



# Project results exploitation plan

5/30/2019





Version	1.0
WP	8
Dissemination level	Public
Deliverable lead	Comune di Cremona
Authors	Mara Pesaro, Comune di Cremona Meritxell Diaz, ICLEI
Reviewers	NOVA ID FCT, University of Chalmers, IUAV, ISTAT, Eurecat, Ecoteca, Fondazione Ecosistemi, RoGBC, CEIFAcop, Universidade de Coimbra
Abstract	The project results dissemination and exploitation plan firstly describes the main communication and dissemination aspects put into practice throughout the project and the way in which each project deliverable may be used in the future by a) consortium members, b) online and physical agoras members and c) general public, through the help of a handbook. It establishes also the creation of an Alliance for Urban Metabolism, whose main aim is to insure the proper exploitation of the project results.
Keywords	Results exploitation; communication; dissemination; awareness
License	 This work is licensed under a Creative Commons Attribution-No Derivatives 4.0 International License (CC BY-ND 4.0). See: <a href="https://creativecommons.org/licenses/by-nd/4.0/">https://creativecommons.org/licenses/by-nd/4.0/</a>



The project has received funding from the European Union's Horizon 2020 research and innovation programme under grant Agreement No. 690047.

**Disclaimer:** The sole responsibility for any errors or omissions made lies with the editor. The content does not necessarily reflect the opinion of the European Commission. The European Commission is also not responsible for any use that may be made of the information contained therein.



# 1. Contents

1. Contents .....	1
2. Abbreviations .....	3
3. Introduction .....	4
3.1. Urban_Wins project and main outcomes .....	4
3.2. Scope and objectives of the deliverable .....	5
3.3. Dissemination activities and channels .....	5
3.3.1. Dissemination implemented .....	6
3.3.2. Dissemination after the end of the project.....	12
4. Part I - Exploitation plan .....	17
4.1. Exploitation plan .....	17
4.2. Exploitation management .....	18
4.2.1. Intellectual Property Rights Management.....	18
4.2.2. Exploitation channels of project results .....	24
4.2.3. Exploitation Handbook.....	27
5. Part II - Urban_Wins Alliance for Urban Metabolism .....	35
6. References and Annexes .....	36
6.1. Annex A: Urban_Wins Alliance .....	37
6.2. Annex B: Dissemination contact points .....	39







## 2. Abbreviations

BP Best practices

CA Consortium Agreement

DPSIR Driving forces Pressures State Impact Response

DMP Data Management Plan

DoA Description of Action

DOI Digital Object Identifier

EC European Commission

EEB European Environmental Bureau

EITRaw European Institute of Innovation and Technology on Raw Materials

EAB European Advisory Board

GA Grant Agreement

H2020 Horizon 2020

ICESP Italian Platform for Circular Economy Stakeholders

IP Intellectual Property

IPR Intellectual Property Right

ISTAT Italian National Statistical Institute

LCA Life Cycle Assessment

LCI Life Cycle Inventory

MFA Material Flow Analysis

PC Project Coordinator

R&I Research and Innovation

RoGBC Romania Green Building Council

UMAn Urban Metabolism Analyst

WP Work Package





## 3. Introduction

### 3.1. Urban\_Wins project and main outcomes

Urban\_Wins - “Urban metabolism accounts for building Waste Management Innovative Networks and Strategies” - is a European project funded by the Research and Innovation Program Horizon 2020, that was carried out over three years from June 2016 until May 2019.

Urban\_Wins studied how cities consume resources and products, and how they eliminate the waste produced, following an urban metabolism approach. The results were used to develop and test innovative policy tools aimed at improving waste prevention and management in general and in eight European Union cities, in particular, that were directly involved in the project.

The design and implementation of the policy tools was realised with an active participation of stakeholders - citizens, governments, organisations, suppliers, research institutes and educational centres from the cities. In fact, the participatory approach is a key component of Urban\_Wins, as the vision of all relevant players for waste production and management at an urban level was taken into account to co-develop new strategies, co-test innovative solutions, integrate different types of knowledge and articulate different points of view, thus contributing to a more representative and holistic approach.

Urban\_Wins technical work was developed throughout 6 work packages (WPs):

WP 1 and WP 2 aimed to create a common understanding of the state-of-the-art of urban waste prevention and management strategies and policies at EU level and to elaborate the methodological and operational framework for adopting the urban metabolism approach for waste policies;

WP 3 set up the framework for stakeholder engagement by implementing skill building programs and participatory processes through physical and virtual activities and contexts, called *agoras*, which resulted in knowledge sharing, creation of communities of practices, cross fertilization of ideas and actions;

WP 4 focused on the elaboration of Strategic Planning Frameworks for waste prevention and management in the 8 pilot cities (Albano Laziale, Bucharest, Cremona, Manresa, Leiria, Pomezia, Sabadell, Torino), based on inputs received from WP1 and WP 2 and on results of first phase of stakeholder engagement activities;





WP 5 was dedicated to the elaboration of Local Strategic Action Plans, the test of pilot actions and the definition of roadmaps for future strategic developments of material use and management at urban level with the view of promoting circular economy processes;

WP 6 aimed at putting together all the lessons learned and outcomes of the project in a Toolkit to support the transfer of Urban\_Wins experience in to other urban contexts and to other EU waste stakeholders.

## 3.2. Scope and objectives of the deliverable

This document is a part of WP8 “Project communication and dissemination” / T.8.4 “Elaboration and agreement of a project results exploitation plan” and refers to the project deliverable D8.4 “Project results exploitation plan”. It was drafted thanks to the contributions of all partners under the supervision of the Municipality of Cremona.

The project results dissemination and exploitation plan firstly describe the main communication and dissemination aspects put into practice throughout the project and, secondly, the way in which each project outputs may be used in the future by:

- consortium members
- online and physical agoras members
- general public

The deliverable also anticipates the creation of a handbook to summarise the main aspects of the exploitation plan.

Another objective of the deliverable is the definition of an Urban\_Wins Alliance, whose main aim is to insure the proper exploitation of the project results.

## 3.3. Dissemination activities and channels

Dissemination activities are meant to ensure a proper disclosure of the project results so that they are available for those stakeholders who can make good use of them, and/or build upon them. The dissemination work done throughout the lifetime of the project has taken into account some key aspects:

- Stakeholder engagement: Relevant stakeholders were mapped for the different results produced as part of the project.





- Format: Showcasing outcomes in a format that is accessible and usable and that encourages the adoption and uptake of the results.
- Timing: Findings were also shared as soon as they were available, in a timely manner, without waiting until the end of the project - i.e. when exploitation starts.
- Context: The Urban\_Wins project did not take place in isolation, but within a broader context; hence the team's networking with other similar initiatives.

### 3.3.1. Dissemination implemented

In order to widely disseminate the results and outcomes of Urban\_Wins, several activities were implemented and different channels were used.

#### Urban\_Wins newsletter

Every four months, the Urban\_Wins newsletter was sent out to a list of subscribers that had signed up for it.

These newsletters regularly included information about results produced during this four-month frame.

