URBACT PROJECT
RESULTS

THIRD EDITION

URBACT II

European Union
European Regional Development Fund

Connecting cities
Building successes

URB
ACT

URBACT PROJECT
RESULTS

THIRD EDITION

CONTENTS

EDITORIAL

From 2007 to 2015 more than 500 cities across Europe have come together to exchange good practices and produce integrated local action plans with the support of the URBACT II programme.

This publication gathers the results of exchanges of 24 city networks, and zooms on cities' action plans and outcomes. These results developed in the form of local projects, action plans, manifestos, and recommendations to city officials and EU policy makers have one main thing in common: they all call for a more participative and integrated approach to dealing with challenges like regeneration of deprived areas, reducing brown fields, transport connections, sustainable chains of food, healthy ageing, early school leaving, Roma inclusion, innovation, economic growth and job creation.

This experience developed within URBACT should be in the heart of our reflection when we design and implement urban policies, even more in the ongoing discussions of the EU urban agenda.

This third edition of URBACT Project Results closes a big chapter of publications, events, exchange and learning activities among cities, and training programmes for city officials and practitioners initiated by URBACT II.

A new page opens with the URBACT III programme for 2014-2020, which will draw on lessons learnt and successes from the past but also on new experimentations, three different types of networks (action planning, transfer, implementation) to better respond to European cities' demands, new training opportunities for city professionals, and rich communication and outreaching activities.

I hope you make use of what has been achieved and what is yet to follow.

Raphaël LE MEHAUTÉ
Director for Cities and Urban Cohesion and Deputy General Commissioner
for Territorial Equality in France, Managing Authority of the URBACT Programme

Sustainable Food in Urban Communities

New ways to grow, deliver and enjoy food in European cities

OVERVIEW

PROJECT DURATION	LEAD PARTNER	PARTNERS	FUNDING
February 2013– April 2015	Brussels (Belgium)		Total Eligible Cost: EUR 705 853 ERDF Contribution: EUR 479 222

Today, more than 70% of Europe's population live in urban areas. It is a number the United Nations says is likely to increase, so the importance of city dwellers accessing healthy food is increasing. At the same time, the food sector accounts for over 20% of global greenhouse gas emissions, so food production must be more sustainable. Ten European cities, led by Brussels (BE), joined together to find solutions to produce low-carbon and resource-efficient food to feed the urban population. The participating cities focused on finding new ways to grow, deliver and enjoy food.

MAIN RESULTS

Key policy recommendations...

As a result of sharing experiences and practices in the URBACT Sustainable Food in Urban Communities Network, the cities agreed on a number of key policy recommendations:

– **Encourage local entrepreneurs to grow food within the city and surrounding areas**, creating new businesses and income-generating models.

– **Create new shopping opportunities through expanding markets and different food purchasing groups,** such as bulk food purchasing, farm shops and supermarkets selling locally-sourced produce.

– **Re-engage with the population on food education** to increase interest in preparing and understanding the value of healthy, high-quality food.

– **Reduce food poverty among low-income populations** by securing access to land and creating urban farms; encouraging self-production.

– **Establish groups to investigate food issues and ensure links with local, regional and national government.**

– **Increase food labelling, and recognition schemes to expand the visibility of seasonal and local food,** through training, events and awards.

The following sections explore two of these policy solutions, with results and examples from the partner cities.

Encouraging local food producers

The city of **Lyon (FR) encouraged entrepreneurship in food production** in different ways.

First, it surveyed the city's underused land, protected it via planning instruments, then made it available to marginalised groups to develop urban farms. It both provided them with food, and stimulated employment opportunities. The city also ensured the poorest sectors of the population had the opportunity of cultivating urban gardens by setting a minimum quota for their access.

One popular method of **increasing the sale and consumption of locally-produced food** is through establishing more markets for producers to sell directly to the public. Because of their function as lively, friendly places, these markets are a good way to change consumer behaviour.

Another method used in **Amersfoort (NL)** to promote direct distribution of locally sourced food is through agricultural 'box systems': with home delivery services, individuals have access to a selection of fresh vegetables.

Sustaining health relies on changing attitudes to food

Partner cities found that **food labelling** was a successful way to **raise awareness about food** and change attitudes. It was aimed at all audiences, by having simpler labelling for greater impact.

Lyon used its 'sustainable and fair city' label to good effect, as did **Ourense (ES)** with its 'Come Ourense' label. **Gothenburg (SE)** took this a step further with its environmental certification system for restaurants.

Cities realised they had to start early to change attitudes, so they created initiatives to develop 'food literacy' among the young. Both **Bristol (UK)** and **Gothenburg** organised growing-cooking-eating projects at nurseries and schools, while **Athens (EL)** organised demonstration vegetable gardens in schools.

Developing local partnerships

Participating in URBACT helped break down 'silos' between different departments: all partner cities were requested to set up Local Support Groups or reinforce local partnerships involving not only local stakeholders such as NGOs, retailers, etc. but also staff from all city departments concerned by the policy chain.

In **Messina (IT)**, a member of the Local Support Group said: "Creating a network of stakeholders means reducing individualism in order to share resources and information."

The network provided a platform where cities supported each other to influence the public about the strategic importance of food.

Not all cities had previous experience in engaging various local stakeholders in support groups to develop policies.

Prospects

The next step for the ten cities in the Sustainable Food in Urban Communities Network is to keep up the momentum or generate new activities to maintain focus since the network finished.

Food policies cut across many different municipal departments including land use, employment, education, economic and environmental issues, which entails all these working together.

In **Lyon**, the topic is now on the political agenda, which has led it to create a food policy council.

Brussels plans to integrate food issues into the wider agenda, launching a public participation exercise for its Transversal Sustainable Food Action Plan, as well as commitment to increase collaboration between administrative departments and regions.

The collaboration led to a successful project in promoting local food and urban agriculture. This was through campaigns to inform locals where they can get local food and increase employment opportunities by supporting local producers.

The cities developed tools such as 'Speed Presentation Evenings' to help Local Support Groups exchange ideas about successful practices at the transnational level. Other tools developed were a Resilience Test, to challenge cities' record of sustainability, and a Micro-Consulting and Business launch pad to help stimulate the creation of local initiatives.

Funding for projects is often a challenge, and participating in the Sustainable Food in Urban Communities Network improved cities' capacity to seek outside funding, encouraging them to apply for future funds from the European Regional Development Fund.

Participating in URBACT also helped cities to leverage funds from other sources: **Athens** secured funds from the Bloomberg Mayors Challenge, and **Bristol** from the European Green Capital.

