



# SUNRISE

Sustainable Urban Neighbourhoods  
Research and Implementation  
Support in Europe

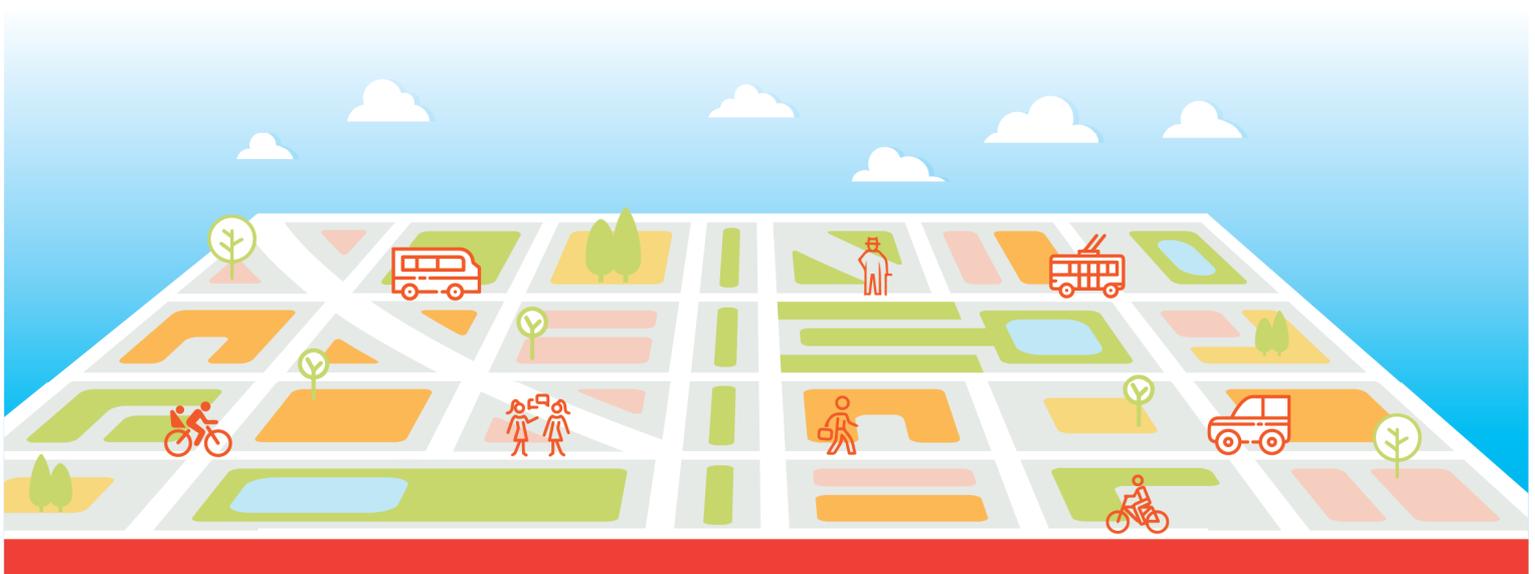
# Memorandum of Understanding

*City of Bremen*

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Date:

Author: Susanne Findeisen  
Michael Glotz-Richter,  
Freie Hansestadt Bremen,  
Der Senator für Umwelt, Bau und Verkehr



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# 1. Memorandum of Understanding

This Memorandum of Understanding (MoU) articulates the basic principles of the participatory process throughout all phases of the SUNRISE project in Bremen-Hulsberg (and neighbouring area). It clarifies and makes explicit the mutual expectations of the signatories with regards to practical, logistical and financial arrangements and to create a safe, trustful and collaborative work atmosphere among all signatories and the general public. In other words, this MoU serves as some sort of “constitution” while keeping the level of formalities to a minimum.

The MoU addresses the following questions:

- What are the aims of the SUNRISE overall process in Bremen’s Hulsberg Quarter (and neighbouring area)
- What commitment and resources (personnel, material, funding) can be contributed by the various partners?
- Which rules guide our participation process?
- Which are the steps and tools taken throughout the participation process?
- How are decisions made and by whom?
- How to deal with situations of conflict?

It is worth drawing attention to the following: The MoU ...

- is not legally binding, but exists to exchange written promises with a deliberate morally binding character;
- should be publicised (local website, SUNRISE website) in order to make the entire participation process transparent, credible and to hold key actors publicly accountable.

