ULG).

The transnational activities of the Resourceful Cities network provided us with significant ideas and examples of best practices on how to involve citizens and develop inclusive and varied circular economy solutions. It's been inspiring and motivating to see cities, who are ahead of the curve in terms of circular economy projects, collaborate with cities that are just getting started, in order to develop new ideas and assist one another.

While the transnational activities of Resourceful Cities provided a focal point for ideas and inspiration, the ULG was the primary consultation forum where transnational findings were analyzed and new ideas appropriate for the local context were generated. The Small Scale Action (SSA) of the 3rd District, which was designed during the ULG meetings, is an example of this. The SSA, which aims to promote the benefits of urban composting, drew inspiration from the experiences of other partner cities with initiatives involving bio-resources.

Overall, the ULG contributed to the development of the Integrated Action Plan by having a common understanding of the local context, developing a shared vision for the future among stakeholders, and by drawing inspiration from the numerous network-level resources.

Working With Local Actors

Despite its small size, the 3rd District's ULG was comprised of professionals and activists from fields such as urban planning and urban sustainability, waste management and ecology, who met on a regular basis to address the district's issues related to the circular economy transition.

ULG members included representatives from the Bucharest-Ilfov Regional Development Agency www.adrbi.ro, GreenPoint Management www.greenpoints.ro, ECOTIC www.ecotic.ro, Viitor Plus www.viitorplus.ro, AASTAFF www.aastaff.ro, Urban Cultor www.urbancultor.ro, Ateleire Fără Frontiere www.atelierefarafrafrontiere.ro, the Bucharest University of Economic Studies - Faculty of Management www.management.ase.ro, the General Directorate of Sanitation of the 3rd District www.salubritate3.ro and the Local Council of The 3rd District.

Initially, the network subject and the opportunities presented by the Resourceful Cities project drew the attention of various stakeholders, and the first preliminary meeting of local stakeholders - which took place in December 2019 during the Resourceful Cities expert's visit to our city - made us believe that we will be able to establish a very diversified

and large ULG. Then the COVID-19 pandemic broke out, and we were faced with a new reality and some serious challenges: how to attract new members in the ULG in the face of severe restrictions, how to have interesting virtual meetings, and how to build a relationship with people you meet online for a couple of hours every now and then? Add to that one of the most difficult problems that an URBACT city faces when working with local stakeholders – how to keep the ULG members’ enthusiasm alive for the duration of the project? – and you can get an idea of the challenging task which awaited us.

First and foremost, we must admit that if the December 2019 meeting had not occurred, things would have been extremely difficult. That face-to-face meeting was extremely beneficial, and the stakeholders who attended formed the core group of our future ULG.

Secondly, we must clarify that our goal was to use the transnational meetings as a way of repaying the local stakeholders for their crucial, but voluntary, work and expertise. We intended for ULG members to attend the various transnational meetings depending on their fields of interest and professional expertise, but, of course, everything had to be moved online. From this point of view, we wanted to make ULG members truly understand that their involvement in ULG activities can have a real impact, and the small-scale action (SSA) gives us an opportunity to do just that.

We used the SSA to channel the ULG’s interest in the Resourceful Cities project, so we had members start coming up with pilot projects ideas and then vote on them. The winning proposal was then further discussed, examined, and refined before being implemented.





This was a great way of channeling the ULG's interest, the only downside being that too much time was spent discussing it, and some of the ULG members thought the SSA was the only goal of the project, losing sight of the need to develop the Integrated Action Plan (IAP). In hindsight, this is something we could have prevented by better explaining our goals. Also, we could have done a better job in expanding our ULG by insisting on reaching some of the potential stakeholders we contacted early but who did not give us a reply.

Although it could have been improved in some ways, the ULG was nonetheless beneficial to us. It aided us in recognizing our shortcomings as well as the district's primary challenges in transitioning to a circular economy. These challenges can be summarized as follows:

- Lack of awareness and relevant information among citizens and key actors
- Dispersed initiatives without any meaningful impact on the community
- Lack of relevant circular initiatives - both public and private
- Low levels of selective collection, reuse and recycling of waste

The Integrated Action Plan

We were able to capitalize and integrate on the lessons learned through the Resourceful Cities project with the help of our ULG by bringing together decision-makers and stakeholders with the common goal of assisting in the transition to a circular economy by developing the Integrated Action Plan.

As a result, a set of actions were identified and developed collaboratively among stakeholders in order to reduce waste generation and increase reuse and recycling among individuals and businesses. The IAP will also help The 3rd District in creating the framework for other public policy

initiatives such as urban planning standards, economic incentives, and public participation methods, which we believe will be a bonus.

The aim of the Integrated Action Plan development process was to bring people together to co-create solutions to address the district's circular economy transition issues. Together with the ULG members, we decided on thirteen actions, with a focus on waste reduction, education and civic engagement, as well as local economy and entrepreneurship.

Our most ambitious proposal involves the development of an Urban Resource Center, which will serve as a hub for incubating and promoting circular initiatives and innovations. At the same time, we hope that the URC will serve as a focal point for promoting the circular economy and circular habits in Bucharest.

It is our hope in the 3rd District that by implementing the proposed actions of the IAP, the circular economy will gain an important momentum, the circular spirit will spread, and others will be inspired to act and challenge the linear way of doing things.

