

Planning and decision-making

Public authorities can engage in construction and demolition activities through multiple roles that require different kinds of expertise. Additionally, public strategies targeting the built environment often pursue many competing objectives. Adopting new practices within local public authorities and promoting inter-departmental collaboration is critical to the operationalisation of the circular economy at the local level.

Demonstration cities in CityLoops had initially identified poorly structured internal logistics and communication practices, or lack of political mandate as critical barriers to increased circularity in municipal activities for the built environment. This Replication Package provides an overview on how organisational changes within a local authority could address such challenges and support circular projects.

This replication package on Planning and decision-making is part of a series of nine replication packages developed by CityLoops. The replication packages address specific actions within the circular construction value chain and how they relate to the work done in CityLoops. The replication packages aim to give cities an in-depth overview of the main elements to consider during each specific step of a circular construction/demolition project. A list of all replication packages can be [found here](#).

Recommendations from lessons learnt

Public authorities face different challenges in the pursuit of circularity for the built environment which can be addressed by acting on four interconnected fronts:

- **Interdisciplinary collaboration:** it is crucial for the success of a project, to ensure from the early stages, that sustainability aspects are taken into account, that stakeholders are involved in a structured manner and that responsibilities and financial resources are allocated clearly. Pursuing interdisciplinary collaboration is also directly linked to goal alignment within local authorities, as it implicates early-stage communication, and it avoids frustration deriving from conflicting agendas across departments.
- **Knowledge and skills:** parallel to interdisciplinary collaboration, securing joint learning as a basis for dialogue and allowing room for experimentation and time for reflection and evaluation are practices, that not only support the success of current and future projects but also increase circular thinking within an organisation.
- **Economic measures:** implementing circular projects is strictly dependent upon adequately allocating financial resources, whereby it is also needed to take into consideration the value of sustainability – including a quantification of environmental social benefits.
- **Policy and management:** Political mandate has been clearly identified as an essential precondition for the successful implementation of circular strategies in the built

environment, as it secures support in the execution of political visions and facilitates goal alignment between overlapping or competing strategies.

CityLoops instruments

- **Decision-making and planning guidelines:** Within the CityLoops project, Roskilde University has developed a guidance on planning and decision-making that supports the systematic internal incorporation of circularity. It is based on a framework to map key decisions across the phases of demolition and construction, and it consists of 1) a visual mapping framework - designed to identify when key decisions in urban transformation projects are to be taken, which stakeholders are involved, and what knowledge inputs are needed during different stages of the planning process and 2) an operationalisation of the planning and decision-making framework, focused on how to engage organisational change on the strategic, operational and competencies levels. It facilitates the establishment of an ongoing network/ group to embed organisational transformation and thus securing a sustained commitment, avoiding a fallback to business as usual.

This instrument is [available here](#).

CityLoops demonstration experiences

- **Bodø:** The CityLoops team in Bodø has had a substantial role in the preparation of new city district development policies for mass handling and circular treatment of materials, part of an overall environmental program created and manifested for the development of the new city district. In soil management, Bodø has noted the importance of using all available knowledge and digital tools to contribute to decisions in the planning of mass handling, and to establishing guidelines and best practices for handling clean and contaminated masses.
Read about Bodø's [experience here](#).
- **Mikkeli:** Mikkeli used the planning and decision-making methodology internally in the CityLoops project team. The city administration was not involved, as the language barrier could have a negative effect on the internalisation of the goals. Instead, a set of workshops and strategy formulation activities was tailored to the specific needs of Mikkeli and managed by the Miksei Ltd. Team, with support from Roskilde University. CityLoops has strengthened knowhow and human resource base in CE issues within Miksei Ltd, while contributing to the preparation of the City Strategy 2022-2023 and the Municipal Climate Program. Mikkeli now recognizes how:
 - It is crucial to ensure a strategic view of Circular Economy and incorporate this into the City strategy.

- The different administrative units must have a common goal in facilitating circular thinking which traverses the different departments, bureaus and activities.
 - Working with technical staff and political decision makers requires employing different technologies and interaction tools - more innovative for the former and traditional for the latter.
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- **Høje-Taastrup:** Høje-Taastrup participated in developing the planning and decision-making methodology. In the co-development process, the framework was used to map key actions in the different phases of the demonstration projects in both cities. This exercise facilitated a reflection process on aggregated learning from the projects, helping formalise circular procedures for future projects. The mapping can in the future be used prior to projects instead of retrospectively. The workshop concept to promote organisational change helped Høje-Taastrup in facilitating a joint space for reflection, to discuss strategic and operational actions to promote circular construction, demolition and urban development. The results directly support the development of a new political sustainability strategy in an interdisciplinary sustainability group.
Read about Høje-Taastrup's [experience here](#).

CITYLOOPS

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

Høje-Taastrup and Roskilde (Denmark), Mikkelí (Finland), Apeldoorn (the Netherlands), Bodø (Norway), Porto (Portugal) and Seville (Spain) are the seven cities implementing a series of demonstration actions on CDW and soil, and bio-waste, 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 aspects of CityLoops are stakeholder engagement and circular procurement.

CityLoops started in October 2019 and will run until September 2023.



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