In addition to presenting results from within the project, the newsletter also sought to build bridges with other projects. It published news from sister projects such as REPAiR. The newsletter archive can be found here:

<https://www.urbanwins.eu/newsletter/>

#### Urban\_Wins webinars

During the lifetime of the project, four webinars were organised. Whereas some of them had a strong communications component, all of them always had some dissemination elements and some were strictly focused on disseminating results. For instance, the last Urban\_Wins webinar: *How can cities tackle food waste?* was a platform for three Urban\_Wins cities to present their pilot actions on food waste. The webinar gave them the possibility to showcase these pilot actions, as a result of all the participatory meetings and discussions among the local stakeholders in the Urban\_Wins agoras.

The recordings of these webinars can be found in the Urban\_Wins website:

<https://www.urbanwins.eu/webinars/>





## Urban\_Wins videos

The Urban\_Wins team has produced a final video to showcase all the pilot actions that the eight Urban\_Wins cities have deployed as a very specific outcome of this project. This video wants to disseminate all the initiatives undertaken by the cities that can serve as inspiration for other cities working to tackle waste and convert it into a resource.

This video has been uploaded to ICLEI's YouTube channel, and is also in the landing page of the Urban\_Wins website.

<https://www.youtube.com/watch?v=t3GoEacCAi8&t=1s>

## Featured articles

Partners have approached media outlets to pitch some different ideas for featured articles. Some of these articles were used to promote the results of the project. For instance, a total of four articles were published on the CityMatch visit to Zürich (the CityMatch programme aims at helping to bring people together to develop competences, share knowledge, ideas and working methods on sustainable and innovation procurement in the waste and resources sector). MRW, RecyclingWorld, Global Recycling and EcoConstrucción have published articles (in different languages) on the results and the knowledge obtained in this visit.

## Sector Watch

This highly targeted source of information for public procurers on the waste sector, where the sector is monitored and developments are shared, was also used to disseminate some of the results of the project, like, for instance, this article on [Modelling the Urban Metabolism for Circular Cities](#), which includes some results on this urban metabolism analysis for the eight pilot cities.

## Social media channels

Facebook, Twitter and the Urban\_Wins online agoras were used to disseminate the results of the project to a wider audience. On Twitter, we created specific Twitter cards or used images so that we could tag stakeholders who might be interested in learning more about the results and could build upon them. For instance, we tagged organisations such as ACR+ and Metabolism of Cities, networks such as EuroCities, and media such as Innovators Magazine.





## Final conference and national conferences

The final conference was one of the main dissemination activities and channels: on 4<sup>th</sup> April, around 100 participants got together to learn more about Urban\_Wins and its results. Outcomes such as the Urban\_Wins toolkit were presented in small groups so that people could have a closer look at the tool, use it, and discuss how it could be integrated in their future work.

Three of the national conferences were organised quite close to the end of the project: the ones in Romania, Sweden and Austria. Due to the timeline, these events were also used as a dissemination channel, in which attendees (researchers, waste managers, city authorities, etc.) were able to learn more about the results of this three-year EU-funded project.

## Networking/Events

Urban\_Wins outcomes were also presented at a series of relevant events that partners attended, in a more formal (stand, presentation, etc.) or informal way (chats with representatives from other sister projects, such as REPAiR, URBAN-WASTE..., and organisations).

The Urban\_Wins toolkit was also presented at the ‘Circular Cities: Innovation to tackle plastic waste’, on 16<sup>th</sup> April, in Brussels. Urban\_Wins managed a stand at the event.

The toolkit was promoted by Ecoteca with support from Iclei through media using a couple of articles and banners on different websites: [FuturEnviro](#), [Euractiv](#) and [Business Review](#) for English version and [Ecologic](#) magazine - online and printed version for Romanian version.

## Scientific publications

Before the end of the project, two partners wrote open access scientific publications and the partners from University of Coimbra and University of Chalmers planned to write and publish one or two papers in the future.

The scientific article written by University of Venice IUAV “Including Urban Metabolism Principles in Decision-Making: A Methodology for Planning Waste and Resource Management” was published in MDPI Sustainability Journal, in the Special Issue “Sustainability and Urban Metabolism”

The article describes step-by-step the planning process developed specifically for the Urban\_Wins project and implemented in the eight pilot cities, which led to the formulation of the strategic plans for waste prevention and resource management (one for each municipality). Each strategic plan includes city’s priorities, objectives, and actions that were formulated during the planning process, with the participation and support of the





stakeholders. The article (open access) can be reached here: <https://www.mdpi.com/2071-1050/11/7/2101>

University of Lisbon NOVA ID FCT - UrbanWINS: “CONSTRUÇÃO DE REDES PARTICIPATIVAS PARA A GESTÃO DE RESÍDUOS. UrbanWINS: construction of participatory networks for waste management”

The document presents the Urban\_Wins project and focus on the participatory approach carried out in the eight pilot cities, which led to the formulation of the Pilot Actions implemented within the project. This participatory component involved a wide range of stakeholders through face-to-face participatory sessions (Physical Agoras) structured in four main phases, that were organized in the eight pilot cities. This announcement describes the process that occurred until the first round of Physical Agoras sessions in each pilot city. The article (open access) can be reached here: <http://docplayer.com.br/123001767-Urbanwins-construcao-de-redes-participativas-para-a-gestao-de-residuos-urbanwins-construction-of-participatory-networks-for-waste-management.html>

#### Partner dissemination channels

The table below summarizes the main channels of dissemination that were used by the partners and the activities that will be implemented in the future:

Partner	Dissemination channels
Comune di Cremona	Municipality of Cremona’s website and social media, specific events explaining project results organized by the Municipality (last agora, other events) or through activities and projects implemented with third entities (universities, associations, schools, canteens, city districts’ committees, etc.)
Fondazione Ecosistemi	Organization’s website and social media, future events (e.g. Forum CompraVerde-BuyGreen), networks and working groups (e.g. Italian Circular Economy Stakeholder Platform)
Università di Venezia IUAV	Presentation in scientific research conferences; scientific papers; dissemination within university research networks and public administration networks, ICESP (Italian platform for Circular Economy stakeholders)
Asociatia Ecoteca	Ecoteca’s website and social media (official pages and