With thanks to all of the contributors. We especially want to thank the ULG members and the many city stakeholders. It is through their valuable inputs, energy, commitment and resourcefulness that positive change becomes possible.

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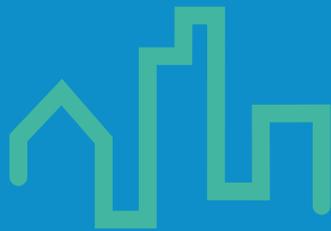
Graphic Design: Buro BRAND

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City of Ciudad Real





“Urban resource centre: an opportunity for a small city to move towards a circular economy model”

Here, Eva Navarro, Programmes, Projects and Training Technician of the Municipal Institute for Economic Promotion, Training and Employment (IMPEFE) in the city council of Ciudad Real contemplates some key aspects of their Resourceful Cities journey.

In 2019, our region, Castilla-La Mancha, launched the first Autonomous Law on Circular Economy, and within the “Castilla-La Mancha Circular Economy Strategy” the city of Ciudad Real was chosen as one of the 17 regional cities to start developing Circular Economy strategies and projects.

Since we had previously had a very positive experience partnering in an URBACT project, The Municipal Institute for Economic Promotion, Training and Employment (IMPEFE) of the City Council of Ciudad Real, from the beginning, understood that the “Resourceful Cities” project could be a very useful opportunity to learn, inspire, meet and share good practices with other European cities. Mariana Boadella, Councillor for Sustainability and Agenda 2030 of the City Council of Ciudad Real understands that

“We need solutions to the very serious problem we have with waste, we need to change mentalities and for that reason public administrations have the obligation to join these types of projects and to learn from each other”.

Belonging to the network is helping Ciudad Real to change the way people see the circular economy and to understand that these initiatives have more potential than previously thought.

The creation of urban resource centres is a powerful tool to promote entrepreneurship, “we in Ciudad Real want to link the circular economy with the generation of employment and ‘Resourceful Cities’ helps us to define the challenges and objectives as a city” argues Boadella who adds “the urban resource centre is something we are constantly thinking about and working on to give it the optimal form with which to promote employability in our city”.



In the development of the Integrated Action Plan (IAP) for Ciudad Real we are working hard to ensure we take into account the many opportunities and areas of value that the shift to a circular economy offers. We see the plan as a living document that reflects a wide variety of interests, perspectives and areas of application that can be put into practice around the circular economy in Ciudad Real. The ULG, or Local Action Group of the project in the city, began with an institutional component in collaboration with NGOs “but the synergy has been so powerful that it has evolved to the business sector”, says Mariana Boadella who adds “the entrepreneurs of our city have understood that the private, public and associative sectors have to join the circular economy to participate together, to grow with the ideas that each one of us contribute to evolve as a large block”. The main challenges faced by the city were at the grass-roots level, i.e. finding the people who represent the social sectors, says the Councillor for Sustainability and Agenda 2030, in this sense, “it can be said that once the group was formed, it worked in an optimal way, increasing participation and therefore ideas”.

Within this working group, we find entities such as APROFEM whose scenario of action is sustainable local development through green and circular entrepreneurship. APROFEM assumes the role within the Ciudad Real PAI of proactive NGO with the promotion of green and circular entrepreneurship. Luis Barrios, coordinator of sustainable development and circular entrepreneurship of the association, states that his NGO “has developed small test actions consisting, for example, of the production of a ‘Circular Economy Guide for Entrepreneurs and SMEs’ with the aim of bringing agile methodologies for the circular transformation of business models in Ciudad Real”.

The participation of these types of social actors is extremely relevant because “APROFEM participates as an NGO from Ciudad Real in the ULG, specifically in the working groups in charge of defining the Circular Economy Action Plan of Ciudad Real, in which we try to maintain an proactive attitude to improve society”, says Barrios “for this reason, we have found the examples of the Circular Economy Action Plan of Ciudad Real very inspiring, We have been very inspired by the examples of community spaces where citizens can access second-hand clothes, second-hand products and repair services such as the mini-recycling spaces in Lindeberg, Oslo, or the spaces focused on circular training in Moerwijk, The Hague, as well as the development of new circular businesses, incubation and innovation in Oslo’.

In the framework of the test actions or using the official URBACT term “Small Scale Actions” carried out by the NGO, the Circular Economy Guide for Entrepreneurs and SMEs in Ciudad Real has begun to be disseminated to direct groups, “we are promoting three circular business models with entrepreneurs in textile recycling, furniture recycling and circular cosmetics”. Moreover, he adds,

“Resourceful Cities is the inspiration to bring to life the circular entrepreneurial perspective we needed and with which to approach the ‘Urban Resource Centre’ concept as a physical space to promote repair, reuse and recycling at a local level”.

The coordinator of APROFEM, Luis Barrios, wanted to highlight the multifunctional aspects of the Urban Resource Centre (URC), as well as the social, environmental and economic functions of the circular economy in the city.