The MoU is kept in a straight forward and plain language (shortened if possible by pointing out the most relevant issues via bullet points) in order to reach out to the public and to be guided especially by local needs. You may ideally translate this document in the languages spoken in your Action Neighbourhood. The MoU may be published in printed form as a booklet or digitally on the website. You may translate this document in the various languages spoken in your Action Neighbourhood as well as find adequate terminologies addressing stakeholders and the public to be reached out to.





## How is the participation process designed?

SUNRISE will be implemented by running a highly participatory “co-creation” process in all phases of the project, including the identification of problems and needs, the development of concepts, the implementation of solutions and evaluation of results. Everyone who is interested is invited to express their ideas and concerns related to the current and future mobility situation and the use of street space within the Hulsberg neighbourhood: street users, residents, businesses, individuals, initiatives or organisations.

Participation is facilitated via

- **the Co-Creation Forum (“Forum Straßenraum”)**  
it is the overall framework for participation in SUNRISE - the “platform” on which all participation activities are carried out, where participants meet and get involved;
- **the Core Group (“Projektbeirat”)**  
which is formed from members of the Co-Creation Forum and represents citizens and stakeholders, and which meets regularly and works in cooperation with the SUNRISE implementation Team (SUBV) on the development of the project and discussion of results.

For further details please see also Chapter 4. “Roles and Functions”.

## What does “participation” mean in SUNRISE?

The participation process in SUNRISE goes beyond what is required by law. It encompasses the consultation of the public in all phases of the project - from the identification of local needs, the development of new solutions towards the implementation and evaluation of them.

Interested citizens, residents, stakeholders etc. can become involved by:

- bringing in problem descriptions and formulating own wishes and ideas;
- developing and discussing solution approaches, the action plan and measures;
- initiating, joining or supporting implementation activities;
- collaborating in the evaluation of outputs and the process;
- participating in shaping the procedural steps and formats of the participation process.

In SUNRISE, participation of a wide range of stakeholder groups shall be facilitated. Specific efforts will be made to involve groups which often are underrepresented in participation processes.



## What will be done with the input from the citizens?

The ideas and suggestions from the people becoming involved will be taken up and represent the basis for all working steps within SUNRISE: The input received from the participating residents and other stakeholders will be collected and analysed by the SUNRISE project team, considering technical feasibilities, financial and legal implications or interdependencies within the whole mobility system.

It will also be the task of the SUNRISE implementation Team (SUBV), in cooperation with the core group, to weigh the different positions. This way, also the interests of groups can be adequately considered, who do not have the opportunity or ability to become involved in the project in the same extent as other groups can (e.g. mobility impaired people).

The use of street space and parking of cars is a topic, which is discussed very controversially. Therefore it can be expected, that the input from the citizens will be very divers - reflecting the diverse interests, needs and convictions of the people. When it comes to re-allocating street space newly, there will be a group of people who will “gain” from the changes, but there will be others, who will experience negative effects. It therefore can be expected that there will be no consensus with regard to some of the measures taken.

It must be noted, that not all wishes and ideas can be fulfilled.

## Who is involved in decision making in SUNRISE?

Decision making in SUNRISE is carried out according to the applicable legislation. The sovereignty of the responsible bodies remains untouched.

Depending on the type, scope and impact of the measures, decisions are taken by

- the Borough Parliament (“Stadtteilbeirat”);
- the administration of the Free Hanseatic City of Bremen e.g. by the Road Authority (“Amt für Straßen und Verkehr”);
- the City of Bremen's Deputation for Environment, Construction, Traffic, Urban Development, Energy and Agriculture;
- Bremen's Parliament (“Bürgerschaft”);
- private actors, investors, others.

## What financial resources are available through SUNRISE?

SUNRISE is funded by the European Commission' research and innovation programme “Horizon 2020”. The financial resources available for the City partners (e.g. Bremen) mainly cover the personnel costs to set up and manage the participation process, the development of an action plan, the implementation of pilot solutions, the evaluation of results and processes.



Being funded as a research project, the project has rather limited funding available for investments. Only trials of solutions (pilots) identified for the locations as well as small scale interventions can be covered by the SUNRISE funding from the European Commission. Therefore, the implementation of further measures has to be covered by other sources identified within SUNRISE.

### What is the focus area of SUNRISE in Bremen?

In Bremen, SUNRISE will focus on the direct neighbourhood of the “Neues Hulsberg-Viertel”, the new housing area currently being developed, and of the hospital “Klinikum Bremen Mitte”. Figure 1 gives an indication about the approximate extension of the “SUNRISE-Neighbourhood”.