	environmental groups), Romanian Coalition for Circular Economy channels, Romanian Coalition for the Environment, European Environmental Bureau (EEB) network, waste management publications (e.g. “ecologic magazine”), conferences, events, last agora.
<b>Asociatia Romania Green Building Council</b>	<ul style="list-style-type: none"> <li>- RoGBC website and social media channels;</li> <li>- Newsletter on project updates;</li> <li>- Presentation of the project in events and conferences relevant to waste management;</li> <li>- Reference to Urban_Wins toolkit and tools specific to Construction &amp; Demolition Waste in the organization’s “Green Homes” certification program that requires significant improvement in construction and demolition waste management.</li> </ul>
<b>Asociatia Ecotic</b>	Ecotic’s website, social media, events
<b>Fundació Eurecat</b>	<ul style="list-style-type: none"> <li>- Eurecat’s website and social media;</li> <li>- Presentation in crossed events with other Eurecat’s projects;</li> <li>- Publication of Scientific Article relating DPSIR.</li> </ul>
<b>ICLEI European Secretariat</b>	<ul style="list-style-type: none"> <li>- Procura+ Update;</li> <li>- ICLEI Europe newsletter;</li> <li>- ICLEI Europe news;</li> <li>- SP Platform news;</li> <li>- IP Platform news;</li> <li>- ICLEI Europe Twitter account;</li> <li>- ProcureInno Twitter account.</li> </ul>
<b>Universidade de Coimbra</b>	Scientific publications in peer-reviewed journals and conference communications on (1) the indicators set and application to pilot cities and (2) the integration of LCA with the UMan model to estimate environmental impacts of consumption.
<b>Chalmers Tekniska Hoegskola AB</b>	Scientific publication in peer-reviewed journal on UMan model results for 7 pilot cities.
<b>NOVA ID FCT</b>	<ul style="list-style-type: none"> <li>- Announcements about the project and results on local media, websites and social media;</li> <li>- Dissemination of the project result amongst our contact network;</li> <li>- Scientific publications in peer-reviewed journals and</li> </ul>



	<p>National and international conference announcements;</p> <ul style="list-style-type: none"> <li>- Presentation of the project in events and conferences related to waste management and prevention.</li> </ul>
<b>SC Global Innovation Solution</b>	<ul style="list-style-type: none"> <li>- GIS web page and social media channels;</li> <li>- Actions to raise awareness of separate collection of waste in public events on stakeholder social media pages;</li> <li>- Face-to-face awareness and educational actions targeted on audiences and stakeholders from public events (food vendors, public event participants, organizers, etc.);</li> <li>- Guidelines and instructions oriented towards general public;</li> <li>- Media coverage of events in profile magazines.</li> </ul>
<b>Marraiafura Comunicazione</b>	Marraiafura's website
<b>Città Metropolitana di Roma Capitale</b>	Webpage and Social media channels of the Metropolitan City of Capital Roma, Webpage and Facebook page of the Contest of Mayors of the former Province of Rome
<b>CEIFAcop</b>	CEIFAcop's website and social media (Facebook, LinkedIn), events organized by or with participation of CEIFAcop
<b>Camera di Commercio Industria Artigianato Agricoltura di Cremona</b>	Organization's website and social media Network of the Chambers of Commerce
<b>Ajuntament de Sabadell</b>	<ul style="list-style-type: none"> <li>- Specific events to explain the project's results like Agoras;</li> <li>- Municipal website and social media;</li> <li>- Third entities which were involved in the action development;</li> <li>- Reporting the actions through mass media (local radio and press);</li> <li>- Other international events like Smart City Expo.</li> </ul>
<b>Istituto Nazionale di Statistica</b>	Organization's website
<b>Ajuntament de Manresa</b>	Specific events of the municipality like last agora, other events related with waste management and circular economy, third entities engaged in the agoras.



<b>Município de Leiria</b>	<ul style="list-style-type: none"> <li>- Municipality's website;</li> <li>- Future events with municipality support, meetings with third parties to explain the project and to develop new initiatives</li> </ul>
<b>Consorti del Bages per a la Gestió de Residus</b>	Consorti's website and social medias and future events we will take part in
<b>CREE GmbH</b>	Results and knowledge obtained within Urban_Wins will be distributed via Cree's newsletter, social media channels and frequent conference attendance.
<b>Città di Torino</b>	<ul style="list-style-type: none"> <li>- Iclei's platform;</li> <li>- Torino's website;</li> <li>- Last agora.</li> </ul>
<b>Linea Gestioni</b>	Information and communication through social media, events and publications.

Table 1- Dissemination channels

## 3.3.2. Dissemination after the end of the project

### 3.3.2.1 Project and partner's tools available

The main tools that can be used for dissemination activities are: the website, the toolkit and the Material Flow Analysis database.

#### Urban\_Wins website

The Urban\_Wins website was used as a dissemination channel: there is a section called DELIVERABLES, under the ABOUT tab, where all public deliverables were uploaded after they were submitted to the European Commission portal, so that they can be downloaded by website visitors interested in reading the results. These documents follow the visual identity of the project.

A short description is given for each deliverable, so that visitors can read the abstract and decide whether it is of interest to them to download the document.

<https://www.urbanwins.eu/deliverables/>





For many previous European projects, it was difficult to reuse the findings because the websites had closed down after the project end dates. Urban\_Wins website was planned in such a way that before the project ends, a post-project phase version will be created to facilitate access to the data, unrestricted over time, on the Municipality of Cremona's website.

At the end of the funding, all the data collected and generated in the project will be stored in the institutional repository of the Municipality of Cremona, that will be responsible for its preservation for at least 5 years after the project ends.

The PC and WP leaders will strive to make it possible for third parties to access, mine, exploit, reproduce and disseminate the data – free of charge for any user – including associated metadata, needed to validate the results presented in scientific publications, as well as the data collected and generated in the project.

### Urban\_Wins Toolkit: A guide on urban metabolism and participatory processes for more efficient urban waste policies

The Urban\_Wins toolkit is divided into different parts, so that readers can have an easy access to the information they consider of interest or relevant:

#### *1 - Urban\_Wins Corpus of Best Practices*

This part encompasses a list of 70 best practices, relevant for cities, that were implemented across the EU, covering relevant waste streams. Their descriptions highlight innovative elements, such as the use of urban metabolism and stakeholder engagement, which enable an easy replication

#### *2 - Urban metabolism approaches*

This part encompasses detailed descriptions of urban metabolism theoretical approaches and various tools for its implementation, such as UMan, Material Flow Analysis, Life Cycle Assessment, urban accounts and indicators, as well as various sectorial / thematic case studies that can be used across the life cycle of waste policies.

#### *3 - Stakeholder engagement process*

This part includes a theoretical description of the stakeholder identification and engagement processes, with a focus on urban waste actors, as well as detailed explanations of the participatory processes that were carried out in the face-to-face agoras of the Urban\_Wins project.

The toolkit gathers all the relevant technical and political approaches and tools that were used throughout the project and promotes the heterogeneous experiences of the partners, in order to inspire innovative urban waste prevention and management strategies that are able to contribute to the shift to more sustainable and circular urban economies.





Urban\_Wins Toolkit addresses various audiences that can find sources of inspiration and action, in the current document, to act on the improvement of the sustainability of their cities from an innovative perspective and interpretation of waste issues and policies. In order to inspire the action, the toolkit story reports Urban\_Wins experiences in an easily understandable manner, by explaining both the theoretical considerations behind the activities and the practical ones - i.e. the deployment side. Moreover, the toolkit includes various testimonials, case studies, resources and sectorial/thematic focus that are relevant for the understanding and replication of the approaches, as well as a deeper insight on the people and actors behind the Urban\_Wins approach.