[Read the full guide here](#)

In short, as Eva Navarro, Programmes, Projects and Training Technician of the Municipal Institute for Economic Promotion, Training and Employment (IMPEFE) of the Ciudad Real City Council, points out, the Resourceful Cities project is a driving force with the inspiring examples seen in other participating cities acting as “a line of implementation of circular actions with which to transform SMEs and create new business models around circular entrepreneurship”. Ciudad Real needs the Circular Economy to face the challenge posed by the ecological transition from the linear economy to the circular economy, from urban planning, through urban waste management to the promotion of circular entrepreneurship, “the role of the administrations and specifically the IMPEFE of the City Council of Ciudad Real, has been and is key to bring together social agents giving cohesion to the social, economic and environmental fabric of the city,” says Navarro.



“From a more personal point of view, participating in this project has changed my view on the importance of incorporating a more circular perspective into our way of life. The visit we made in the first phase of the project to the waste treatment plant together with the lead expert and the lead partner was a transformative experience for me. It meant a change of mentality when it came to understanding how we should act individually both in the production of waste and in its treatment”, explains Eva Navarro.

Both Boadella, Barrios and Navarro are categorical in stating that although communication with stakeholders throughout the project has been fluid, it has been relegated exclusively to virtual meetings due to the difficulties caused by the pandemic, “a fact that has not slowed us down in our work”. Obviously, once these inconveniences have been overcome, “face-to-face meetings will add productivity to the project” and we are really looking forward to that.

The main ambition from Ciudad Real’s perspective is to see the Circular Economy Action Plan become a reality and start working within the next two years.

“In the URC we would like to promote a Circular Entrepreneurship Launching Pad. We see an opportunity together with the partners of this Resourceful Cities Network, to reach a new milestone with the creation of a transnational network of Circular Entrepreneurs from all of the cities participating in the project”.

Taller de reciclado de mobiliario

- Inicio: 23 de septiembre 2021
- Finaliza: 16 de diciembre de 2021
- Lugar: Casa de la Ciudad. C/ Valle de Alcudia, s/n
- 13 sesiones de 2 horas y media los jueves
- Horario de mañana
- Inscripciones: Cumplimentar la [ficha de solicitud](#) y enviarla al correo electrónico: universidadpopular@ciudadreal.es








With thanks to all of the contributors. We especially want to thank the ULG members and the many city stakeholders. It is through their valuable inputs, energy, commitment and resourcefulness that positive change becomes possible.

Project Co-ordinator: Jan Harko Post

Lead Expert: Eileen Crowley

Communication Officer: Amy Jansen

Graphic Design: Buro BRAND

Ciudad Real City Team:

Mariana Boadella, Councilor of Sustainability and Agenda 2030, Eva Navarro, Technician of IMPEFE, Luis Barrios, Entrepreneurship Technician of APROFEM





City of Zagreb



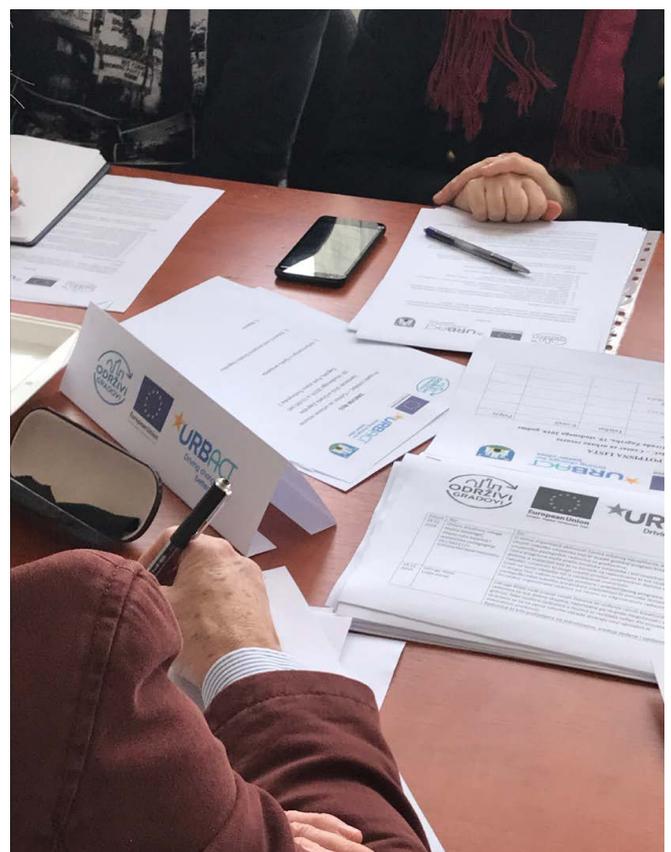


A journey of empowerment, inclusion and integration - the strength and driver of the local circular economy

In this piece, the Zagreb Project team reflect on their city's journey within the Resourceful Cities Action Planning network.

A development policy supporting the transition to sustainability, should offer answers to challenges and development needs. Urban areas are places where different challenges are concentrated that require action in finding effective solutions, but we cannot respond to them on our own. For this reason, we decided to join the Resourceful Cities Network.

Given the diversity of action planning networks, and the widespread applicability of approaches, methods and tools offered by the URBACT program, we felt that as a project partner in this network we would have the opportunity to learn innovative ways of acting and that we were given a great opportunity to encourage the development of a circular economy at the local level. We were excited to learn new and inspiring ways of encouraging the exchange and reuse or repair of used and second-hand products and their components. We were excited to build a partnership, participate in the exchange of knowledge, experiences and opinions, and to learn and strengthen our own capacities.



