




# CDW: Stakeholder Engagement Plan for Høje-Taastrup

## Deliverable 2.1

Gate 21 & Høje-Taastrup Municipality



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Abstract	This stakeholder's engagement plan explains which stakeholders, how and when Høje-Taastrup will engage them to qualify and scale demonstration actions.
Keywords	Stakeholders; Engagement; Høje-Taastrup
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# 1. Executive Summary

This is a stakeholder engagement plan for the City of Høje-Taastrup, supporting the implementation of the CityLoops activities in the construction and demolition waste (CDW) stream. The goal of stakeholder engagement is to develop a process which inspires individuals, groups, businesses, institutions and others to improve their interaction and to cooperate effectively to accomplish goals. The stakeholder plan is our tool to organize stakeholder processes in the implementation of our main and sub-activities of the CityLoops project. The stakeholder plan and the stakeholder analysis we provide in this document will act as an informative platform to carry out stakeholder activities and achieve our goals. This plan represents an initial idea of how stakeholder engagement may work with the tools and demonstration actions in our city, but it is important to highlight that stakeholder engagement processes are reflexive and repetitive, and that the plan will be updated.

## 2. Introduction to demonstration case – Høje-Taastrup

### 2.1. Case focus

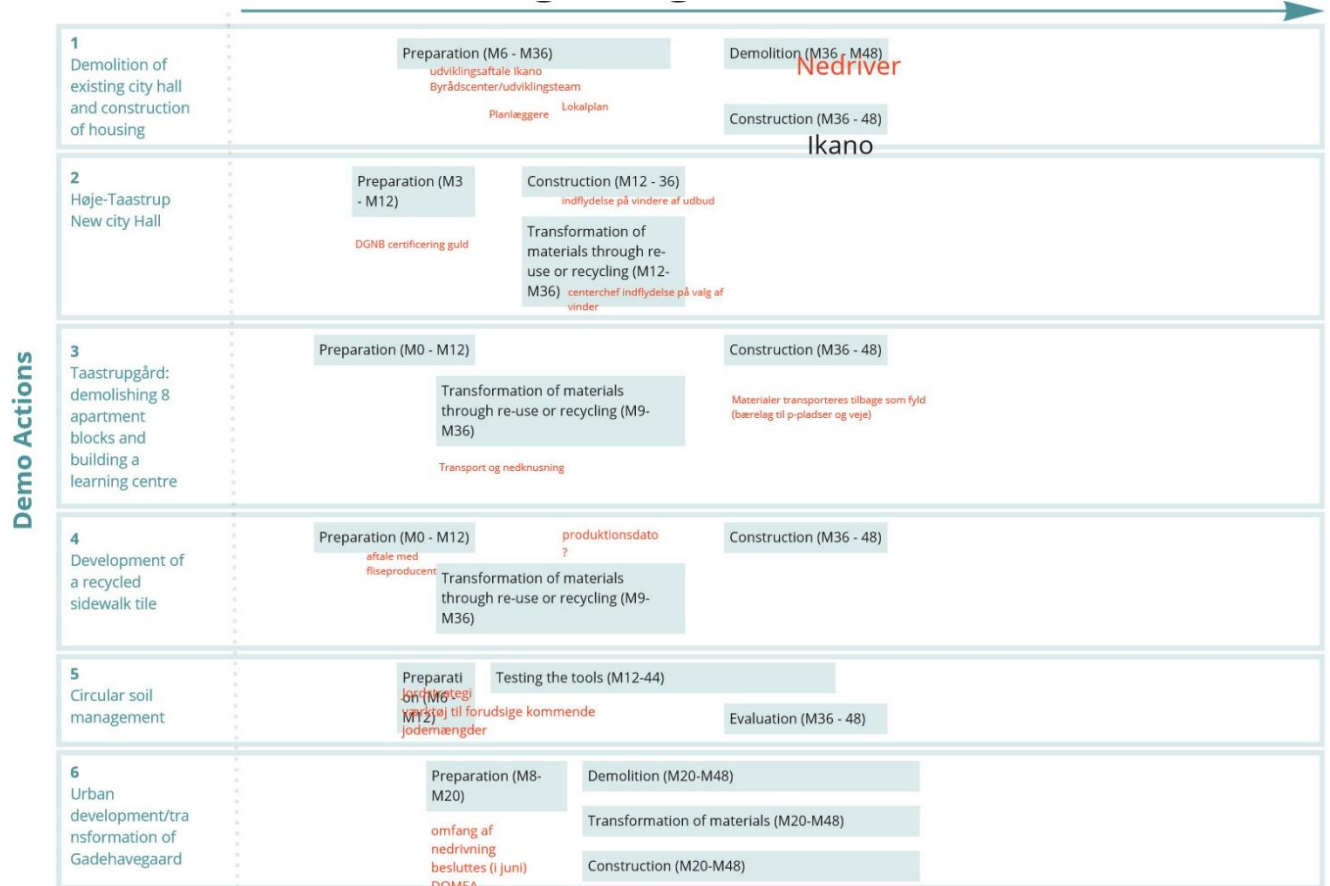
The municipality of Høje-Taastrup is aiming to influence a large number of construction and demolition projects taking place in Høje-Taastrup in order to encourage circular practices. Some projects are public (municipal), while others are private, and they are at different stages of planning and execution at the start of the project. This enables us to see what impact we can have by getting involved at various phases of each project and to develop and test planning and decision making frameworks through these cases.

### 2.2. Demonstration actions

The following six demonstration actions will be carried out in the demonstration phase of the project.

1. Demolition of existing city hall and construction of housing on same site. Here, the focus will be on keeping as many materials as possible on-site or transforming them nearby to be built back in to the upcoming housing projects or other local projects.
2. Høje-Taastrup's New City Hall. The new city hall will be built partly out of recycled concrete from Taastrupgård (case 3). It is an opportunity to address the practical challenges of timing demolition and construction activities between projects.
3. Taastrupgård: demolishing 8 apartment blocks and building a learning centre. 10 000 tons of concrete are earmarked to be recycled into various other municipal and private projects.
4. Development of a recycled concrete sidewalk tile. A new neighbourhood called Høje-Taastrup C plans to pave with a sidewalk tile made of concrete from Taastrupgård (case 3) and possibly use some of this concrete as filler under roads.
5. Circular soil management. Høje-Taastrup will assist in the development of the 4 planned soil tools in order to work towards a holistic implementation of circular soil management.
6. Urban development/transformation of Gadehavegaard. Gadehavegaard is a neighbourhood characterised by large concrete apartment blocks. As part of an urban renewal project, many of these will be demolished and the area will be diversified. The developers of this area are in dialogue with Høje-Taastrup municipality about incorporating circular planning into the management of soil and CDW in their project.

