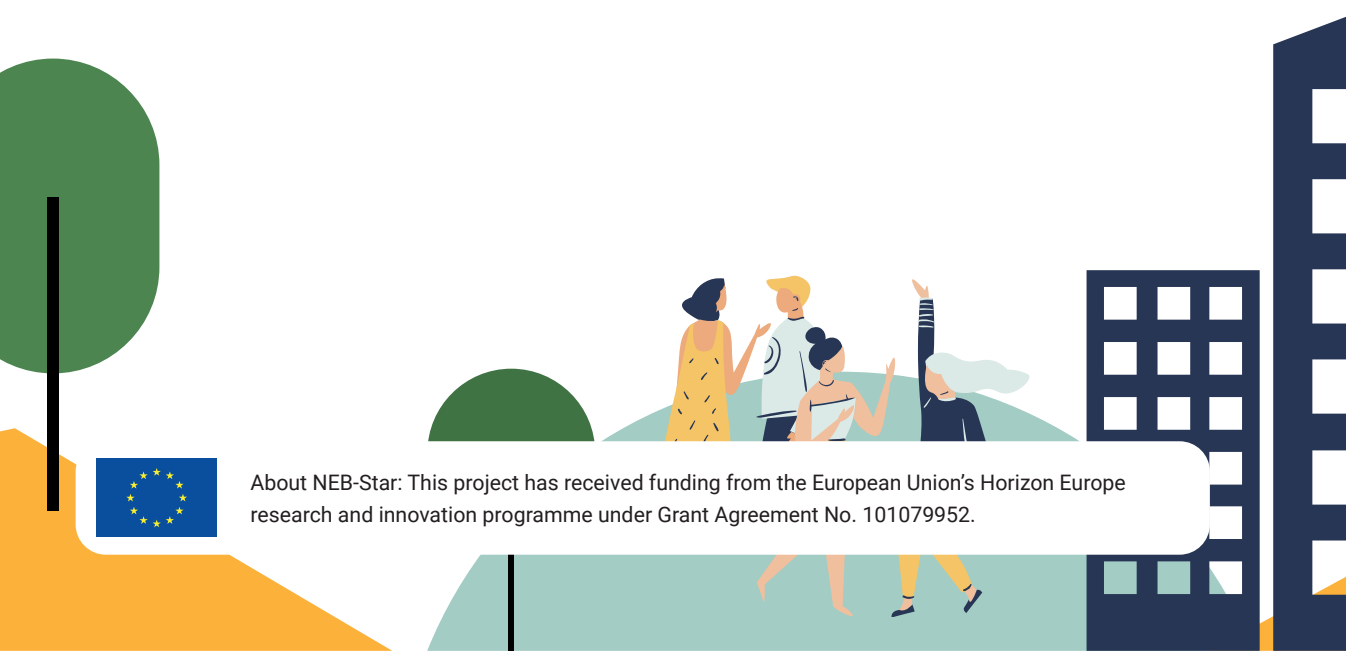
NEB-STAR | NEW EUROPEAN BAUHAUS STAVANGER

Portfolio of NEB-STAR tools

Methods, solutions and models for a more beautiful, sustainable and inclusive city



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Portfolio of NEB-STAR tools

A quick introduction

Summary

New European Bauhaus-Stavanger (NEB-STAR) aims to embed climate-neutrality and the NEB principles – inclusive, beautiful and sustainable, for, by, and with all stakeholders – into the urban transformation plans and strategic plans of the City of Stavanger, and exchange tools and approaches with the twinning cities of Prague and Utrecht.

To explore how to effectively enable large-scale transitions in line with these principles, NEB-STAR tested and experimented with a variety of tools and work processes across its two testbeds in Stavanger; Pedersgata and Site 4016, as well as in the twinning cities. This work was carried out collaboratively with stakeholders and residents. The tools and the work processes are described here in this document as a documentation of what was done in NEB-STAR and to provide inspiration for future New European Bauhaus projects or urban transformation projects in general.

We understand the word “tool” in a broad sense: the following document describes digital tools, systems, models, citizen participation and organisation models, interaction formats, inclusion of culture and the arts, solutions ready for use, and many more.

This is the third report of this series and is an update of D1.3 and D1.7: Portfolio of NEB-STAR Tools (initial and intermediate version). The current book you are now browsing is the final deliverable (the D1.11, final version) of the series. We have added tools that emerged during the process but were not yet described in full in the previous reports. Furthermore, a few tools were also removed, and cases added. And finally, we have updated all tool descriptions to make them more inclusive for a broader audience.

Contents

1 Introduction

This chapter introduces how the consortium of 16 partners and a range of other actors including citizens engaged with a number of work processes, solutions and ways to organize partnerships and funding during the NEB-STAR project. All on the path towards a climate neutral city by 2030.

Stavanger is one of the 112 cities selected for the European Union (EU) Mission on Climate-Neutral and Smart Cities, with the following ambition formally expressed in the city plan - Stavangers Green Deal: To become climate-neutral by 2030. Stavanger is also a lighthouse for the New European Bauhaus (NEB) aiming not only to support and promote the goal to become climate-neutral, but with its participation in the New European Bauhaus-Stavanger (NEB-STAR) project, Stavanger seeks to accelerate the transition to climate-neutrality in an inclusive, beautiful and sustainable way - for, by, and with all stakeholders.

Our goal is to directly contribute to Stavanger's city plan by addressing its measures and goals.

Furthermore, we will use the tests to increase grassroots engagement, involve social and artistic entrepreneurs, and develop scalable financing plans and partnership models for the entire testing area.

Throughout the project, several tools and methods have been tested and fine-tuned to support Stavanger on our path towards climate-neutrality. Demonstrations and validations conducted at the two testbeds, Pedersgata and Site 4016, provided Stavanger with more precise feedback on the relevance and potential applications of the tools. This enabled the verification and comparison of results across the sites and offered an initial proof of concept for their transferability.

1.1 Project background

NEB-STAR united 16 partners to support an inclusive, beautiful, and sustainable transition to climate-neutral cities—driven by, for, and with all stakeholders. As outlined in the Grant Agreement, NEB-STAR applied the principles of the New European Bauhaus to address four emblematic challenges:

1. Co-creating a new sense of aesthetics for climate-neutral cities and communities that captures places' unique qualities, history and potential, and generates a sense of belonging, pride, and ownership.
2. Reconnecting with nature to boost resilience and a sense of community, giving new life to the spaces in between buildings through food and nature.
3. Creating temporary meeting spaces in urban transition areas, that embrace diversity and strengthen the identity and uniqueness of people and places that need it most.
4. Co-creating co-benefits for the neighbourhood and city through the multi-functional use of spaces and infrastructures.[1]

NEB-STAR set out to transform how municipalities, businesses, citizens, and other stakeholders collaborate to develop fair and resilient solutions to climate and social challenges. The project embraced social innovation as a means to accelerate the transition to climate neutrality in a way that is inclusive, aesthetically appealing, and sustainable.

It aimed to demonstrate how Stavanger, in partnership with its twin cities — Prague (Czech Republic) and Utrecht (the Netherlands) — could serve as a living lab for experimentation, demonstration, and guidance in applying New European Bauhaus (NEB) principles to urban transitions.

As a NEB Lighthouse city, Stavanger worked closely with other European cities and stakeholders to co-create a climate-neutral future. This collaborative approach enabled Stavanger to actively contribute to the development of innovative solutions and help chart a sustainable path forward. Through NEB-STAR, the city addressed the four emblematic challenges by integrating sustainability, inclusion, and aesthetics into its strategies and actions[2].

1.2 About this report

This document is the final version of three versions which report on the portfolio of NEB-Star tools. The work has evolved from an initial list of tools[3], via two more deliverables which describe planned and to be tested and fine-tuned during the project. This report adds to the previous work by including a much larger variety of tools, because we have now incorporated those tools which were demonstrated during the project in its entirety. The next chapter contains a description of the tools overall and the taxonomy we have used in this report to categorise the different tools. In chapter three, all tools are presented divided into the following categories: Methods, solutions and models.

1 See also: NEB-STAR Deliverable D1.10 on the Co-Creation Process for NEB Stavanger.

2 NEB-STAR website: nebstar.eu

3 The evolution of tools can be found in the initial and intermediate version of the portfolio of tools: D1.3 Portfolio of NEB-STAR Tools (initial version) and D1.7 Portfolio of NEB-STAR Tools (intermediate version.

What is a tool?

This chapter clarifies our definition of tools and presents a broad categorisation of tools into models, methods and solutions. The chapter also explains how the tools list have evolved as the project has progressed, making the tools selection dynamic.

What do we mean by tools and methods? A tool is a means to an end, in our case; the means to achieve beautiful, sustainable and inclusive cities and places. Thus, the tools of NEB-Star have been carefully selected to foster the values of the NEB compass, which is the guiding framework for The New European Bauhaus[1].

The tools we describe in this report are diverse and offer different benefits and perspectives. Some are complementary and may be combined, while other tools offer different paths towards the same goals and may be used interchangeably. The variety represents the broad contribution, competency and co-creation of all the partners who took part in NEB-Star.

The portfolio of NEB-Star tools have been categorised according to type, divided into methods, solutions and models.

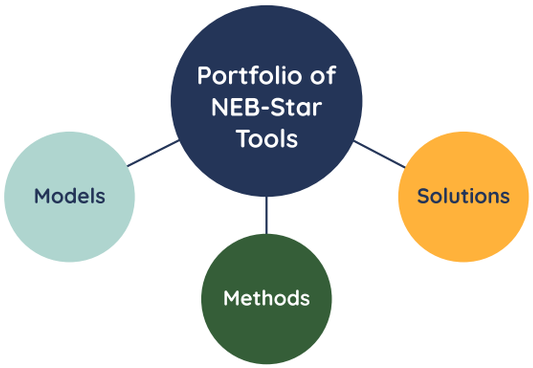


Figure 1.1 Classification of NEB-Star tools

Methods
A procedure, technique, or approach used to accomplish a specific task or objective. It is action-oriented and describes how to do something.

Solutions
A solution is the answer to a need. It may involve using methods and models but is outcome-focused. It is predominately a ready to use product or combination of elements.

Models
In this context, we use the term model in the sense of "organisation model" or mode. That is, a framework or way to organise something into a process or formal structure.

The distinction between the three may be useful to indicate to future users in what way to use the different tools, the duration and investment required for the implementation of each tool. Whereas the methods focus on processes and techniques; a solution is a ready to use idea or product, strategy or a predefined combination of elements. A model in the context of NEB-Star is a way to organise something using a formal structure or by following a complete concept model. It is a longer-term initiative, where for instance operating costs incur as part of the introduction of the model. However, to simplify, we refer to all of the above simply as "tools" in the remaining sections of this chapter.

1 The NEB Compass - European Union

2.1 Choice of tools

The portfolio of NEB-STAR tools has been selected based on the partner's methods that they have experience with or want to develop during the project period. Some of the tools overlap but mostly the tools complement each other, reach different target groups and provide different insights that are crucial to achieving the goal to address the four emblematic challenges by integrating sustainability, inclusion, and aesthetics.

How we will co-create is described in the Co-Creation Process for NEB Stavanger (final version)[2] and how to ensure inclusion and diversity is anchored in document D7.2 Inclusiveness and Diversity Management Plan 1[3]. The development of the tools is dynamic: since the application was written in 2021, the technology has developed, experiences from previous pilots and tests have provided new knowledge. Some of the tools from the application were no longer relevant for testing for various reasons, for instance if they were terminated by the owner/vendor, or had been replaced by newer procedures or new experiences and best practices. Development of technology, additional functions in existing software, offered to various stakeholders means that the choice of tools must necessarily be dynamic and adapted to the various target groups and needs.

Other tools came into being during the project and could not have been foreseen during initial planning. In this third version of the report we have added a range of new tools based on actual and emerging practices from the NEB-STAR project. A process or way of working does not exist in isolation. Once embedded into action, it is modified through experience. Both the practices and the stakeholders which engage in it dynamically change: The process changes *through* the process[4], and thus, what is considered a tool changes during the process of work. These emerging practices and ways of working have now been described as tools to be used by others because they have proven valuable in the context of NEB-STAR.

2 NEB-STAR Deliverable D1.10 Co-Creation Process for NEB Stavanger: https://nebstar.eu/reports/d1-10-co-creation-for-neb-stavanger-final-version/

3 NEB-STAR Deliverable D7.2 Inclusiveness and Diversity Management Plan 1: https://nebstar.eu/reports/d7-2-neb-star-inclusiveness-and-diversity-management-plan-report/

4 Müller-Eie, D. (2025). Conceptual barriers to integrating smart and sustainable mobility planning. https://doi.org/10.4324/9781003498650

2.2 Supporting NEB-values

The NEB Compass is a guiding framework for project owners wishing to apply the NEB principles and criteria to their activities.

The NEB Compass is a combination of

- Three Values – Beautiful, Sustainable and Together and
- Three Working Principles – Transdisciplinary, Participatory and Multi-level.The tools have different focus.

