Regional Status Quo methodology

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Summary

This paper presents a methodology for the elaboration of Regional Status Quo (RSQ) to be applied in each of the five sites of the WaVE project. Given the emphasis on co-creation in the WaVE project, the steps for preparing a RSQ outlined here are related with the adequate levels of engagement of stakeholders. The methodology is complemented by guidelines on identification of good practice for the purpose of inter-regional knowledge transfer.

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Introduction

This document describes the **Methodology for Regional Status Quo (RSQ)** and **Good Practice identification,** a key element of the analytical part (Stage 1) of the WaVE project. The main purpose of the methodology is to provide thematic support for the project partners to produce an own Regional Status Quo document by means of co-creation practices with stakeholders. The document, therefore, describes the main steps for the elaboration of such document, which will serve as a basis for the subsequent preparation of the Action Plan. It also provides a framework to discuss the elaboration of the RSQ analysis by the project partners in three different meetings:

- the online interregional meeting (Jan-March 2020);
- the bilateral meetings between the academic partner (TU Delft) and regional partners (M4-M10) (Nov 2019-May 2020); and
- the first Local Stakeholder Group (LSG) meeting (Jan-Feb 2020).

Further, the elaboration of the RSQ analysis will also have an important role during the IKES 1 Meeting in Aarhus in the first week of April. Figure 1 shows the position of the Methodology in relation to the related project meetings and deliveries.
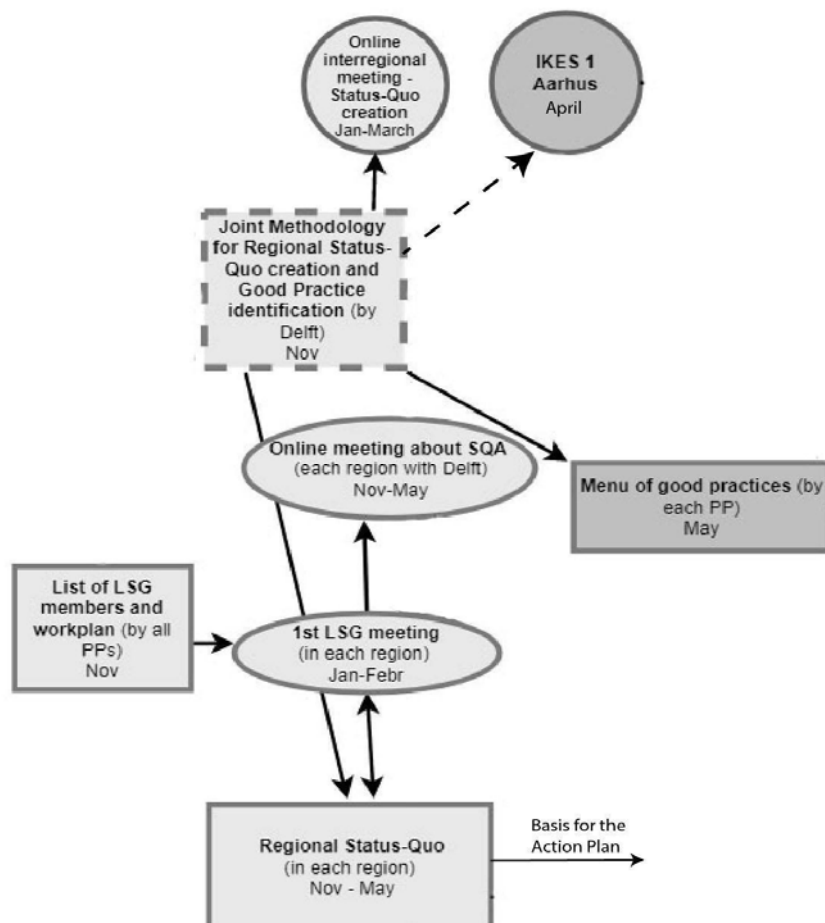

Figure 1. Flow chart about RSQ (from the PA)

This introductory section also explains the principles of Status Quo analysis and its co-creation with regional stakeholders. The following sections present the different steps for the RSQ analysis: (2) deepening the understanding of the site, (3) identifying and evaluating strategies including their cost-benefit considerations, (4) understanding the policy context, and (5) identifying the main threats and opportunities. For each step, the level of engagement of stakeholders is described. In addition, guidelines are provided for identification of good practices.

What is a Regional Status Quo analysis?