#### MFA database

Information processed by the UMan Model is available in this database, on the project website, for the following pilot cities: Albano Laziale, Cremona, Pomezia and Torino (Italy, 2013), Leiria (Portugal, 2013), and Manresa and Sabadell (Spain, 2008). For each of these cities it includes disaggregated and aggregated data on materials and products, as well as a comparative synthesis of the per-capita data.

### 3.3.2.2 Dissemination management: data policies and accessibility aspects

In the Data Management Plan (DMP) of the project there was the description of the management of all the data and data sets that were collected, processed, generated, curated and preserved during and after the project ends, as well as the openness of the data to the general public.

The data collected and generated by the project were generally widely open to the public in order to be exploited, shared and re-used.

According to the DMP we followed these general principles in the dissemination of the project actions and results:

- Data is a public good and was made openly available;
- The partners made use of the most appropriate community standards and best practices linked to data management;
- Data were discoverable, accessible and interoperable to specific quality standards;
- Data were assessable and intelligible;
- Quantitative and qualitative data obtained in the project were made public keeping the anonymity of the contributors or centralized in final forms;
- MFA data respected the secrecy issues of the issuing institutions;





- Data protection and privacy were fully respected. Personal data were collected during the project and were shared only with the EC in order to fulfil the project obligations and were not made public;
- Data of long-term value shall be carefully preserved;
- Metadata is strategic in order to insure the discoverability and access to data;
- The constraints (legal, ethical and commercial) on the released data were fully analysed;
- Embargo periods delaying data release shall be considered each time it is necessary to protect the creators' effort;
- Cost-effective use of public funds for R&I were ensured.

### Data management for publications

Urban\_Wins provided open access to its scientific information, including publications, meaning that the online access to its results will be free of charge to the end-user and reusable.

In the context of Urban\_Wins (and of scientific projects in general), 'scientific information' means:

- peer-reviewed scientific research articles (published in scholarly journals);
- research data (data underlying publications, curated data and/or raw data).

### Peer-reviewed scientific research articles

Concerning its publications, Urban\_Wins has used and will use in the future “gold” open access publishing by insuring their publication in open access journals or in journals that enable an author to make an article openly accessible.

The deliverables subject to scientific publications were uploaded in “machine-readable” electronic copies in an online repository that best suit the topics (e.g. OpenAIRE).

It was the responsibility of the WP leader, in cooperation with the Task leaders associated to the deliverable subject to scientific publication, to decide on the most suitable online repositories.

### Research data

According to the “Guidelines on Open Access to Scientific Publication and Research Data in Horizon 2020” (2015): “*Research data refers to information, in particular facts or numbers, collected to be examined and considered as a basis for reasoning, discussion, or calculation. In a research context, examples of data include statistics, results of experiments, measurements, observations resulting from fieldwork, survey results, interview recordings and images. The focus is on research data that is available in digital form*”.





Within Urban\_Wins project, users can normally access, mine, exploit, reproduce and disseminate openly accessible research data free of charge under the terms and conditions set out in the GA and CA.

Specific criteria were applied for input data for the different methods, tools and models to be used in WP1 and WP2 depending on the existence of data collected by statistical institutes or other relevant stakeholders. Most data came from existing standard datasets, for example, International trade statistics, Industrial production, but also from third party databases, for example, LCI databases. This fact imposes restrictions in the publication of input data, due to the secrecy in micro-data because of few existing individuals in the same category, either companies or individuals and restrictions to publish commercial data that cannot be reproduced or publicly displayed. Hence, this data is only available for research purposes. Regarding output data, Urban\_Wins produced datasets that are publicly available to the largest extent possible, where conflicts with the input datasets are deemed non-existing. The respective input and output data were highlighted in the “Data sets per deliverable” template that was filled in by WP leaders.

Further information can be consulted in the [Guidelines on Open Access to Scientific Publications and Research Data in Horizon 2020](#).

#### Creative Commons licence of all the deliverables

In principle all the project deliverables were licensed with the copy left Creative Commons license (<https://creativecommons.org/>). The license enables users to freely copy, modify, distribute and use the respective deliverable by mentioning its source.

Each Task leader, upon consultation of the WP leader, has decided on the most appropriate Creative Commons features to be applied to the respective deliverable. In general, the WP and task leaders were advised to use the following features: <https://creativecommons.org/licenses/by-nd/4.0/>

All the project deliverables of interest to the project stakeholders and general public (technical documents) are hosted on Urban\_Wins platform, from where they can be downloaded.

The management and communication documents elaborated under WP7 and WP8 have the status of “public document”, but they will be sent under request and not made available on the project platform.

### 3.3.2.3 Visibility of EU funding

ICLEI was responsible for organising the project communication and dissemination activities specifying the information to be sent out externally to relevant stakeholder’s target





categories. A proper acknowledgement of the EC funding source (H2020 + European Commission logos) was made in all communication and dissemination activities, and an explanation of how to use it properly was also included in the visual identity guidelines, for all partners to be aware of it.

## 4. Part I - Exploitation plan

### 4.1. Exploitation plan

The strategy for the exploitation of the project results was elaborated from the beginning, in collaboration with the dissemination and communication planning, in order to enable the most extensive use of the project outputs, the maximisation of the project impacts as well as the delivery of policy innovation starting from the a) Consortium members, continuing with the b) *agora* members (main stakeholders of the project) and ending with the c) general public.

Article 28.1 of the GA foresees that each beneficiary must – up to four years after the period set out in Article 3 – take measures aiming to ensure ‘exploitation’ of its results (either directly or indirectly, in particular through transfer or licensing; see Article 30) by:

- (a) using them in further research activities (outside the action);
- (b) developing, creating or marketing a product or process;
- (c) creating and providing a service, or
- (d) using them in standardisation activities

Moreover, the implementation of this plan will be enhanced in the framework of the Alliance for Urban Metabolism that was launched during the final project conference in Brussels by project partners and European Advisory Board members. Its main aim is to trace the path for the future exploitation of the project results both at European level and in the countries targeted by the project. In fact, the Alliance sets out principles and lines of work to inspire future cooperation activities.

Analysing the contents of the exploitation plan, it starts with an overview of IPR management of project results, then it shows the main exploitation activities divided per type of channel that partners will implement. In addition, strengths and weakness aspects of the main outcomes of the project are listed as well as the description of the possible synergies that can be created with the respective initiatives.





Readers can expect to better understand possible ways of exploiting project results, the IPR restrictions of the partners' know-how and the results, the main points of strengths and weakness when implementing them.

## 4.2. Exploitation management

### 4.2.1. Intellectual Property Rights Management

The management of IPR is strictly ruled by the Consortium Agreement (CA) and the Grant agreement (GA) which include all provisions related to the management of IPR including ownership, protection and publication of knowledge, access rights to knowledge and pre-existing know-how as well as questions of confidentiality, liability and dispute settlement. The specific rules set out for IP are the following:

- “Background” i.e. partners’ pre-existing know-how, while remaining the sole property of their owners, will be made available to other partners when needed to exploit the results.
- “Results” i.e. knowledge developed through the project, will be owned by the partners who have directly contributed to its creation. In case of joint ownerships, a separate contract will be drawn up and signed by the co-owners to determine rights and obligations, and settle the IP management and exploitation rules;
- Access rights to results for in-house research or for teaching activities will be granted on a royalty-free basis;
- Results including commercialisation or third-party research will be granted on fair and reasonable conditions.