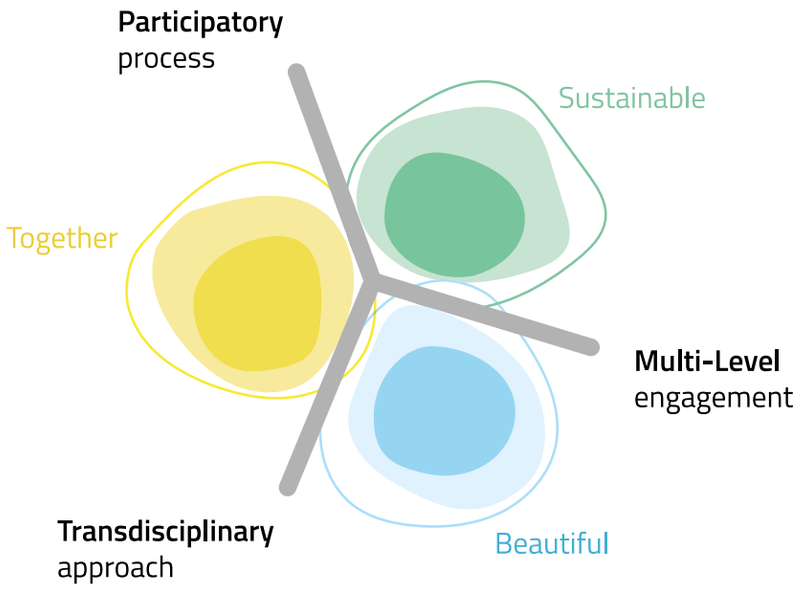


Figure 2.1 The New European Bauhaus Compass is a guiding framework and sets direction for value driven sustainable city transformation[5].

The portfolio of NEB-STAR tools can be used in different ways to promote the values and working principles. At the end of the day, this is all about implementation. However, the tools we have included here, all have dimensions and potential along the lines of the NEB Compass.

5 Download the compass here:
https://new-european-bauhaus.europa.eu/tools-and-resources/use-compass_en

2.3 Demonstration, limitations and scalability

Demonstration
Tools have been tested in Stavanger, Utrecht and Prague to ensure that they are adapted to different conditions and framework conditions. In Stavanger, we demonstrate, test and evolve the tools in two distinct locations:

- **Pedersgata** in Storhaug, Stavanger, is a vibrant and culturally diverse street known for its mix of historic charm, eateries, and creative urban atmosphere, and good connection and commitment from the surrounding residential area.

- **Site 4016** at Åsen in Stavanger, is an industrial site undergoing transformation with a forward-looking business cluster that wants to take the lead in the development of long-term life-cycle thinking for the building sector.

By using these two testbeds, Stavanger will compare and qualify tools in different contexts, to improve how they can be scaled and replicated. Transferability will further be reinforced by co-development, and knowledge exchange with similar demonstrators in Prague and Utrecht:

- **Prague** will demonstrate co-creation of urban innovation culture in public space with creative industries, using the Smart Prague Centre and Urbania 2.0 exhibition.

- **Utrecht** will demonstrate multi-functional use of spaces and infrastructures with high quality of life, by expanding its Barcode tool with quantitative and qualitative assessment, and testing it in living labs.

By using tools on a small scale adapted to local conditions, we can test, get feedback and evaluate the effect in a fast and cost-effective way. This means that the measures are more targeted and adapted to different target groups and needs.

In the report D2.1 Feasibility Studies for Demonstrators in Pedersgata 1[6] and D3.1 Feasibility Studies for Demonstrators in Site 4016[7], the tools are described with baseline, hypothesis, target group and challenges to be solved. WP4 Monitoring and Evaluation (NTNU) will contribute with evaluation and measurement of effects. Furthermore, the reports from the two demonstrators[8] and the twinning reports[9] describe how the tools were used in each location.

Limitations
Selection of test areas and tools will not give a complete picture of the challenges to be solved in order to become climate-neutral by 2030. It can be difficult to engage selected target groups, the areas only a small part of the population's needs and temporary means that we do not get to test anything permanently which could have

6 Feasibility Studies for Demonstrators in Pedersgata: D2.1 (initial version), D2.2 (intermediate version)

7 Feasibility Studies for Demonstrators in Site 4016: D3.1(initial version), D3.2 (intermediate version)

8 Demonstrators at Site 4016: D3.3 (initial version), D3.4 (intermediate version)
Demonstrators at Pedersgata: D2.3 (initial version), D2.4 (intermediate version)

9 Twinning reports: D1.5 (initial version), D1.9 (intermediate version)

given different results over time. A few tools were not fully demonstrated or taken in use properly due to delays or seasonal variations.

Connect to existing projects and plans

An important strategy for NEB-STAR is a conscious choice in connection with ongoing projects and plans. This has been an additional method for further demonstration of tools. Some tools (e.g. Citizen panel, FutureBuilt, Young Entrepreneurship and others) for this reason follow their own processes and milestones rather than the phases of NEB-STAR. In these cases, a dedicated structure is already in place to secure implementation and allocate necessary resources. By using existing tools to adapt it to the NEB values, NEB-STAR can build on previous experience and ensure good implementation. Additionally, by following some of the tools in planned projects, contributing and "NEBifying" the process, we ensure a greater impact and spread of the NEB-STAR values.

A concrete example of this work was a collaboration between NEB-STAR and Stavanger's Department for Urban Planning (BSP) on future scenarios. NEB-STAR led the process, while BSP contributed the knowledge base and implementation. Around 70–80 municipal staff participated in two workshops, resulting in four scenarios outlining the municipality's future role. This win-win collaboration gave NEB-STAR insights into city planning processes, while BSP received support for ongoing work. Similar partnerships have been established across a range of other areas.

NEB-STAR tools

We give you 40 tools for a beautiful, sustainable and inclusive city!
The tools are listed alphabetically following the same structure of What, Why and How for easy reading. All of these tools were used during the NEB-STAR project. Some tools are overlapping and can replace each other, others go well together and can offer further benefits when combined. We have used tags to clarify the key purpose for each tool.

Explore our toolbox

Agile piloting: Testing in context

Testing Funding

What

Agile piloting is a method for testing and implementing new and innovative ideas in real-world urban settings. It is a partnership between the municipality and local innovators and social entrepreneurs to rapidly prototype and evaluate solutions that address key challenges in urban development, culture, sustainability, and community engagement.

Why

Agile pilots quickly build and improve solutions that align with the municipality's goals and challenges. They drive co-creation and local innovation by tapping into the fresh ideas, perspectives, and expertise of startups, local companies, and organizations.

How

1. **Define** a set of specific urban challenges or opportunities you want to address with innovation.
2. **Prepare** clear procurement documents outlining the challenges and desired outcomes, emphasizing values, for example sustainability, inclusion, and aesthetics.
3. **Broadly announce** the pilot opportunities through relevant channels to attract diverse local innovators, startups and organizations.
4. **Establish** a neutral evaluation process, select the most promising proposals, announce the winners and create a kick-off event.
5. **Support and motivate** the selected pilots underway the process with regular meetings and communication, fostering collaboration and learning throughout their implementation and evaluation.
6. **Focus** on a transition to long-term adoption and scaling of promising solutions.

Artistic consultancy

Art Co-creation

What

Artistic consultancy is when a company or institution recruits an artist (or group of artists) from all fields of expression, with certain specific skills or attributes to produce work, provide advice and resources for a defined period of time, from just a few weeks to a year or more.

Why

The purpose of having an artist as consultant is to open projects and processes which normally are closed or boxed activities, to new knowledge and perspectives. Changing the dynamics, by including other agencies, stakes and practices, may contribute to realizing the NEB values and principles and establish new structures, practices and processes.

How

1 **Recruitment and terms:** Set up a recruitment process where the budget of payment and materials is defined, but be aware that needs for workplace and facilities needed may vary depending on kind of work and projects. The artist(s) should be considered and treated equal to "regular" employees, especially regardings terms and conditions for work. Note also that what comes out of the residency, may not be an artwork or artistic product. It may be a report, presentation or other.

2 **Part of staff:** An artist in residence should be considered a part of the staff, team or project group, and expected to contribute on tasks and deliverables, using his/her personal and professional competence, perspectives, methods and tools.

3 **Resources required:** The host of the residence owning the process, together with a cross-disciplinary team of 3-4 people for recruitment, as well as a dedicated contact person for the artist in residence.

4 **Time frame:** Min. 6-12 months. Can be ongoing.

Barcode: Visual understanding of land use

Urban planning | Communication | Data | Insight

What

Barcode is a land-use distribution method that quantifies the purpose using color codes. Barcode helps us discover the ground-level usage of an area for various purposes like housing, roads, parking lots, parks, etc. It creates digital land-use maps and presents the data in a visual "barcode" format. Use this tool to understand the current distribution of land use and explore balanced urban development across disciplines.

Why

Barcode is an insightful visual demonstration and can shift the tone of planning, creating better discussion based on facts rather than emotions. The maps can be used in a collaborative way to discuss and explore different aspects of land use to find the right balance for its future development.

How

1 **Understand the Barcode tool**. Explore available documentation and examples from other projects and cities.

2 **Identify local input data requirements.** The tool requires geodata on land use. Identify which parameters and corresponding data sources for land use are available, and which types of data are needed for your area and in your plans. Consider national data sources and standardised data formats which are easier to import.

3 **Understand the data.** Analyse and understand the details of what value each datasource and parameter represents, and how it can be transformed to a common area-specific unit. High quality and precision of data ensures good results.

4 **Identify the technical platform.** Determine which locally available tools are able to import data and to generate a map where the various parameters can be visualized. You also need a tool which can calculate area usage and compare different parameters to produce a distribution for the bar. Examples of tools: FME and ArcGIS.

5 **Use the Barcode for communication.** Use the visuals generated by the tool to support your communication about land-use needs and visions. Facilitate discussions and use the visual barcode as a starting point for discussions with residents, stakeholders, and other departments.

6 **Integrate it into planning processes.** Use the tool in early planning phases to compare "As is" to "As planned". You can use the tool for different areas, this allows you to benchmark and compare, providing valuable insights.

Citizen climate contract

Participation | Engagement | Sustainability

What

The Stavanger Agreement is a voluntary citizen contract that is designed to inspire and motivate residents of Stavanger to make sustainable choices in their everyday lives.

Why

The Stavanger Agreement emphasizes community and small, good climate-friendly everyday choices. By signing the Stavanger Agreement, citizens become active participants in the city's green transition, and contribute to reaching the city climate goal of reduced greenhouse gas emissions by 80 percent by 2030.

How

1. **Sign up:** Citizens show their support for Stavanger's climate goals by signing up. All residents of Stavanger who are 18 years of age or older can participate. The Stavanger Agreement is signed electronically with a secure logon.
2. **Set measures:** The measures to choose from are simple, and something that everyone can do. Citizens choose what suits them best.
3. **Inspiration:** Every month, the City of Stavanger sends out tips and inspiration to help citizens make more environmentally friendly choices in their everyday life.
4. **Prizes:** All participants are automatically entered into a draw for great prizes that are environmentally friendly, and include such gifts as free bus passes and tickets for cultural and sports events.
5. **Compare stats between neighbourhoods:** Check how many people are participating in the Stavanger Agreement online.

Citizen panel

Participation Insight

What

A citizen panel is a research-based method for involving and engaging citizens and is a form of democratic innovation that aims to give people knowledge and increase opportunities for participation, discussion, reflection and influence. The panel is a random selection of ordinary people, who are invited to come together to gain knowledge and discuss, and then finally make recommendations to politicians or other decision-makers.

Why

Citizen panels are well suited to discussing issues that do not have clear answers, and when difficult choices have to be made. Citizen panels are also well suited to questions of a moral or value-related nature.

How

1 **Select issue:** Identify and select a specific issue and describe it in a brief for the panel.

2 **Select citizens:** Often organised as a random lottery draw from pre-registered citizens. Citizen panels are smaller gatherings, from 7-30 people.

3 **Group discussion on issues:** Once the participants have been selected, they meet several times over a given period, and are given knowledge and different perspectives on the issue they are discussing. They discuss in facilitated groups.

4 **Panel decision:** In the end they must make decisions together. For example, they can create a set of recommendations or a report.

City impact district: Collaborate for vibrant city centres

Co-creation Partnership

What

Formalised public-private partnerships for an attractive and vibrant city centre, with better coordination between different stakeholders, and with the common goal of realising the city center plan. The collaboration is led by a public-private collaboration group with representatives from administrative management in the City of Stavanger and representatives from private businesses and developers. The cooperation is a variant of Business Improvement Districts, a defined area in which the local businesses have voted to invest together to improve their environment.

Why

Different actors working together on local and specific projects leads actors which pull in the same direction.

How

The work must be built on a common foundation with clarification of organisation, resources, trust and understanding of the task. For each of the defined focus areas, a strategy and action plan is defined that clarifies:

1. **What must be initiated?** Initiation is about both taking the initiative and being a recipient and follow-up mechanism for initiatives that come from others.
2. **What must be coordinated?** Coordination is about being the 'millstone' that regularly follows up and helps to keep both progress and eyes fixed on the goal
3. **How can it be reinforced?** Reinforcing is about communicating, measuring the effect and contributing to valuable ripple effects.

