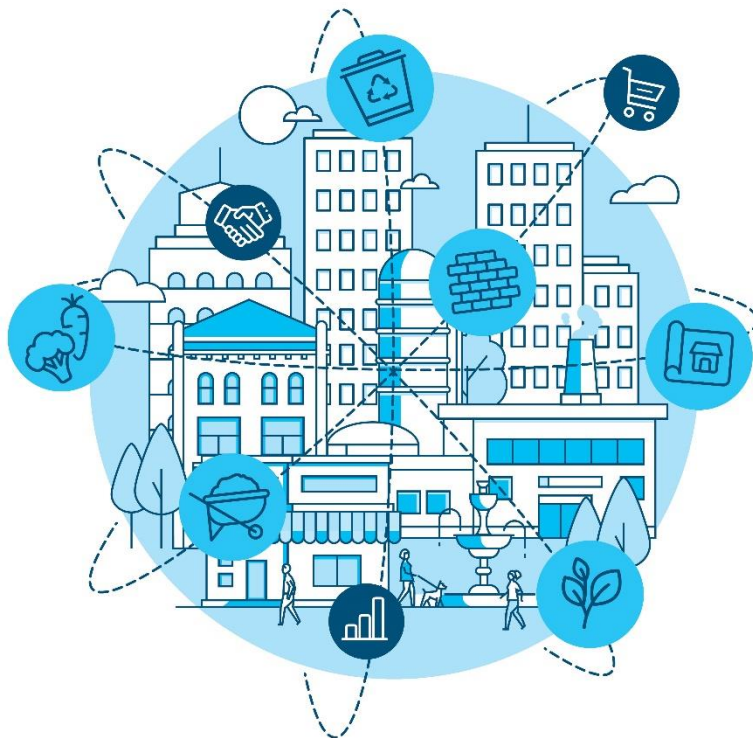




Stakeholder engagement in Mikkeli

Extract from the Demonstration Report

Mikkeli, Finland



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This text describes Mikkeli's experience in stakeholder engagement striving for systemic changes in the decision-making processes to promote circularity. The sections come from Mikkeli's CityLoops demonstration report available [here](#).

Introduction

The Mikkeli demonstration cases consisted of two phases:

- 1) case studies of the demolition of two public buildings: a Health Care Centre and an old hospital and
- 2) action research of the decision-making processes and policy interventions related to systemic changes needed in the setting of circular economy policies, planning, market engagement, procurement, contracting, permitting and enforcement of public owned demolition projects and waste management and reuse of building parts and wastes.

Based on findings from the demonstration cases, the CityLoops team was engaged in dialogue with the city administration and other stakeholder groups and strived for systemic changes in the decision-making processes to promote circularity.

Stakeholder engagement

First the stakeholders were contacted, and simultaneously the stakeholder engagement plan was compiled in joint coordination with the CityLoops project personnel of Miksei and Xamk and personnel from NRI.

Altogether ca. 30 stakeholder meetings have been arranged in Mikkeli during the demonstration phase of the project. We have organized 5 workshops for the decision makers, procurement personnel and other professionals of the construction- and demolition sector in Mikkeli. Also, participants from other regions of Finland have participated in the workshops and webinars between December 2020 – May 2022. These workshops included the participation of relevant procurement staff to a procurement workshop, where better circularity was assessed in the coming construction- and demolition projects.

24 stakeholder meetings were held with the project personnel and stakeholders from the city of Mikkeli and Metsäsairila Ltd in 2020-2021 to reach circularity targets of the project and to generally develop the upcycling in the waste management processes in construction and demolition.

Main stakeholders in the project implementation were:

- Mikkeli city building services and procurement services in practical management of the demolition cases.
- City Board and leading civil servants in strategic issues.
- Terra Infra Ltd. and Ahosen Palvelut Ltd. as demolition contractors.
- Ramboll Ltd. as consultant for the pre-demolition audit services.

- City owned waste company Metsäsairila Ltd. in receiving and managing demolition wastes.
- private companies participating in market engagement and business case activities.
- local and regional environment authority in permitting and supervision.
- ESEDU vocational school in reuse experiments.
- Mikkeli Activity Centre (Mikkelin Toimintakeskus ry) in reuse activities.

Interventions related to knowhow development

Altogether five workshops and seminars/webinars have been organized by the CityLoops Mikkeli Team for the decision makers, procurement personnel and other professionals of the construction- and demolition sector in Mikkeli. In the workshops the participants developed ideas and solutions for better upcycling of building parts and materials. These workshops also included two procurement workshops, with participation of relevant procurement staff. Ca. 30 stakeholder meetings have been arranged in Mikkeli during the demonstration phase of the project, to highlight the importance of upcycling of construction and demolition materials.

Table 1. Impacts of demonstration action: Circular demolition of 2 buildings.

Planned outcome	Intermediate outcome review
1: By the end of the project, several new local stakeholder partnerships and procedures with authorities and waste management and construction companies established related to demo actions (3 stakeholder groups, 30 participating workshops/events/round tables, interviews, meetings, workshops)	Outcome exceeded. A broad range of stakeholder outreach activities have been carried out in accordance with the plan.
2: By the end of the project, the skills and knowledge of the citizens and companies in CDW sector (both in Mikkeli and national level) have increased as a result of several new/innovative/strengthened stakeholder engagement tools/procedures related to demo actions (webinars, press releases, media articles, newsletter, replication, national meetings)	Outcome reached. A broad range of stakeholder outreach activities have been carried out in accordance with the plan.

Stakeholder engagement

The stakeholders that took part in the CityLoops activities in the beginning were the Building Services unit, the municipal waste company and the Activity Centre. It soon became clear that the Building Services were not willing to radically change their procurement policy which mainly was concerned about minimizing cost but also wanted to avoid risks associated with unprofessional demolition contractors.

Important stakeholders that were not involved in the planning of the project are the land use planning department, Naistinki Ltd., the municipal company managing municipal real estate related to business premises, Mikalo Ltd. the social and student housing company, the infrastructure department etc. The reason to this practice was that the demonstration actions/demolition projects directly concerned only the Building Service Unit, waste company and the Activity Centre, thus these stakeholders were pointed to work with CityLoops project in Mikkeli by then Technical Director of the City of Mikkeli.

From 2022 onwards a more close - replication phase - interaction between CityLoops parties and stakeholders land planning department, Mikalo and Naistinki has started. There is even a CityLoops spin off project (2023-2025) going on with Mikalo, with quite ambitious goals for reuse of building parts and materials.

The main lesson learned was that radical changes in municipal practices take a long time and they must be backed up with strategic decisions taken by political leaders and the leading civil servants. At the time when Mikkeli CityLoops project was planned such decisions and ambition were lacking. They only started developing parallel to the demonstration actions.

1. CityLoops team was active in market engagement with the private companies that could have a role in the circular demolition. The potential for such business promotion in a city of 50 000 inhabitants is not big and the market engagement activities attracted only a few local companies.

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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