Stakeholder involvement for Nature Based Solutions (NBS) with added value
Experiences from C2C CC projects

Involved municipalities in this part of C2C CC:
Hedensted
Norddjurs
Syddjurs
Silkeborg

+ Limfjords secretariat + WSP

Maj-Britt Quitzau, Birgitte Hoffmann, Andreas Vang Olsen, Miriam Jensen
Planning for Urban Sustainability (PLUS)
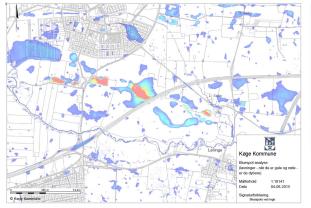Aalborg University

Challenging the status-quo!

Widespread technical focus
- technical language
- one-directed focus
- main value is system improvement

Narrow stakeholder analysis
- primarily with the 'usual suspects'
- a lot of focus on building consensus for known solutions
- only general understandings

Late involvement
- often in the form of hearings
- done AFTER the plans have been developed
- difficult to integrate inputs about values at this stage

We have in C2C CC experimented with and discussed visual tools that can strengthen stakeholder engagement

The vision/mission:

Climate adaptation should not result in pure technical infrastructures, as we know it, but in solutions that add multiple values locally.
- More liveable cities
- Better recreational offers
- Strengthen tourism and local industri
- Etc.

Example of project in Randers (Østervold)
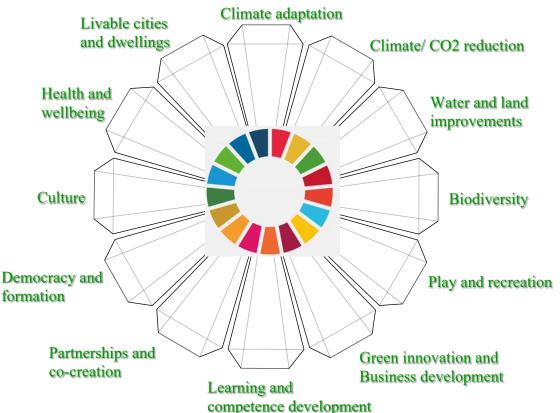Picture taken from Randers.dk

Example of project in Skanderborg (Låsby Søpark)
Picture by Maj-Britt Quitzau

This requires that the horizon of projects is widened

In the C2C CC project, we have pushed the projects to integrate values embedded in other areas of societal interest than the technical side.
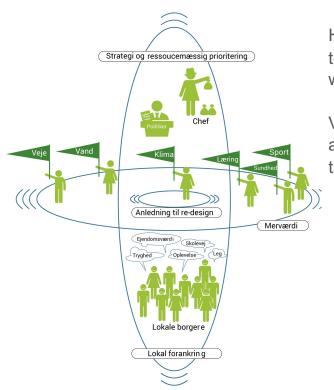
This indicator tool presents an array of values that climate adaptation projects can potentially address and relate to.

- Climate adaptation
- Climate/ CO2 reduction
- Water and land improvements
- Biodiversity
- Play and recreation
- Green innovation and Business development
- Learning and competence development
- Partnerships and co-creation
- Democracy and formation
- Culture
- Health and wellbeing
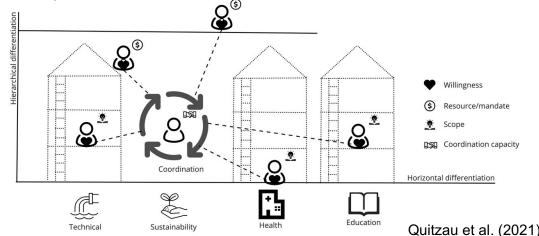- Livable cities and dwellings

It might sound easy, but it is not.
Working across stakeholder values is challenging!

Horizontally: Municipalities represent and work with different values (e.g. technical, health, learning). They talk different languages and see the world differently!

Vertically: Political and local values are important for ensuring leverage and support of solutions. Obtained values cannot be randdom, but must talk into political and local concerns.

Quitzau et al. (2021)

Case: Hedensted Municipality

Initial mapping (typical outset):

- Risk assessment (technical, 3DI model).
- General stakeholder analysis.
- Place analyses pointing at local characteristics and strengths.

C8 – Værdi- og risikokortlægning i området Håb til Håb

Værdier og risici ved et ændret klima

Continuous stakeholder mapping alongside involvement

Focus on expanding the mapping of the stakeholders through the entire project. Both directly (dialogue and meetings) and indirectly (through prevailing material, field trips and representative contacts).

Digital maps showed important places and characteristics.

Going out on trips and visits resulted in better empathy and local knowledge.

Informal talks with stakeholders indicated local areas of interest

→ **Elements were represented in form of icons, maps, and post its with text to capture impressions. A bit like a police investigation board.**

Reading through plans and strategies indicated relevant areas of development and concern.

Drawing on collegial stakeholder knowledge

The stakeholder maps were activated at outreach meetings, where colleagues from other areas of expertise at the municipality were invited to discuss synergies between the climate adaptation project area and other municipal initiatives.

Visual maps made the dialogue more concrete and helped to talk across the different professional languages. The outcome was identification of three hotspots with ongoing projects with different value perspectives.

Collaboration with local stakeholders

For one of the hotspots, a meeting with the local district council was arranged to discuss important local values and concerns (not only related to water!).

A short walk in the neighborhood was arranged together, main points of interest were identified and a summary of local potentials was created.

The outcome was a local map with key pointers and a picture collage from the area with key development themes.

Through this meeting, the local stakeholders understood the framework of the project and provided the municipality with pointers for desired local development.

How we addressed stakeholder involvement
Three focus areas

Withdrawing knowledge and understanding of stakeholders through talks and digital maps.

1. UNDERSTAND

Creating an overview of values and their connections by physically mapping elements.

2. REPRESENT

Dialogue across to identify synergies and a strategic direction that could 'work'.

3. DECIDE

Our main points on involvement

1. Visual representations help to bridge languages and gain an overview of characteristics and values.
2. Indirect involvement is an effective way to gain a general understanding about stakeholders and values that can then be actived at meetings.
3. Dialogues about synergies provide arguments on 'choosing' and deciding directions.
4. Direct involvement with emphasis on dialogue and collaboration ensures that local stakeholders understand the project framework better, understand other positions and provide inputs for important values to target.