Figure 1: The “SUNRISE Neighbourhood” in Bremen: the surrounding streets of the “Neues Hulsberg-Viertel” and the “Klinikum Bremen Mitte”

### What is the timeframe of SUNRISE?

The project duration of SUNRISE is four years: from May 2017 to April 2021. All activities related to SUNRISE need to be carried out within this timeframe.



## **SUNRISE is a European Research Project - What does this imply?**

Being funded by the European Commission's research and innovation programme "Horizon 2020", SUNRISE has significant research elements. SUNRISE processes themselves and their impacts will be systematically described and assessed in order to extract key transferable lessons learnt. This extraction of lessons will not only take place towards the end of the project, but throughout the life of the project for constant reflection to "learn as we go", as well as build guidance for future projects.

As a part of a European consortium, we will share learning with partner cities (Bremen, Budapest, Jerusalem, Malmö and Thessaloniki) and will receive guidance and assistance of a number of SUNRISE "Technical Support" partners.

## **Rules for Good Participation**

### **Which are our principles for working together?**

In SUNRISE, we want follow the following principles of working together:

- all voices and ideas, different perspectives and opinions are heard and valued in the project
- we facilitate an open discussion and carry out a neutral moderation
- we make processes and results transparent for the citizens and stakeholders
- formal responsibilities e.g. of the politically elected bodies are respected.

### **How will transparency of the steps and methods taken through the process be ensured?**

Transparency is ensured by regularly providing information on the SUNRISE processes, results and the current status of the project. A wide range of communication channels will be applied to reach the different stakeholder groups and the general public

- the SUNRISE website ([www.sunrise-bremen.de](http://www.sunrise-bremen.de))
- SUNRISE newsletter or emails to those having subscribed to the SUNRISE-distribution (all interested persons can subscribe under [www.sunrise-bremen.de](http://www.sunrise-bremen.de))
- presentations at specific SUNRISE events, workshops etc.
- presentations of SUNRISE at external events (public meetings of the Borough Parliament), Conferences etc.
- press releases
- articles, interviews
- etc.

All relevant (intermediate) results of the SUNRISE activities in Bremen will be documented in reports and made available. Furthermore, all relevant official SUNRISE "deliverables" (EU-project language: English) will be made available for interested citizens and stakeholders.



## 3. Process Design

The implementation of SUNRISE follows a similar approach in all six participating neighbourhoods, which has been predefined in the proposal. SUNRISE consists of six work packages (WP):

### **WP 1: Inventory of problems and needs in the neighbourhoods, together with residents and stakeholders (“Co-identification of problems & co-validation of needs”)**

It is the objective to identify and validate local mobility-related problems as perceived by residents and businesses of the action neighbourhoods through collaborative processes. The overall participation process of the project is set up. Residents and other local stakeholders are invited and activated to participate in the project. The open participation process is launched with the identification of problems of needs in the neighbourhood. The outputs of this work package include the neighbourhood mobility status quo description, co-identified and co-validated inventory of mobility concerns and challenges expressed by citizens, experts and stakeholders and a SWOT analysis. The key output will be the *Neighbourhood Mobility Dossier*.

### **WP 2: Identification and selection of mobility solutions for the neighbourhood (“Co-development & co-selection of solutions”)**

Novel solutions are developed, prioritised and selected in this work package, through a collaboration of residents and stakeholders that are interested in, affected by and required for the implementation, operation and maintenance of these solutions. The key output will be a *Neighbourhood Mobility Action Plan* for each neighbourhood.

### **WP3: Pilot-like implementation and testing of solutions (“Co-implementation & co-creation of solutions”)**

Work package 3 deals with the implement of innovative solutions through co-creative processes involving residents and other stakeholders. Within the framework of SUNRISE, solutions will be exemplary tested (Pilot-Actions). Concrete improvements of people’s quality of life shall be achieved from these pilot activities. Furthermore, recommendations will be developed to facilitate learning from experience made within SUNRISE cities, for other interested cities (e.g. a position paper on SNMP Sustainable Neighbourhood Mobility Planning).

### **WP4: Assessment and Evaluation of outputs and processes (“Co-assessment & co-evaluation”)**

The objective of this work package is to identify optimal (as well as problematic) co-creation techniques (i.e. participation methods) and solutions for changing mobility patterns with an explicit view on transferability. Participation processes applied and the impact of the developed novel solutions are analysed, assessed and evaluated, both quantitatively and qualitatively. The results will be documented in assessment, evaluation and transferability reports. A key output will be final “Lessons Learned” documents.