In **Bristol**, the various food networks in the city have grown in confidence since participating in the URBACT network, as has intent on maintaining pressure on the municipality to continue working on food issues.

Three months after the end of the network, cities are circulating their Local Action Plans to a broad group of stakeholders and to their population in general.

They also plan to work closer with local stakeholders that share their goal of sustainable production and consumption of healthy food.

Through these efforts:
– **Oslo (NO)** has improved knowledge of sustainable food including urban agriculture within the municipality and plans to expand to surrounding areas.
– **Amersfoort** is exploring strategies that connect local food issues to cross-cutting themes such as social, health, local economy and environment.
– **Vaslui (RO)** is planning on engaging in further network exchanges as part of URBACT III.

Learn more about Sustainable Food in Urban Communities and download partners' Local Action Plans on www.urbact.eu/sustainable-food

ZOOM ON
BRISTOL
UNITED KINGDOM

Interviews with Dorothy Greaves, Project Manager at Bristol City Council and Joy Carey, member of Bristol's Food Policy Council.

Bristol is a thriving city in the South West of the United Kingdom with a population of half a million. It has been involved in various projects over the years for creating a sustainable food system. In 2011, Bristol produced a ground-breaking report *Who Feeds Bristol?*, and formed a Food Policy Council to advise the city on food matters. Through all its pioneering efforts in areas like energy, waste, food and travel, it was awarded European Green Capital 2015. Bristol wants to build on these achievements by creating more market opportunities for food retailing and encourage further urban food production.

Identifying local challenges

Despite its work to build a 'greener economy', parts of the city remain 'food deserts' with poor access to fresh food, and new supermarkets destroying bustling local shops.

Engaging with the wider public and raising awareness of healthy local produce is an important mission that the city hopes to achieve. As Dorothy Greaves, URBACT Co-ordinator for Bristol and Project Manager at Bristol City Council described: "One of our issues in Bristol was the general disengagement with food, leading to ill-health and lack of food skills."

Urban gardens in and around the city are great to educate youth and support community initiatives. Despite this, Bristol has faced competition for land, making it difficult for certain initiatives to take off.

Bristol also struggled with increasing the number and types of stakeholders involved. However, by participating in the network, it leveraged the issue and engaged with more stakeholders such as local business, local farmers and the citizens.

Taking action

Through its URBACT Local Support Group, it brought together the Bristol Food Policy Council and the Bristol Food Network, a group of individuals who campaign for a better food system, plus a councillor from Bristol City Council.

The group was able to conceive a Local Action Plan with the aim of transforming the food culture in Bristol, involving the local population and stakeholders.

Bristol's Local Action Plan is an enhancement of pre-existing policies and activities to convey the 'good food' message. The long-term actions hope to tackle the main challenges with new initiatives throughout 2015 and 2016.

One of these actions encourages people to prepare and eat healthier food. The Square Food Foundation Cookery School and Kitchen is based in one of the city's deprived area and shows citizens how to prepare food that is a compromise between healthy (which residents rejected) and junk food. In addition, the city is taking up a practice from Oslo, where children spend a week at a cooking school, set up by a group of enthusiastic teachers, learning about food, preparing menus and cooking.

To raise awareness on access to healthy local food, the city has produced a set of 16 recipe postcards. The objective: promote independent food retailers with each card highlighting a different high street or shopping area in the city. The reverse side featured a recipe that uses ingredients bought in the area.

Another successful initiative is Bristol's annual Good Food Tour, and related radio programmes, with support from the UK's BBC, running into 2016 and beyond.

The theme of transforming food culture through more people growing food was also tackled. Here, the city supported local food producers by making more 'high quality agricultural land' available. For example, the Sims Hill Shared Harvest is a community-supported agriculture project just outside the city with 65 members involved in traditional market gardening.

Finally, just as in Lyon, Bristol developed a differential pricing system whereby affluent shoppers in an area pay more for groceries to subsidise those in need.

The added-value of transnational networking

Joy Carey, member of Bristol's Food Policy Council, underlines: "Being part of the [URBACT] network that had a structure and goals was very positive as it made things happen. We also had excellent leadership from the Lead Partner and Lead Expert."

At the start of the network, Bristol selected ten 'travellers' from the Bristol Food Policy Council and the wider food group network to attend transnational meetings in partner cities.

URBACT funding meant they attended seven meetings, which helped Bristol learn from other cities. As Carey explains: "It was a very good experience – it enabled us to discuss internally with our colleagues what we had learned during the network seminars, as well as giving us the chance to learn from other cities when taking part in transnational network meetings."

Looking ahead

Participation in Sustainable Food in Urban Communities has given momentum to Bristol's approach of working in partnership with local stakeholders. In particular it has strengthened the role of grassroots organisations. The city has stimulated activities by local groups to foster a sense of entrepreneurship. "Being part of Sustainable Food in Urban Communities has given local groups much more confidence", says Greaves.

Given Bristol City Council's history of engagement in sustainable development and its interest in 'green' issues, the Local Support Group is likely to continue after the end of the project because it created a strong link between the 'green groups'. The groups realised that they need to advocate for a degree of control over the local market. This has become one of the points in the local action plan where they are embedding sustainable food in the

> **"**
>
> **URBACT has given substance to our work as we are part of a wider policy process.**
>
> **"**
>
> **Joy Carey**

Health & Wellbeing strategy of the city.

The Bristol Food Policy Council is developing a longer term Bristol Good Food action plan, running over three to five years. With input from agencies outside the food interest groups, it connected public health authorities and the city council, and includes aspirations to secure land for urban food production.

Learn more about Bristol and donwload its Local Action Plan on
www.urbact.eu/sustainable-food

My Generation at Work

Promoting employability of young people in a changing labour market, with special focus on entrepreneurial skills and attitudes

OVERVIEW

PROJECT DURATION	LEAD PARTNER	PARTNERS	FUNDING
February 2013–April 2015	Rotterdam (The Netherlands)		Total Eligible Cost: EUR 701 740 ERDF Contribution: EUR 512 818

According to Eurostat (2014 4Q), the EU average of youth unemployment rate was 21.4%, with figures varying from 10.2% in Austria to more than 51% in Greece and Spain. This is partly due to the lack of jobs and the mismatch between existing skills and labour market needs. The standard path from education to employment does not work anymore. Driven by unemployment rates, education and policy gaps, twelve cities across Europe joined the URBACT My Generation at Work Network with the objective to promote entrepreneurial skills and attitudes of young people and to equip them for both salaried and self-employed careers.