## 2.3. Timeline



Additional to the phases identified, the following sub-activities were identified in each of the Demo Actions:

- 1 Development contract Ikano: The municipality is entering a development contract with Ikano. This is an opportunity to specify that the project needs to incorporate circularity  
Local urban plan: Possible measures should be considered in making the local development plan for the area – this could be an opportunity to make certain sustainable specifications, within the boundaries of what a local development plan may include.
- 2 Dialogue to influence winner of tender: with the building company chosen, the municipality must through CityLoops try to secure the highest percentage of recycled materials possible.  
DGNB certification gold: the possibility of additional DGNB points for use of recycled materials will be investigated.
- 3 Some materials are transported back as fill (support layer for parking spaces and roads)
- 4 There needs to be an agreement with the tile manufacturer and the neighbourhood development company.

- 5 Soil strategy tool for predicting upcoming soil quantities
- 6 The extent of demolition is decided (summer 2020) DOMEA

## 3. Stakeholders and stakeholder groups

The main stakeholders have been identified and categorised in five different main groups:

- **Municipal construction client** – primary, core internal partners. Essential to have dialogue with the city’s real estate department in order to influence the construction projects in the municipality.
- **Management and political level** – primary, core internal partners. The politicians and the management of the city are important stakeholders in terms of continuous economic and strategic support to the area.
- **Developers** – external secondary stakeholders. The developers, such as Høje-Taastrup C and DOMEA, are responsible for developing the different urban areas and housing. The influence and co-operation with the developers are important in terms of enhancing the circularity as early as possibly in the process.
- **Urban planners** – internal primary stakeholders – the internal planning department and the city development team. The co-operation with the urban planners internally in the municipality is important in terms of enhancing the circularity as early as possibly in the process and succeeding in strategic approach to circular construction and urban development.
- **Contractors** – external secondary stakeholders. The contractors are responsible for the demolition and construction process. It is important that they are capable of and willing to test new solutions for circular construction. Moreover, risk sharing between the contractors and the municipality in the demonstration projects is core in terms of succeeding in circular construction.

### 3.1. Clusters of stakeholders

The stakeholder groups are defined below and the five stakeholder groups considered most important (described above) are highlighted.

Stakeholder groups (most important **highlighted**):

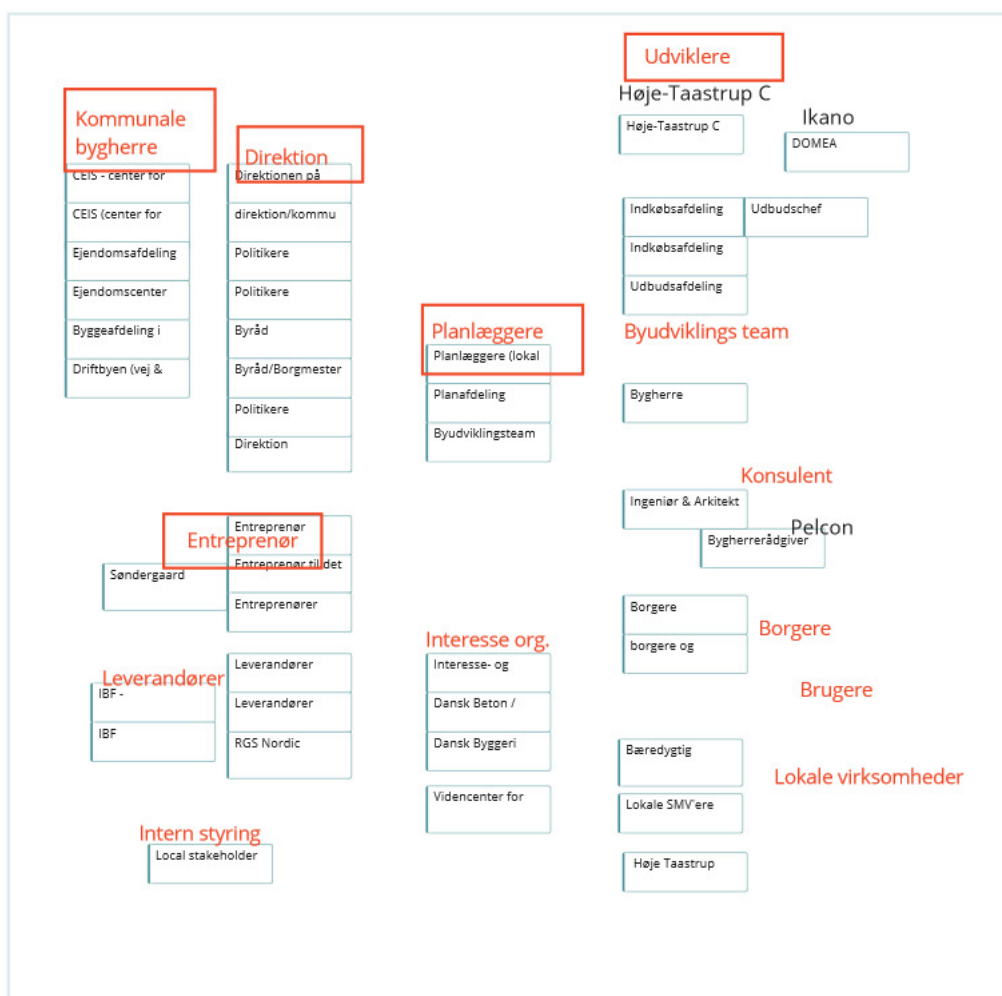
- **A. Municipal construction clients**
- **B. Executives (Management and political level)**
- **C. Developers**
- **D. Urban planners**
- E. city development team
- F. Consultants



- G. Contractors
- H. Suppliers
- I. Internal
- J. Interest organisations
- K. Citizens
- L. Users
- M. Local businesses