City pixels

Data Visualisation

What

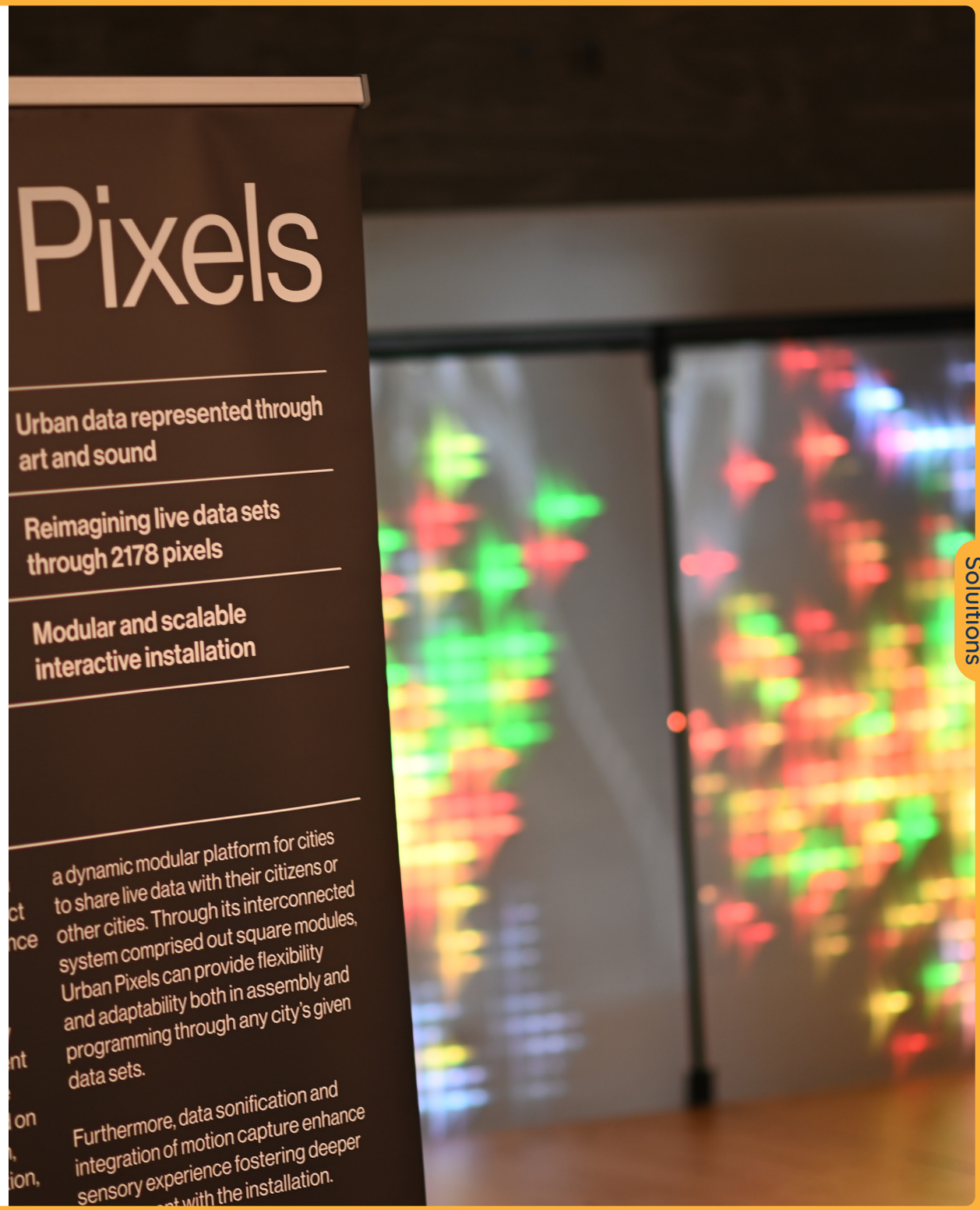
City Pixels is an interactive platform for artistic visualization and sonification of urban data. The installation can read selected datasets and automatically transform them into an engaging experience based on instructions from designers and artists. The City Pixels digital exhibition was developed by OICT in Prague. Valeriia Riazanova is the main artist and creative technologist behind City Pixels. The installation is designed by Veronika Miškovičová.

Why

The city pixels is a tool to explore the role of the arts and creative sector in engaging people in urban innovation, using creative tools that empower citizens to participate in urban renewal projects. The visualization and interactive interface of the exhibition demonstrate different urban scenarios, and highlights real-time data for urban planning. The goal of the installation is to introduce new audiences to urban data and communicate the value of this data for understanding the city's past, present, and possible future. In addition, it is to highlight the importance of data for informed decision-making and collaborative governance.

How

1. **Identify relevant real-time data:** For Stavanger, we employed real time public transport data. For Prague, bicycle traffic and littering are also visualized - how much waste do the city's trash cans contain?
2. **Creative transformation:** Transform it into sound and visual representations.
3. **Set up the experience:** Find somewhere to display the exhibition and allow people experience the data in new ways.



Cluster as facilitator

Co-creation | Partnership | Innovation

What

An industrial or innovation cluster is a group of companies and organisations collaborating and interacting. Here we emphasise specifically the role of the cluster as facilitator and "bridge" between the organisations within the cluster and also contribute to bringing in partners from outside the cluster.

Why

The facilitation role may help strengthen the relationships within the cluster, and can enhance collaboration and open up opportunities by using the network outside and mediating funding opportunities that are open to the cluster as a whole, rather then the individual companies in the cluster.

How

The cluster and its staff serve as resources, catalysts and coaches in the interaction with the cluster members.

Their facilitative function can be outlined in several key steps:

1. **Networking and collaboration:** Clusters foster trust-based networks among firms, research institutions, and the public sector.
2. **Shared infrastructure and resources:** Clusters enable collective investments in infrastructure.
3. **Collective learning and experimentation:** Clusters facilitate knowledge exchanges and sharing of best practices, and may contribute to co-creation and experimentation across organisations.
4. **Policy mediation:** Cluster organizations often act as intermediaries with policymakers, aligning cluster activities with regional, national, or international sustainability goals and accessing funding or regulatory support.
5. **Scaling and diffusion:** Once successful models or practices emerge, clusters can accelerate their adoption across the network and even to other regions, amplifying the impact of sustainable innovations system-wide.

Dialouge tool for future industrial development

Sustainability | Collaboration | Facilitation

What

A dialogue tool designed to tackle sustainability and area conflict related to new industry development between cities and industrial actors. The tool includes a step-by-step guide for running the dialogue, as well as a model that highlights key principles and topics to cover early in the process. The goal is to create more sustainable value for local communities, nature, and businesses. The model is based on the principles of the New European Bauhaus.

Why

When different interests meet, tensions and uncertainty can arise. This tool is designed to strengthen collaboration, reduce conflicts and contribute to a more predictable process. The tool can be used to facilitate dialogue between industrial actors who plan new industries or further develop projects, and hosts of industry, which can be municipalities, regions or industrial parks, and who provide expertise, infrastructure or resources.

How

1 **Map your ambitions:** Each participant maps own ambitions and objectives.

2 **Get together:** A meeting between stakeholders to compare ambitions and objectives, prioritise a shared set of ambitions and explore different themes. The dialogue tool guides the conversation step by step, with an aim to help clarify expectations, identify potential conflicts and understand different perspectives.

3 **Establish shared ambitions, and plan for next steps:** Make it easier to move from words to action by planning for next steps.

Digital sustainability dashboard

Visualisation | Data

What

A sustainability dashboard for visualisation and communication at Site 4016. The dashboard aims to communicate energy and sustainability information effectively to users and visitors.

Why

The goal was to create a demonstrator for digital planning and operational systems that can be replicated and expanded to multiple locations and customers. Flexibility to incorporate future technologies was essential. We chose the EKKO process, an agile approach with structured decision gates, to ensure we move in the right direction. This method helps in addressing problems, exploring possibilities, and defining success criteria.

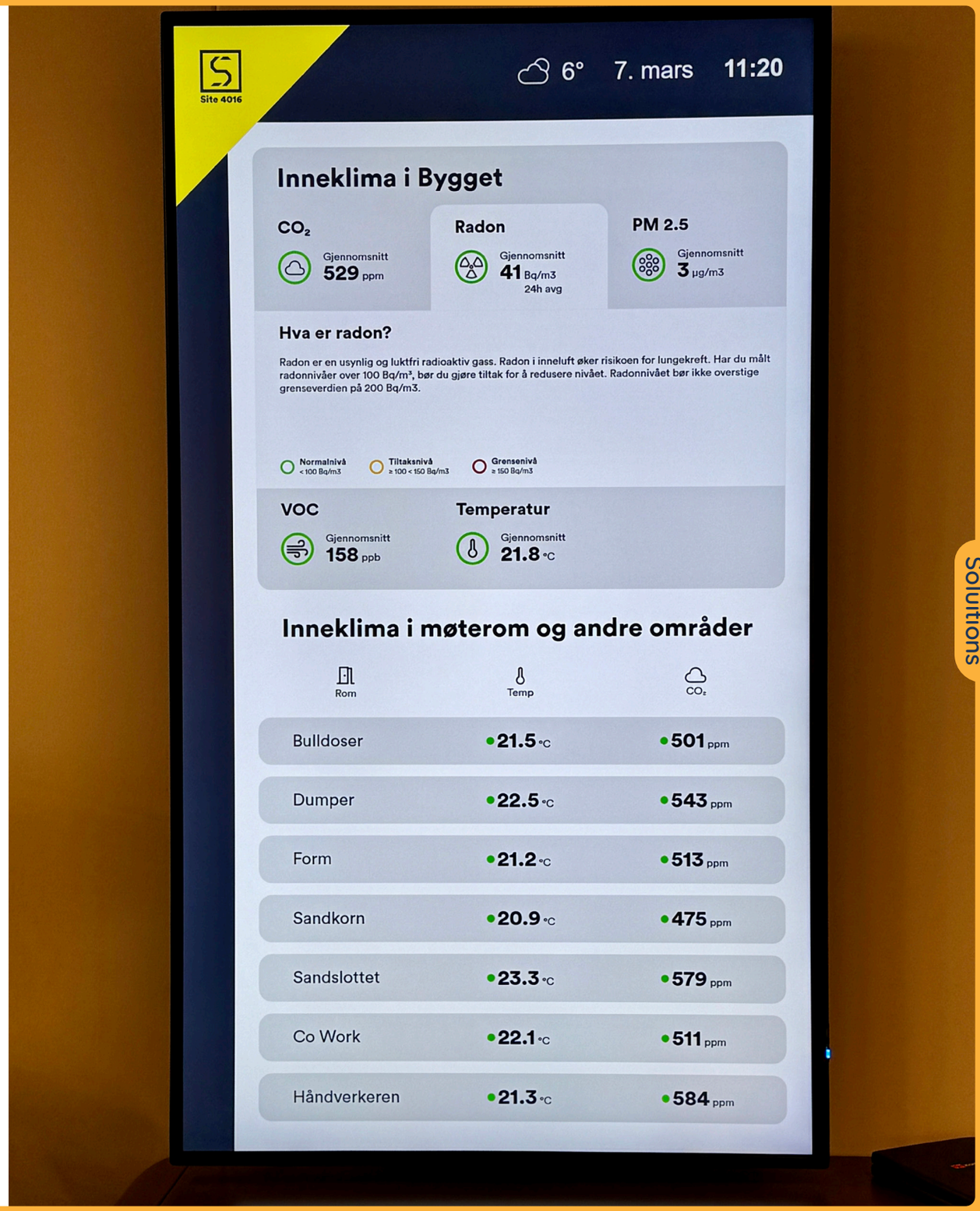
How

1 **Solution exploration:** We explored how the dashboard can communicate energy and sustainability information using the EKKO process. This involved identifying problems, benefits, boundaries, limitations, success criteria, and stakeholder mapping. The findings were documented in a separate report.

2 **Visualisation:** We investigated how information can be presented on various digital signage and info-screens, considering vendor limitations and differences. Animations were created for display.

3 **Data standardisation:** We standardised data ingestion and storage formats using Microsoft Azure services, including IoT Hub, database, and Power Platform. This ensures effective data aggregation and analysis, making the system flexible and scalable.

4 **Business model:** We evaluated whether to offer the system as a service or as a solution owned by the customer. This assessment is crucial for determining the most effective delivery approach.



Digital twin: A digital approach to understanding our living spaces

Visualisation Analysis Insight

What

A digital twin is a dynamic and interactive virtual representation of a place, a neighbourhood or a whole city, integrating data from maps and sensors to citizen feedback and visual infrastructure.

Why

Digital Twins provide an interactive way to see and simulate planned infrastructure and environmental changes (temperature, sea level, shadows from new buildings, noise, air quality, etc.). The tool fosters inclusion by making complex information accessible to planners, developers, landowners, and citizens.

How

1 **Define clear objectives and use cases.** What problems are we trying to solve or what improvements are we aiming for? Select a few concrete and manageable use cases which can contribute to the local strategies and challenges in the city.

2 **Assess existing data and infrastructure.** Identify relevant data sources that could support the use cases. Evaluate data quality and accessibility by looking for accuracy, relevance, standardised formats and up-to-date data sources. Many relevant data sources can be available as open data or at a national level.

3 **Explore technical platforms.** Investigate different digital twin platforms and architectures available. Consider both off-the-shelf solutions and the potential for in-house development. Explore opportunities for collaboration with other municipalities, research institutions, or private sector partners. Critically evaluate the flexibility and how the platform can be further developed, as well as how different data sources can be integrated. If the digital twin is planned as an open platform for citizens and stakeholders, this will require a scalable and user-friendly solution.

4 **Functionality assessment.** Analyze the features and functionalities of different tools in relation to the prioritized use cases. Consider citizen engagement, visualization capabilities, simulation options, data source integration, user-friendliness, and scalability.

5 **Scaling and continuous Improvement.** Keep the digital twin model in sync with all relevant data sources, and consider more advanced features like predictive analytics, AI-powered simulations, and real-time data integration.