Status quo stands for *the existing state of affairs; the current situation; the way things are now.* In other words, a diagnosis of the present situation. RSQ analysis is used to understand the current situation, decide what and if we want to change it and then decide what action should be undertaken to achieve that. In the perspective of this project, the regional status quo (RSQ) analysis refers to the analysis of the current conditions of the selected sites, their water-linked heritage values, their policy context, and their existing strategies, in order to identify the challenges and opportunities to improve policy through regional learning. Figure 2 illustrates the idea of the RSQ analysis and the way that challenges (as restraining forces) and opportunities (as driving forces) may act upon the conditions.
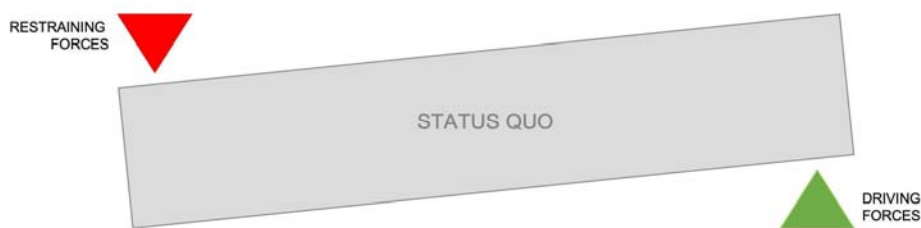

Figure 2. Regional Status Quo analysis

RSQ analysis requires a good understanding of the nature, costs, and expected benefits of the venture. A thorough analysis is required to guarantee maximum credibility and to ensure the best decisions are made and the optimal solutions are implemented. The *Status Quo analysis* will compare the solution proposed to known alternatives, including 'keeping things as they are'. In the context of water-linked heritage it may mean choosing between maintenance or redevelopment.

Regional Status Quo analysis through co-creation

The RSQ analysis in the WaVE project will be elaborated by means of co-creation with stakeholders. Co-creation is considered as a key element of the project for several reasons. First, it is necessary to take advantage of a variety of perspectives to build a multi-dimensional understanding of the place. Secondly, it is desirable to be able to legitimise the decisions about the most appropriate strategies and projects. More importantly, it is indispensable to reach an

agreement about the distribution of costs and benefits of the venture. Consequently, each of the steps has its own level of engagement in the process of co-creation. Table 1 shows the level of engagement in each of the steps of the RSQ analysis. Figure 3 illustrates the relationship between the different levels of planning in the WaVE approach to heritage redevelopment.

Please note that in practice those steps are not necessary as linear as it seems but they may overlap. Also the level of engagement is rather indicative. It should be verify in practice and may require adjustments depending on stakeholders' demands (attitude). The passive level of engagement (information) may already spark passions and opposition of stakeholders.

Table 1. Level of engagement in each step of the RSQ methodology.

Steps in RSQ methodology	Level of engagement	Level of planning
STEP 1. Site conditions	information	-
STEP 2. Exploring the water-linked heritage value	consultation / dialogue	strategic
STEP 3. Exploring the policy context	information	tactical
STEP 4. Identifying existing strategies and projects for the transformation of the site	information	tactical
STEP 5. Cost-benefit considerations	partnership / co-creation	operational
STEP 6. Assessing the policy instrument	information / partnership/co-creation*	tactical
STEP 7. Identification of challenges and opportunities	partnership / co-creation	strategic

* Partnership and co-creation with the key stakeholders related with the policy instrument in question.
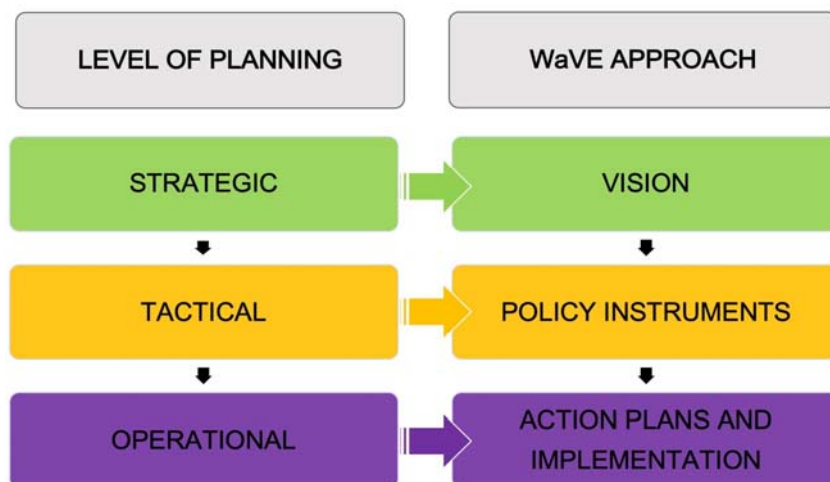

Figure 3. Relationship between the different levels of planning in the WaVE approach to heritage redevelopment.