Within the framework of the above mentioned rules included in the CA and GA, the partners have identified the specific conditions for exploitation and status of IPR associated with background knowledge (see table 2) and results of project (see table 3).



Describe Background	Specific limitations and/or conditions for exploitation (Article 25.3 <sup>1</sup> Grant Agreement)	Status of IPR: type and partner owner (specify whether IPR has been applied to this background - e.g., patent, copyright, etc. - or not)
Urban metabolism accounts and applications (Chalmers)	The UMAN model background is provided under d2.1 and d2.2 as well as in several articles published in scientific journals. Therefore, background is openly available.	IPR has not been applied to this background
Engagement of stakeholders - Participatory process (NOVA ID FCT)	The pre-existing know-how are already openly available.	IPR has not been applied to this background
Development of planning instruments and support to planning processes (IUAV)	This pre-existing know-how, while remaining the sole property of their owners, will be made available to other partners when needed to exploit the results. For each request for access, possible financial terms or royalty-free conditions will be evaluated taking into	IPR has not been applied to this background

<sup>1</sup> **25.3 Access rights for other beneficiaries, for exploiting their own results**

The beneficiaries must give each other access – under fair and reasonable conditions – to background needed for exploiting their own results, unless the beneficiary that holds the background has – before acceding to the Agreement – informed the other beneficiaries that access to its background is subject to legal restrictions or limits, including those imposed by the rights of third parties (including personnel).

‘Fair and reasonable conditions’ means appropriate conditions, including possible financial terms or royalty-free conditions, taking into account the specific circumstances of the request for access, for example the actual or potential value of the results or background to which access is requested and/or the scope, duration or other characteristics of the exploitation envisaged.

Requests for access may be made – unless agreed otherwise – up to one year after the period set out in Article 3.



	account the specific circumstances of the request for access.	
Certification criteria for the “RoGBC’s Green Homes & Green Mortgage programme” which includes requirements related to Construction & Demolition Waste avoidance, diversion, reuse, upcycling, and recycling (Asociatia Romania Green Building Council)	The pre-existing know-how can be exploited following copyright permission	Copyright. Creative Commons Attribution -Non-Commercial- No Derivatives 4.0 International License from content created in 2008 and updated in 2014.
Toolkit (Ecoteca)	There are no specific limitation and conditions	IPR has not been applied to this background

Table 2 - Partners’ background know-how

Describe Results	Specific limitations and/or conditions for exploitation (Article 31.3 <sup>2</sup> Grant Agreement)	Status of IPR: type and partner owner (specify whether IPR has been applied to this result - e.g., patent, copyright, etc. - or not)
Urban metabolism accounts and application	The results of the UMAN model are presented in d2.3 as well available in the online database in the Urban_Wins project.	IPR has not been applied to this result

<sup>2</sup> 31.3 Access rights for other beneficiaries, for exploiting their own results

The beneficiaries must give each other – under fair and reasonable conditions (see Article 25.3) – access to **results** needed for **exploiting their own results**.

Requests for access may be made – unless agreed otherwise – **up to one year** after the period set out in Article 3.



	Therefore, all results are openly available.	
<b>DPSIR-W model</b>	No limitations to apply and replicate the model are applied within the members of the consortia	IPR has not been applied to this result
<b>Indicators set</b>	The indicators set is presented in the project deliverables and toolkit, and it will be published in a scientific journal. Therefore, results are openly available.	IPR has not been applied to this result
<b>Guidelines for stakeholder engagement in urban waste policies</b>	No limitations to apply and replicate the guidelines	IPR has not been applied to this result
<b>Guidelines for Strategic Planning based on Urban Metabolism</b>	The knowledge developed through the project, will be owned by the partners who have directly contributed to its creation, and will be made available to other partners when needed to exploit the results. For each request for access to this result, possible financial terms or royalty-free conditions will be evaluated taking into account the specific circumstances of the request for access.	IPR has not been applied to this result
<b>Maps of tools (voluntary agreements, regulations, awareness raising and educational initiatives)</b>	No limitations to use the map of tools and to integrate or rearrange contents on the basis of	IPR has not been applied to this result



	specific needs.	
<b>Pilot actions (results and activities)</b>	The knowledge developed through the project, will be owned by the partners who have directly contributed to its creation, and will be made available to other partners when needed to exploit the results. For each request for access to this result, possible financial terms or royalty-free conditions will be evaluated taking into account the specific circumstances of the request for access.	IPR has not been applied to this result
<b>Eight roadmaps</b>	The knowledge developed through the project, will be owned by the partners who have directly contributed to its creation, and will be made available to other partners when needed to exploit the results. For each request for access to this result, possible financial terms or royalty-free conditions will be evaluated taking into account the specific circumstances of the request for access.	IPR has not been applied to this result
<b>Eight Strategic Planning Framework and Local Strategic Action Plan</b>	The knowledge developed through the project, will be owned by the partners who have directly contributed to its creation, and will be made available to other partners when needed to	IPR has not been applied to this result



	exploit the results. For each request for access to this result, possible financial terms or royalty-free conditions will be evaluated taking into account the specific circumstances of the request for access.	
<b>Corpus of best practices</b>	There are no specific limitation and conditions	IPR has not been applied to this result
<b>European Roadmaps</b>	The knowledge developed through the project, will be owned by the partners who have directly contributed to its creation, and will be made available to other partners when needed to exploit the results. For each request for access to this result, possible financial terms or royalty-free conditions will be evaluated taking into account the specific circumstances of the request for access.	IPR has not been applied to this result

Table 3 - Project's results

#### 4.2.1.1 Exploitation manager

The project coordinator (Municipality of Cremona) and Fondazione Ecosistemi are responsible for providing project partners with any eventual support or further explanation regarding exploitation related issues. For further details regarding the dissemination and exploitation contacts see Annex B.



## 4.2.2. Exploitation channels of project results

This section describes the contributions from the project partners to ensure the best exploitability of project results through different channels.

The exploitation channels are such measures that could include for example research activities, commercial exploitation activities, standardisation, skills and educational training, and policy making.

The results of the project are:

- Urban metabolism accounts and applications
- DPSIR-W model
- Indicators set
- Guidelines for stakeholder engagement in urban waste policies
- Guidelines for Strategic Planning based on Urban Metabolism
- Maps of tools (voluntary agreements, regulations, awareness raising and educational initiatives)
- Pilot actions (results and activities)
- Eight city roadmaps
- Eight Strategic Planning Framework and Local Strategic Action Plan
- Corpus of best practices
- European Roadmap to recommendations

It is right to mention that the main results of the project can be found in the Toolkit (through links, references, etc.) and can be potentially exploited through each of these four exploitation channels listed:

- Current and future projects
- Policies of pilot cities
- Policies at regional and/or municipal level
- Policies at European and/or national level
- Specialised educational training for students or professionals

However, given the different type of the outcomes (methodology, policy recommendations, operational tools, etc.), some results lend themselves to be exploited through one specific channel rather than another.