Draw a line

Visualisation | Inclusion | Discovery

What

A dialogue and process tool where drawing is used to enrich, inspire, clarify, democratize, and promote inclusive participation. It can be used, for example, in the early stages of area development to discuss and prepare a shared vision for further engagement.

Why

The "draw a Line" method makes complex discussions more inclusive by using drawing as a shared language that reduces hierarchy, clarifies abstract ideas, and inspires creative collaboration. It helps turn dialogue into visual understanding, enabling broader participation, shared vision, and more grounded decision-making.

How

1. **Space:** Familiarize with the place beforehand. Hold the meeting in or near the area being discussed to build local understanding. The space should feel neutral, open, safe, and welcoming.
2. **Resources:** You need a large table, chairs, big paper, markers, pencils.
3. **Invitation:** Include a diverse group — decision-makers, professionals, local authorities, property owners, neighbors, users, social entrepreneurs, artists, etc. Ensure balance; no group should dominate. Share purpose and structure beforehand.
4. **Facilitator:** A neutral person with no local business interests. Should build trust, translate technical terms, and help express ideas visually.
5. **Meeting:** Start by a round of introductions. Begin drawing loosely to encourage participation — skills don't matter. Use open-ended questions to clarify ideas. Help record words and sketches. Listen actively. End with a round of reflection: Everyone shares key insights, agreements, and disagreements. Record on paper or through sketches.
6. **Follow-up with a vision Image:** An architect translates the input into a visual concept: feasible structures and prioritized ideas, showing how everything connects.

FutureBuilt: Leading by example

Innovation | Knowledge | Best practice | Inclusion | Sustainability | Architecture | Circularity

What

FutureBuilt is a Norwegian innovation programme that contributes to building cities in a sustainable, inclusive and attractive way, by supporting and showcasing ambitious pilot projects. Specific criteria have been developed for important topics such as: urban environment and architecture, social sustainability, innovation, zero emissions, circular buildings and neighbourhoods, and nature and biodiversity. The criteria are continuously updated based on extracted lessons learnt from pilot projects – and aim to influence future legislation.

Why

FutureBuilt is a public-private collaboration and open innovation programme that serves as a learning arena for developers, architects, consultants, contractors, authorities, and citizens. By showcasing pilot projects, it highlights frontrunners, drives innovation, and inspires others to follow.

How

All FutureBuilt methods, tools, seminars and courses are freely available on the website for anyone to use. However, to become a formal pilot project, you need to be in a FutureBuilt municipality and aim to fulfil all the relevant criteria. The pilot project process follows more or less the same path:

1. **Establish contact** between the developer, FutureBuilt and the municipality.
2. **Discuss the project ambitions** - if ambitious enough, the developer applies to become a FutureBuilt pilot project.
3. **Approval:** A committee led by the municipality approves the application and an agreement is signed between the developer, the municipality and FutureBuilt. The zoning plan / building application for the pilot is then given high priority by the municipality.
4. **Support:** Throughout the project period, FutureBuilt and the municipality help the developer and their team with knowledge, workshops and innovation to achieve ambitious targets.
5. **Documentation:** The developer documents fulfilment of criteria, including participatory processes with citizens and carbon footprint for the pilot area / project.
6. **Communication and knowledge sharing** is central throughout the project period. Not only in media and on the FutureBuilt website, but also through seminars and site visits to the pilot projects - open for all.

Gigamapping in groups

Co-creation Visualisation

What

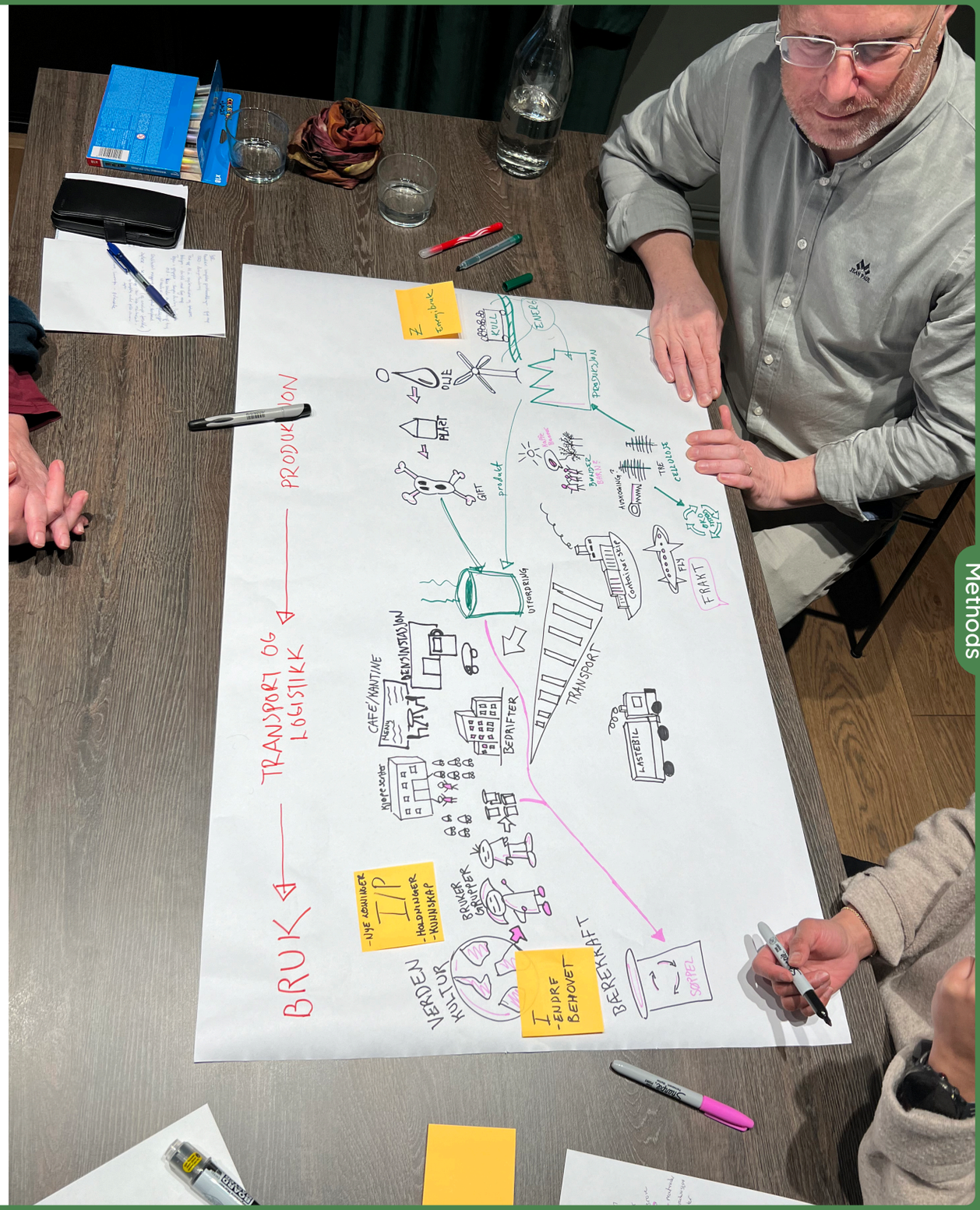
Participatory diagramming, co-drawing, or gigamapping in groups, is a visual method used to explore and understand complex systems, challenges, or projects. It involves co-creating in a group large, detailed maps that show all the elements, relationships, and influences within a situation. Unlike typical diagrams, gigamaps capture the messy, layered reality of complex issues and allow for drawing out and sharing collective and collected complex information using drawings.

Why

Complex challenges can't always be solved by looking at isolated parts — they require a holistic thinking and big-picture view. Gigamapping helps groups see connections that are often hidden, encouraging a deeper understanding of the system as a whole. It supports better decision-making, identifies painpoints, and reveals opportunities for innovation that might otherwise be missed. Gigamapping also fosters collaboration by creating a shared visual language that different disciplines can work with. Additionally, the visual and tactile nature of drawing facilitates the contribution of less dominant personalities.

How

1. **Drawing skills:** If the group is not used to drawing, a brief crash-course may be useful to kick off the drawing.
2. **Introduce the problem** or issue that the groups should work on.
3. **Resources:** Distribute large sheets of paper and markers with different colours. No post-its allowed!
4. **Draw collective knowledge:** Start by emptying out everything the group already knows about a problem. Include as much information as possible including actors, processes, problems, and environmental factors.
5. **Open-ended:** There are no strict rules, drawings, charts, timelines, and narratives can all be combined. As new insights emerge, the map is updated and expanded. The goal is not to produce a perfect or final map, but to create a working tool that supports better thinking, dialogue, and design.
6. **ZIP-analysis:** It is useful to analyse the map and mark out points in the map where there is need to zoom in for more information (Z), identified problems/pain points (P) and potential for innovation or ideas (I).
7. **Visual refining:** A designer or visual facilitator may refine the drawing to make it more communicable to share the collected insight to others.



Guided tour

Site-specific knowledge | Co-creating neighbourhoods | Participation

What

Guided tours of physical areas connected to the community is a powerful tool for community development and for gaining site-specific knowledge to inspire smart solutions, and social sustainability. This solution is grounded in the belief that sustainable approaches to societal and environmental challenges should be built on the knowledge and creativity of the citizens themselves.

Why

Use this tool to bring people together to explore and learn about an area and foster a sense of community. The tool can be used in a variety of contexts where a bottom-up perspective on the local environment is desired—for instance, when a municipality seeks community participation and local expertise in area development and planning.

How

1 **Identify and gain site-specific knowledge** about a particular area.

2 **Define the purpose and audience:** Tailor the tour to your participants (e.g., government agencies, students, area developers) and the specific themes or issues to be explored.

3 **Map local stakeholders:** Conduct a survey of key actors in the area, including social entrepreneurs, public services, businesses, property developers, voluntary organizations, and citizen initiatives.

4 **Leverage local resources:** Check for a neighborhood incubator or community hub that can connect you with individuals who have deep, place-based knowledge.

5 **Plan the tour route:** Define a route with key stops that illustrate important topics, challenges, or innovations in the area.

6 **Select and invite guides:** Choose guides for each stop — place-based social entrepreneurs and engaged local residents are especially effective, as they bring authentic insight and lived experience.

7 **Facilitate learning and dialogue:** Use the tour to highlight local issues, best practices, and innovative approaches. Encourage open discussion and questions at each stop.

8 **Promote participation and reflection:** Help participants understand community resources and challenges, and recognize how various actors are co-creating the neighborhood from the ground up, while also exploring how these insights can inform and connect to different decision-making processes.

9 **Support informed action:** Use insights from the tour to inform strategies for land use, infrastructure, social programs, and other community development efforts.

Impact model

Workshop | Facilitation | Insight

What

The NEB-STAR Impact Model supports the operationalisation of the triangle of sustainability, inclusion, and aesthetics. The model has been to support capturing the environmental, social, cultural, economic, financial and governance impacts of the project activities on the built environment, and the stakeholders that affect/ are affected by them.

Why

The NEB-STAR Impact Model links environmental aspects to cultural, social, economic, legal, and governance aspects, reducing the risk of suboptimal use of unilateral and siloed approaches. This is done by considering 5 main intervention domains, called 'pillars', and 17 impact categories. The 5 pillars consist of the well-known triple bottom line for sustainable development (planet, people, prosperity) complemented by a pillar on quality of life and one on governance. The 17 impact categories refer to essential aspects of integrated sustainable development.

How

1 **Initial Mapping:** Start using the Impact Model early in the programming phase, when the project brief can still be adjusted. A preliminary mapping ensures a more integrated approach by identifying all potential impacts and interlinked effects. The Impact Model helps make the mapping process thorough and complete.

2 **Consult relevant stakeholders** during mapping to gather insights, then identify key stakeholders to co-create solutions. As the project evolves, the Impact Model supports decision-making by highlighting trade-offs and maximizing co-benefits.

3 **Governance format:** Both the mapping and development phases need a clear governance structure to succeed.

Innovation camp

Creativity | Participation | Innovation

What

An innovation camp is a workshop where students work in groups with a real assignment and provide proposed solutions. The camp is carried out in collaboration between the school, one or more companies and Young Entrepreneurship. The camp can last one or more days.

Why

The idea development process can inspire business ideas and future business innovation.

How

1. **Problem:** The pupils are given a real assignment with a defined problem which they must solve within a limited period of time. The assignment is given by a company or organisation from the private or public sector.
2. **Roles:** The client company prepares an assignment and is responsible for the content and required guidance of the students. Teachers are involved as supporters during the camp.
3. **Group work:** The students work on the assignment in groups and present their proposed solutions to the client or a jury consisting of the company and other experts.
4. **Winner:** The company/jury declares a winner based on given criteria.

NEB “as a service”

Expertise Certification

What

NEB “as a service” is a hands-on method for helping public construction projects succeed, with expert support through all phases of the project, from concept brief to evaluation and assessment of the building in the operational phase. The service quality standard is based on established certification methodology and covers both the qualities of the buildings and the qualities of the construction management process.

Why

A team of experts from different fields supports public administrations throughout the process, making sure each step is on the right track.

How

The service includes following stages:

1 **Mapping of needs and opportunities:** Identification of target groups and cooperation with them in the preparatory phase of the project and in the subsequent phases (design, implementation, commissioning).

2 **Selection of an appropriate conceptual solution:** We will ensure the evaluation of the overall quality of buildings and sustainability in architectural competitions, and we will assist public and private investors with the process of selecting a suitable conceptual solution.