Deepening the understanding of the site

STEP 1. Site conditions: describing and delimiting the focus area

This first step is intended to provide a good characterisation of the focus area of each of five cities/regions. The characterisation includes data on spatial/territorial aspects, but also legal and planning issues that have to be taken into account for a future redevelopment. This step is basically about the conditions of the land and buildings (including public space) of the focus area, while the next one will deal with its heritage values and water linkages.

This type of 'technical' data should be addressed by the involved partner (in close consultation with the local municipality). Part of the data gathered for this step should be graphic data, in the form of maps, 3-D graphics, infographics and figures. Putting the data in graphic form will help to inform stakeholders about the main features of the site. Detailed data about the site conditions will be useful to achieve a clearer vision for the RSQ analysis.

Important questions for the characterisation of the site:
- What is the size and location of the area?
- What are its main geographic features, especially in relation to water?
- If there are several sites, how are they spatially/functionally?
- What is the history of the site regarding origin/use/changes/ownership? How old is the heritage in question (from what period)?
- What heritage are we talking about? Infrastructure? Buildings? Landscapes? Non-tangible heritage?
- What is the situation of ownership of the land and the buildings? What is the proportion of publicly-owned versus privately-owned land and buildings? Are there conflicts regarding ownership?
- What is the present function and use of land and buildings?
- What is the management condition of the site / buildings / infrastructures / landscapes? Who manages these assets?
- What is the maintenance condition of the site? How long has it been unused, neglected, abandoned, degraded, polluted, etc.?
- Is there a specific planning designation of the site? Is it listed for conservation or does it have a (national/regional/local) monument designation)
- Are there restrictions on short term changes (e.g. managers or users of (part of) the buildings with long-term lease contracts)?

> **Note**: Ister-Granum and Alicante need to prepare a regional analysis of water-linked heritage potentials, to be able to develop a regional vision. It is also advisable to select a pilot project site, which can serve as a catalyst for future development.

STEP 1: INFORMATION

It is important to involve stakeholders at this stage, ensuring appropriate input information in order to attract stakeholders' attention, provide accessible, reliable and relevant information, deepen their competences, learning and set ground for future active engagement.

STEP 2. Exploring the water-linked heritage values

Once the site conditions are described and informed, this second step focuses on the heritage values, evidently linked to aspects of identity, for which it requires a more active engagement of stakeholders. The co-creative diagnosis starts here, with the ultimate purpose to build a vision for the site.

In general terms, heritage can be defined as what people choose, or have chosen, to preserve for future generations, from the evidence of the past (Howard, 2003). Consequently, heritage values are highly dependent on what the local culture agrees about what to remember (and conserve and maintain) and what to forget (and neglect or destroy) (Harrison, 2010). 'Cultural heritage is thus not only what former generations built up but also the way it is interpreted, valued and managed by contemporary society in our everyday life… Cultural heritage is therefore not static but is constantly changing and re-evaluated, interpreted in various ways by different actors' (Tengberg et al., 2012:17).

The purpose of this step is then to consult the stakeholders to get a clear picture about what is perceived as valuable water-linked heritage in the site. to organise the discussion it may be useful to make a distinction between what are considered 'hard' and 'soft' heritage elements. 'Hard' elements are the heritage values shared and agreed among the stakeholders. The 'soft' ones are those without an agreement, and that may be 'negotiable'.

The most recent approaches to heritage have overcome the strict conservation ideas to consider heritage as a vector for the development and transformation of places, connecting it to aspects of economy, environment, social progress, culture, etc. (Janssen et., 2017). Other innovative heritage approaches consider heritage not about the preservation of a valuable object or place, but about using these them to speak to the imagination of people through art (Rietveld, 2017).
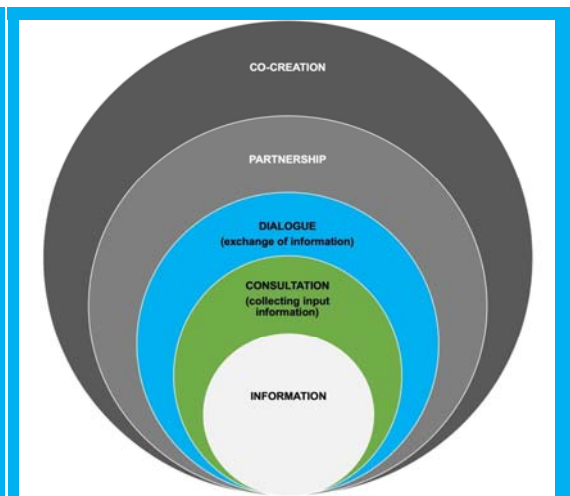
It is important to clarify here that our understanding of heritage is broad and includes both tangible and intangible aspects (please see stakeholder engagement methodology for more detail). Hence, by heritage we do not only mean buildings, bridges, or other local physical components, but also wider landscape structures, the morphological meaning of water in the urban tissue, or elements of cultural or immaterial heritage (e.g. storytelling or identity related to water).