**“More painful than learning from experience is...
not learning from experience.”**

– Archibald Mc Leish

This topic was important to our city because everything we do creates some kind of waste but the circular economy does not start with waste. It forces us to change the way waste is perceived because it has economic potential and needs to be considered a valuable resource. We all have a role to play in moving to a more sustainable, circular economic model and in the modern level of consumption and growing population; we need to focus on creating additional new value. People around the world are participating in this challenge, and public policies are affirming sustainable values through their actions. For the development of measures in this direction and for the planning of activities, we want to make a concrete and visible change by encouraging an integrated approach in setting goals and achieving results. Establishing an urban resource centre (URC) can help us find solutions to improve our current waste management practices.

Life and business rule:

**“The difference in energy and time we spend on
withstanding and solving problems is very small.”**

It became clear to us through our participation in this network that in order to make progress in the area of the circular economy, efforts need to be made to develop a different model of action. Investments, implementation of measures and various activities have resulted in positive effects on waste management in the City of Zagreb. The network helped the city to under-

stand the various leadership roles it could play in helping to facilitate, empower and progress the circular transition. This included the need to direct waste flows to other valuable uses and to treat waste as a resource.

Local approaches to waste prevention, reuse and recycling initiatives are different across the network and learning from each other, seeking common solutions to common challenges has strengthened our understanding of the circular economy. We see the URC as a multi-faceted solution that can take advantage of the opportunities offered by the circular economy.

Focusing on such a solution is an opportunity for joint action that can stimulate education, influence the level of awareness among citizens and improve communication between all involved. We see the URC not only as a physical space but also as a platform, as a model of integrating social, environmental and economic aspects that supports the transition to a circular economy.

“The possibilities are inexhaustible and the imagination has no limits!”

– NGO KLO Team, Zagreb ULG Member



In terms of challenges, their assessment and impact, their related definition of goals and investments are dependent very much on local specifics, local knowledge and capacities. It was necessary to assess which changes we needed, which solution to choose and adapt it to the local context. Questions were asked such as what methods and tools to use in planning, what activities to take? What collaborations to create and how to ensure stakeholder cooperation at all levels?

The main challenge was to understand how best to harness the potential of the reuse system. For that, it was necessary to come up with ideas. These ideas informed the development of the Integrated Action Plan (IAP). The IAP acted as a tool for combining our vision and goals with associated actions and ways to achieve them. It summarizes the identification of our local needs, our analysis of the opportunities and our jointly created solutions.

The IAP seeks to create an environment that promotes innovation, integration, collaboration, information and communication in response to the untapped potential of reuse systems.

In developing a different model of operation and transformation of the value system, we focused on several areas including:

- the need to change attitudes, build better, more sustainable and permanent intelligent systems that will support resilience
- the need to seek new product functionality (do-it-yourself or incorporate traditional crafts into modern products)
- create a space for the benefit of individuals, communities and the economy, unleashing existing creative abilities through investment, empowerment and education
- the need to obtain a space that will arouse public interest and in which the participatory process will be carried out by innovative methods

From the very beginning of the project, the idea of establishing the URC seemed very appealing. However, despite the fascinating idea, a number of challenges have had to be overcome in the planning process.