3 **Comprehensive building quality assessment:** We will help in the building and project design process to ensure the comprehensive quality of the building from a sustainable construction perspective and from a technical and user quality perspective.

4 **Building and energy concept:** Creation of a detailed concept as a basis for the designer as required.

5 **Reducing the carbon footprint of buildings:** optimising the material and technological design of the building in terms of reducing the carbon footprint with the aim of using natural and recycled materials.

6 **Revision of project documentation:** checking compliance with parameters and technologies available on the market.

7 **Quality-assurance expert consultations:** assessment of the parameters offered by the building contractor.

8 **SBToolCZ:** Consultation on the use of the SBToolCZ comprehensive building quality methodology.

9 **Post occupancy** measurements and user satisfaction monitoring. Optimization of the operation. Implementation of innovative management solutions.

Open facilities: A space for all

Collaboration | Co-creation | Inclusion

What

Shared, semi-open facilities for the industry and the community. By creating spaces with open common areas that the neighborhood is invited to use, it fosters collaboration and community.

Why

Opening campus facilities to the public like a first floor coffee shop in an office building fosters collaboration, strengthens community ties, and enhances innovation by creating a welcoming space for interaction between employees and external visitors. It also boosts visibility, supports the local ecosystem, and makes better use of shared spaces. Furthermore it feels a little more like a campus, filled with life.

How

1. Identify and prepare suitable spaces, such as the ground-floor, where there is amenities like seating, Wi-Fi, and a café to ensure public functionality and comfort.
2. Establish clear access policies and signage to guide external visitors while maintaining security for private areas.
3. Engage local stakeholders and promote the space through community outreach, events, and partnerships to attract diverse users.

Participatory spatial information

Participation | Mobile | Inclusion | Co-creation

What

Explore place attachments using digital and participatory methods that allow people to share their opinions about specific locations. This method employs user-friendly apps and web technologies to collect, analyse, and visualise geo-tagged data. Two participatory spatial information apps were used during NEB-STAR: Urban belonging and We Love Utrecht.

Why

The goal is to improve understanding of how different groups experience and connect with urban spaces by collecting people's emotions and opinions about places they perceive as beautiful, ugly, safe, unsafe, vibrant, crowded, welcoming, or unwelcoming. This approach aims to give diverse and marginalised groups a voice, allowing them to share their perspectives through accessible, low-threshold technology.

How

1 Set up the app: Set up the app and customize to the needs of the project or city. Two supplementary tools for participatory spatial information were tested in NEB-Star: The Urban Belonging App and We Love Utrecht. Both stem from free-to-use or open-source technology.

2 Recruit participants: Participants are recruited for talking walks in their environment to collect geo-tagged data.

3 Use the app: Invited participants can take photos or express opinions on their urban environment. Users can also express opinions and reactions on a predefined scale (e.g. “For me” to “Not for me”, “Beautiful” to “Ugly”, etc.), or tagging (with predefined or user-generated tags).

4 Explore data: City planners and researchers can analyse the collected data published as web maps which can inform decision-making and improve business processes. Aspects or points of interest with a strong spatial and social dimension can be explored further using complementary tools such as workshops or spatial analysis.

Practice-based co-creation and innovation

Competency Upskilling

What

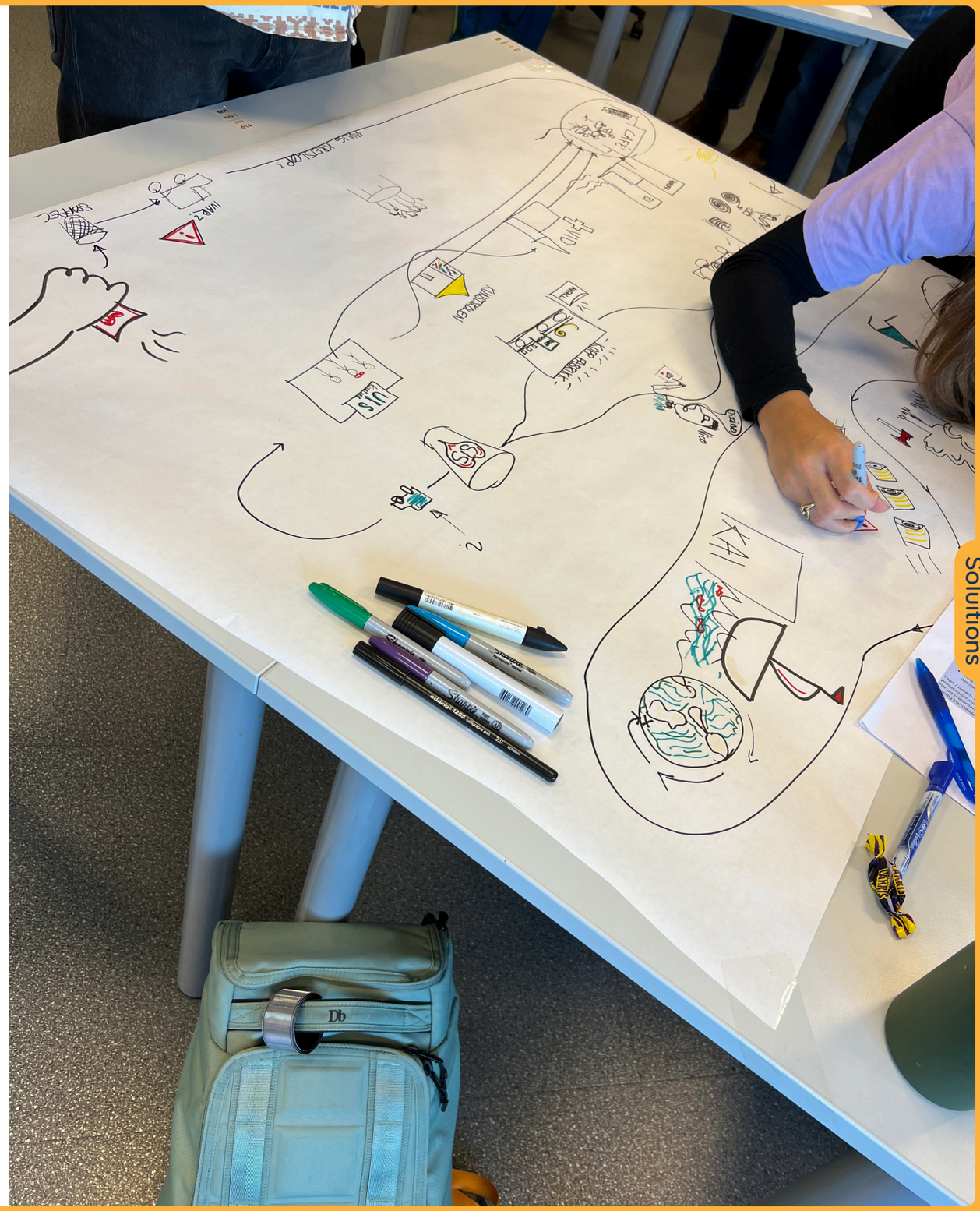
In 2018, the City of Stavanger designed and implemented the co-creation school, as a prototype of internal training. In this course, methodology from co-creation and design thinking was combined in practical project work. The course is now embedded into a Master in Transformation and Innovation at the University of Stavanger.

Why

The master's programme has been developed for team leaders, project managers, process leaders and others, and provides competence in leading and contributing to innovative change processes. The 10 ECTS credit courses "Co-creation and facilitation" and "Service innovation and design methodology" are particularly relevant for the mission of the smart city. By completing training competence is gained in developing and adopting new models for collaboration-driven innovation and interaction across sectors. The master's degree helps to transform the region's expertise into future problem solvers for the future of our planet.

How

1. Take an active role in challenging the familiar and exploring the unknown through co-creative, interdisciplinary development work. You'll gain fresh perspectives, practical tools, and the ability to question your own assumptions and practices.
2. Understand real needs and problems through design methodology. You'll explore challenges from multiple angles, work systematically with idea development, and test concepts directly with end users.
3. Throughout the program, you'll reshape your understanding of leadership—building the skills to drive innovation and transformation at both organizational and project levels. You'll become a sought-after change agent, equipped to lead meaningful restructuring processes and make a real impact.



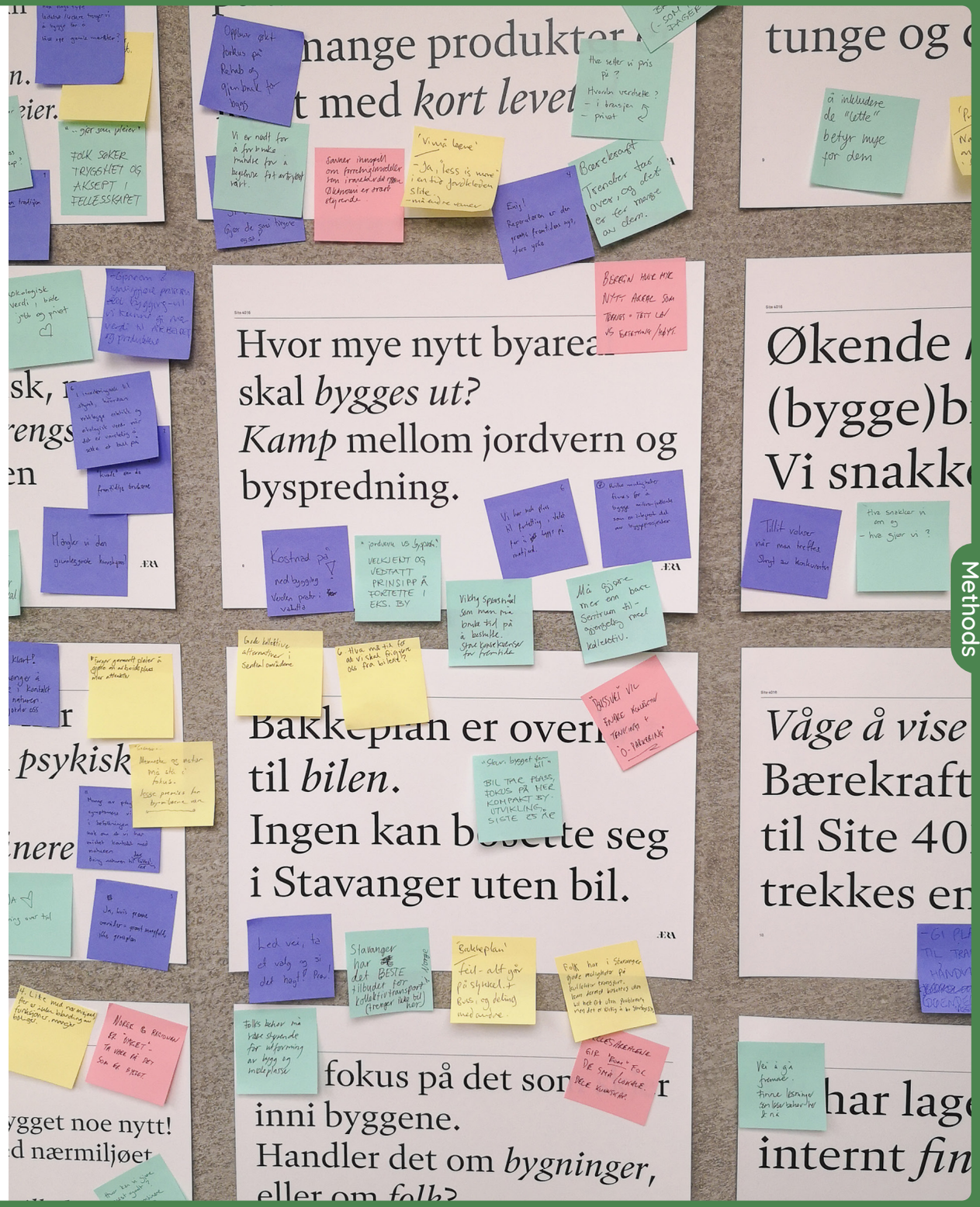
Regenerative design workshop

Creativity | Visualisation | Co-creation | Innovation | Design-thinking

What
A process for crafting a regenerative workshop based on design and systemic methods.

Why
Applying a structured process grounded in design and systemic methods enables regenerative workshops to foster deeper insight, holistic thinking, and sustainable, impactful solutions.

How
1. Interviews: Gather insights directly from users or stakeholders through guided conversations.
2. Framing: Define the problem space clearly based on insights and objectives.
3. Collaborative workshop with ideation: Generate a wide range of ideas together with diverse participants.
4. Concept development of prioritised ideas: Refine and shape the most promising ideas into tangible concepts.



Relational structure

Reuse | Co-creation | Communication | Facilitation

What

By relational structures, we mean a design method that leads to a physical structure of an architecture where all the sub-elements stand in a relationship to each other and to an overarching goal, while at the same time the architecture can be interacted with. The method can be used in the development of all types of buildings and facilities, in all places, and it is relevant for succeeding in overall climate-friendly urban development; beautiful, sustainable, together.

Why

The purpose of the tool is to achieve an architecture that awakens our senses and inspires contact with ourselves, each other and our surroundings. By creating a relational structure through technical, material, human, cultural, and aesthetic potentials latent in the site and the task, it is possible to create robust, sustainable solutions that contribute to strengthening the identity of a place.

How

1 The relational structure is gradually built up through multiple iterations between architects, neighbourhood, experts, nature and other stakeholders, intertwining the insights gained into a structuring physical system.

2 The iterations influence the formation of the structure, and the formation of the structure, in turn, shapes how the insights developed in the project are interwoven.