Important questions for the exploration of the heritage values of the site:
- What is the significance of the site for the identity of the city and region?
- What are the specific heritage value characteristics? For whom do they matter?
- What is the specific relationship between heritage and water in the site? In how much does water constitute a potential damage or enriches the value?
- What is the current approach to heritage in the area by the local government and heritage related agencies (including interest groups)?
- Is there awareness (and approval) towards new heritage approaches considering heritage values as a vector for development and transformation of the sites?
- Is there awareness (and approval) towards innovative heritage approaches speaking to the imagination of people through art?
- Is there a specific approach to water-linked heritage? Are (water-linked) heritage values recognised in planning and policies? Is it needed? If not, why? *(need to emphasise those values in the vision and action plans).*

STEP 2: CONSULTATION / DIALOGUE

Valorisation requires active stakeholders' involvement, which allows to collect information. Stakeholders could be engaged through consultation open for dialogue in order to explore more subjective and less tangible values, develop a broader understanding of the site and learn about stakeholders' perception, needs and attitude.

STEP 3. Exploring the policy context

Once the site conditions and the heritage values have been identified, the next step is to get in-depth knowledge about the policy context in the respective areas. Besides the existing local planning regulations regarding land use and development, it is important to be aware about other policies and regulations that may have implications in the proposed redevelopment, such as those related to water resources management, flood risk mitigation, climate change adaptation, and environmental protection, heritage preservation, among others.

This step seeks to acknowledge the main features of the regulations, laws and policies, but also the incentives, restrictions and potential contradictions that stem from the existing policies and the proposed redevelopment strategies (object of step 4). It is also important to know the availability of public funds, and potential planning instruments, that may be mobilised to finance the proposed strategies.

Important questions:
- What are the existing planning laws, regulations and policies related to a potential redevelopment of the selected site, at national, regional and local level? (e.g. those related to water resources management, flood risk mitigation, climate change adaptation, environmental protection, among others)
- What are the existing planning laws, regulations and policies related to heritage aspects, at national, regional and local level?
- Is there a specific place for water-linked heritage in these policies?
- What are the main restrictions and incentives for redevelopment in the regulations, laws or policies?
- What is the availability of public funding for the preparation and implementation of heritage-related redevelopment projects?
- Do the policies allow to use value capture or other instruments to fund redevelopment projects?

STEP 3: INFORMATION

At this stage stakeholders need to be passively involved with the assurance to access information. Partners should make sure to provide with an expert inputs in order to support stakeholders' understanding of drivers and restrictions resulting from the policy context.

Strategies

STEP 4. Identifying existing strategies and projects for the transformation of the site

Once the site conditions, the heritage values and the policy context have been understood and recognised, this fourth step aims at the identification of the existing strategies to redevelop the site.

Basic data for the identification of existing strategies and projects should include maps or other types of illustrations which can facilitate the discussion to evaluate the different alternatives. Once the partners have identified the strategies for the transformation of the site among the main stakeholders, an active stakeholder engagement process should lead to a discussion to evaluate and reach an agreement about which visions and strategies are the most desirable for the heritage site. Important criteria for the evaluation are **urgency** from an environmental and economic perspective; **significance** for social and cultural ends; and **feasibility** to initiate the transformation, gain momentum and galvanise the interest of stakeholders. The first two matters are on what needs to be done, and the latter is on where and how to begin. Cost-benefit considerations (social interest and financial feasibility), are of utmost importance and a matter of the next step.

Important questions for this step:
- What are the current general proposals for the site in terms of functions and redevelopment? What status do they have?
- What are the main reasons for redevelopment?
- Is the approach of the redevelopment strategy according to a strict master plan; a flexible open-end step-by-step approach, anticipating market developments; or other type of approach?
- What is the planning horizon (the timescale for implementing and achieving the goals) of the strategy?
- Has the strategy already started? If so, at what stage is the work on the strategy at present?
- If already implemented, how does the strategy perform?
- Which (part of the) project is the most **urgent** from an environmental and economic point of view?
- Which (part of the) project is the most **significant** from a social and cultural perspective?
- Which (part of the) project the most **feasible** to initiative transformation, gain momentum and galvanise the interest of stakeholders?