MAIN RESULTS

Making better transitions from education to employment

A city rarely has a complete coverage of good practices ranging from early schoolwork to employment and entrepreneurship. In fact, the policies that promote young peoples' careers are often fragmented, with missing pieces, breakdowns in transitions, and inadequate models, skills, knowledge and advice.

The key message coming out of My Generation at Work is that **the entire journey from education to self-sustained careers needs to be transformed by 'defragmenting' city policies.** Cities and education systems need to realise that careers and job requirements have become increasingly 'mixed', or 'hybrid' – salaried and entrepreneurial careers no longer exist separately as they used to.

Today, a person might start with a salaried job, but eventually morph into self-employment or a business, or simultaneously be a part-time salaried employee, and part-time entrepreneur. Education is not yet geared for this.

Youth policy and actions covering the transitions from education to work should:

1 **Develop entrepreneurial skills while in education.** At the very beginning of the education journey, it is important to give young people a lively, inspiring and also realistic experience in the changing world of work, citizenship and entrepreneurship.

An example of providing 6th graders (12-13 years old) with an experience of being an entrepreneur is Me & My City in Finland[1]. This is a study module on society, working life and entrepreneurship, offering information and positive experiences of businesses and different professions.

It includes training for teachers, teaching materials, and a visit to a MyCity learning environment – a miniature town containing business premises and public services.

Another example of giving young people inspiration and new perspectives on working life and entrepreneurship is the **Bad**

Idea competition[2], initiated in **Glasgow (UK)** as part of the URBACT My Generation at Work Network. It is a new accredited personal development programme in the form of a competition to inspire creativity, self-confidence and entrepreneurial attitudes.

High school pupils submit ideas for innovative products and services online, and the most imaginative are shortlisted and then invited to workshops. During the workshops the participants are mentored to develop their idea into a business model and learn other matters of entrepreneurship. The methodology was especially developed to tackle the obstacles that disadvantaged young people face in attempting self-employment. The campaign has been piloted successfully, and is now being spread throughout Scotland and around Europe. The Bad idea project is an example of how an experienced city like Glasgow, with an existing rich partnership and policy landscape, can breathe new life into it by listening to young people, instead of treating them as a 'target group'.

Giving young people opportunities for contacts with working life while still in education is another way of stimulating and motivating studies, and paving the way for effective transitions to working life. For instance, *Proacademy* is an entrepreneurship unit in **Tampere (FI)** University of Applied Sciences[3] that offers the chance to become an entrepreneur while still studying.

The programme begins with the formation of a team company. The burden of entrepreneurship is lowered when working as a team, receiving professional training, and operating in a safe financial environment. In other words, the students run a real company in real time, and thus get a real experience of entrepreneurship – which is much more powerful, than just reading or hearing about it.

With the leadership of the Vice Mayor of Tampere, the Local Action Plan 'Best Place to be an Entrepreneur' now develops more enterprising curricula through different forms and levels of education. It does the same for the unemployed, promoting stakeholder collaboration, and safe spaces to develop and try entrepreneurial skills.

1. http://yrityskyla.fi/en/

2. http://www.badidea.org.uk/
3. http://www.proakatemia.fi/en/

My Generation at Work
Promoting employability of young people in a changing labour market, with special focus on entrepreneurial skills and attitudes

3 **Provide low-threshold coaching and advice for business.**

'Spaces for connection' was exemplified in **Turin (IT)** and **Rotterdam (NL)**, where they developed spaces for young people, educators, business owners and other local actors, linked to a campaign and competition for social innovation. Torino Social Innovation[5] is a set of strategies, instruments, and spaces to support new enterprises. These enterprises address social needs such as education, employment, mobility, health, or inclusion, and create social and economic value for society. The aim is to sustain young social entrepreneurs, their creativity, their digital competences and their perception of social improvements.

2 **Build spaces for connections, work and second chances.** Cities and local-regional actors should also promote working life and business contacts, re-motivate and re-integrate the unemployed into the workforce, by providing or supporting 'spaces of connection' and business development. These can take the form of business incubators, hubs and Living Labs.

This is the case of the Youth Competence Centres (YCC) in **Antwerp**[4] **(BE)** whose strategy has been to increase the awareness young people have of their competences: a so-called 'competence-led strategy'. This helps them identify their professional abilities and qualities, develop them, and gain formal recognition and validation.

With the My Generation at Work Network, this action was taken further in **Antwerp's** Local Action Plan by connecting employment initiatives and strategies of the city to the public employment services. It made youth employment a priority by including the theme of entrepreneurship in public policies and actions more explicitly.

Benefits from participating in an URBACT network

As foreseen in the URBACT programme, every partner city had to establish a Local Support Group composed of different stakeholders.

Over three years, the My Generation at Work Network has pursued an engaging multi-stakeholder approach, emphasising the need to connect young people, educators, public officials and business to promote the employability and employment of young people, and to enrich and defragment youth policies in cities.

In every city, the My Generation at Work project started with a Good Future Dialogue workshop[6], comprised by young (unemployed) people, city policy makers, employment officials, educators, third sector people and business owners. These perspectives were the 'voices' to be heard on the matter of promoting youth employment in the city. The Good Future Dialogue was an imaginary trip to the near future. This was the first step for stakeholders to connect and form a local network.

4. http://sampac.nl/EUKN2015/www.eukn.org/Dossiers/Youth_in_Cities/Practice/Youth_Competence_Centres_in_Antwerp.html

5. http://www.torinosocialinnovation.it/english/

6. http://files.kotisivukone.com/testataan.kotisivukone.com/julkaisut/good_future_dialogue.pdf

Transforming the unemployed into 'co-creators' of their solution required the authorities to change their approach, and design and run projects differently. They learned they had to drop the 'talking heads' lecturing approach and the 'death by slide' presentations, which often just further alienates young people.

Instead, they appointed street-wise young people as models and ambassadors, and used music, pictures, dance, Facebook, etc. to establish contact, and understand young people's lives from the inside.

The way forward

All the partner cities produced a Local Action Plan, with new steps to promote the employability and employment of young people.

They are enthusiastically continuing their work started in My Generation at Work: **Antwerp** continues on the strategic collaboration in employment, **Braga (PT)** with the business ecosystem, **Gdansk (PL)** feeds the new 2030 city strategy, **Glasgow** with enhancing youth input to policies and actions like the Bad Idea**, Maribor (SI)** with the new collaborative

agreement, **Valencia (ES)** with creative spaces, **Tampere** with enterprising curriculums, **Rotterdam** with connecting existing platforms promoting youth employment, **Turin** with the ecology of social innovation, **Warsaw (PL)** with cooperation, **Riga (LV)** with building and revitalising counselling, and **Thessaloniki (EL)** with connecting young people, business officials and education.