The identification and categorisation of stakeholders was done through a workshop with the CityLoops partners from Roskilde university, Gate 21 and Høje-Taastrup. The resulting board and the clustering of the stakeholder groups is viewed below:

Fælles board

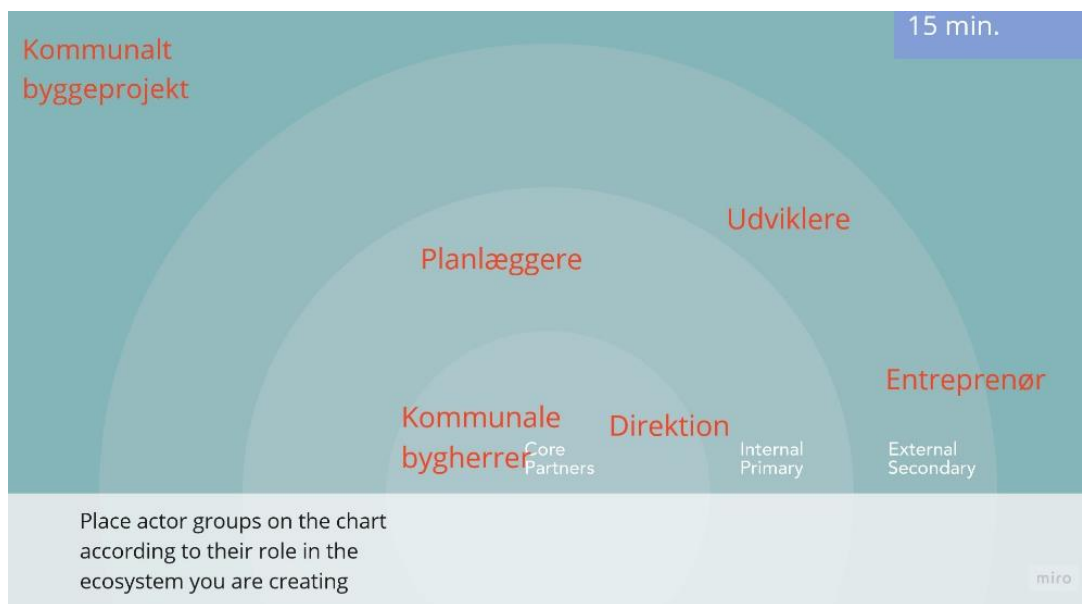


## 3.2. Stakeholder group roles

In the case of a *private* construction project, the actor group roles were noted to be different. However, due to limited time these were not yet further discussed.

Stakeholder group roles in the case of a *public (municipal)* construction project, were discussed and placed as follows.

- A. Municipal construction clients [Kommunale bygherre] – Core partners
- B. Management and political level [Direktion] – Core partners
- C. Developers [Udviklere] – External secondary
- D. Urban planners [Planlæggere] – Internal primary
- G. Contractors [Entreprenører]– External secondary



### 3.3. List of stakeholders

The complete list of stakeholders identified as relevant to Høje-Taastrup’s demonstration actions is shown below. Reference to an adaptation of Table A 1–3 (see Appendix A, part 1):

Group	Actor name	Agenda/motivation	Alliance/resources
A	Real Estate department (CEIS)	Construction client for municipal buildings	Knowledge centre for circular construction
	Road & Park department (driftsbyen)	Construction client for roads and parks, climate and sustainability	Develop important strategies (climate and sustainability)
B	Management	Well-functioning organisation From policy to practice	Close contact to mayor and relevant managers
	Politicians	Developing the city Local policy - climate and sustainability	Fronting and supporting the test and demo projects as well as scaling Decide on strategies for circular economy Decide budget in larger construction projects

	Mayor	Developing the city	Fronting and supporting the test and demo projects as well as scaling Large decision power
	City development team/ urban planners	Urban planning	Life Cycle Cost tool, knowledge about embedded CO2
C	Høje-Taastrup C and Nærheden  City development company (Byudviklingsselskaber)	Development of the specific areas of Høje-Taastrup C (case 4 and 5) and Nærheden (case 5)	
	Ikano  City development company (Byudviklingsselskaber)	Development of the specific area where the existing city hall will be demolished	CityLoops is integrated in the project contract
	DOMEA	Development of the specific area Gadehavegaard	Participates in project on selective demolition
	City Procurement department	Responsible for tendering and procurement	Participates in partnership for green public procurement - Green procurement decisions
G	Søndergaard demolition	Demolisher for Taastrupgaard	Testing best and next practice
	Contractors	Risk assessment and risk sharing	Knowledge about usage of secondary resources
H	IBF - tiles	business	Capable of producing tiles with recycled concrete
	Suppliers - concrete	Sale of sustainable solutions - competitive advantages	Test and showcase sustainable solutions in municipalities
	RGS Nordic (store and crush concrete)	Sale of sustainable solutions - competitive advantages	Test and showcase sustainable solutions in municipalities
J	Industry organisations - Dansk Beton, DI byg, Dansk Byggeri	Supporting the industries, member enterprises - also in terms of sustainability	Knowledge about best practice and trends in the industry and value chain
	VCØB (Knowledge Centre for Circular Economy in Construction)	Knowledge about waste and regulation	Communication of demo activities
F	Engineer and architect	Advising, Designing building	Screening, designing and using secondary resources
F	Advisor to the construction client	Advising	
F	Pelcon	business	Capable of testing/ auditing concrete and other construction materials
K	Citizens		Supporting Høje-Taastrup as frontrunner in circular construction
M	Bæredygtig Bundlinje 2 / Grøn Cirkulær Omstilling	Assisting SMEs in circular business development	Consultancy assistance, investment support and facilitation of green business development

	(Sustainable Bottom Line/ Green Circular Transition)		
M	Local SMEs	local business - interested in co-operating with the municipality	Involvement in test and demo
I	Local stakeholder group	Local internal and cross-cutting steering group - influencing the test and demo	Coordination of process and CityLoops tasks

## 4. Stakeholder engagement methods

### 4.1. Engagement matrix

Reference to an adaptation of table A 4 – 10 (see Appendix A, part 1).