STEP 4: INFORMATION

At this stage stakeholders need to be passively involved with the assurance to access information. Partners should make sure to provide with an expert inputs in order to support stakeholders' understanding of drivers and restrictions resulting from the related strategies and projects.

STEP 5. Cost-benefit considerations

After the identification and first evaluation of the strategies and projects aiming at transformation of the site, the next step is to assess their social interest and financial feasibility. In the context of the current urban conditions, market-led trends have a decisive role in heritage sites' development, maintenance and management. Consequently, the financial feasibility of a heritage site is highly related to its value as a commodity, useful to attract tourism and other economic activities.

However, it is also very important to assess the cost-benefit considerations of the different stakeholders. This should help to identify who benefits the most from the redevelopment, and who loses from it, both in terms of material and non-material costs-benefits.

Assessing financial feasibility is Initially done with rough figures, to distinguish what can be financially feasible. To reach feasibility usually includes finding ways to lower the investment costs, to extend the funding sources and optimize benefits. Lowering investment costs can be done by re-adjusting the ambition level; giving concessions to authenticity; postponing investment elements; and shifting cost elements to related projects or to a higher spatial coverage level. Lower investment costs can also be achieved with commercial functions, which provide higher benefits for developers, while non-commercial functions often need additional public funding.

The investment costs are usually covered by a combination of private and public funding of short- and long-term money. Developers, banks and long-term institutional investors are the usual private investors. Crowdfunding is a new and fast-growing form of private funding for redevelopment projects. It may become more attractive to individual investors, if the government provides incentives, as it is the case in the United Kingdom.

Each project has its own and most appropriate combination of public and private funds. Composing the most appropriate combination requires in-depth knowledge of all potential funding sources and their specific limitations and constraints, as well as to consider a well-balanced distribution of costs and benefits for the involved stakeholders.

Developers' investment costs are mainly directed to the design and execution phase, in which the profit margins are strongly related to the risks they take. Development costs can be lowered if the government or another party (e.g. a long term-investor) is willing to guarantee risk coverage. After the execution phase, the project is handed over to long-term investors, government institutions or directly to the end users. Banks and long-term investors have an interest in the long-term, more secure profits. Again, a government-guaranteed execution can eliminate risks, lowering interest rates on investment loans[1].

National, regional and local governments, public agencies and NGOs generally expect short- and long-term benefits from the redevelopment projects. The short-term benefits are linked to the material and economic transformation of the site, while the long-term are usually linked to the non-material, cultural and environmental benefits. Local governments may have non-profitable costs related to the redevelopment of the public space and other parts of the project. In the long run, these may be balanced with some economic benefits (through value- capture instruments) and the cultural/social benefits generated by the redevelopment.
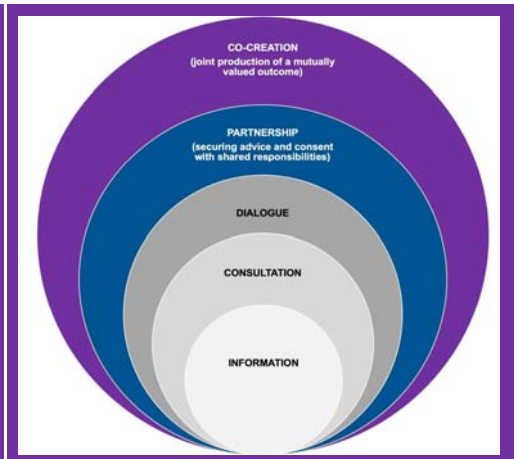
Important questions to :
- Who will get what from the proposed redevelopment strategy?
- What are the short- and long-term economic (financial and commercial) benefits expected from the redevelopment?
- What are the expected non-material benefits? (e.g. social, public, identity-based, cultural heritage values…)
- What **economic, environmental** and **cultural/social** impact on the surroundings of the city and region are desired and expected?
- What positive **effects** on water management (on the site, in the city, in the region) can the redevelopment strategy have?
- What are the **positions** and **interests** of the stakeholders on the strategy? (bringing in and discussing/deepening with the stakeholders the insights from the stakeholder identification)

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[1] The European Investment Bank (EIB) is interested in funding regeneration of cultural heritage projects, and it has experience in this field.

- Is the strategy aiming for **commercial or non-commercial** functions? What is the proportion among them?
- How much public funding is needed for the **public space redevelopment** of the site? How much is needed for the non-profitable part of the investment in the buildings, both existing and new ones?
- Is there **political consensus** to legitimize decision-making about the needed public investment?