Learn more about My Generation at Work and download partners' Local Action Plans on **www.urbact.eu/mygeneration-at-work**

My Generation at Work
Promoting employability of young people in a changing labour market,
with special focus on entrepreneurial skills and attitudes

ZOOM ON
MARIBOR
SLOVENIA

*Interviews with Martina Rauter, Councillor for Youth in the City of Maribor
and Marjina Zgaga, Deputy Director of Employment Services.*

Maribor is the second-largest city in Slovenia with nearly 115 000 inhabitants. As an important regional centre and a university city, its young residents have a high educational level but this does not always ensure them a job in the world of work. In 2013, Maribor was the 'European Youth Capital', and used the activities this generated to kick-off its programme to tackle youth unemployment. The URBACT My Generation at Work Network became part of this programme.

Identifying the problem

Maribor's unemployment rates stand at 45.9% for those aged 24 and younger, and 25.5% among those aged between 25 and 29 - much higher than the national average. This is the result of a mismatch between supply and demand in the job market, and a difficult period for young people as they make the transition from education to employment.

The municipality carried out a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis in 2012, which highlighted the problems facing educated young people. These were:
– The consequences of the economic crisis
– A poor economic situation
– Uncertainty on the labour market
– Young people's lack of practical skills.

In addition, those with degrees were very demoralised about the lack of job opportunities.

From taking the first action...

In the framework of the URBACT My Generation at Work, Maribor set up a Local Support Group composed of municipal services, the University, a local company responsible for start-ups, the Maribor regional agency, the Careers Centre, local entrepreneurs, young unemployed, and the local Youth Council. At a later stage several NGOs and private companies were invited to join.

Martina Rauter, Councilor for Youth in the City of Maribor, believes that the formation of the Local Support Group helped to change relations between the local authority, the employment services and the stakeholders. All the energy, expertise and talent of stakeholders helped to push the project forward.

... to developing Maribor's Local Action Plan

The catchy title of Maribor's Local Action Plan 'Let's do it together in Maribor' highlights the collective effort from government services, educational institutions, and stakeholders to enhance youth employability. Actions of the plan are integrated in the city's Programme for Youth 2015-2020.

The target audiences of the Local Action Plan are young people aged between 15 and 29 and local stakeholders (professionals, decision-makers, managers) in the field of employment and employability.

One of the actions that spurred out of the My Generation at Work experiments, entitled 'Start-Up Floor', aims to strengthen the entrepreneurial spirit and increase the creation of start-up companies among the students of the University of Maribor.

The 'Start-Up Floor' initiative came from two young entrepreneurs, who already have built a successful start-up business.

Students participating in this live together in dorms where they will be constantly exchanging ideas and will receive mentoring from business professionals. Since being presented as an idea in September of 2013 in Braga (PT), the content and the role of each stakeholder were defined, and an action plan for the implementation drafted. An ambassador/mentor has already been chosen and a group of 20 students are participating in the project.

Maribor is also planning to set up a job café and information centre, similar to that running in Rotterdam (NL), to provide a space for youth to socialise, and get career guidance about job searches and start-ups.

Learning from URBACT

Participating in the URBACT network was particularly helpful to a relatively small and slightly isolated town like Maribor which is near Slovenia's North West border.

As Marjina Zgaga, Deputy Director of Employment Services and a Specialist in Youth Unemployment, puts it: "It is very good to meet people outside the country. We need this. It gives us an overview and we can learn from the good practice of other cities."

> " We were trying to do our bit, but we can't do it alone. We need this international perspective in all our projects. "
>
> **Martina Rauter**

Rauter tells how, at URBACT's Maribor workshop, she had complained about the lack of funds to renovate Maribor's Youth Council Building. The group from Valencia (ES) mentioned how they had overcome this problem by getting the young people to do it themselves.

Rauter then contacted engineers, electricians and carpenters who carried out repairs free of charge, putting the Maribor building back into use.

Another project, which Maribor seeks to create in the future, is based on a model from Tampere (FI). The University of Applied Sciences enables students to develop their skills as entrepreneurs while studying and after the first year, students are testing their businesses in real-life.

My Generation at Work
Promoting employability of young people in a changing labour market, with special focus on entrepreneurial skills and attitudes

(community programmes), will be co-funded by the municipality and the State (Ministry of Labour, ESS).

Additionally, the possibilities of co-funding within different EU programmes will be thoroughly explored (Erasmus+, Key Action 2: Cooperation for Innovation and the Exchange of Good Practices, Regional Development Programs – Cohesion Policy Measures, European Social Fund).

Private (co)funding will be considered as an equally important resource for funding the LAP implementation.

Given the positive experience of being part of a strong international network Maribor is applying to be part of future URBACT projects.

Prospects for the future

Some measures of Maribor's Action Plan are planned from the budget of the municipality; while others, like public works

"We are waking people up", says Rauter. "With our final event we invited outsiders to come, which provided us with a fresh view about the need to search for international work to open our minds."

Learn more about Maribor and download its Local Action Plan on
www.urbact.eu/mygeneration-at-work

USER

Changes and conflicts in using public spaces

LEAD PARTNER
PARTNER

Riga
Copenhagen
Dresden
Lublin
Krakow
Grenoble Alpes Metropole
Lisbon
Málaga
Pescara

Open spaces play an important role in the life of a city. These public spaces are where people socialise, exchange ideas, relax or are entertained, where children play or adults talk, generating a sense of community. In an ever growing city, the arrival of newcomers, visitors and tourists can alter the use of public spaces. Conflicts may arise, but it can also be seen as an opportunity for change; new solutions can foster further socialisation. Improving public spaces while meeting the needs of different types of users, was the main objective of the nine cities gathered under the URBACT USER Network.

MAIN RESULTS

Consulting local citizens and experimenting with public spaces

Public spaces can be frequented by various users: children, families, young people or the elderly. They can be occupied by users such as the homeless or street vendors, which mean they function differently during the day and evening. Having so many different users can lead to conflicts in how the space is used.

Through such varied uses, the URBACT USER Network sought to promote social, mixed-use, safe, accessible, and well-maintained public spaces. The partner cities tackled this challenge through the use of different methods and tools such as inquiries, mapping, surveys, focus groups, and 'diagnosis by walking'. Through the actions, cities would be able to manage and maintain public spaces better.

The first was to establish Local Support Groups in every city, as required by the URBACT Programme. Their objective was to include residents, stakeholders and users of the public spaces in order to produce all together a Local Action Plan.