Work packages 1-3, relating to the development and implementation of mobility solutions, is naturally a phased process, but with overlaps due to preparatory works starting early. A key milestone will be the development of the action plan in March 2019.

All other work packages - Evaluation (WP 4), Communication/Joint Learning (WP5) and Project Management will be carried out throughout the whole project duration.

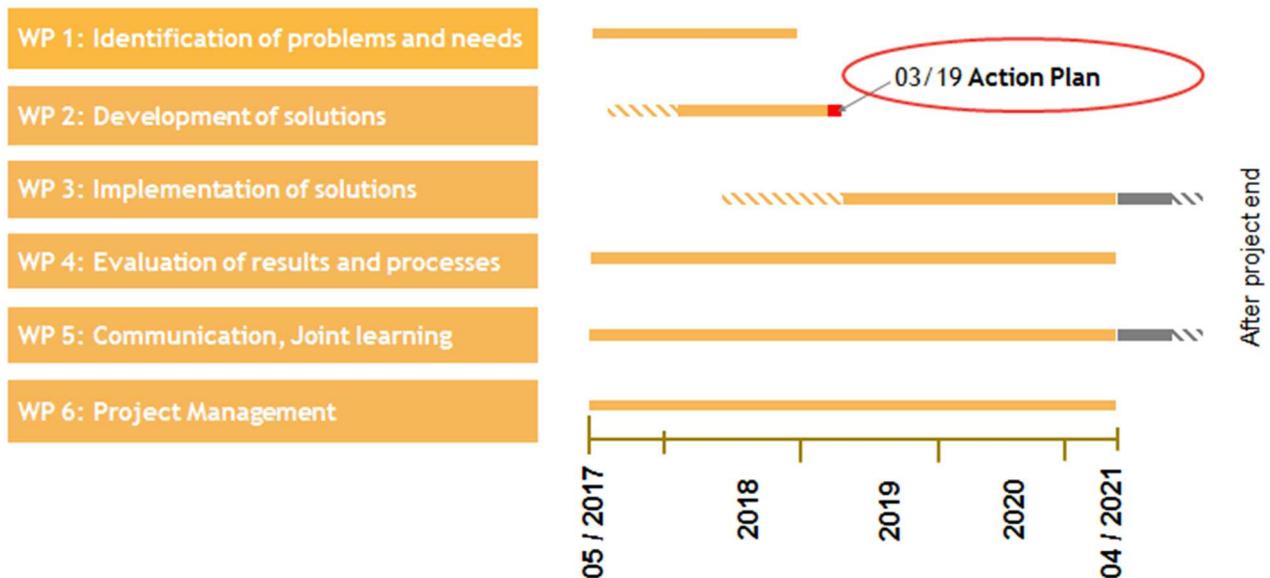


Figure 2: Broad process structure and time frame of SUNRISE in Bremen

## 4. Roles and Functions

SUNRISE is implemented in Bremen by the SUNRISE project partner SUBV (Der Senator für Umwelt, Bau und Verkehr der Freien Hansestadt Bremen - Free Hanseatic City of Bremen, Ministry of the Environment, Urban Development and Transportation).

The SUNRISE implementation team encompasses:

- Susanne Findeisen, Freie Hansestadt Bremen, Der Senator für Umwelt, Bau und Verkehr (SUBV) - Referat 50- Strategische Verkehrsplanung
- Michael Glotz-Richter, Freie Hansestadt Bremen, Der Senator für Umwelt, Bau und Verkehr (SUBV) - Referat 50- Strategische Verkehrsplanung



SUNRISE Contact details:

Susanne Findeisen  
 Freie Hansestadt Bremen  
 Der Senator für Umwelt, Bau und Verkehr (SUBV)  
 Referat 50- Strategische Verkehrsplanung  
 Contrescarpe 72, 28195 Bremen, Germany  
 Tel.: +49-(0)421 361 59294  
 Email: [susanne.findeisen@umwelt.bremen.de](mailto:susanne.findeisen@umwelt.bremen.de)

The SUNRISE implementation team is responsible for managing SUNRISE and the participation process, which is facilitated via the Co-Creation Forum and the SUNRISE core-group (Figure 3):