STEP 5: PARTNERSHIP AND CO-CREATION

For this step active stakeholders' involvement is necessary. Defining stakeholders' responsibilities, roles and contribution requires interactions and ability to cooperate.

The policy instrument

STEP 6. Assessing the policy instrument

After becoming aware of the local policy context and identifying the proposed strategies, an in-depth assessment of the policy instruments linked to each of the sites needs to be done, to be able to understand the different alternatives and possibilities for its improvement. This is the ultimate goal of this RSQ analysis, which provides the basis for the development of the Action Plan.

There is a wide scope of alternatives to modify and improve the policy instrument, which range from deep (structural) change, through the improvement of governance arrangements, to the design and implementation of new projects, or even changing the access rules to include new stakeholders. The analysis to know which are the most appropriate changes of the policy document can also use the criteria of urgency, significance and feasibility.
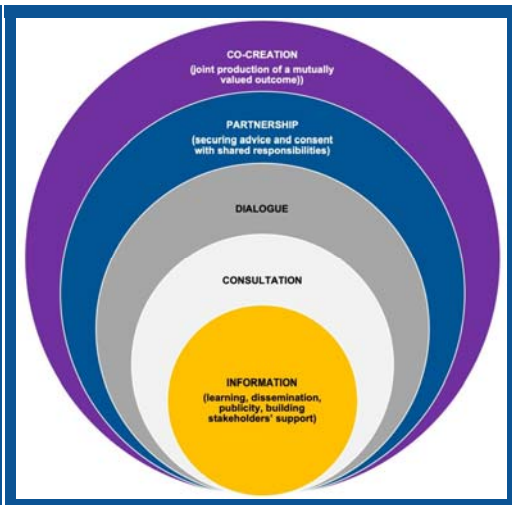
Important questions for this :
- What is the policy instrument in question and what are its main features?
- To what extent are the redevelopment strategies identified in the previous steps in line with, or against, that policy instrument?

- Are there contradictions between the proposed strategies/modifications and the objectives of existing policies or regulations identified in step 3?
- Are there any synergies with other policies (e.g. related to water resources management, flood risk mitigation, climate change adaptation, or environmental protection)?
- What measures for redevelopment of water-based heritage sites does the policy consider? Which of them are expected to be used for the redevelopment of the site?
- Does the policy instrument in question require adaptation of existing practices and/or adoption of new ones?

STEP 6: INFORMATION PARTNERSHIP AND CO-CREATION

Majority of the stakeholders should be involved in a passive way, yet still with the access to information. However, at this step it is essential to actively involve the most relevant actors, who are in a position to influence the policy context.

Assessing the potential for change

The final objective of the RSQ analysis is the identification of the potential for **policy change in the action plan** and the key **stakeholders to be involved.** The potentials should be inspired by good practices from other cases in WaVE. They should also be using heritage as a vector for change. The final product will be the elaboration of a set of **goals and priorities** for transformation of the site, in order to inform the vision and action plan.

STEP 7. Towards a strategy: addressing challenges and exploiting opportunities

This final step is dedicated to identify the key strategies for redevelopment. This is done by means of **SWOT** and **TOWS** analyses. SWOT is a popular strategic planning technique to identify the main internal factors: strengths(S) and weaknesses(W), as well as the external factors: opportunities (O), and threats (T) related to a project or plan. SWOT is especially useful when it is created with the stakeholders, who will enrich the analysis. A special attention should be given

to the opportunities that arise related to alternative/new/integrated approaches to heritage. Data could be categorised based on factors determining the site like in the **PESTLE** analysis in a way presented in Table 2.

Table 2. SWOT analysis matrix with PESTLE.

Strengths (**S**)	Weaknesses (**W**)
Political factors: **E**conomic factors: **S**ocial factors: **T**echnological factors: **L**egal factors: **E**nvironmental factors:	**P**olitical factors: **E**conomic factors: **S**ocial factors: **T**echnological factors: **L**egal factors: **E**nvironmental factors:
Opportunities (**O**)	Threats (**T**)
Political factors: **E**conomic factors: **S**ocial factors: **T**echnological factors: **L**egal factors: **E**nvironmental factors:	**P**olitical factors: **E**conomic factors: **S**ocial factors: **T**echnological factors: **L**egal factors: **E**nvironmental factors:

To define key potential strategies, a TOWS analysis is very useful. TOWS links the internal factors (S/Ws) to the external ones (O/Ts) in a matrix, as illustrated in Table 3.
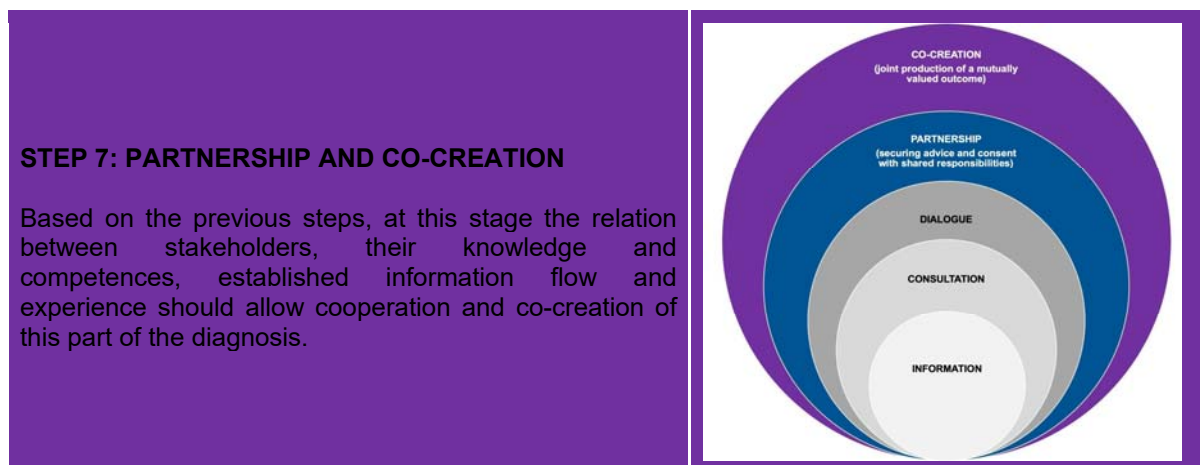
Table 3. TOWS analysis matrix

		Internal factors	
		Strengths (**S**)	Weaknesses (**W**)
External factors	Opportunities (**O**)	**SO**: Using strengths to maximise opportunities	**WO**: Minimising weaknesses by taking advantage of opportunities
	Threats (**T**)	**ST**: Using strengths to minimise threats	**WT**: Minimising weaknesses and avoiding threats

According to the synergy relations between the SWOT's four fields, the key potential strategies can be identified:
- SO = expand: The SO strategy aims at exploiting the opportunities optimally using the strong points. (e.g. allocate land or functions, invest, enhance infrastructure)
- WO = change direction: The WO strategy focuses on minimising the weak points in such a way that they do not form obstacles to exploit opportunities. (e.g. transform organisations, re-formulate programs, close or open (public)spaces)

- ST = defend: The ST strategy is built on devising alternatives to make usage of the strong points easier while avoiding threats or compensation. (e.g. devise alternative uses, legal boundaries, nature protection law)
- WT = eliminate: The WT strategy's goal is to discontinue threats caused by weaknesses through gaining a correct insight on the limitations. (e.g. close, forbid, demolish)

Other planning techniques as '**problems trees**' can also be used here for the elaboration of a problem statement.

STEP 7: PARTNERSHIP AND CO-CREATION

Based on the previous steps, at this stage the relation between stakeholders, their knowledge and competences, established information flow and experience should allow cooperation and co-creation of this part of the diagnosis.

Identification of good practices

Beyond the above-mentioned steps for elaboration of the RSQ, this methodology offers some guidance on the identification and description of good practices for the purpose of inter-regional knowledge transfer. This guidance should help the partners in working with the **good practice template.**

Identification and dissemination of good practice is widely used in different areas of European Union's policies and in the field of urban planning. Exchange of good practice is at the very heart of the Interreg programme, providing a template for outlining the aspects of good practice. That being said, it is worth taking a more critical look at this phenomenon and explore some caveats and difficulties that identifying and learning from good practice may bring. Being aware of them, in turn, will facilitate and enrich the process of transfer of those practices across the WaVE's project sites.

The risk in learning from best or good practice is related to the underlying assumption behind this phenomenon that these practices are applicable and effective in many different places, leading to improvement of policy and practice in countries, regions or cities applying them in their local context. While there is undeniable value in learning from abroad, there are huge differences in terms of institutional, governance, legal, socio-economic, cultural and territorial characteristics between European territories, as exemplified by the diversity of contexts among the WaVE's five

project sites. It is therefore critical to acknowledge these differences and seek to understand the extent to which a given practice originating from 'place A' is based on specific local characteristics, how these features resonate with the context in 'place B' and, on that basis, make sure to introduce adequate adaptations to 'translate' the practice to fit local conditions in the recipient context. At the same time, it is equally important to understand how a given practice came about, what made its establishment possible and what were the difficulties and hurdles encountered in its elaboration. This knowledge may be invaluable in assessing the transferability of a practice and inform the process of 'translation.'