Actions to **strengthen ownership of public spaces and create inclusive environments** were an essential element in Local Action Plans. **Malaga's (ES)** Action Plan focused on revitalising South and North Trinidad Perchel area. This urban area is based on *Corralones:* traditional houses built around small, private courtyards. Neighbourhood committees were established, and encouraged to improve the upkeep of these areas. The improved look of the *Corralones* has helped, improve its status and open up the area, where visitors and tourists are invited to visit the spaces. This involved residents in developing their commitment to **changing the public and private environment**, promote a sense of belonging, and destroy stereotypes about the areas' safety.

A fundamental lesson for partner cities was the importance of consulting local people on their desire to use open spaces. Cities found that this improved the management and maintenance of them. To achieve this, partner cities

decided to create a **monitoring system** and allocate a budget to adapt the spaces to local demand. The creation of a monitoring system in a new pedestrian park has been essential for the city of Pont de Claix in **Grenoble Alps Metropolis (FR)**. Since public spaces may not always be used in the intent they were designed for, the monitoring system gives the city the possibility to address any problems that might arise. The city's Action Plan intends for the organisation of open events to motivate inhabitants to interact with the space and each other.

In experimenting with different methods of citizen involvement, cities were able to **identify how people want to use public spaces**. In the Latvian Riflemen Square in **Riga (LV)**, the city engaged schoolchildren from the nearby Riga State Gymnasium. They participated in a workshop with two architects and experts from the Council's City Development Department. They researched the uses of the square through observations and questionnaires. Through this effort, the children developed solutions in improving the functionality of the space and drafted models to be adapted for implementation.

Temporary use of public spaces can be an ingenious way to get users involved in the transformation process. To learn about how the spaces are used, these interventions may last for a short or long period. In **Lublin (PL)**, users collaborated to develop three of the squares in the city's historic centre. This was done through activities to engage

users, like artistic performances and cultural events, or introducing provisional urban furniture such as benches and greenery. These squares had become neglected, and this project helped regenerate the city centre and exploit its tourist potential.

USER also led the municipalities to alter their internal organisation. They realised that it was important to work horizontally across departments, since open spaces had cultural, economic, environmental and educational uses. It also encouraged the municipalities to introduce public participation, while Local Support Groups were a meeting point for the different stakeholders involved.

Learning through actions and observations

Participating in the USER project gave cities the chance to test new ways to determine how public spaces were used. An essential research element was through workshops and seminars, as well as city visits to see and engage with the public spaces. This new knowledge about how people wanted to use spaces encouraged city planners to change the design of spaces. Cities experimented with new tools to determine how public spaces were used – for example the 'walking diagnosis,' taken from **Grenoble** allowed different actors to share their inputs while walking around a public space to identify the main problems, assets and areas for improvement.

USER cities learned that putting together residents and stakeholders in drawing-up plans meant they were closer to each other and ensured the plans functioned well. Also, an understanding of how public spaces are used improved their management and maintenance, which reduced costs. In **Lisbon (PT)**, the Local Support Group comprised of residents, public authorities and academia were engaged in the improvement and renovation of the Bairro Horizonte. The municipality made the budget available to the Local Support Group, where they managed it through various participation methods, and enabled co-decision on investment in projects.

"

We were surprised to see that very simple measures can significantly change the way a public space is used. For example, opening the doors at the back of the university, which open onto Jan Kochanowski Square, attracted throngs of students onto the square. For one day, this "public space for no-one" was transformed into a "public space for everyone".

"

Riga City Official

Prospects

The URBACT Local Support Groups will continue in the majority of the partner cities, as a number of them grew out of already established local stakeholder groups. In other cities, the USER Network was an opportunity to create local partnerships, and it will continue as an opportunity for closer citizen engagement.

Some towns such as **Lublin** and **Riga** have already applied for regional and European Regional Development Fund support. Other cities such as **Malaga** have launched pilot actions to test small scale initiatives, and integrated them into local policy. **Lisbon** has embedded its Local Action Plan into its BIP/ZIP programme, a scheme to develop deprived city areas. Since the focus of most Local Action Plans was on changing the ways that public spaces were managed and maintained, as well as getting the local population involved, they did not need large-scale investment.

One positive spin-off has been the way USER has helped cities to build links and exchanges with other URBACT networks such as TUTUR, PlaceMaking for Cities and USEAct, which work on improving public spaces and revitalising abandoned areas. The cooperation among the networks helped to spur new ideas and knowledge.

Learn more about USER and download partners' Local Action Plans on www.urbact.eu/user

ZOOM ON
COPENHAGEN
DENMARK

Interviews with Øystein Leonardsen, Chief Project Officer at Copenhagen municipality and André Just Vedgren, City Councillor in Copenhagen.

Sundholm is an area for disadvantaged groups in Copenhagen. Situated in the Local Council at Amager West, it has close to 60 000 inhabitants. In a move to improve the area, the municipality designated it as an 'integrated urban renewal initiative'. This resulted in apartment blocks being built for middle-income families and private commercial initiatives. Mixing different groups of people caused tensions and difficulties in space sharing. Through participating in the USER network, Copenhagen attempted to reduce these social tensions by developing the area's open spaces. Innovations, such as creating an urban garden and a beekeeping enterprise, helped to bring the different social groups together.

Forming a community

Sundholm was originally developed as a labour camp and farm for the city's destitute, vagrants and beggars and continued to attract a transient population. In addition, a care centre for drug addicts and the mentally ill gave the neighbourhood a bad reputation. The older housing stock was in a dilapidated state and transport communications were poor.

In recent years, the municipality tried to improve the area with the message Welcome In My Back Yard (WIMBY), and encouraged the building of new apartments for middle-income families and private commercial initiatives.

The population of the area was mixed, however, there was very little interaction between the new middle-income families and disadvantaged groups. As a result, the new residents felt very insecure. As Øystein Leonardsen, Chief Project Officer at Copenhagen municipality explained: "The main challenge was to form a community within this compound. A lot of people in the area were active but we needed a forum to address common problems when they arose. There wasn't one single agency which took responsibility for the area's public spaces – and when there was any trouble in them, the only solution was to call the police."

Strong foundations

As Sundholm was already part of the 'integrated urban renewal initiative', a community group – the Cooperative Forum – had been created to get local views and encourage local activity. When the USER project was launched, this forum was transformed into the URBACT Local Support Group. "USER helped enforce the Cooperative Forum's work and anchor it more firmly in the local community, as well as formalising the work it carried out," says Leonardsen.