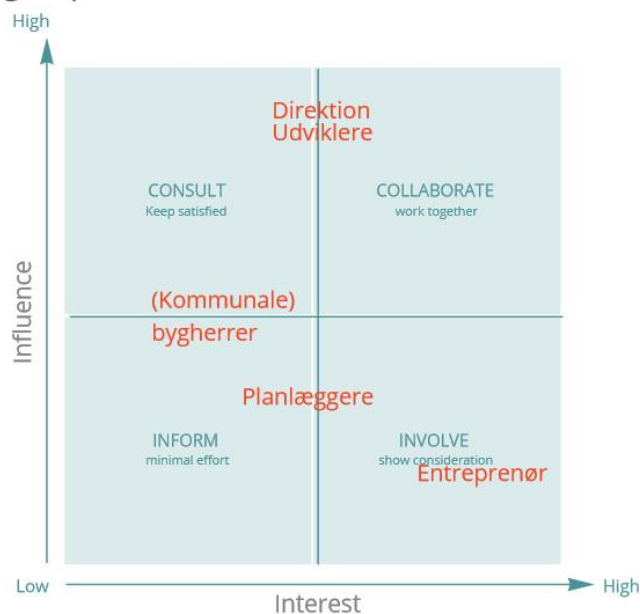
Stakeholders were placed in the matrix according to their assumed degree of influence and interest. This was followed by discussions on the placement of stakeholders relative to different perceptions of their influence and interest.

### 4.2. Engagement Methods

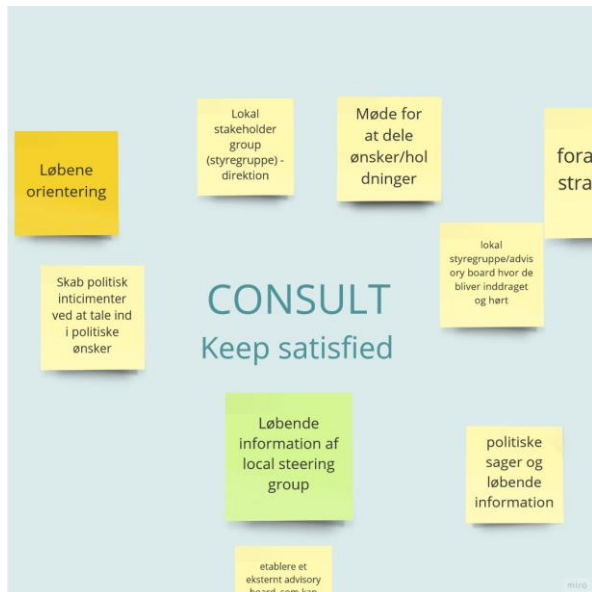
Ideas on ways to engage actor groups were categorised relative to the 4 quarters in the matrix:

- Consult – keep satisfied
- Collaborate – work together
- Inform – minimal effort
- Involve – show consideration

Matrix - Actor groups







### Consult – keep satisfied

- Local Stakeholder group /steering committee/ advisory board – executive level – where they are engaged and listened to
- Continuous information to the local steering group
- Meeting to share wishes and opinions
- Continuous communication and orientation
- Create political incitement by addressing political wishes



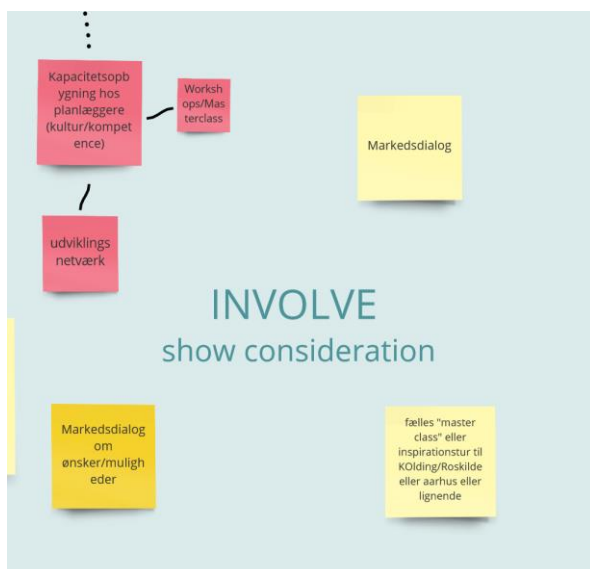
### Collaborate – work together

- Monthly status meetings
- Common ideation
- Developers have to consider circularity in the planning phase
- Development of tools to be used in the decision strategy process
- Integration of strategies (alignment)



#### Inform – minimal effort

- Info meeting with urban planners
- Continuous project status orientation to planners
- Intranet and newsletters



#### Involve – show consideration

- Capacity building of planners (culture/competences) – workshops/ master classes – development network
- Market dialogue on wishes/ possibilities
- Common 'master class' or inspiration excursion to Kolding/ Roskilde or Aarhus



# 5. Plan for stakeholder engagement

The stakeholder engagement plan is described/viewed in two different ways:

1. Stakeholder engagement plan developed at the Stakeholder workshop (presented visually)
2. Sub-activities of stakeholder engagement plan in words – focusing on how to involve the prioritised stakeholders (table)

These two descriptions constitute different overviews and detail levels of the stakeholder engagement plan.

## 5.1. Stakeholder engagement plan developed at the workshop (visual)

At the workshop, the stakeholder activities were defined – most detailed during preparation phase. The stakeholder groups were listed and marked with a dot if involved in the activity, the method of involvement is listed in the blue boxes and the partner responsible for the activity marked with a dot.

*Demonstration Action 1:*

### 1 - Demolition of existing city hall and construction of housing



*Translation to English of the different activities in the above illustration:*

Preparation phase Sub-activities, in order of appearance:

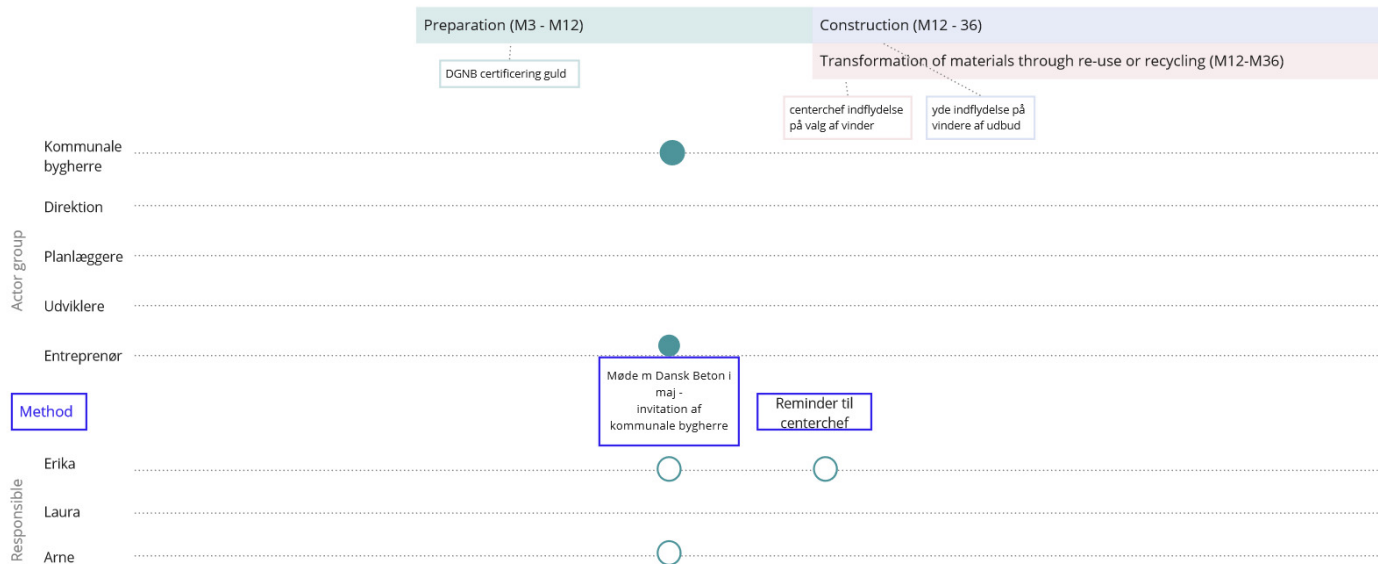
- Development contract Ikano
- Local development plan

Methods/way to act, in order of appearance:

- Continuous follow-up and dialogue with management and developers in terms of enhancing circularity in demolition and construction

*Demonstration Action 2:*

## 2 - Høje-Taastrup New city Hall



*Translation to English of the different activities in the above illustration:*

Sub-activities in order of appearance:

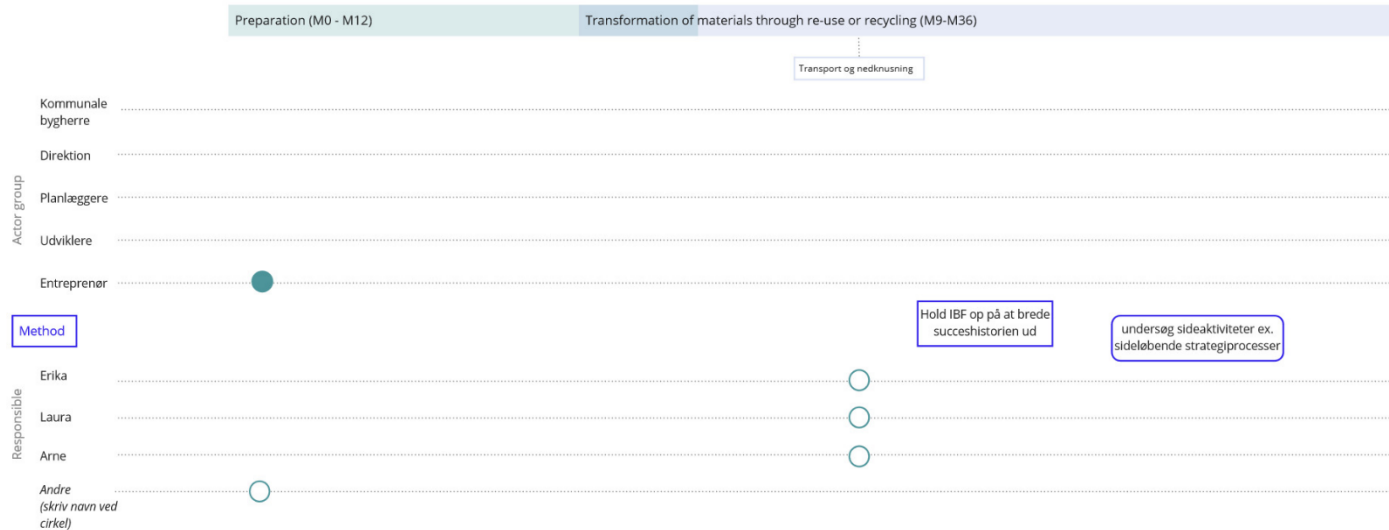
- influence on winners of tenders
  - DGNB gold certification
  - center manager influence on choice of winner

Methods/way to act in order of appearance:

- Meeting with Dansk Beton – invitation of municipal construction clients
- Influencing the choice of contractor for the city hall. Management level is important

### Demonstration Action 3:

#### 3 - Taastrupgård: demolishing 8 apartment blocks and building a learning centre



Translation to English of the different activities in the above illustration:

Sub-activities in order of appearance:

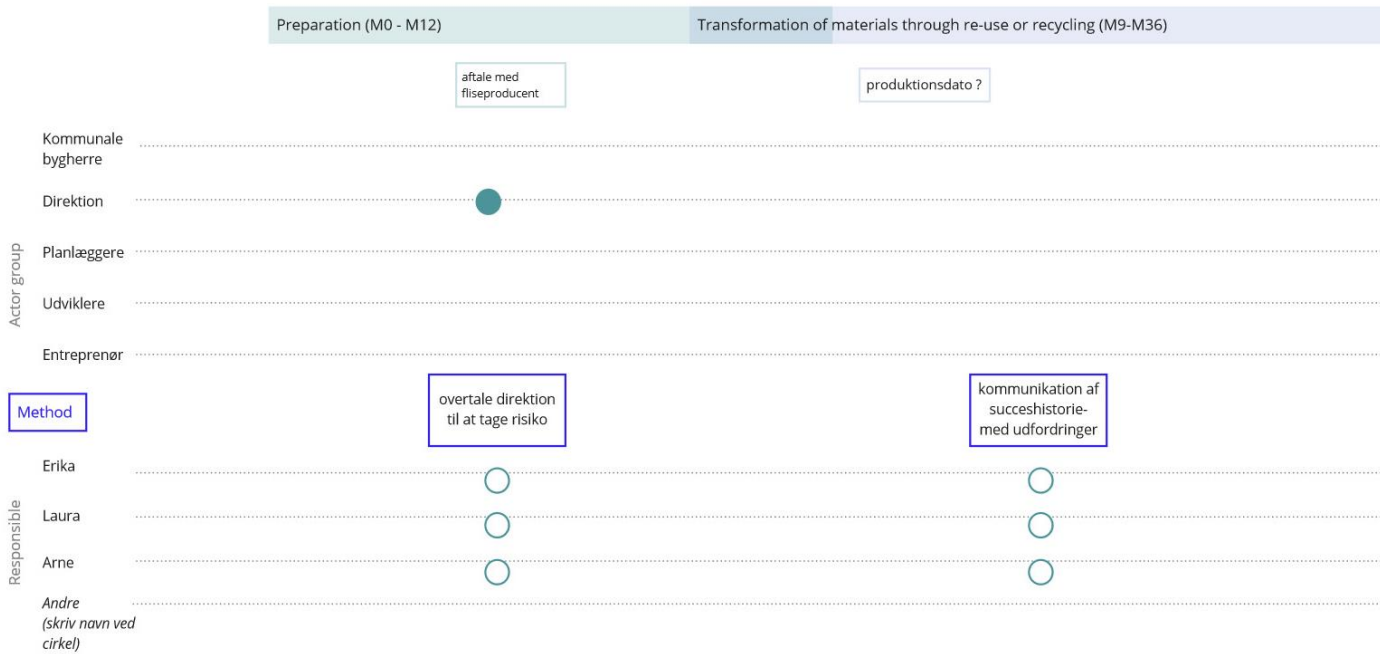
- Transport and crushing

Methods/way to act in order of appearance:

- Keep reminding IBF to spread the success story
- Investigate side activities ex. parallel strategy processes

*Demonstration Action 4:*

**4 - Development of a recycled sidewalk tile**



*Translation to English of the different activities in the above illustration:*

Sub-activities in order of appearance:

- Agreement with tile manufacturer
- Production date?

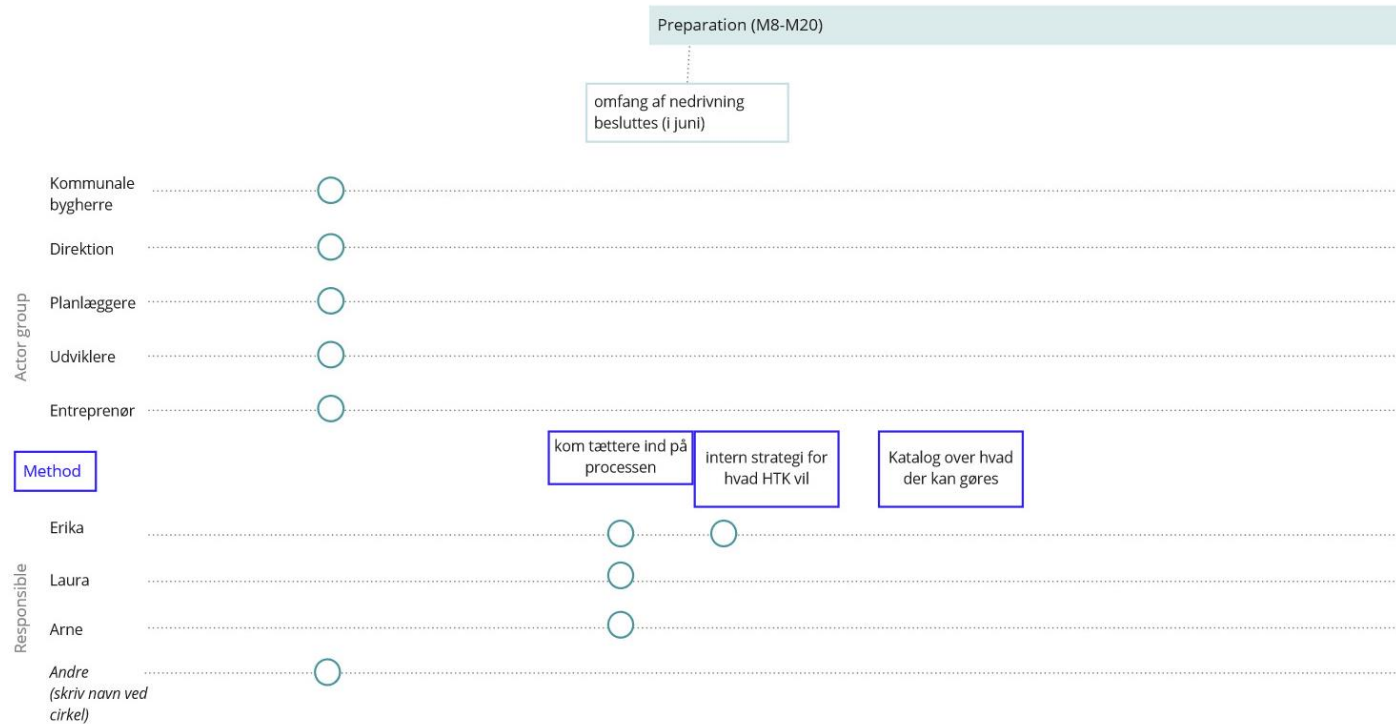
Methods/way to act in order of appearance:

- Defining and deciding on risk sharing in terms of recycled tiles together with management
- Communication of success story – including related challenges



*Demonstration Action 6:*

**6 - Urban development/transformation of Gadehavegaard**



*Translation to English of the different activities in the above illustration:*

Sub-activities in order of appearance:

- Extent of demolition is decided (in June) DOMEA

Methods/way to act in order of appearance:

- move closer to the process
- internal strategy on priorities for Høje-Taastrup municipality
- inspirational catalogue on what can be done – what are the possibilities

## 5.2. Sub-activities of stakeholder engagement plan in words

Selected sub-activities involving specific stakeholders are detailed and described in words below. The listed activities will extend as needed beyond the initial stakeholder activities outlined here. The following list should therefore be seen as initial measures with follow-up throughout the duration of the CityLoops project to ensure a strong anchor of circular practice within the municipality.