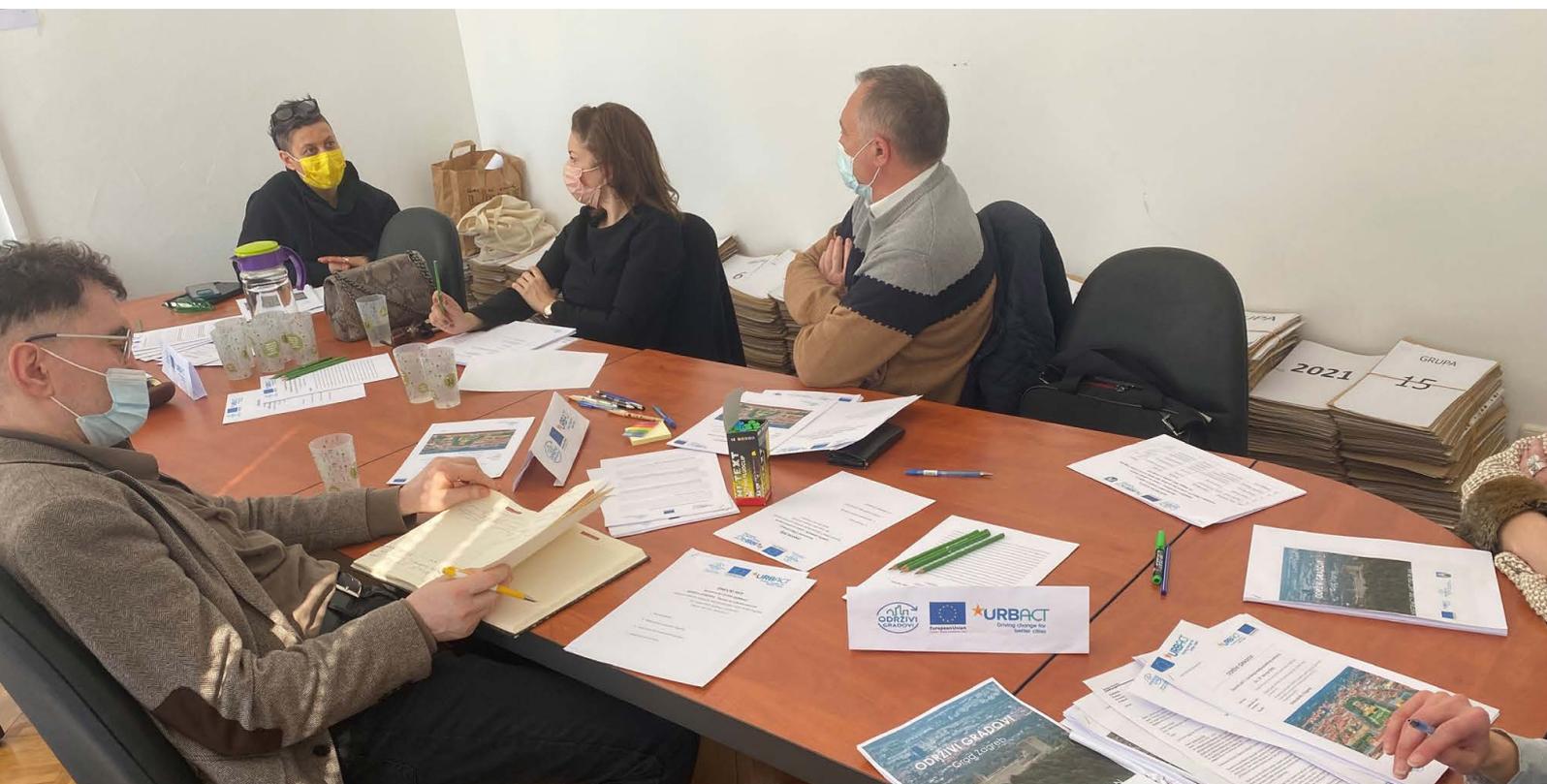
But let's start over. The identification of ULG stakeholders started with initial invitations to involve potential members from several sectors in the project, who we considered to have experience, knowledge, opportunities, interests and who were willing to cooperate. Already in the first phase of the project, we formed our ULG, introduced stakeholders to the project and the challenge we would be dealing with. We explained that the action plan required ideas and that stakeholders were expected to share experiences and ideas freely regarding content, appearance and target audience of the URC.

At the beginning, we had a large number of members. We started ambitiously, but as we progressed with the implementation of the project, the number of members decreased significantly, but not the engagement and productivity of those who remained.

It is important to point out that in cooperation with the ULG we prepared various materials, proposals and IAP drafts and that all ULG members were invited to give comments, suggestions and additions.

After creating a shared vision and focus, we concentrated on transferring the knowledge, experience and good practices of the partner cities.

Then we faced the first big problem the Coronavirus pandemic and related restrictions which had repercussions on our workplan.



In the midst of the uncertainty associated with the unknown, a sudden increase in the number of COVID cases and illness, an increase in fear and anxiety, Zagreb was hit with the strongest earthquake that the city has experienced in the last 140 years.

The context as we knew it changed significantly. For some ULG members, it was no longer a matter of stagnation, participation or activity but of survival. The situation made it difficult to prepare and plan.