In its new form, the Local Support Group was authoritative in making decisions about the area. André Just Vedgren, a City Councillor, who was asked to join the Local Support Group, felt he was able to play a useful role, as he could refer back to the City Council if action was needed at a political level.

Bridging gaps through engagement

The crucial role of the Local Support Group was in drafting the Local Action Plan, which was published in April 2015.

Among the planned projects and actions, a prominent action was to create an urban garden. This arose from the area's history as a working farm, and also built on Copenhagen's culture of urban gardening. The action was partly fulfilled through an open space being converted into an area of raised boxes, where local residents worked together to cultivate

flowers and food crops. Over 70 gardening boxes are under cultivation. The garden creates an inclusive area, where the homeless are no longer seen as troublemakers to be excluded, but acknowledged as friendly and helpful.

The plan includes a beekeeping enterprise, specifically aimed at the homeless in the area. It offers training and the possibility of employment. As Vedgren comments: "This integrates people into the labour market and into society, as well as educating them into the values of honey production, and maintaining green sites."

To increase the interaction between current and new residents, the landowner and local institutions collaborated on creating a public meeting point for the residents. Although the beginning of the process was difficult as each had very different interest and ideas, it ultimately helped residents to overcome stereotypes and to find collaborative and sustainable solutions.

URBACT inspires with fresh ideas

Sundholm's participation in the URBACT USER Network changed its status locally, and gave the ongoing improvement programme – the Integrated Urban Renewal Initiative – a firm foundation. It also helped strengthen the bonds between the different agencies in the district. The USER Network support gave the Local Action Plan more authority, making it easier to attract the attention of decision-makers. Vedgren describes it as: "With URBACT things became interesting. It focused on a small area, and was limited in time so work began quickly."

The transnational structure of USER gave those in Copenhagen the opportunity to learn from other cities. Vedgren says: "I'm a strong believer in seeing is believing. When we visited other cities we could see what was happening in the physical spaces, what worked, and what didn't. We could learn from their mistakes." The idea of the urban garden was thoroughly discussed with Pescara (IT) as they had a similar venture.

It also gave those working in Sundholm an outsider's view on their work. "One always needs an outside look to get a perspective," explains Leonardsen. "It was like having an anonymous peer review. We didn't know the people in Lisbon, but they were our peers. They came up with non-judgemental fresh questions and they didn't have a hidden agenda."

Prospects for the future

Leonardsen believes the USER project has changed the way the Copenhagen municipality approaches urban renewal. Future planning will integrate a 'social capital' perspective, evaluating how urban planning impacts bonding between

individuals; whether it will help to create a group feeling; and how it will bridge the gap between different social groups. "In this case, European Union backing has helped the area's social capital," he says.

The work has also inspired other officials in the municipality. USER's focus on improved organisation was important in pushing the project forward. 200 Danish officials attended the final conference of the

> **"**
>
> *USER helped enforce the Cooperative Forum's work and anchor it more firmly in the local community, as well as formalising the work it carried out.*
>
> **"**
>
> **Øystein Leonardsen**

USER project which was anchored in the local development thinking.

Leonardsen believes the USER network should continue through its website, and suggests an annual follow-up conference to assess how the Local Action Plans are being implemented in other cities. Also given the central role the Local Support Group still plays in steering the project, it is likely to continue after the project ends.

Learn more about Copenhagen and download its Local Action Plan on **www.urbact.eu/user**

Prevent

Involving parents in the prevention of Early School Leaving

LEAD PARTNER
PARTNER

Stockolm • Tallinn

The Hague

Usti Nad Labem

Nantes • Antwerp

Munich

Gijon

Sofia

Catania

The EU2020 target on Early School Leaving (ESL) is set to less than 10%, from 14.4% in 2009. In the fight against Early School Leaving, ten European cities with ESL figures varying from 0.5% to 1% for Tallinn (EE) in 2014 to 28% for Antwerp (BE) in 2010, joined the URBACT Prevent Network to take action. The objective of the PREVENT network was not only to prevent ESL but to find ways to involve parents in policies, processes and actions related to ESL.

MAIN RESULTS

The starting point

Partner cities of the URBACT Prevent Network were clear that the involvement of parents was key to Early School Leaving (ESL) prevention. To activate this, the educational, social, family and youth policies of cities should include **measures for prevention, intervention and compensation**. This means support to parents on how school system works and support their children, how to participate in school activities and how to build and engage in peer networks and groups. On the other hand, parental involvement means that schools must be supported in outreach work, finding better ways to communicate with parents, knowing more about the background of their families, and taking initiatives to involve parents in school activities.

Partner cities agreed on three dimensions as a basis of policies related to the ESL and the involvement of parents:

1 Outreach

An outreach approach to parental involvement from schools and municipalities requires active efforts of engagement where parents feel most comfortable such as in their homes and in local community-based places. Such an approach needs:

– *community-based family support centres* with a focus on child and parent mental health and school attendance, run by multidisciplinary teams linked with preschools and schools;
– *community-based lifelong learning centres* with both informal and formal education classes, targeting areas of high social marginalisation. Such community-lifelong learning centres may also include the complementary approach of school-building locations, as part of a strategy of opening the school up to the local community after school hours.

Parent outreach has been included in the Local Action Plans of many partner cities. **Antwerp (BE)** and **The Hague (NL)** have created 'Parents' Day', an annual event in schools to encourage the collaboration between teachers, parents and pupils. Besides being a joyful day there is also a clear message to parents *'the teachers and the kids need you and we appreciate what you're doing for your kids'*. **Nantes (FR)** on the other hand launched a 'Meet the parents' initiative where city representatives use a wide range of digital communication and outreach tools to connect to remote families, especially those not attending meetings and appointments.

2 Democratic communication systems in schools

City administrations can play a mediating role for dialogue between schools, parents and students and provide the right space to:
– Give voice to parents and students to express their concerns including conflicts at school and processes and procedures needed;
– Involve parents in decision making, i.e. in some aspects of school policy;
– Provide parity of esteem and not operate in a climate of fear. Many parents at the final Prevent conference said they felt inferior when talking with teachers, talked down to, or discriminated against.

A process supporting dialogue for schools in areas of high poverty, non-attendance and Early School Leaving, could include student surveys about their needs and school experiences, and focus groups of students and parents. Here, **Gijon (ES)** created 'Communication channels between schools and parents' aiming at providing information to them via analysis of interviews on what schools expect of the families and vice versa.