ACTIVITY 1	INFLUENCING DEPARTMENTS FOR REAL ESTATE & ROADS AND PARKS
Responsible	Lars, Arne (management meetings) Laura, Erika (meetings in the sustainability group), Gate 21 (internal development workshop)
Involvement	Real Estate Department, Department for Roads and Parks
Time	Monthly and continuous meetings, Q4 2020 for development workshop
Description	<ul style="list-style-type: none"> <li>- CityLoops and circular construction as integrated part of the agenda on each co-ordination meetings on management level – between centre managers and department managers from real estate department, environmental department, road and park department (monthly meetings)</li> <li>- Reporting and qualifying progress in CityLoops demonstration continuously at the cross-cutting sustainability group on employee level at the municipality</li> <li>- Internal development workshop involving all relevant internal stakeholders in enhancing circularity in construction and urban planning throughout relevant projects in the municipality</li> </ul>

ACTIVITY 2	INFLUENCING STRATEGIES AND POLITICAL LEVEL
Responsible	Arne, Laura, Erika
Involvement	Politicians and management
Time	Q3 – Q4 2020 (strategy), continuous (political orientation and involvement)
Description	<ul style="list-style-type: none"> <li>- Important strategies are being developed Q3-Q4 in 2020, such as the municipal action plan, the climate plan, the waste plan. The possibilities for integrating circular construction in these plans will be investigated with the objective of enhancing the strategic approach to circularity in the municipality (Arne is responsible)</li> <li>- The politicians will continuously be involved and oriented about the progress in CityLoops and the different demonstration project in the city (Laura and Erika are responsible)</li> </ul>

ACTIVITY 3	INFLUENCING DEVELOPERS
Responsible	Erika and Laura, Gate 21

Involvement	Developers
Time	August 2020 (meeting with Høje-Taastrup C) + Q4-2020
Description	<ul style="list-style-type: none"> <li>- Capacity building and influencing 'Høje-Taastrup C' and 'Nærheden' - who are responsible for developing the urban areas. Firstly, by presentation and discussion on circular construction and soil handling at a meeting. It is important to use the existing meetings. Secondly, find a method to have continuous dialogue on circularity (Laura and Erika are responsible)</li> <li>- Ikano is responsible for the development of the urban area with the old city hall. Plan to influence via continuous meetings and a development workshop on how the circularity in the agreement can be implemented (Erika and Gate 21 are responsible)</li> <li>- DOMEA - responsible for the development of Gadehavegaard - influenced via participation in specific project on selective demolition of (almennyttige) buildings (almennet) (Erika and Laura are responsible)</li> </ul>

ACTIVITY 4	INFLUENCING CONTRACTORS AND SUPPLIERS
Responsible	Arne, Erika Laura and Gate 21
Involvement	Contractors and suppliers
Time	Q4 2020 – Q2 2021
Description	<ul style="list-style-type: none"> <li>- Inspirational workshops for contractors and suppliers on possibilities for integrating circularity - also showing the state-of-art and demands for construction of public buildings from other cities (involving CIRCulT project). Could also include political level in these meetings (HTK and Gate 21 are responsible).</li> </ul>

## 5.3. Key risks and risk mitigation

Reference to an adaptation of table A 11 (see Appendix A, part 1).

Issue	Action
Lack of understanding/ engagement from 'Executives/developers'	Dialogue with all parties involved in a project – where the developers may have high risk aversion, the builders or demolishers may be willing to adopt new practices.
Executives won't incorporate circularity in planning of projects	Local stakeholder group, communication of success examples, dissemination of and knowledge on risks and challenges.
Lack of knowledge on what is possible and costs	Close dialogue with builders and developers on the possibilities for recycled materials. Consultation with experts in the field on possible measures and success stories.

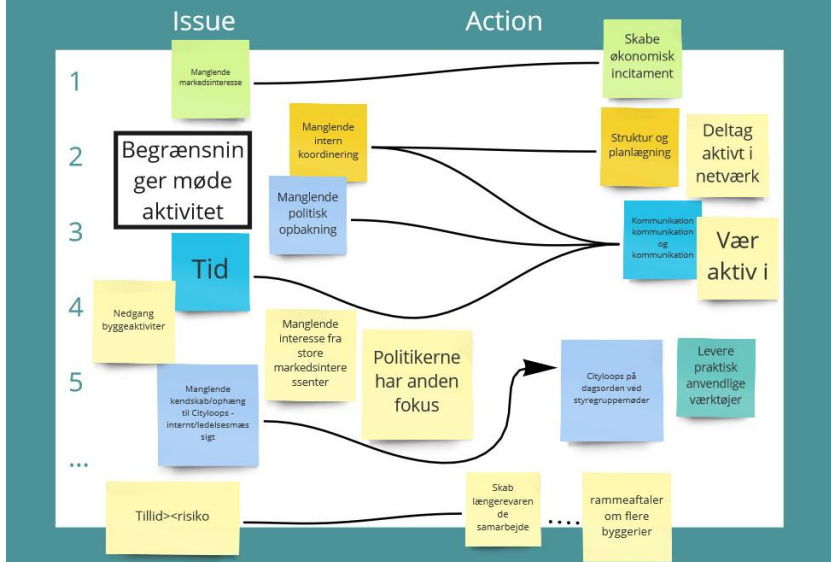


General resistance in the organisation (specific actors), e.g. the Real Estate office won't collaborate	Dialogue with municipal politicians and management so that the idea of circularity is infused in the whole organisation. With requests from top management, individual departments are more likely to comply.
Executives/developers/Municipal construction clients: lack of willingness to take responsibility/risk	The municipality can take on a large part of the risk, for example by agreeing to pay for the replacement of any recycled materials that turn out to not be suitable for reuse in the chosen projects.
Lack of agile approach to new projects	1) strategic approach 2) learning ex. Design Sprints 3)network/ organisation
'we usually' mentality – traditional thinking wins	Make new methods easier – find out in detail what needs to be done differently, and then present this to the necessary parties so they don't have to develop new methods themselves.
Standards and criteria on certification hinders circularity and reuse	- Knowledge building and knowing knowledge actors - willingness to take risks - conduct minor test cases



## Risks and mitigation

- Our riskiest assumptions and how to deal with them



## 6. Appendix A: Stakeholder Engagement Guidance & background documentation

### 6.1. Motivation for approach - A dynamic process

Stakeholder engagement is in practice a dynamic process. Therefore, we have chosen to adjust some of the proposed detailed steps in the guidance document prepared by NRI. We have created an interactive process with two workshops, based on translations of the ideas in the guidance document. Our focus was to create an environment that served a purpose of kick-starting a dialogue on stakeholders and how these might be engaged in the demo project.