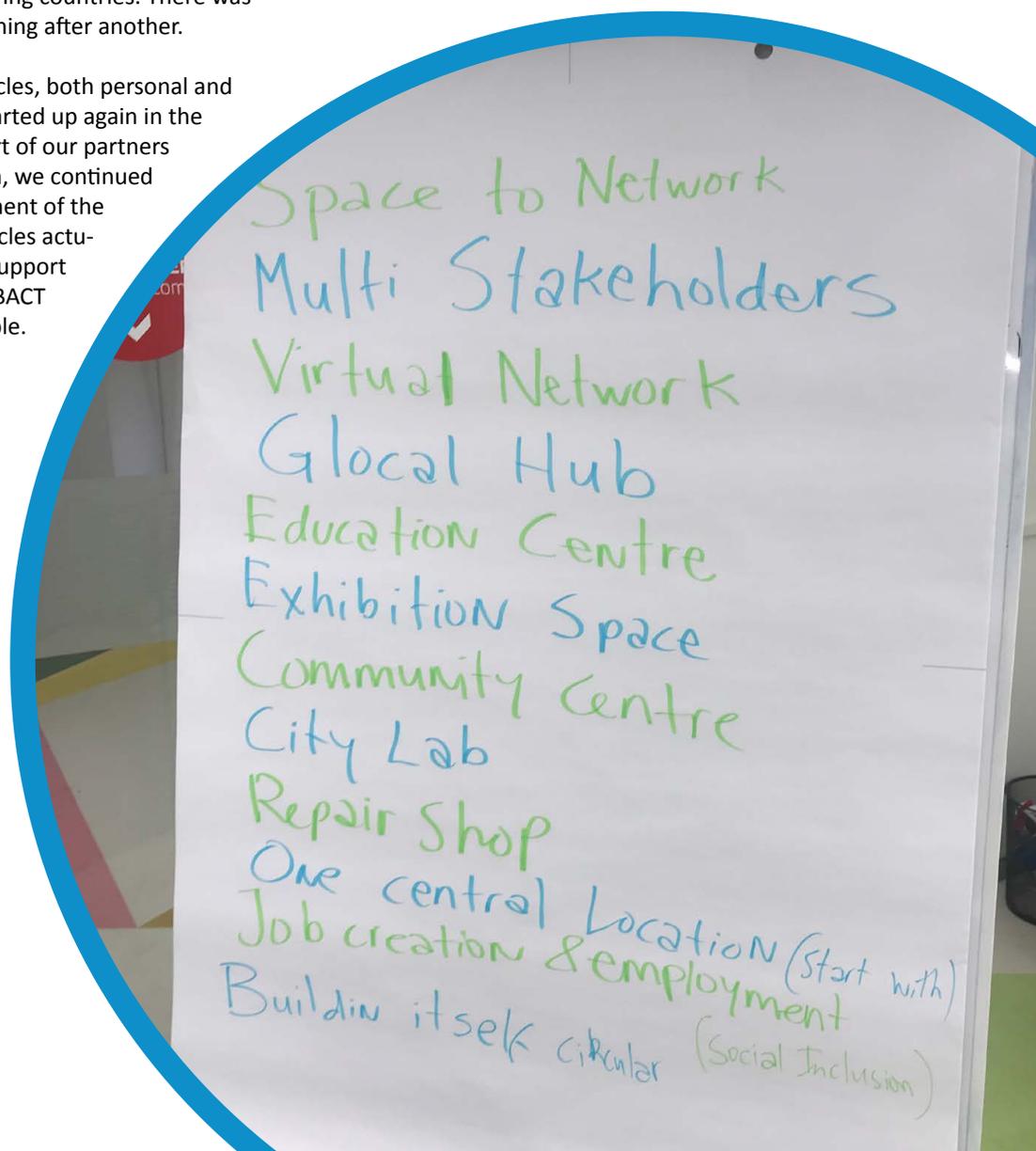
We entered the second phase....the wheel began to rotate. We informed ULG members about the progress of the project and future activities, we lost some members and some new ones joined. We defined key problems and challenges, thought creatively, gathered different ideas, and then there was another, even stronger earthquake 58 km from Zagreb that surprised everyone. The earthquake was felt by the whole of Croatia, and by neighbouring countries. There was also new damage in the city. One thing after another.

We had to overcome several obstacles, both personal and business. Slowly, day by day, we started up again in the new "normal". With the full support of our partners and a lot of mutual communication, we continued with the activities on the development of the IAP. Unbelievable, but all the obstacles actually empowered us. The help and support provided to partners and us by URBACT expert Eileen Crowley was invaluable.

Together with our ULG, we implemented the SSA, agreed on a communication strategy and developed an IAP.

Despite the life changes caused by the health crisis, the COVID 19 pandemic and the earthquakes that significantly affected the Zagreb region, our ULG remained highly motivated and enthusiastic.

The work of the ULG took place through meetings, workshops, individual formal and informal conversations in order to exchange and define ideas regarding the content, appearance and target audience of the URC and to determine our project goal and activities. There were periods when we intensified the frequency of meetings and communication as well as meetings only with certain stakeholders depending on the topic. We tried to be as flexible and practical as possible to maintain the direction of work and motivation of stakeholders.



“The level of involvement of the group of stakeholders is as diverse as the ULG itself. Special attention is focused on mutual cooperation, exchange of knowledge and experiences and creating a positive climate for open discussion and joint finding of optimal sustainable solutions.”

– Nevenka Preradović, City of Zagreb, ULG Coordinator

We believe that the success of our ULG is thanks to its formation in the first phase of the project, after which we started to analyse the key steps in the action planning process and then the joint creation and development of the IAP.

Taking into account the importance of and benefits for the local community, ULG members pointed out that the involvement and participation of citizens in decision-making processes must be the foundation and an indispensable part of the establishment of the URC. It was this point that provided the basis for our Small Scale Action, which tested the effectiveness of surveying as a method to involve the public in the co-design of the URC. Thanks to the ULG’s participation in the implementation of the SSA, they contributed to bringing the project closer to the public by gathering information on respondents’ views on the contents, activities and possible benefits of the future URC.

What we learned throughout our Resourceful Cities journey and from our experience with the SSA, is that it is not important whether the idea is old, authentic or completely new, but that it is used in a quality and creative way. Throughout the process, it’s important to ask: Has a good vision been generated, are possible obstacles and risks realistically assessed?

Our participation in the partnership helped to develop our capacity in the city of Zagreb. We see an increase in the level of skills, knowledge and understanding, from experience gained through the application of tools and models for an integrated approach to planning.

“There is a well-known saying that a good idea makes one percent of the value of the whole project, while the remaining ninety-nine percent is perseverance in realizing its vision.”

– Dragica Tolj, City of Zagreb, ULG Member

The exchange of information, experiences and best practices such as seminars and trainings with the National URBACT Point and international events such as the e-University, the Friday Digital Breakfast, as well as workshops and trainings have all significantly contributed to capacity building. We can safely say that we learned a lot.

During the two and a half years of the project, there were many moments to remember as well as challenges, and it is difficult to single out some of those moments. Meetings and conversations with our ULG members left a special impression, during which we realized that citizens want to participate in decisions that affect our city and community, and this gave us the motivation to draft an IAP. Together we went through periods of pandemics and earthquakes, periods of hard work as well as periods when it was necessary to just be there for each other.