3 Health

Issues like poverty, emotional trauma, bullying and social exclusion in general could impact both mental and physical

health. Children living in low-income families are especially vulnerable to mental health problems, including depression, anxiety, disruptive behaviour and eating disorders, or post traumatic stress disorder, which can in turn negatively impact on school success and general well being. Similarly, if parents are ill, be it physically or mentally, it could have a serious impact on the health of the child. So, bridging health and education domains, as early as possible and as part of an integrated, multidisciplinary focus on complex needs, is key to supporting young people, parents and schools. **Gijon's** Social Services department, for instance, provides the educational community with actions and competence to guarantee the dissemination of social services actions in schools and in other areas of society. Part of this is the "Prevention of school bullying as a way against childhood violence", an awareness campaign against violence in primary and secondary schools.

For ESL policies to work, actions need to be targeted at three levels:

– **The universal level:** preventive measures directed towards the entire population. For example, **Antwerp's** 'Parental Involvement' website, part of the city's educational department web structure is open to support and connect parents, NGOs and schools. Another example comes from **Stockholm (SE)** and its ABC programme. Four 2½ hour sessions with exercises and videos are offered to all parents and children between 3-12 years in family community centres by trained group leaders. The programme aims to help parents reflect on their approach to parenthood, handle difficult situations and strengthen children's self-esteem;

> **"**
>
> *After all, parents want the school to be a cosy place where children can feel like home with spaces for meetings between parents, children and teachers, with spaces where children can work together with their parents. Parents want the school to be a place for multicultural socialisation and communication while preserving the cultural identity of children and their families*
>
> **"**

A parent participating in Prevent final conference in Nantes, March 2015

– **The selected level:** subgroups at risk, and;

– **The indicated level:** individuals who are experiencing early signs of behaviour related to ESL. In **Nantes**, the 'Club Coup de Pouce' is a place where young children from family environments with little support and/or no possibilities to practice at home after school get additional support in reading, studying, etc. **Sofia (BG)** has a training programme with extra educational forms for children of high-risk groups which will provide financial resources to poor families for study materials and support from teachers.

Benefits for participating in the Prevent Network

Through Local Support Groups, transnational exchanges among city representatives and trainings organised by URBACT, Prevent partner cities developed Local Action Plans on ESL. One of their main achievements has been the involvement of parents in the whole Prevent process.

Cities experience that those parents participating in local and transnational meetings of the Prevent Network have a deeper level of understanding of the stakes around ESL and feel more empowered with tools and methods to tackle the challenge. Parents' involvement was evident at the final Prevent meeting and especially in the 'Declaration of Nantes' where they asked local authorities to organise multi-cultural activities with families in schools, hear the children's and parents' voices, and reach out to families in their homes or at local community contexts. The work carried out at local level is engaged and Local Support Groups will continue working after the Prevent network is over.

As a city representative of **Usti nad Labem** said: "The range of local actors contributing to the Local Action Plan is one thing we really feel as the big benefit of our Prevent work. The URBACT Local Support Group is willing to continue to work together; in fact, some of the members have already started to communicate with others to solve some other issues outside the Prevent topic (though similar)..."

Planning techniques such as the problem and objective tree, the stakeholder analysis, force field diagram and the social innovation spiral were and still are important tools for the local work process in Prevent cities.

In addition, transnational exchanges allowed the transfer of practices from one city to another. For example, the 'Parents' Day' in secondary schools developed in **The Hague** will be transferred to **Antwerp**. The campaign for dropout prevention 'Familatlon' developed in **Sofia**, presented as an active holiday for children, parents, and the school community has already been transferred to **Gijon**.

Prospects

The Local Action Plans developed by the Prevent cities are considered strategic policy documents, feeding into existing plans and/or strategies. Funding will come partly from existing city budgets, and EU funds. However, as most actions are about parents' involvement, they are not considered too costly.

Learn more about Prevent and download partners' Local Action Plans on www.urbact.eu/prevent

ZOOM ON
ANTWERP
BELGIUM

Source: Dreamstime.com

Interview with Pat Kussé, Department of Education Policy, City of Antwerp.

Antwerp is the largest municipality in Flanders with a total population of 507 007 (2011) composed of more than 170 nationalities. It is located on the right bank of the river Scheldt linked to the North Sea and has one of the biggest seaports in Europe. Antwerp has long been an important city in the Low Countries both economically and culturally. In 2013, Antwerp joined the URBACT Prevent Network to tackle high levels of Early Schools Leaving and involve parents in the process.

Local challenges

Although Antwerp has long tradition in educational policies, in the last five years it has been challenged by high Early School Leaving (ESL) rates of 28% from elementary and secondary schools, whereas this sites at 14% in the Flemish community and Europe (2010).

Antwerp's participation in the URBACT Prevent Network in 2013 had two objectives:
– Bridge coordination gaps and connect different youth, family, educational organisations;
– Involve parents in Early School Leaving prevention.

Coming together to create a Local Action Plan

The Prevent project was an opportunity for Antwerp to form their first solid Local Support Group of stakeholders and organisations working on school, student and parental issues.

Pat Kussé, from the Education Policy department of Antwerp, gathered around 20 people, including education workers, representatives of health centres, parents' organisations, school networks, city staff and the advisor of the vice mayor for education, to work together on ESL. The Local Support Group met every two months while smaller working groups of 3-4 people on specific topics met in between.

As most of them were experienced in the topic, there was a shared understanding of the causes and consequences of Early School Leaving. They were eager to take action, rather than simply discuss, so they focused directly on creating a Local Action Plan.

One of the main actions developed by the Local Support Group was a digital platform for 'Education in Antwerp'[1], launched in January 2015. The website, managed by the Education Policy Department of the City of Antwerp, provides evidence-based documents, articles, tools for teachers and principals, connects organisations and gathers activities in the field of parental involvement. The website is also linked with the monthly education policy newsletter which reaches every school in Antwerp. The advantage is that it is regularly and easily updated with new information and practices and it contributes to the city's goal to reduce paper and go 100% digital.

1. http://onderwijsantwerpen.be/nl

Antwerp has also decided to organise an annual 'Parents' Day: Making School Together' event, joining parents, and teachers to thank them for the work towards the school careers of students. Parents' Day aims to stimulate parents to devote themselves to the school, and to motivate school teams to involve parents in their child's development. But most of all, Parents' Day is a celebration that praises parents.

The first Parents' Day is scheduled on October 15 2015. Through the website, the city invited elementary and secondary schools to organise activities, and within two months more than 180 schools and 50 000 parents signed up for 15 October. The city has equipped participating schools with gift boxes that can be converted to suggestion boxes for activities for the day. The city encourages many activities, such as children giving the parents a tour of the school, picnic in the school yards or nearby parks, families bringing dishes to share, 'read aloud' evening where everyone comes to school in pyjamas and the teachers read a story, Zumba lessons, puppet shows, brainstorming on projects, open class discussions, speeches from inspiring people, workshops on specific topics, etc. Each school is free to organise its own schedule and activities according to the profiles and needs of parents.