The two workshops served the purpose of creating insights at an overall level. It is proposed to hold further workshops throughout the project – where the focus can be related to specific activities in the project.

### 6.2. Examples of translations

*Table A 3: Questions to develop actor profiles (Step 5). Adapted from Zimmermann and Maennling (2007:16). From: Lelea et al. (2014).*

Attribute	Example Questions
Agenda	<ul style="list-style-type: none"> <li>• What are the mandates, missions, and objectives of each actor?</li> </ul>
Arena	<ul style="list-style-type: none"> <li>• In which part of the system is the actor present and active?</li> <li>• Where exactly does each actor performs his/her actions (e.g. in which locations)?</li> <li>• What is the scope of these actions?</li> </ul>
Alliances	<ul style="list-style-type: none"> <li>• Which relationships exist with other actors in the system?</li> <li>• With which other actors does the actor cooperate?</li> <li>• What is the cooperation based on (e.g. information exchange, use of common resources, institutionally regulated dependency)?</li> </ul>

Was translated into *Actor cards* to be filled in by the participants at the workshop.

Actor 1	<b>Actor name</b>
	<b>Agenda/Motivation</b>
	<b>Alliances/Resources</b>

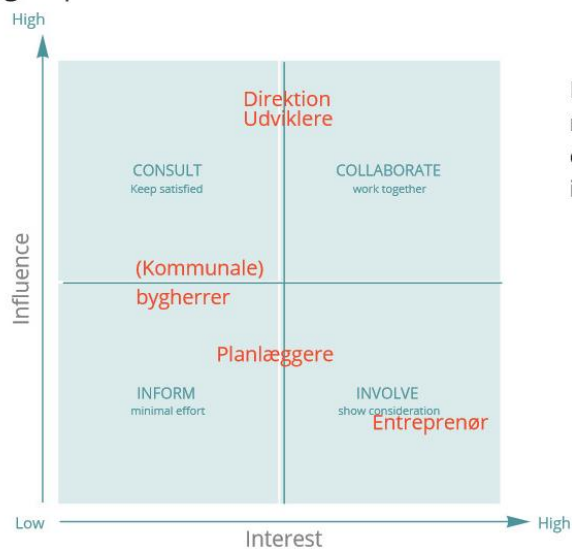
Table A 4 – Table A 10 was translated into an *actor role diagram*



And an *engagement matrix*

Matrix - Actor groups

7 min.

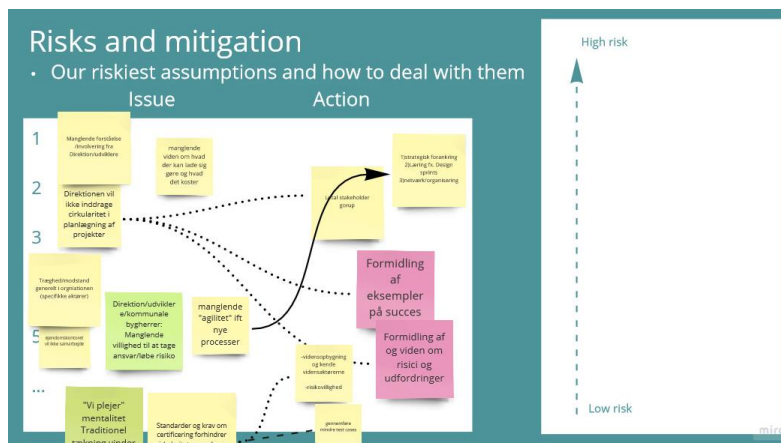


Place actor groups in the matrix according to their degree of influence on and interest in the subject/project

Table A 11 was translated into a *risk and mitigation exercise*

Table A 11: Critical risk elements to be evaluated (Step 8). Source: Adapted from Zimmermann and Maennling (2007)

Issue	Stakeholder assessment	Score	
Resistance	To what degree do you expect resistance from stakeholders towards demonstration case (both inside or outside of the group of stakeholders that has been identified)	Strong degree of resistance	- 2
		Some degree of resistance	- 1
		Resistance within some area	0
		Little degree of resistance	+ 1
		No resistance	+ 2
Marginalized knowledge	To what degree is marginalized knowledge present in the stakeholder group	Not present at all	- 2
		Limited present in some areas	- 1
		Moderate present	0
		Present in most areas	+ 1
		Present to a high degree	+ 2
Time	To what degree will stakeholders lack time to participate (could be a factor to consider when choosing if and how stakeholders should be engaged)	Lack time to a high degree	- 2
		Lack time to some degree	- 1
		Moderate time use	0
		Is active in several areas	+ 1
		Is active in all areas	+ 2
Trust	To which degree has the stakeholder group a good balance between participants that are necessary for a practical and efficient operation and participants that can bring in alternative/other needed perspectives	High degree	- 2
		Some degree	- 1
		Neither nor	0
		Little degree	+ 1
		No degree	+ 2



### 6.3. Digital set-up Miro Platform

Miro was used as online workshop platform to enhance the level of interaction in the current state of corona lock down. Here all participants at the workshops were able to write post-it's, create and move elements around and thereby contribute and engage with the content.





CityLoops is an EU-funded project focusing on construction and demolition waste (CDW), including soil, and organic waste (OW), where seven European cities are piloting solutions to be more circular.

Høje-Taastrup and Roskilde (Denmark), Mikkeli (Finland), Apeldoorn (the Netherlands), Bodø (Norway), Porto (Portugal) and Seville (Spain) are the seven cities implementing a series of demonstration actions on CDW and OW, and developing and testing over 30 new tools and processes.

Alongside these, a sector-wide circularity assessment and an urban circularity assessment are to be carried out in each of the cities. The former, to optimise the demonstration activities, whereas the latter to enable cities to effectively integrate circularity into planning and decision making. Another two key aspect of CityLoops are stakeholder engagement and circular procurement.

CityLoops runs from October 2019 until September 2023.



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