Networking with cities with similar problems and experiences has made it possible to meet expectations and create solutions together.

“Over time, the sense of involvement and responsibility changed. If you have confidence in the process, the results are inevitable.”

– Josipa Karača, City of Zagreb, Project Officer

From a thematic perspective we gained an appreciation of the importance of raising awareness of the impact of consumerism and individual behaviours on society itself, the economy and the environment and this appreciation has helped define our shared vision within the IAP. Socially responsible behaviour is a fundamental need and we need to position ourselves responsibly and see what we can do and get moving.

In terms of the role of the city council in leading the circular transition, we see that in order to increase the well-being of the local community, people need to be united by goals. These goals need to be identifiable to all citizens and citizens need to be incentivised to behave in new and different

ways. During our journey, we needed to think about a positive image of the future and present ourselves with a picture of the desired future state so that desired future would become a goal. Everything we do leaves a mark, and it is up to us to choose and be responsible for what that trace will be.

We also reflected on the importance of communicating and engaging stakeholders.





“The first thing in creating a good team is communication, being open to other and different opinions, working towards mutual acceptance of ideas, common acceptance of values, sense of purpose and striving for the same goal.”

– Dragica Tolj, City of Zagreb, ULG Member

During the project, we carried out all activities together with stakeholders. We tried to maintain their engagement through formal and informal communication. We held a series of meetings and all those who could not participate were informed about the development of the project, future agreed activities and we asked them for feedback on their thoughts and considerations in order to take them into account. We managed to stay motivated in spite of all the challenges.

“If we want to develop something in the team, we have to change. As they say, “between low and high levels of success there is a change.”

– Dražen Senfner, City of Zagreb, ULG Member

With regard to the URC, our primary idea was to ensure its accessibility to all citizens with an emphasis on waste, recycling, reuse, but away from the activity of separate waste collection. During the development of the IAP, ULG members expressed their expectations after the project, we analysed and processed the data collected from the SSA and together concluded that we see the URC as a multi-functional place that will include social, environmental and economic functions of the circular economy.

“As a creative association, we use and recycle materials in the production of our handicrafts and this initiative is exactly what we want to share with citizens through various workshops where they would be shown how to be creative with materials they would otherwise throw away.”

– NGO KIo TEAM, Zagreb ULG Member

“As an institution for professional rehabilitation and employment of persons with disabilities, we saw an opportunity to share experiences and involve people with **disabilities**. In our **workshops** we have a lot of resources that could be used, such as pieces of textiles, leather, iron, paper, cardboard, ceramic semi-finished products, etc. We could also offer courses in the future URC for making ceramic items, sewing, welding, jewellery etc., and our workers could also learn new things.”

– *URIHO, Zagreb ULG Member*

Of course, the goal is important but implementation is a challenge. In our work, we hope that through the development of the IAP we managed to plan well the implementation to ensure the actions are impactful. The IAP is a prerequisite for future applications for funding from national and EU level. In the projections of the budget of the City of Zagreb, it is necessary to envisage funds for the implementation of individual activities and we hope our work will result in achieving some of those funds necessary for implementation. Although ambitious, our goal can be achievable; we just need to work hard on it.

“The experience gained in this network is useful for us to promote changes in habits so that they become permanent in the future.”

– *Dragica Tolj, City of Zagreb, ULG Member*

“On this two and a half year journey, we encountered new common challenges that none of us had control over. Corona virus pandemic, earthquakes, conflicts in Europe! Providing support, understanding, cooperation and exchange of good examples of practice and learning in terms of promoting the role that partner cities have in economic, environmental or social terms has the greatest value of this network.”

– *Sandra Tucak Zorić, City of Zagreb, Project Coordinator*

As for what the future holds, we do not know but if we want to move forward, we must change as a society to contribute to the promotion of the circular economy and a consumer-conscious future.

The ULG, using innovative tools and participatory methods, ensures equal expression of opinion and involvement of all stakeholders. Although the Resourceful Cities project is coming to an end, the ULG concept as well as the integrated and participatory approach will continue to be applied locally.

At the international level, learning, exchange of knowledge, experiences and good practice between the partner cities within the network is planned to continue in the future.

We believe that the URC with its concept will be inspiring to users and will be an invitation to visitors to come and explore and experience the Centre, seeing real examples of the circular economy in action.

“We are convinced that, although the project is over, all the lessons learned and the need for improvement will contribute to a better quality of life for all citizens of Zagreb and to the further development of the city.”

– *Sandra Tucak Zorić, City of Zagreb, Project Coordinator*

With thanks to all of the contributors. We especially want to thank the ULG members and the many city stakeholders. It is through their valuable inputs, energy, commitment and resourcefulness that positive change becomes possible.

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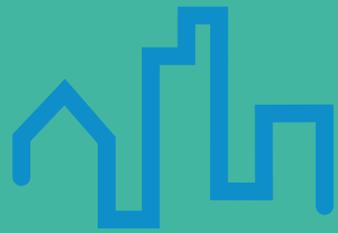
Graphic Design: Buro BRAND

The City of Zagreb City Team:

Sandra Tucak Zorić, Local Project Co-ordinator, Josipa

Karača, Project Officer, Dragica Tolj, ULG Member





Reflections





Reflections from the lead expert on important steps for cities who want to develop an Urban Resource Centre

Here the Resourceful Cities Lead Expert, Eileen Crowley reflects on some key steps taken by Resourceful Cities partners on their journey towards developing their urban resource centres.