More specifically, considering the exploitation channels the results of the project can be exploited as follows:





### 4.2.2.1. Current and future national and EU and private projects

There are several projects in which partners are involved or will start in the next years in which the main outcomes of the projects can be exploited (e.g. Life GreenFEST; FSE: Opportunità; EcoProcura 2020; ProGiReg, etc.) as the urban metabolism accounts and applications, DPSIR-W model and the indicators set. For instance, new developments of DPSIR approach (from waste to other sectors) through research and participatory activities can be performed. Furthermore, the cooperation with waste management companies can bring to develop new projects on separate waste collection.

The potential end-users of these results in current and future projects are: researchers, environmental accounting expert companies and SMEs.

### 4.2.2.2. Policies of pilot cities

At city level the results that will be exploited are:

- Maps of tools (voluntary agreements, regulations, awareness raising and educational initiatives)
- Pilot actions (results and activities)
- Eight city roadmaps
- Eight Strategic Planning Framework and Local Strategic Action Plan
- Corpus of best practices

The main potential end-users are:

- Regional and local policy makers
- Environmental accounting experts
- Public officials
- Waste sector experts
- Universities
- Schools
- Associations

For instance, the guidelines for stakeholder engagement and the urban metabolism indicators will be used to consolidate and/or further develop actual or future policy actions at urban level to continue the activities implemented through the project. In addition, new projects on separate waste collection can be developed thanks to the cooperation with waste management companies.

### 4.2.2.3. Policies at regional and municipal level

The Guidelines for stakeholders' engagement in urban waste policies and for Strategic Planning based on Urban Metabolism, the maps of tools (voluntary agreements, regulations, awareness raising and educational initiatives) and the corpus of best practices





will be exploited in the policies at regional and municipal level thanks to the connections of the partners. The potential end-users are:

- Regional and local policy makers
- Environmental accounting experts
- Public officials
- Waste sector experts and companies

As mentioned above for the pilot cities of the project, the guidelines for stakeholder engagement and the urban metabolism indicators will be used to consolidate and/or further develop actual or future policy actions at urban level to continue the activities implemented through the project. In addition, new projects on separate waste collection can be developed thanks to the cooperation with waste management companies.

#### 4.2.2.4. Policies at European and national level

The Corpus of best practices in urban waste prevention and management and the European Roadmaps to recommendations are the main project's results and are exploited at European and national level to reach European and national policy makers with a replication purpose and to improve actual and future policies at local level.

#### 4.2.2.5. Specialised educational training

Specific educational trainings will be organized for researcher, universities, schools and associations, etc. to exploit these results:

- Urban metabolism accounts and applications
- DPSIR-W model
- Indicators set
- Guidelines for stakeholder engagement in urban waste policies

In fact, the guidelines and tools for urban resource management can be used to define curricula for specialised training within universities or professional associations i.e. through Procura+ seminars, or educational and training courses for green building professionals by RoGBC (Romania Green Building Council) platform, through the EITRaw Materials educational courses. During the European Sustainable Cities and Town Conference projects results will be exploited and disseminated through specific workshops.



#### 4.2.2.6. Other channels of exploitation

Urban\_Wins will assess the feasibility of including any results, outcomes and deliverables of the project in their own websites. Some of these websites might have a repository section or a publications/tools sections where the Urban\_Wins results could be uploaded so that visitors to these websites can also have access to them through these extra channels once the project is over, and even once the Urban\_Wins website is down.

Another way to share the activities implemented in project's pilot cities to a broader public is the registering on the European Sustainable Cities Platform<sup>3</sup>. This platform, considered as the next step after European Sustainable Cities and Towns Campaign, initiated by the Aalborg Charter in 1994 to support European cities to become more sustainable, includes the Transformative Action Database, which presents existing transformative actions in line with the Basque Declaration as good practice.

In fact, cities are taking into consideration the possibility of submitting their pilot actions to the database in order to let other cities be inspired by what has been done and replicate/adapt the initiatives and the engagement process. The platform has around 10.000 visits every month, so there is a high potential of visibility. Plus, there is the possibility for cities to apply to the Transformative Action Award as pilot cities initiatives respond to the main pathways of the Basque Declaration:

- 1. We will develop a “culture of sustainability”** based on equal access to municipal services for all citizens regardless of their age, religious affiliation, ethnic identity or gender, and reflect this particularly in our budgeting and educational systems.
- 2. We will actively involve our citizens** and go beyond participatory planning.
- 3. We will re-think the boundaries** between public and private services, activities and tasks, and seek to encourage local private and civic engagement.
- 5. We will nurture the “sharing economy”, “collaborative economy” or “civic economy”** and other approaches that combine the ideas of entrepreneurship, civic engagement and societal transformation.
- 10. We will pursue the development towards a circular economy** to reduce the need for natural resource consumption and the production of waste.

### 4.2.3. Exploitation Handbook

The handbook summarizes the main aspects of the exploitation plan, taking into account the points of strength and weakness and what should be known or done in order to implement and better exploit the results.

---

<sup>3</sup> <http://www.sustainablecities.eu/sustainable-cities-platform/>



Project results	Points of strength	Points of weakness and what should be known or done in order to implement and better exploit the results
<p><b>Urban metabolism accounts and application</b></p>	<ul style="list-style-type: none"> <li>- It provides very detailed results in multiple dimensions, e.g., types of flows, types of products, types of materials and economic activities;</li> <li>- It is a great opportunity to compare and deepen the scientific debate on how to handle data sources for material flows analysis;</li> <li>- The UMAN modelling exercise allows to focus on the possibility to use information available through statistical registers in order to meaningfully downscale data available only at higher levels of aggregation;</li> <li>- The UMAN example shows how a model based on the flow of resources and products may integrate data from various sources as well as empirical data on products' lifetimes and composition (such as those deriving from LCA) and associate this information with that on</li> </ul>	<ul style="list-style-type: none"> <li>- Due to the data input requirements the development of the model is very time consuming;</li> <li>- Furthermore, due to the lack of data at city level extrapolations from regional and country level need to be made to obtain results, which lead to uncertainties in the obtained results;</li> <li>- Exploring limits of modelling and highlight the needs for better basic data in some areas (e.g. minerals extraction, flows between territories).</li> </ul>