Reusable citizen tableware

Sustainability | Re-use

What

Renting out reusable tableware for public and private events and parties, an accessible and affordable service provided by the City of Stavanger. The tableware is made of strong plastic and can be used both indoors and outdoors. The cutlery is made of stainless steel. The tableware is hired out to citizens and organisations at a low cost.

Why

Today, a large proportion of the waste we throw away is disposable cups, takeaway and food packaging. With a reusable tableware for many persons you can contribute to less waste of of disposable products, and help support people who are in job training. Set the table with a clear conscience!

How

Our goal is to reduce the use of disposable tableware and packaging in Stavanger. You can rent reusable tableware from the work training center at Bjergsted or at the residents' square at Judaberg. This is how:

1. Order tableware through website.
2. Citizens pick up and deliver the tableware.
3. Washing up is done by work training centre.

Show it! Evaluation tool

Social impact | Measure | Social entrepreneurship

What

Show it! (Vis det!) is a visual, easy-to-use tool that helps social enterprises (and others) define, measure, and communicate their societal impact; from theory of change to real-world results. Developed with social entrepreneurs, it supports both small and large actors in proving and improving their effect, while also inspiring a renewed sense of purpose.

Why

Show it! is an holistic tool developed by Norway Unlimited in cooperation with Accenture, and grounded in international best practices for impact measurement, especially the New Economic Foundation. The tool is freely available and guides businesses to highlight the connection between activities, intended change and how the activities will contribute to the change. Show it! also addresses the underlying assumptions and the barriers that stand in the way of the change.

How

The Show it tool has three main steps:

1. **Map it!** Define the story of change of your project to start measuring the impact of your work.
2. **Research it!** Figure out what you will measure and plan how to get started on data collection.
3. **Tell it!** Summarize and create a short report to communicate the social value added from your project.

Situated learning environment

Action-learning | Place-based | Problem-solving | Insight

What

Situated learning theory explains the process and development of learning when participating in a community of practice. Situated learning environments place students in authentic learning situations where they are actively immersed in an activity while using problem-solving (critical thinking) skills. In such a community, new learners can improve their knowledge or become experts as they have more opportunities to practise within the context of learning.

Why

This tool enhances the problem definition through early consultation of societal partners, resulting in more relevant work. The tool can easily be applied to student work. The use of the tool leads to more structured and substantial participation of societal partners in education, resulting in more exchange between students, researchers and civil society. By embedding themselves into the community, learning is unintentional and as the learner transitions from outsider to a (temporary) member he/she gains expertise, engages and participates actively in the sociocultural practices of the community.

How

1. **Anchor learning in real-world context:** Design tasks that reflect authentic, real-life situations. This could involve simulations, case studies, or problem-solving activities tied to actual challenges. The goal is to embed learning in a meaningful context, not in abstract theory.
2. **Encourage social interaction and collaboration:** Learning happens through participation, dialogue, and shared problem-solving within a community — not just through individual study.
3. **Support reflection and guided participation:** As learners engage with tasks, guide them through critical thinking and gradual skill development, allowing them to take on more responsibility over time.

Smart art programme

Artistic entrepreneurship | Innovation | Co-creation

What

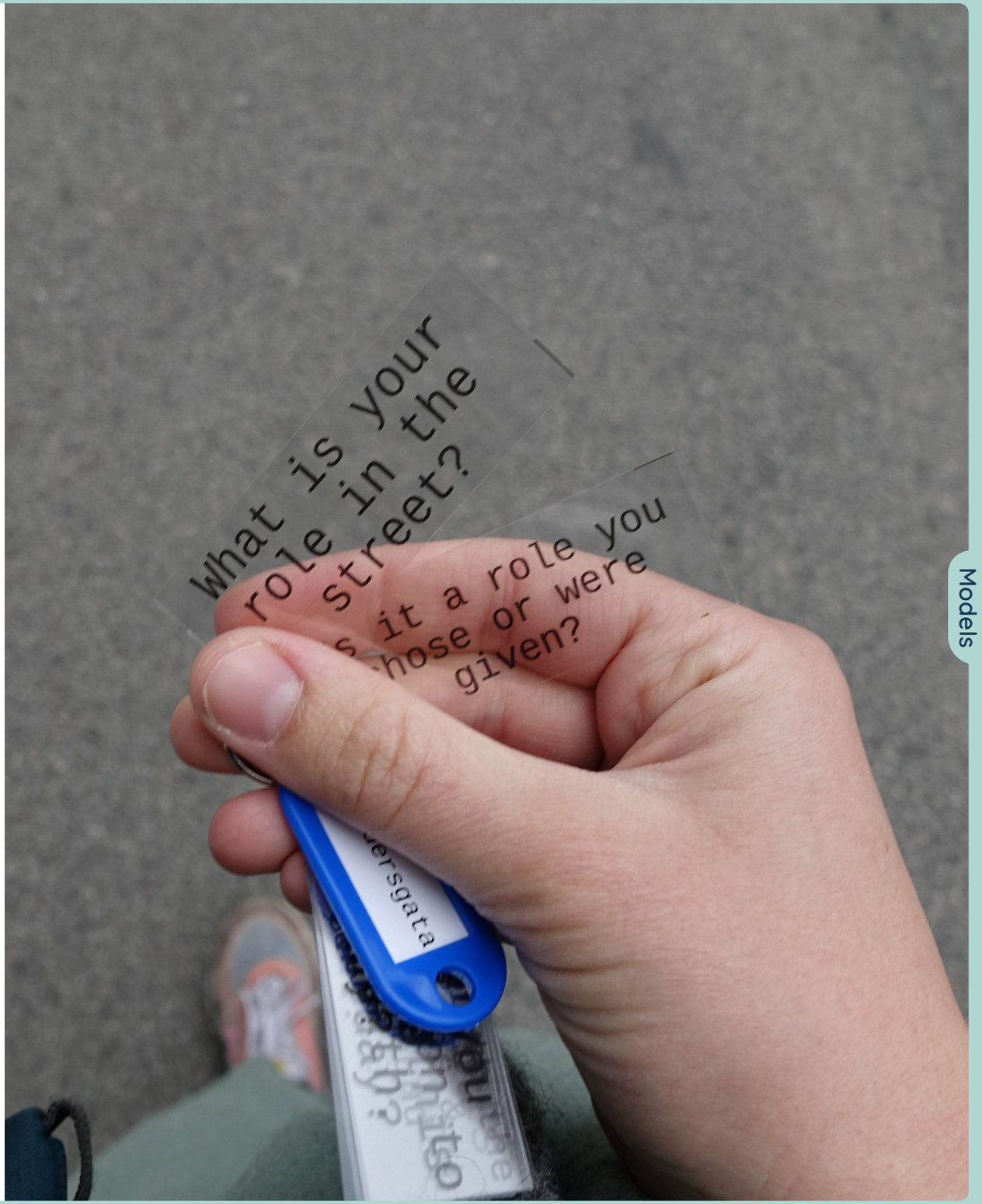
The municipal Smart Art programme promotes art and the artist's role in society. Aiming to improve the artist economy and grow the creative industry, and to expand the municipality's tool box and knowledge base to fit the NEB values and principles, it facilitates the integration of art and artists into public sector and cross-disciplinary urban development projects.

Why

The experience with, and insight into, artists' contributions of new perspectives and methodologies challenged established structures and practices in urban planning. The artists also engaged and involved citizens who are not usually reached in an ordinary public planning process.

How

1. Establish a cross-sectoral structure: Set up internal organisation and funding across municipal departments to ensure broad relevance beyond the arts and culture sector, regardless of who owns the programme.
2. Form a diverse, participatory group: Include artists, but ensure most actions are led by non-artists with societal goals, enabling authentic exploration of art's role in everyday systems.
3. Align with existing plans and tasks: Once structure and budget are in place, review annual plans and strategies from participating entities to identify opportunities where art can serve as a method, not an add-on.
4. Design for openness and iteration: Develop flexible, exploratory projects that embed artistic approaches into ongoing work, supporting innovation rather than replacing core deliverables.
5. Time frame: 3 - 5 years
6. Resources: 1-2 owners, ideally a team of 3-4 representing different departments,in addition to having a cross-sectoral group or advisory board with non-municipal stakeholders.



Social marketplace

Participation | Community | Voluntary work | Inclusion

What

Social Marketplace is an international concept that facilitates more and better collaboration across different sectors in the local community. Here, local business, volunteering and the public sector meet face to face and exchange wishes and ideas for collaboration.

Why

The aim is to create new opportunities and form exciting collaborations, to understand what the challenges are in the local community, to find solutions to specific challenges and be a fun place to build relationships. The participants share resources such as knowledge, labour, care, relationships, internships, materials, equipment, and the like.

How

The marketplace connects different sectors in a two-hour meeting.

1. Make posters: They have written posters with their challenges and they can offer.
2. Networking: In the first hour of the marketplace, the participants get to know each other.
3. Partner up: The cooperation agreements are about sharing resources, and do not include financial aid.
4. Contract registration: The agreements are then registered by the facilitators. There is no requirement that participants must make agreements, but the contract registration helps ensure commitment and follow-up of the newly formed connection.

Student work

Learning Insight

What
Students can provide a fresh look at NEB-STAR and bring in new ideas and perspectives that we may not have thought of. For students this is a win-win, as they often need data and relevant tasks for their assignments and research activities.

Why
Student work can provide projects like NEB-STAR with valuable insights that can be used to improve the planning, implementation and evaluation of the project.

How
1. Collaborate with local universities and schools
2. Provide opportunities for action-based research and learning, such as offering situated task assignments or catering for students to follow projects or interview staff and customers.
3. If possible offer internships and desk spaces for students to allow further immersion and insider knowledge.

Sustainability programme

Collaboration Strategy Innovation

What

An updated programme – from sustainability to regenerative – for the construction sector with NEB-STAR methods, tools and impact model, to support the transformation of an industrial area towards a beautiful, inclusive and sustainable area, with particular emphasis on exploring the aesthetics and craftsmanship of circularity in buildings, infrastructures and public spaces. The programme is divided into four categories: a circular future, digital opportunities, human drive, community around us. For each category there are specific goals, tasks and KPIs with timeline and responsibility.

Why

The construction and real estate industries are entering a new era marked by greater sustainability, flexible leases, multi-tenant occupancy, increased service expectations, and rapid digitalisation. The revised sustainability programme for the Site 4016 area focuses more on aesthetics and inclusion in an area perspective, shifting the perspective from buildings to neighbourhoods; as a means to become regenerative in line with NEB values.

How

1. Co-create with diverse stakeholders: involve architects, builders, residents, pupils and municipalities to ensure inclusive and locally rooted priorities.
2. Integrate aesthetic quality from the start: Embed design excellence and cultural identity as core aspects, not afterthoughts.
3. Set ambitious, measurable sustainability goals: align with climate targets while addressing social and environmental impact across the value chain.

Sustainability strategy bottom-up

Strategy | Workshop | Participation | Inclusion | Co-creation | Sustainability

What

Sustainability strategy bottom-up is a collaborative method for place development that genuinely prioritizes sustainability. As part of the NEB-STAR project, Asplan Viak conducted an experiment to explore whether it's possible to co-create a sustainable, inclusive, and attractive development plan for the Pedersgata area—together, across sectors and interests. The process was guided by a tool developed for sustainable urban development, called SØM, which addresses key objectives and actions related to social, economic, and environmental sustainability. The SØM tool is grounded in interdisciplinary expertise on environmental, social, and economic sustainability, and is calibrated to align with BREEAM, the EU Taxonomy, and FutureBuilt.

Why

A lack of participation and democratic grounding remains a challenge in urban design and city development—both in Norway and internationally. Mutual distrust and skepticism about intentions are common, and participatory processes rarely become decision-relevant or genuinely constructive.

How

1 Traditionally, sustainable strategy development is shaped by experts—typically property developers, consultants, and municipal authorities. Our aim was to broaden this circle by involving a more diverse group of contributors. Ultimately, this approach is intended to reduce conflict between stakeholders by identifying common ground, clarifying misunderstandings, and addressing existing disagreements.

2 We sought to foster collaboration between the municipality, landowners, and local residents, workers, and visitors, with the goal of establishing shared objectives and identifying concrete measures to support sustainable urban development.

3 Two workshops were held. In the first, participants defined goals for sustainable development; in the second, they identified concrete measures to help achieve those goals.

4 After the workshops, we created a visually engaging summary poster to ensure the sustainability strategy remains active and inspires other municipal projects. It has been shared with local politicians and featured in the district newspaper.