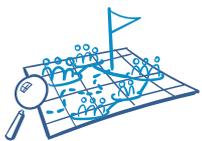


1. Take time to research, prepare and plan.

Designing and developing a fit for purpose Urban Resource Centre takes time.

If you don't put time and effort into this

its likely to result in a URC that does not meet your city's needs. It's important not to begin from a preconceived idea but rather start with a blank canvas, slowly shaping it based on a thorough understanding of your city's ecosystem and its needs.



2. Scope, Map & Understand your ecosystem.

URC design must be shaped by a thorough understanding of the city's ecosystem and its needs. Start by gathering

a picture of the main actors within your circular economy ecosystem. Who are they? What is their role? What are their needs? [Here](#) you can check out some tips for scoping the circular ecosystem by the city of The Hague. If you are

city with a less developed circular economy and little or no circular businesses then focus your research on getting to know existing businesses, civil society groups and academic partners and explore how together you can harness the opportunities provided by the circular transition.



3. Activating the circular economy requires cooperation and collaboration on a wide scale.

Sometimes referred to as network governance, collaboration and cooperation on a wide scale is recognised as a key enabler of

accelerating the transition to the circular economy. The very concept of circular economy is systemic meaning it cannot come about by individuals or organisations working in isolation. Impact on a system scale relies on effective collaboration. Check out our factsheet on barriers & motives to collaboration [here](#). Avoid the trap of dealing only with 'the usual suspects' and consider how to include those seldom heard groups. Try to become aware of your own biases and seek expert support to ensure gender and diversity balance. Our snapshot on operationalising gender and diversity by ad hoc expert Mary Dellenbaugh Losse can be found [here](#).



4. Map, categorise and understand your key stakeholders.

Once you have identified relevant stakeholders it's important to gain insight into their needs and to ensure that their valuable knowledge and experience is

brought to bear on the URC design. Tools such as the power and interest matrix can be useful here in developing and organising your stakeholder group. The empathy mapping tool can help you gain further insight into the interests of the various stakeholders and help you to gain and retain their participation in co-creating the design of your URC. The URBACT tool box provides some useful tools to support you in this step. [Find it here.](#)



5. Collectively explore and analyse the local challenges that the URC is seeking to address.

It's important to gain a shared understanding of the local context and a collective recognition and appreciation of the challenges that need to be addressed together with your stakeholders. Only then can you move forward with a fit for purpose solution. A SWOT analysis as well as tools such as the 5 Whys or the Problem Tree can help with this process.



6. Create a common vision.

It's likely that you will find a wide variety of stakeholder needs and priorities. The challenge will be to create a shared vision that aligns all stakeholders and design a URC which can meet as far as possible all of their needs and ambitions. An external

impartial facilitator or a transition broker can be a vital support in this process. Encourage your stakeholders to think widely and positively with an 'anything is possible' frame of mind to encourage new and innovative ideas.



7. Seek inspiration from existing Urban Resource Centres and develop your business model.

Nurture collaboration with other URCs and maintain this during the implementation and operational phases of your URC. Continued connectivity, learning and sharing

with external peers and stakeholders on common goals will support innovation and the continued development and improvement of your circular initiatives and solutions. Our summary of some URC business models can be found [here.](#)



8. Data & Digital Supports

Remember if you can't measure it, you can't manage or improve it. Ensure to incorporate effective data collection, monitoring and analysis into your plan.

Explore how digital technologies can support you in this process. Explore opportunities around open access and data sharing to get maximise value creation and support innovation.



9. Take the opportunity to test and de risk your plan.

Think big, act small, learn cheap. We learned from our experience with small scale actions that having the opportunity

to experiment and to test ideas on a small scale before committing large amounts of time and resources to a large scale project is well worth the time and investment. Valuable insights and learning can be gained from trialling an element of your URC on a small scale. You may encounter unexpected challenges or risks that you had not foreseen, you may not gain the level of impact that you had imagined. On the other hand you may find that the need and demand for your action is far greater than you had anticipated. Whatever you learn it will help you to de risk and improve your design and to strengthen opportunities for funding support. You can find a summary of some of our partners' small scale actions [here.](#)



10. Develop a funding plan

Urban Resource Centres can deliver a range of services from awareness raising, waste reduction, business support, community integration, research, innovation and policy support. This calls for a comprehensive funding plan and a diverse

set of funding sources. Remember diversifying your funding sources can also support the centre's resilience. If you rely on one funding channel only and that disappears then your centre is vulnerable to collapse. Check out the fantastic supports on this topic available from the [URBACT toolbox.](#)



11. Decide on an effective governance structure.

Define longer term roles and responsibilities and terms of engagement. Contexts are continually shifting and evolving. Ensure your governance structure enables

effective information sharing between the various sectors and actors that can shape and influence the ecosystem (including public, private, academic and citizen sectors). Remember to build in an effective process for regular monitoring and evaluation of the URC. This will help ensure the dynamism and agility of the URC so that it remains fit for purpose and impactful in response to the evolving context.







urbact.eu/resourceful-cities