	<p>the composition of activities at various geographical scales. The derived information on present and future streams of materials and waste is useful for planning. Such modelling and the connected expertise should be made available to all those interested in providing a quantitative basis for policy-making.</p>	
<b>DPSIR-W model</b>	<ul style="list-style-type: none"> <li>- Innovative approach to analyse and plan waste management strategies and prevention;</li> <li>- Can be widely applied in order to support innovation plans at municipal or private companies.</li> </ul>	<ul style="list-style-type: none"> <li>- Time consuming for the first applications;</li> <li>- Recommended to analyse large /complex strategies.</li> </ul>
<b>Indicators set</b>	<p>It is a great opportunity to have a live look on municipalities statistics information needs and to plan together how to ensure the best collection of data by using both</p> <ul style="list-style-type: none"> <li>- standard data collected at national level and</li> <li>- tailored indicators at local level</li> </ul>	<ul style="list-style-type: none"> <li>- It is important understanding how to improve data linkage from different thematic database;</li> <li>- At local level (more than regional or national ones) is more relevant a cross-sectoral approach comparing to a standard thematic one.</li> </ul>
<b>Guidelines for stakeholder</b>	<ul style="list-style-type: none"> <li>- It is a process easy to adapt and replicate, independent of the</li> </ul>	<ul style="list-style-type: none"> <li>- Have in consideration local specificities, type and amount of stakeholders;</li> </ul>



<p><b>engagement in urban waste policies</b></p>	<p>theme or stakeholders to involve;</p> <ul style="list-style-type: none"> <li>- Guidance also applicable to inexperienced cities;</li> <li>- Strengthening the statistical literacy of local administration in order to better share the need to select and built proper indicators on witch base policy planning and monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>- Do not assume the process as a closed process but has a process in continuous evolution and adaptation;</li> <li>- Resources need to be available for cities to follow the guidelines.</li> </ul>
<p><b>Guidelines for Strategic Planning based on Urban Metabolism</b></p>	<p>It deepens the debate about what city is from a physical, functional and relational point of view, together with academia (theoretical approach) and city actors daily called to manage urban life environment.</p>	<ul style="list-style-type: none"> <li>- How to scale the analysis framework from regional to urban layer;</li> <li>- How to make coherent the flow accountability through different levels and avoid risk of double counting;</li> <li>- How to define geographical entities that are tailored more to the users' needs and less to administrative boundaries.</li> </ul>
<p><b>Maps of tools (voluntary agreements, regulations, awareness raising and educational initiatives)</b></p>	<p>The map of tools helps public administrations to make the connections between policies and interventions across different sectors and to identify areas of action and responsibilities for waste prevention and management across departments.</p>	<p>There are no best practices/specific examples reported for all tools collected in the map, thus users may need to go through some further research.</p>
<p><b>Pilot actions (results and activities)</b></p>	<ul style="list-style-type: none"> <li>- Pilot actions were citizen driven and, in many cases, exceeded the expectations of what was thought possible and</li> </ul>	<ul style="list-style-type: none"> <li>- Continuation of some pilot actions is at risk due to lack of funding. Risk analysis and strategic planning should include a vision for the</li> </ul>



	<p>feasible within the cities</p> <ul style="list-style-type: none"> <li>- The pilot actions help the communities and the cities to face with a new economic, social and management model. The involvement of the stakeholders and the participatory processes and approaches are the basis for the future planning and have demonstrated the validity;</li> <li>- The final report (which gathered all the experiences coming from the pilot actions) is a very useful tools to spread the results and to build up a guide of circular approach;</li> <li>- The final report of the pilot actions shows the results and the possibilities brought from Urban_Wins project to the local realities and in general to the European cities and communities; The pilot actions were very varied and hit many sectors of the economy, depending on the city, the economic structure, the population's needs and results and the territories' properties.</li> </ul>	<p>future;</p> <ul style="list-style-type: none"> <li>- Many actions started and finished a bit late comparing to the expected deadlines and closing date;</li> <li>- The population, the stakeholders and the citizens had not an immediate approach with the change of mentality requested by some actions and the project;</li> <li>- The road to the conversion of the system towards a circular economy one is still long and many communication and dissemination campaign should be done to implement new actions and to raise up the awareness of the possible outcomes.</li> </ul>
<p><b>Eight roadmaps</b></p>	<ul style="list-style-type: none"> <li>- It is a detailed overview</li> </ul>	<ul style="list-style-type: none"> <li>- To exploit results, it is</li> </ul>



	<p>of location specific Urban Metabolism analysis combined with LCA;</p> <ul style="list-style-type: none"> <li>- The city's roadmap is a very important instrument to share and spread the skills and the knowledge gathered and analysed during the project;</li> <li>- The roadmaps will be the basis for the future planning framework, the starting points of the next discussions and developments of urban and territorial policies, in terms of urban metabolism and circular economy;</li> <li>- Many other needs and initiatives should be done in the future: the roadmaps show a possible list of guidelines and properties starting from the reading of the Urban_Wins experiences and results;</li> <li>- The eight roadmaps are also elaborated in each partner's own language, so it can be accessed and understood by a wider range of people (than if they were written only in English).</li> </ul>	<p>necessary stakeholders keep location specific characteristics in mind and use the roadmap methodology adapted to their local context;</p> <ul style="list-style-type: none"> <li>- If we had the data (on urban flows of materials of the cities) or if we had some more specific outcomes before, we would have had a deeper dialogue and consultation with each city, in order to describe and plan better the future strategies;</li> <li>- A next step should be a more urbanistic and territorial approach, looking at some more physical aspects and dynamics of the materials consumption, waste and flows.</li> </ul>
--	--	--



<p><b>Eight Strategic Planning Framework and Local Strategic Action Plan</b></p>	<ul style="list-style-type: none"> <li>- Very detailed and locally relevant guides, supported by citizen and stakeholder input;</li> <li>- The structure of the plans enables people to recognize the link between actions, objectives, and priorities (i.e. each action is reported under the related objective that in turn is reported under the related priority);</li> <li>- The Local Strategic Action Plans are also elaborated in each partner’s own language, so it can be accessed and understood by a wider range of people (than if they were written only in English).</li> </ul>	<ul style="list-style-type: none"> <li>- To exploit results, it is necessary for stakeholders to keep location specific characteristics in mind and use the roadmap methodology adapted to their local context;</li> <li>- The two documents are separated, but in some cases, people may need to collect information that are fragmented between the two documents, so they should be checked together;</li> <li>- In some cases, especially in the Local Strategic Action Plan, some information reported are not easy to understand by everyone, so little background information on the topics addressed is recommended.</li> </ul>
<p><b>Corpus of best practices</b></p>	<ul style="list-style-type: none"> <li>- Good overview of a variety of best practices, very useful in various contexts. The search tool can support targeted searches;</li> <li>- Opportunity to involve actors at local administrative level, not partner in UW project but respondents of the statistical surveys, in the best practices collection;</li> <li>- The BP were uploaded online earlier in the project implementation</li> </ul>	<ul style="list-style-type: none"> <li>- Keeping the content relevant for future exploitation;</li> <li>- As the project is finished, only Ecoteca will be available to upload new BP.</li> </ul>



	<p>and are available for consultation by the interested parties who can contact the beneficiaries for extra info. Moreover, if someone wants to submit a BP, can contact Ecoteca for details and publication via UW website.</p>	
<p><b>European Roadmaps</b></p>	<ul style="list-style-type: none"> <li>- See the eight roadmaps description;</li> <li>- European awareness and tools to face with this important change to the circular conception of the world;</li> <li>- They contribute to define common frameworks, even for setting the statistical information necessary for the analysis of urban metabolism.</li> </ul>	<ul style="list-style-type: none"> <li>- National data availability;</li> <li>- European common database;</li> <li>- Differences among the sources and the aggregations of the data;</li> <li>- Difficulties in the participatory process approach;</li> <li>- Have in consideration local specificities.</li> </ul>





## 5. Part II - Urban\_Wins Alliance for Urban Metabolism

Strong synergies were created between consortium members and European Advisory Board members throughout the project and this allowed the identification of ongoing initiatives and existing networks where Urban\_Wins experiences and results could be promoted, exploited and disseminated. Furthermore, the development of pilot actions stimulated specific interactions at local level between groups of stakeholders. In order to share a common path of action for the future exploitation of project results and to open the way to new research and innovation activities, the legacy of Urban\_Wins has been further developed in the framework of an *Alliance for Urban Metabolism*.