Systemic innovation missions

Systemic | Co-creation | Innovation | Participation | Design | Visual

What

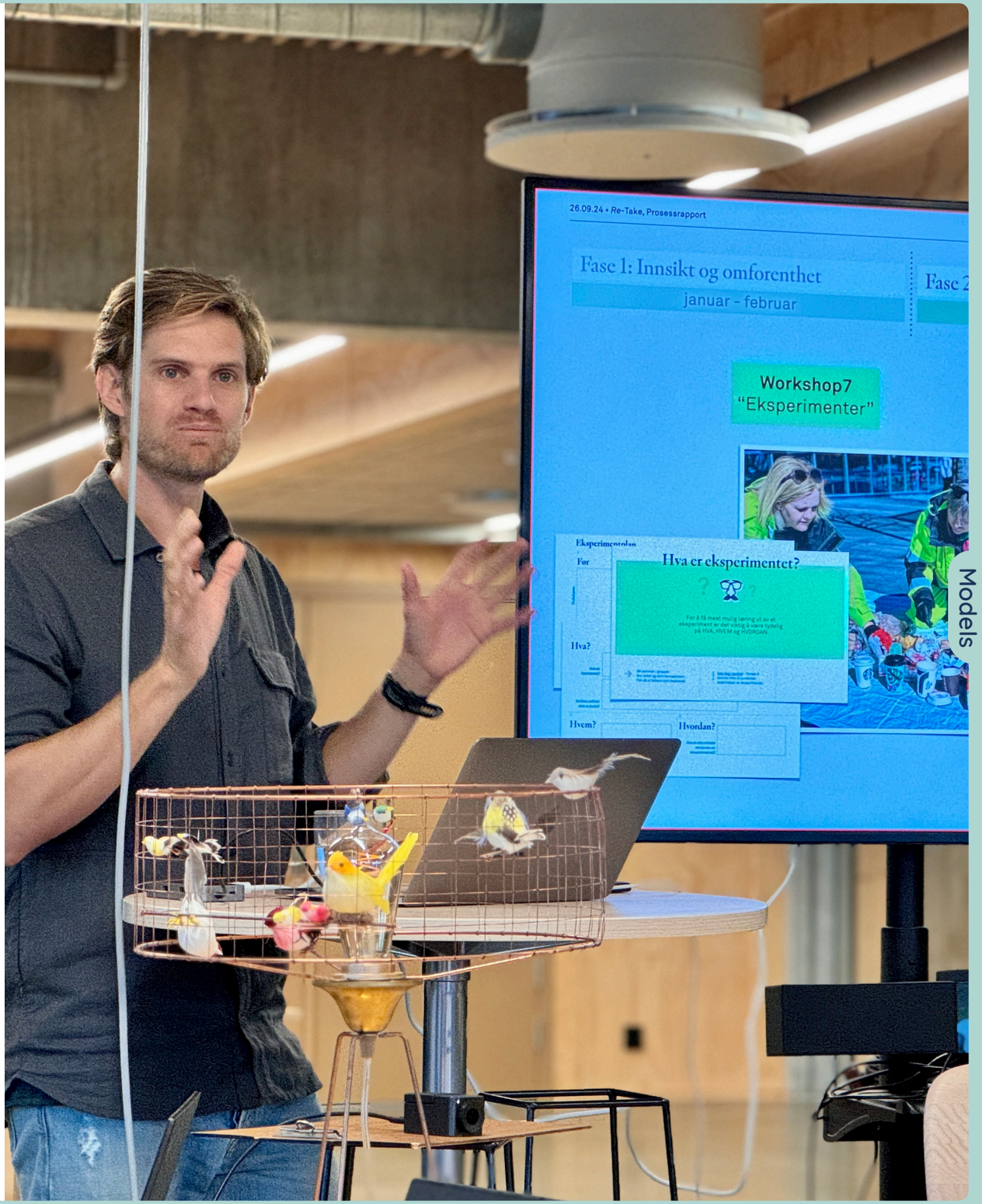
Societal challenges are wicked, interconnected, and complex — they can't be solved by individual actors. These issues require a structured approach and must be addressed through cross-sector and value chain collaboration. This tool is all about system-oriented missions created to solve complex or wicked problems using a structured and facilitated collaboration with multiple stakeholders using design methods.

Why

Bring together multiple stakeholders to the table to solve a complex problem or challenge. The design methods and facilitation ensure cross-discipline dialogue using visual tools and methods.

How

1. Orientation: Identify a current societal problem.
2. Reframe to a mission: Narrow down the complex challenge into a tangible and actionable mission.
3. Identify and invite key stakeholders across fields and sectors to be able to view the challenge holistically. Allow others to freely join based on open days and open processes.
4. Co-creative, systemic design process with design facilitator: Discover new opportunities for innovation, across organisations and new actors. Finding new solutions and ideas for a more sustainable future.
5. Describe and disseminate potential interventions to solve the problem. Illustrate concepts and ideas visually. What are opportunities and barriers?
6. Implement: Develop an early stage implementation plan for the improved and redefined system.



Temporary meeting places

Reuse | Co-creation | Inclusion

What

Temporary physical meeting spaces can be an arena for spontaneous, dynamic meetings, and activities, or mere presence. It can also facilitate inhabitants' engagement. In NEB-STAR we took advantage of spaces that were currently not in use.

Why

Utilizing unused spaces provided a low-threshold venue for local inhabitants and stakeholders to drop in, ask questions, or provide ideas and input. Because the spaces were empty, this is also an opportunity for the property owner to see what can function in the space. The space becomes a visible action and presence on the site. A window can be used as a somewhat non-committal and safe contact surface.

How

1. Identify unused building stock in the neighbourhood where interventions and activities are planned, such as an area of forthcoming development.
2. Create a physical expression in the place. Use waste and free vintage furniture to create a space, invite in the locals to contribute with ideas for use and help to transform the space. If possible, invite local artists and creatives to co-create the space.
3. Use the space tactically to gather insights, whilst allowing citizens to freely use the space for their activities.
4. See what works and iterate!
5. Let more people become familiar with the area over time and in a new way.
6. Change the expression of the place over time.
7. Be on-site during meetings, having direct contact with the area we are talking about and planning for.

The Unlimited model

Social entrepreneurship | Innovation | Community development | Co-creation | Funding

What

The Unlimited model is a place-based methodology for mobilising local talents to improve neighbourhoods through social entrepreneurship. Rooted in equality and co-creation, it brings residents and the public sector together to create lasting local impact, whether or not participants become entrepreneurs. The idea of a neighbourhood incubator is based on a strategic methodology for place-based social entrepreneurship across disciplines and areas of interest.

The Unlimited methodology is guided by four core principles:

- focus on the individual
- place-based approach
- social purpose first
- collaboration with the public sector

Why

Citizen and local actor involvement is key to sustainable public governance, fostering ownership and long-term impact by activating local resources and connections. Social entrepreneurship strengthens communities by solving local challenges, creating jobs, empowering residents, and offering scalable, place-based solutions which are often led by women.

How

The startup process is described in the Norway Unlimited Handbook and follows three key steps:

1. **Understand it!** Introduces the Unlimited model and key elements of a neighborhood incubator, including stakeholder mapping and forming a local steering group.
2. **Start it!** Focuses on setting up the incubator with a theory of change, alignment with local policy plans, and early use of the Show it! tool for measuring impact.
3. **Run it!** Provides guidance on operations, defining supporter roles, building networks, and exploring funding models—with further support from the Supporter's Handbook.

Utopian future workshops

Inclusion | Community | Vision | Creativity

What

The utopian future workshop method was developed in the field of participatory action research and has been used for decades as a tool for marginalised and vulnerable groups to develop a voice and vision of their own. In NEB-STAR it has been used to explore the possibilities and limitations of inhabitant-led initiatives in urban planning and development.

Why

The UFW enables under-represented, marginalised, and excluded groups to build capacities for making a difference in urban politics. It has the potential to democratise knowledge production and to act as a countermeasure in the face of asymmetrical power structures.

How

1 **Preparation:** Identify and build trustful relations with potential participant groups. Gather background information on the local issues to be addressed. Develop a common understanding with representatives of the group before initiating the UFW.

2 **Critique:** Use the lived experience of participants to elicit and develop collective critiques of the current situation and prevailing development trajectories. The goal is to find out what participants are most eager to change in future neighbourhood development.

3 **Utopia:** Use the collective critiques as starting points for creating a collective vision of a more desirable future. Enable a dreaming state of mind where reality is temporarily suspended. Artistic support and creative facilitation are highly recommended.

4 **Realisation:** Confront the collective utopian vision with reality - what stands in the way of realising it? Assess realisation possibilities and develop strategies before taking experimental action. Bring in relevant expertise to help participants whenever needed.

Visionary, visual, future scenarios

Creativity | Visualisation | Innovation | Strategy

What

Creating visual scenarios is central to urban planning, where planning documents themselves are visionary tools with regulatory power. Visualisations—whether maps, sketches, blueprints or models—serve many roles, both as a process of imagining futures and as tangible outcomes. In the NEB context, they are collective efforts that reflect shared visions for urban futures.

Why

An image is often more intuitively understood and more immediately accessible across sectoral, disciplinary, and linguistic divides. Working with visual rather than textual means can also enable a more democratic and equitable process of developing collective visions of the future. When created in ways that elevate local and non-academic knowledge, neighbourhood and city visions can advance the NEB working principles of participatory, transdisciplinary and multi-level processes.

How

The process depends on specific needs, goals, participants, and context. The key challenge is ensuring the visualisations emerge from a collective effort, where each participant can see their input reflected. Rather than fixed steps, it's more useful to follow key principles to foster creativity and collective processes.

Creative: Sometimes this means that everyone involved puts pen to paper. At other times, it means entrusting the task to an artist who turns everyone's inputs into sketches which are then gradually revised based on further input. It can also be a combination.

Collective: A meaningful collective product can only be achieved if all the right people are involved. Selection and recruitment are therefore key. But the creative process also needs to be facilitated to balance out power differentials between participants.

Visual research

Insight | Dissemination | Visualisation

What

Visual research is a qualitative research methodology that relies on artistic and visual media such as film, photography, drawings, and paintings to produce and represent knowledge.

Why

Images and media are powerful communication devices. Our visual understanding is intuitive and superfast (the human brain can process entire images at the speed of a blink of an eye), much faster than our processing of information from text. The images function as as evidence and a form of problem mapping.

How

Images are an essential component for different sorts of inquiries. In NEB-STAR the tool has been used to understand and showcase the impact of single use food packaging and other forms of single use plastic, by documenting the problem with photo and video. Here is how we used the tool in this case:

1. Select problem area related to the NEB-values: Aesthetics, inclusion or sustainability.
2. Visit an area to conduct the research.
3. Produce visual media to document findings, for instance photography, film, or drawings.
4. The visual media become evidence and talking points to showcase and disseminate the impact of the problem.

Walk the land

Insight | Place-based | Creativity

What

Walk the land is inspired by the Aboriginal way of relating to, and communicating with, their land. Through the simple act of walking, they connect to previous knowledge and practice, while they at the same time look ahead. The aim of the method is to understand and highlight links between sustainability, aesthetics, and inclusion.

Why

The method of physically visiting sites and immersing yourself in the surroundings is essential for the development of sustainable architecture. It can contribute to greater attention and increased personal experience with sustainability, inclusion, and aesthetics.

Understand the resources of the place and the context in order to find hidden material, human, cultural and aesthetic potentials. These can provide solutions with the lowest possible climate footprint and at the same time contribute to strengthening local identity.

How

1 **Start from project objectives.** In an early project phase, the method provokes an aesthetic expression based on a local and bodily experience. The purpose of the experience is not to find a solution, but rather to act as a catalyst for understanding, contact, connections, commitment, and inspiration. A shared and personal connection to the project is formed. The method creates a basis for finding sustainable solutions and unique architecture for and with the surroundings.

2 **Experience the area:** A project group spends time separately in a given project area, or on a plot of land, to draw attention to the site's peculiarities. What arouses curiosity? An extended impression of the area is formed by using the senses, such as smells, sounds, atmosphere and more.

3 **Physical or concrete expression:** Each individual participant creates a physical expression based on their experience. It can be expressed through drawing, painting, modelling, light composition, text and more.

4 **Conversation, inspiration and essence:** The physical expressions are shared with the project group through conversation, and then collected to inspire the task. The inspiration is passed on in the project and to the customer/municipality/ other parties.

Youth enterprise

Innovation Inclusion Learning Entrepreneurship

What

Youth Enterprise (Ungdomsbedrift) gives students in upper secondary school experience in setting up a business within a safe framework. They work in groups and gain experience in starting, running and liquidating their business over the course of a school year. The teacher is a supervisor and the company provides a mentor from local businesses. The students work from a concrete idea and realise this through production, marketing and sales. The purpose is to fulfil competence targets within the current field of study and at the same time develop entrepreneurial competence.

Why

The students develop competence in creativity, initiative, responsibility, cooperation, problem solving and execution.

How

A youth business is established at the start of the school year and ends at the end of school. There must be at least two students in a company. Pupils in a youth enterprise are obliged to follow the statutes for the youth enterprise. The turnover limit for a youth business is NOK 140,000 in the company's lifetime. In principle, a youth company is not allowed to incur debt. In addition, there are six criteria that apply to youth companies:

1. Register the youth company in the Brønnøysund Register Centre.
2. Get a mentor from work and business.
3. Design a written business plan/model.
4. Present the business idea to external parties.
5. Keep accounts.
6. Write an annual report and deliver an audit report.

YouthLab

Insight Inclusion

What

YouthLab (Unglab) is a method for mobilising the diversity of young residents in a district. It is not just about collecting information, but about understanding the experiences and perspectives that young people have today – through interviews, observations and systematic mapping. This tool strengthens the role that young people have in shaping their own society.

Why

The purpose of the method is to engage young people to participate in the social debate that affects their lives and their local environment.

How

1. Recruiting and hiring process: The youths are hired for the task of collecting data.
2. Initial training: Young people are trained in methods for collecting data and insight from other young people.
3. Choice of informants: Young people themselves who choose the informants, which provides a diversity of perspectives and breadth of insight that can be used for further decision-making.
4. Conduct interviews: Through interviews, young people gain insight from other young people. This is to give young people the opportunity to participate in practical local democracy, and to be able to help shape relevant and effective plans.
5. Report: All participants produce a report to document their findings.