In practice, most accounts of good practices available are "condensed and sanitized and lacking in detail for application elsewhere" (Stead, 2012, p. 108). This is because good practice descriptions, often condensed into brief tables or summary sheets, tend to gloss-over the important political background information, the historically established local social or cultural factors and tend to present the practices as 'urban success stories' ignoring the important caveats or challenges that the practices may bring (Wolman et al., 1994). Against this background, it is not surprising perhaps that urban officials may consider accounts of best practice as having limited usefulness per se, and tend to prefer relying on government documents and face-to-face discussion with peers from other countries in finding out about how authorities in other places address similar problems and challenges (Wolman and Page, 2002). Fortunately, the WaVE project offers ample opportunities for such conversations and direct exchanges, allowing for a deeper of the good practices from abroad.

With that in mind, the following set of guidelines should help with the identification of good practice and their description for the purpose of communication to the project partners from other sites.

Aspects of integrated adaptive reuse to water-linked heritage

First and foremost, good practices in the WaVE project should offer inspiration and example on the hallmarks of the approach to water-linked heritage that the project strives to promote. This approach entails **valorising water-linked heritage in an integrated way and/or as a driver for regional growth and synergies between socio-economic and environmental (nature-based) elements**. In other words, the key here is the use of heritage as a vector of wider change and transformation of the area, by exploring the potential of the heritage to:
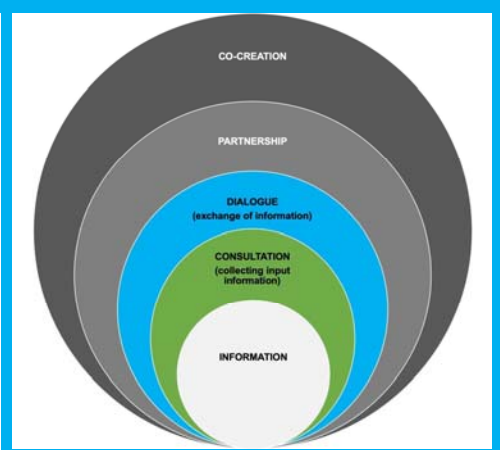
- stimulate **economic development** (leisure, tourism, service industry, manufacturing, etc.);
- to improve the **well-being of the inhabitants** (local identity, culture, remembrance, etc.);
- and to address **environmental challenges** by capitalising on the synergies between **cultural and natural heritage** (climate change adaptation, ecosystem restoration, etc.).

Identifying good practice with stakeholders

At the same time, what distinguishes the WaVE project's approach to heritage valorisation is the emphasis on **inclusion of stakeholders** in this process. Therefore, good practices identified could also be chosen on the basis of their potential to inspire innovative ways to engage and collaborate with stakeholders who can bring in novel perspectives and insights on the value of existing practices.

IDENTIFICATION OF GOOD PRACTICES: CONSULTATION

The input from the stakeholders could be collected through consultations open for a dialogue in order to enable exchange of information, gather stakeholders' observations and opinions, and finally, jointly identify good practices.

Going beyond 'success stories'

After identifying good practices, to facilitate a deeper understanding of these practices, it is critically important to provide a **precise** and **honest** description. Such description should strive to **avoid presenting the practice as a mere 'success story'**, but rather seek to explain its nature and contextualise it. Thus, the description needs to convey the background information to the practice, including:
- **Rationale:** Why it emerged? What was the specific problem it seeked to address?
- **Enabling conditions:** What made its emergence possible? What were the conditions that made it possible? To what extent were those conditions place-specific (that is reliant on the local governance, legal, cultural, or geographical features, which could hinder transferability or call for substantial adaptation of the practice to the recipient context)?
- **Process:** What was the process of emergence of the practice? What were the challenges encountered?
- **Limitations:** What are the (economic, environmental, technical, etc.) limitations of the practice? Are there any trade-offs and/or negative externalities?

Timeline

The preparation of the RSQ has a duration of seven months, from November 2019 until May .

	2019		2020				
	NOV	DEC	JAN	FEB	MAR	APR	MAY
TU Delft submits the RSQ methodology							
Partners prepare the list of LSG members and workplan							
Partners and stakeholders co-create the RSQ:							
1. RSQ steps 1-6 (draft): desk-based preparation of partners' input		Dec-16					
2. RSQ steps 1-6 with input from stakeholders							
3. RSQ step 7							
4. GP template							
Final version of GP and RSQ							
Menu of good practices							
Online interregional meeting							
Online bilateral meetings with Delft							
1st LSG meetings							
IKES1 Aarhus							

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