Starting from the exploitation of Urban\_Wins results, Urban\_Wins actors aim at:

- deepening and improving methods for the analysis of urban metabolism to offer local decision makers useful indicators for resource management and circular economy at the local level
- promoting the participation of all urban stakeholders in the definition of waste prevention and management strategies
- empowering urban stakeholders to change consumption modes at the urban level
- enhancing the circularity of materials and energy at the urban level, also with the goals of reducing CO<sub>2</sub> emissions
- promoting industrial symbiosis processes at production sites where goods consumed in our cities are produced
- sharing knowledge and practices in the fields of urban metabolism and circular economy at the urban level

The Alliance for Urban Metabolism represent a union of intents and is described in a framework document (Annex A) that can serve as reference and inspiration for future initiatives of existing networks and/or for the creation of new initiatives and working groups at European and national level.





## 6. References and Annexes

European Commission (2017), Guidelines on Open Access to Scientific Publications and Research Data in Horizon 2020 (Version 3.2 21 March 2017)

[http://ec.europa.eu/research/participants/data/ref/h2020/grants\\_manual/hi/oa\\_pilot/h2020-hi-oa-pilot-guide\\_en.pdf](http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf)

European Commission (2018), H2020 Programme AGA - Annotated Model Grant Agreement (Version 5.1 6 December 2018)

[http://ec.europa.eu/research/participants/data/ref/h2020/grants\\_manual/amga/h2020-amga\\_en.pdf](http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf)

European IPR Helpdesk (2018), Making the Most of Your H2020 Project - Boosting the impact of your project through effective communication, dissemination and exploitation

[https://www.iprhelpdesk.eu/sites/default/files/EU-IPR-Brochure-Boosting-Impact-C-D-E\\_0.pdf](https://www.iprhelpdesk.eu/sites/default/files/EU-IPR-Brochure-Boosting-Impact-C-D-E_0.pdf)

University of Lisbon NOVA ID FCT (2017), URBANWINS: CONSTRUÇÃO DE REDES PARTICIPATIVAS PARA A GESTÃO DE RESÍDUOS. UrbanWINS: construction of participatory networks for waste management <http://docplayer.com.br/123001767-Urbanwins-construcao-de-redes-participativas-para-a-gestao-de-residuos-urbanwins-construction-of-participatory-networks-for-waste-management.html>

University of Venice IUAV (2019), Including Urban Metabolism Principles in Decision-Making: A Methodology for Planning Waste and Resource Management"

<https://www.mdpi.com/2071-1050/11/7/2101>





## 6.1. Annex A: Urban\_Wins Alliance

### ALLIANCE FOR URBAN METABOLISM

The **Urban\_Wins** project has seen 27 partners, including local administrations, research institutions, companies, consortia, coming from 6 EU countries, working together for 3 years with the aim to improve the knowledge and understanding of the metabolism of the cities we live in and to involve all urban stakeholders in the definition of strategic action plans for waste prevention and management.

Urban\_Wins pilot cities (Cremona, Albano Laziale, Pomezia and Torino in Italy, Leiria in Portugal, Bucharest in Romania, Manresa and Sabadell in Spain) tested 28 pilot actions that contributed to raising the awareness of their citizens, improving cooperation between institutions and businesses, and promoting new regulations to advance towards circular economy objectives at the urban level. The pilot actions were a means to ensure that the seeds for a new culture and a new way of cooperation and dialogue among stakeholders could sprout. They are the acceleration pillars of the transition from linear to circular systems.

It is now key that the processes continue in the Urban\_Wins pilot cities, but also that more cities across Europe take action to overcome the remaining challenges in using urban metabolism as a guiding concept for strategic urban planning and better management of urban resources. To this end, new forms of cooperation between diverse actors and new spaces for dialogue and best practice exchanges across cities on the theme of urban metabolism need support. Actions and initiatives that go in this direction can also contribute to make cities and human settlements inclusive, safe, resilient and sustainable and to ensure sustainable consumption and production patterns, i.e. to make further progress on the Sustainable Development Goals of the 2030 Agenda for Sustainable Development.

Within this framework, the City of Cremona, on behalf of the Urban\_Wins partnership, promotes the **Alliance for Urban Metabolism**, a union of intents and a knowledge hub for the creation of further synergies and actions between all actors that took part in the development of the Urban\_Wins project, partners and members of the European Advisory Board in the first place.

The **Alliance for Urban Metabolism's** aim is to spread and to mainstream Urban\_Wins principles, findings and results, and to ensure that further work is done to improve information and tools available to support local decision makers also in view of contributing





to their achievement of, in particular those related to the institutions, public and private organisations, NGOs that are interested in replicating, continuing and strengthening our work are invited to join the Alliance.

Participants in the Alliance for Urban Metabolism, each within the limits of their capabilities and institutional and societal roles, express their commitment to find further ways and resources that can enhance the development of actions and initiatives aimed at:

- Deepening and improving methods for the analysis of urban metabolism to offer local decision makers useful indicators for resource management and circular economy at the local level;
- Promoting the participation of all urban stakeholders in the definition of waste prevention and management strategies;
- Empowering urban stakeholders to change consumption modes at the urban level
- Enhancing the circularity of materials and energy at the urban level, also with the goal of reducing CO<sub>2</sub> emissions;
- Promoting industrial symbiosis processes at production sites where goods consumed in our cities are produced;
- Sharing knowledge and practices in the fields of urban metabolism and circular economy at the urban level.





## 6.2. Annex B: Dissemination contact points

The project coordinator (Municipality of Cremona) and Fondazione Ecosistemi are responsible for providing project partners with any possible support or further explanation regarding exploitation related issues.

### **Project Coordinator**

*Comune di Cremona*

Mara Pesaro mara.pesaro@comune.cremona.it

Cinzia Vuoto cinzia.vuoto@comune.cremona.it

### **Project Technical Committee coordinator**

*Fondazione Ecosistemi*

Livia Mazzà livia.mazza@fondazioneecosistemi.org

### **Urban\_Wins website**

[www.urbanwins.eu](http://www.urbanwins.eu)

### **Municipality of Cremona website**

[www.comune.cremona.it](http://www.comune.cremona.it)





Waste | Resources | Innovation