4 Cases

The following 10 cases exemplify how the tools and methods have been put into practice during the NEB-STAR project. The cases are brief and serve as inspiration for future practice.

Case: Spinn

Tool used FutureBuilt

Space: 3.000 m2
Property owner: Smedvig
Partners: Veni, Faber bygg AS, AtSite, Vial AS.
Architect: MAD

Spinn is the Stavanger region's first circular office building and a FutureBuilt reuse project. The property is centrally located in the construction and construction cluster Site4016 and has high ambitions for reuse and sustainability, this 1970s office building is now being renovated to meet today's standards for modern office spaces.

The Spinn project is being renovated in phases with a strong focus on reuse and sustainability. Outdoor areas and façades are addressed first. Due to water damage, the third-floor wooden façade will be repaired, with reused materials from local sources. New, larger windows on the second and third floors will improve daylight, insulation, and energy efficiency, enabling more office use. The entrance and bay windows will be rebuilt, and a new goods reception area will be added to meet modern standards. Roof structures and surfaces will be replaced, including a new skylight, updated insulation, and better drainage. The third-floor balconies will become more usable for tenants.

Completion of the first phase is expected in early 2025, after which interior renovations will begin, including a shared atrium for events and community use.

> Spinn's façade is made from reused materials, giving the building a modern, aesthetically appealing appearance while reducing its environmental impact.
>
> **Smedvig**

Explore the case

Case: Permaby

Tool used Agile piloting

Permaby Demo Site is a project that takes an unused concrete backyard and turns it into a lively, food-producing space. The aim of the project is to promote urban food production as a meaningful activity that addresses multiple societal challenges, such as social inclusion, community engagement, and sustainable urban development.

PermaBy began as an urban farming project, but over time, it has evolved into a model for integrating circular and regenerative principles into urban living. Permaby began as an initiative within Terran Community, a gathering place and self-organized, volunteer-run association. Terran Community members create their own impact-driven activities, including events, projects, and more.

Explore the case

> Our guiding principle is to be mindful of the resources we have—whether they're human, physical, or natural—and to use them wisely. Whether it's repurposing materials, harnessing local talent, or working with nature's cycles, we're committed to making the most of what we have, minimizing waste, and maximizing impact.
>
> **Terran community**

Case: P23

Tool used Temporary meeting places

From May to November 2023, NEB-STAR rented a small, temporarily unused shop front at Pedersgata 23 (P23) to serve as a meeting place and on-site office for all partners. This space hosted a variety of activities, including small meetings and workshops and was shared with stakeholders outside the project as well.

P23 served as a low-threshold venue for local inhabitants and stakeholders to drop in, ask questions, or provide ideas and input. This made it a crucial element in the preparatory fieldwork for both the Utopian Future Workshops and development of Walk The Land.

Furthermore, P23 demonstrated the potential of open programming in a community space. Through P23 relevant activities/tasks were developed, target groups got engaged, activated and reached.

> The idea behind P23 was to initiate a visible NEB-STAR action in Pedersgata. The move allowed people become familiar with the area over time and in a new way, and the on-site presence became the basecamp and important success factor for other tools.
>
> **City of Stavanger**

Explore the case

Case: Re-take

Tool used **Systemic innovation**

In Norway, 17,4 million cups of coffee drunk every day, and take-away cups as used for large shares of this consumption. Roughly, 7% of city waste are single use coffee cups!

Re-Take is a multi-municipal innovation project facilitated by Æra strategic innovation consultancy, supported by the Norwegian Retailers' Environmental Fund, aimed at finding new solutions for single-use packaging.

The process is driven by new regulations, environmental concerns, and emerging innovations. The project seeks to establish shared guidelines across municipalities and value chains for a sustainable transition.

Focused on takeaway beverage packaging, especially for hot drinks like coffee, Re-Take aims to reduce urban litter and support a shift that benefits communities, businesses, and the environment. The solutions developed may also be applied to other takeaway items.

Explore the case

The cities hold a key role in the transition towards reusable packaging of food and drink on the go. A main outcome from the project include a shared strategy for the cities with prioritized areas and concepts for further exploration.

> By 2028, restaurants and cafés must offer take-away food and drink in reusable packaging.
>
> **Grønt Punkt Norge**

Case: JammerJam

Tool used Draw a line

In Jammerdalen, which is the unofficial name of a small area of Storhaug in Stavanger, a new approach to the early phase of urban planning invited residents and local workers to actively participate in a dialogue in making a vision for how to shape the future of their neighborhood. Instead of traditional top-down proposals, stakeholders gathered around a large drawing during a workshop on-site to express concerns and ideas, using conversation and sketching as equal tools of participation.

The area, which they came together to discuss ,has poor access to public transport and poor pedestrian flow. A car repair shop dominates much of the public space. The auto repair is well run and is a convenient service for local car-owners. But with the facility comes a large number of parked cars and traffic. The resident voiced issues like lack of green space, drug-related litter and feels the area is unsafe. On the other hand, there is a fear that development could lead to gentrification and displacement.

A turning point in the workshop came when an artist proposed bold changes through drawing, encouraging others to contribute more freely. The session shifted toward identifying valued elements—like potential café spaces, green zones, and social gathering areas—and considering how new development could improve connections between neighborhoods. The process fostered equal voices and a sense of ownership.

Ultimately, the workshop showed that inclusive, creative engagement leads to stronger community buy-in and more relevant urban design. Future steps include forming a collaboration group to align planning with residents' needs and transform shared ideas into actionable plans.

> People who are quieter in their words may be more vocal in their drawings.
>
> **Ane Dahl, Helen&Hard**

Explore the case

Case: Container gym

Tool used Agile pilot

The social entrepreneur, Fullt Fokus, has extended its services directly into the Site 4016 testbed by establishing a gym container. By offering free training and guidance in a small and low-threshold fitness center, they have created an inclusive space where young individuals can build a sense of mastery, self-confidence, and find positive everyday activities that provide drive and meaning. The container gym serves as an extended offering in the organization's work with these individuals. The goal is to prevent social exclusion and fostering hope and motivation for the future among vulnerable children and young people.

The container gym was one of the agile pilots during NEB-STAR. This project has contributed to the Site 4016 area by making it more attractive, and to encourage greater use of the area particularly by local residents and other social actors in the region. The gym is free and available to both residents and visitors in the area. Fullt Fokus also provides training classes for businesses renting offices at Site 4016, further integrating their expertise in well-being and community engagement for the broader professional environment. They also collaborates with various actors in social entrepreneurship, child welfare, the Salvation Army, and the Red Cross.

> We want to create hope, optimism, and motivation for the future ople who are quieter in their words may be more vocal in their drawings.
>
> **Børge Øvrebø, Fullt fokus**

Explore the case

Case: Urban belonging

Tool used Spatial information app

Using the photo app Urban Belonging, 20 students from Hetland and Godalen upper secondary schools have been tasked with documenting their experience of Site 4016, the new business cluster rising in Åsen, Stavanger. The Urban Belonging app is more than just a tool for taking pictures. Developed by researchers at Aalborg University and the IT University of Copenhagen, it is designed to capture users' feelings and experiences of urban space.

The app allows users to take pictures of places that matter to them, and then tag the pictures with emotions and comments. This creates a visual map of how different groups experience the city. The students' task is not only to take pictures, but also to reflect on how the area can be improved.

This provides valuable insight on how urban planners and politicians can create cities that are more inclusive for everyone. Such input is needed both in participatory processes and as a data basis that can be used to understand the city when making decisions about its development. But the process did not stop here. Hetland student in media and communication, Elise Hareim further developed the students' ideas into creative proposals for a future Site 4016.

The use of Urban belonging app in conjunction with the tool Utopian Future Workshops has shown us how young people can contribute actively to the development of more inclusive and sustainable urban environments.

> The app gives us a unique opportunity to see the city through the eyes of young people.
>
> **Tom Sjøen, Ungt Entreprenørskap**

Explore the case

Case: Svankevigå

Tool used **Utopian Future Workshops**

During the NEB-STAR project, the University of Stavanger used Utopian Futures Workshops (UFW) to help organisations and residents of the Svankevigå/Badedammen area develop their own visions for its future.

Svankevigå is undergoing transformation and remains one of the few places in Stavanger where old buildings are rented out at low cost to cultural actors and social entrepreneurs. In its former industrial premises, collectives, businesses, and initiatives—such as a carpenter group, a bike repair shop, floating saunas, and a performing arts center—bring neighbours together and strengthen community ties in an area of mostly small housing units.

The area has previously seen planning processes that excluded local voices, prompting some residents to start a social movement to protect it from proposed developments. Towards the end of 2023, a new opportunity arose to engage inhabitants through UFW, enabling them to co-create alternative visions for the area.

Through workshops and creative exercises, participants explored future scenarios, identified challenges, and developed innovative ideas. Many were especially inspired by the “utopian” aspect of imagining what the area could become. However, differences in experience and perspectives also created tensions, highlighting the importance of the “critique” phase.

The UFW process remains open-ended but has already produced a shared vision for Svankevigå, illustrated by artist Leo Ribeiro and published as a graphic short story.

> Svankevigå consists of creative people who want to make things.
>
> **Kenneth Bøe, Storhaug snekkerforening [Carpenter club]**

Explore the case

Case: The meeting place

Tool used **Relational structure**

At Site 4016, a temporary meeting place has been created to engage the local community and to encourage innovation in the construction industry. Designed by NEB-STAR partner Helen&Hard, the scaffold-like timber structure was shaped through workshops and participatory processes involving the district, municipality, and local schools.

The structure incorporates reused materials from the construction industry, with different components assigned specific social functions.

Students from Jåttå Upper Secondary School carried out the construction, while students from Stavanger Urban Folk High School contributed by creating furniture, greenhouses, and other features—all of which are made from recycled materials, including preused ratchet straps, doors, windows and toilets.

Builders usually join a project after the design and planning stages are complete, and for this reason, the students agreed that it was a fun learning experience to be part of the planning process as well as the construction phase.

Site 4016 functions as a modern business cluster and experimental hub for the construction sector. The meeting place aims to make the area more inclusive, sustainable, and visually appealing.

> This demonstrates how pre-used materials can have an aesthetic quality.
>
> **Mathias Winjen, Helen&Hard**

Explore the case

Case: The NEB-STAR festival

Tool used **Event**

The NEB-STAR festival in Stavanger of 2025 showcased the learnings, diversity and new perspectives gained during this three-year project. With 150 participants from different sectors and countries, the festival found a place for both celebrations and to discuss the elephant in the room.

The two-day festival included an inhouse event at Innoasis, with artistic performances from Emilie Eie, Bård Bjørknes and Jammerdalen. Participants could also visit an exhibition area and explore drawings, sketches, models, printed material, and of course – the Prague Pixel installation.

During day 1 there were also keynote talks, short films, and panel discussions. Day two had more of an informal vibe where we visited different locations and talked with people and companies involved in NEB-STAR: From Site 4016 to guided tours in Pedersgata through different lenses. Half way through, we experienced a movie premiere.

Importantly, the NEB-STAR festival was an important way to synthesise the learnings and experiences from across the project and to explore what comes next.

> Our aim was to create an arena where we could come together and share insights but also look ahead and discuss what we need to make sure this becomes a movement, not a project.
>
> **Inger Hanne Vikshåland, Nordic Edge**

Explore the case

Our final thoughts

Conclusion

To understand how to ensure the large-scale transition towards climate neutrality in a beautiful, sustainable and inclusive way, NEB-STAR tested and experimented with a range of tools and processes in two testbeds in Stavanger and with two twinning cities in Europe; Prague and Utrecht. By using tools on a small scale adapted to local conditions, we were able to test, receive feedback, and evaluate effects in a fast and cost-effective way. This meant that the use of the tools were more targeted and tailored to different groups and needs. The work was done collaboratively with stakeholders and inhabitants, and the results informed how to update the city plan with general principles and approaches valid for the whole city.

An important strategy for NEB-STAR was a conscious choice in connection with ongoing projects and plans. Some of the tools did not follow the NEB-STAR phases but had their own processes and milestones. In these cases, a structure had already been established to ensure implementation and dedicated resources in the projects. By following some of the tools in planned projects, contributing, and “NEBifying” the process, we ensured greater impact and broader dissemination of NEB-STAR values.

The report presented tools that were explored during the NEB-STAR project. This was the third report in the series. In total, we have presented here 40 tools divided into methods, solutions and models. Several cases illuminate how the tools were used during the project and various other deliverables, such as demonstrator reports from the testbeds. Refer to the nebstar.eu website for an overview of all reports delivered over the course of the project.

This toolbook describes the tools that were explored on the path towards beautiful, sustainable and inclusive cities and places, to come closer to fulfilling the various ambitions and values of the NEB-compass. The tools are described here for new and fresh faces outside the context of NEB-STAR to share our lessons learned. As such, this toolbook is in many ways a gift from NEB-STAR to other cities and places, and by describing how to use each tool, we hope that this is useful for forthcoming urban development.

Let us clarify

Tools dictionary

Some tools have been renamed from the previous version of this deliverable (D1.7). Hence, we have provided a short dictionary with the previous names.

Agile pilot	Kvikktest
Dialogue tool for future industrial development	Grønt industriløft dialogverktøy
Participatory spatial information app	Merged tool description based on descriptions of the two apps used in the project: Urban belonging and We Love Utrecht
Practice-based co-creation and innovation	Samskapingsskolen
Show it	Vis det
YouthEnterprise	Ungdomsbedrift
YouthLab	UngLab

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