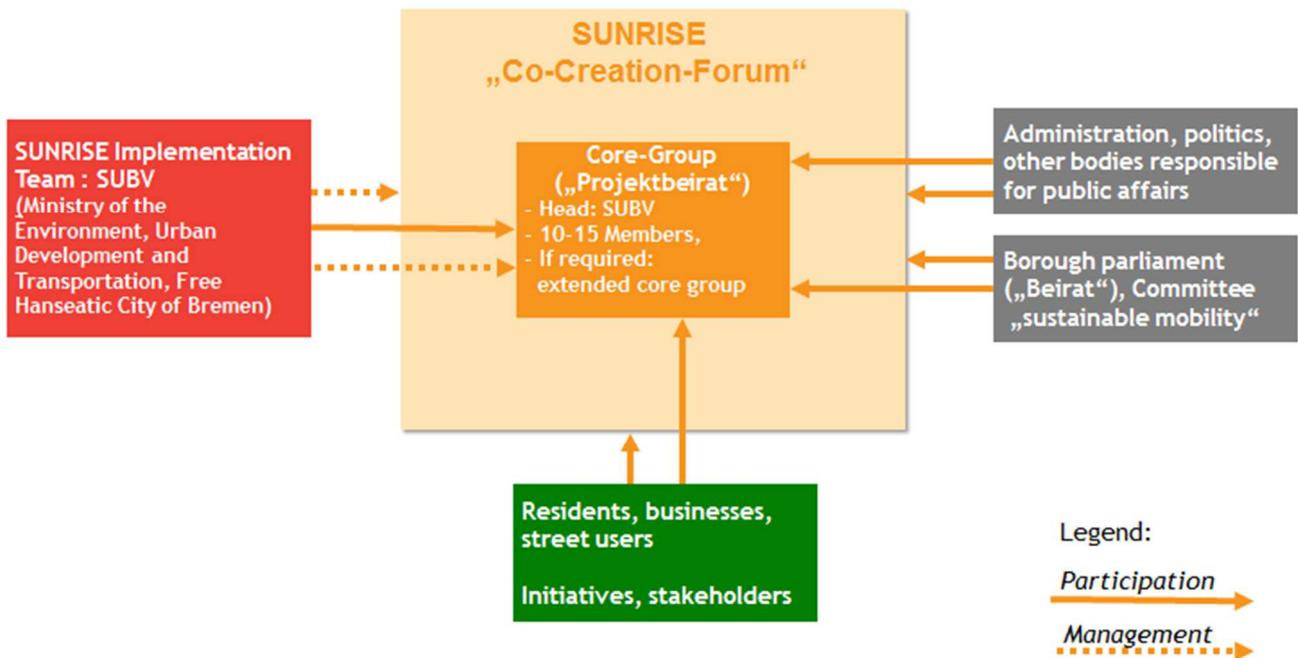


Figure 3: The structure of the participation (“co-creation”) process



## Constitution of Co-Creation Forum (CCF)

All interested citizens or stakeholders are invited to participate in SUNRISE - in one or more participation formats, offered in the framework of the Co-Creation Forum.

The “Co-Creation-Forum”:

- is the overall framework for participation in SUNRISE - the “platform” on which all participation activities are carried out and participants meet and get involved;
- offers participation opportunities, ranging from information events, workshops and face-to-face meetings to online participation options, excursions or lively actions to activate citizens;
- facilitates an open and informal participation. There is no formal “membership” and there are no obligations associated with getting involved (once or regularly). Everybody getting involved in any of the SUNRISE participation activities (once or regularly) is considered to be a member of the “Co-Creation Forum”.

Information of upcoming events and participation options will be communicated by the SUNRISE implementation via press releases, SUNRISE-Newsletters, Emails and/or the SUNRISE project website ([www.sunrise-bremen.de](http://www.sunrise-bremen.de)). Documentation of past events and results can be found on the website as well.

## Constitution of the CCF’s Core Group (CG)

The “Core-Group”:

- is formed from members of the Co-Creation Forum and represents citizens and stakeholders;
- meets regularly and works in cooperation with the SUNRISE implementation Team (SUBV) on the development of the project and discussion of results;
- is generally open for all interested persons, however for practical reasons the number of participants have to be limited to around 10-15 participants;
- involves some members which only become involved if required - those are considered as the “Extended Core Group”.

The head of the core group is the SUNRISE implementation team of SUBV (Der Senator für Umwelt, Bau und Verkehr).



## Activation of Stakeholders

A wide range of different participation tools will be applied to reach citizens and stakeholders. It will be considered, that different will reach different groups of stakeholders.

Particular efforts will be conducted to involve not only the “usual suspects” but also hard-to-reach groups, which are often not adequately represented in civil participation projects. It will be identified within the course of the project, which stakeholder groups should be activated specifically and what tools will be suitable for that. To apply the bottom-up-philosophy of SUNRISE, this will be done in cooperation with the core-group.

It will be a key task in SUNRISE to inform and activate citizens and other stakeholders. This will be done by public relation activities using diverse communication channels, like press releases, the SUNRISE website ([www.sunrise-bremen.de](http://www.sunrise-bremen.de)), SUNRISE newsletter etc.

## Responsibilities

Names	Roles/Positions	Functions in SUNRISE
Susanne Findeisen	Project Manager responsible for SUNRISE at „Der Senator für Umwelt, Bau und Verkehr (Free Hanseatic City of Bremen, Ministry of the Environment, Urban Development and Transportation)	SUNRISE implementation team (Neighbourhood Project Manager, Neighbourhood Evaluation Manager, Neighbourhood Dissemination Manager)
Michael Glotz-Richter	Project Manager responsible for Sustainable Mobility at Free Hanseatic City of Bremen, Ministry of the Environment, Urban Development and Transportation (Der Senator für Umwelt, Bau und Verkehr)	SUNRISE implementation team
Daniel de Olano	Borough Parliament (Stadtteilbeirat Östliche Vorstadt)	Member of the CG
Sven Eckert	General German Bicycle Club (ADFC)	Member of the CG
Steffen Eilers	Borough Parliament (Stadtteilbeirat Östliche Vorstadt) (	Member of the CG
Hellena Harttung	Borough Administration (Ortsamt Bremen Mitte/Östliche Vorstadt)	Member of the CG

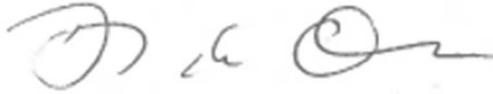


Andreas Kartscher	Bremen Parking Management (Brepark GmbH)	Member of the CG
Helmut Kersting	Member of the Borough Parliament	Member of the CG
Florian Kommer	Property Development Agency Hospital Bremen-Mitte (Grundstücksentwicklung Klinikum Bremen-Mitte GmbH & Co KG)	Member of the CG
Anne Mechels	Borough Cooperation for Reuse of a Hospital Building (Stadtteilgenossenschaft)	Member of the CG
Frank Möller	Fire Department Bremen (Feuerwehr Bremen)	Member of the CG
Daniela Wendorff	Hospital Bremen Mitte (Klinikum Bremen Mitte)	Member of the CG
Elsbeth Rütten	Ambulatory Supply Bridge Initiative (Ambulante Versorgungsbrücke AVB)	Member of the CG
Dirk Matthies	Automobile club (ADAC)	Member of the CG
Axel Lindemann	Police Bremen (Police Station Steintor)	Member of the CG
Torsten Oeljeschläger	Ministry of Internal Affairs (Der Senator für Inneres)	Member of the CG
Olaf Orb	Chamber of Commerce (Handelskammer)	Member of the CG



## 5. Signatures

Daniel De Olanp



Sven Eckert

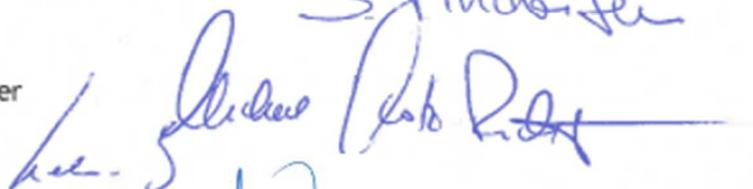
Steffen Eilers



Susanne Findeisen



Michael Glotz-Richter



Hellena Harttung

Andreas Kartscher



Helmut Kersting



Florian Kommer



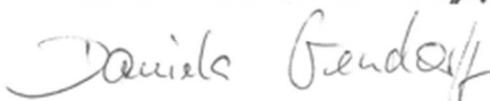
Anne Mechels



Frank Möller



Daniela Wendorff



Elsbeth Rütten



Dirk Matthies

Ambulante Versorgungsbrücken e.V.  
 Lomboldstraße 126 · 28203 Bremen  
 Tel. 0421 409 64 200  
 Mobil. 0163 - 443 00 20  
 E-Mail: avb@gmx.org

Axel Lindemann



Torsten Öljeschläger



Olaf Orb



HANDELSKAMMER BREMEN  
 IHK für Bremen und Bremerhaven  
 Postfach 10 51 07  
 28051 BREMEN

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## 6. Partners