On the other side, parents involved in the activities will receive presents as a reward for working together with the school and the city for the children's school success. The local radio station has also joined forces and scheduled a special programme for the day about parents, students and schools. The Parents' Day of October 15 is estimated to cost EUR 18 000 for documentation, posters, and presents for parents.

These and other actions of the Local Action Plan will be funded by the city budget dedicated to the targets for parental involvement.

Finally, to highlight the importance of citizen participation in public affairs, the city has decided to reorganise the Education Policy department and create a sub-department of 'participation' which will include participation of parents, students and teachers.

Impact of the URBACT Prevent Network

Pat Kussé found that the transnational meetings of the network have been very inspiring. Both he and local stakeholders realised they were not working in isolation and that Early School Leaving was also an issue faced by many European cities. The exchange of ideas and practices coming from other cities, gave a boost to the work in Antwerp and to new ideas that could be transferred to their local context. For example, Antwerp has been focusing on elementary schools but based on The Hague's model they decided to push the experience forward with a Parents' Day in both elementary and secondary schools.

Finally, the tools provided by URBACT, such as the self-assessment tool for Local Support Groups and the progress of the Local Action Plan, proved to be very useful since they measure yearly progress. In addition, tools such as the problem tree or stakeholder's analysis will be used for other challenges the city faces.

The way forward

The Local Support Group will continue meeting several times per year and work on agreed actions or new projects. In parallel, networking activities with Prevent peers like The Hague will continue as they share many common ideas.

The website has an increasing impact potential and will continue to work and update information. Similarly, Parents' Day is planned annually to foster the links between parents and schools.

Thanks to its actions, Antwerp was selected to participate in the network 'Action for Inclusion in Europe' funded by Open Society Foundation, to exchange with other five cities on the topic on parental involvement.

Learn more about Antwerp and download its Local Action Plan on www.urbact.eu/prevent

CityLogo

Focusing on innovative city branding and marketing through community engagement

OVERVIEW

PROJECT DURATION	LEAD PARTNER	PARTNERS	FUNDING
February 2013–April 2015	Utrecht (The Netherlands)		Total Eligible Cost: EUR 713 958 ERDF Contribution: EUR 474 071

LEAD PARTNER
PARTNER

Oslo
Dundee
Aarhus
Vilnius
Utrecht
Warsaw
Alba Iulia
Genoa
Coimbra   Zaragosa

With the objective of gaining visibility in a shifting global economy, European cities are increasingly re-branding and re-positioning themselves using conventional communication strategies. Unfortunately, these initiatives do not engage local communities and stakeholders. URBACT's CityLogo Network, led by Utrecht (NL) brought together 10 cities across Europe. The result was a transnational learning experience focused on innovative city branding and marketing, positioning cities in the post-crisis economic environment, and reinforcing the need for effective communication of their identity.

MAIN RESULTS

Re-visiting city branding

The re-branding initiatives of many cities are often driven by logos, slogans and campaigning, with little local stakeholder engagement. Many of these exercises yield circumstantial or inconsistent results. In the context of reduced public spending and the digital shift, cities are rethinking how to effectively promote and market themselves.

In re-visiting city branding, CityLogo partners discovered that building and marketing smart local competitive identities through long-term strategies is more sustainable.

The partner cities were able to develop a **policy framework** to re-think the creation of better city branding, and use it in their Local Action Plans. This was done through **analysing four main pillars**:

1 **Urban narratives**, on representing the city through powerful messages and striking stories;

2 **City brand governance and management**, on the importance of collaboration of various stakeholders;

3 **City's target groups**, on marketing to specific groups such as visitors, business, local population;

4 **Varied communication channels**, on engaging in a mixture of platforms and integrating technology.

its main assets, key facts and figures, and powerful visual images. **Genoa (IT)**, in launching its new visual identity in 2014, created a storytelling narrative, which presented it as a city in transition from industrial roots to a knowledge-driven model. This portrays the city as one with more advanced services and more opportunities for tourism. The city combined the launch of a new logo, with a good narrative to support the branding. **Logos and mottos can play a great role but they should not be dominant**, they should be part of the building blocks for the brand.

In creating a city narrative it is also essential to **cultivate a unique approach**. This can be done through highlighting a difference from the norm or through the **use of crowd sourcing methods to boost authenticity of the city stories**. **Oslo (NO)** through their Local Action Plan has been able to engage citizens in telling their stories of how and what they love about the city. This will be important in attracting visitors from the country and internationally. In many cities, official tourist information is being fed directly by online tips from locals, visitors and bloggers, which are then promoted and curated by local tourist marketing organisations.

City branding should also be seen as an organisational challenge. From a governance perspective, it entails creating a shared working area for the diverse entities in the city, targeting and interacting with different audiences, such as tourist marketing organisations, convention bureaus, inward investment agencies, as well as universities, airports,

Policy messages for effective city branding

As a result of their learning journey, CityLogo partners issued a number of key policy recommendations, part of their policy framework.

The meaning and scope of city branding must be re-adjusted, where cities cannot simply focus on the logos but have a long-term, adaptable plan that's based on its changing landscape. Therefore, city **narrative is fundamental** on how a city summarises and compellingly describes its identity and expectations through a set of stories, builds on

Utrecht, The Netherlands

CityLogo
Focusing on innovative city branding and marketing through community engagement

Oslo, Norway

Coimbra, Portugal

technology parks, arts councils and free economic zones. A single 'control centre' should be established to coordinate interaction with the outside world and to manage cross-sector issues such as city image, global positioning and reputation. The Local Support Group in **Oslo** 'The Oslo Brand Alliance,' was formed by three key organisations, The Oslo Regional Alliance (inter-municipal cooperation in the city), Oslo Business Region (promoting Oslo as a business place) and VisitOslo (tourism). It helped bring together the various stakeholders in creating a comprehensive and integrated Local Action Plan.

City branding should engage with the locals to both market and promote from within, rather than just relying on external people. In this aspect **Dundee (UK)** is targeting the residents with the aim of informing them of two ongoing projects: the redevelopment of the waterfront and the new branch of the Victoria & Albert Museum. The city has been able to conduct campaigns through new methods of communication such as digital social media. This can be done with **varied communication channels**.

European cities must be efficient and effective in the way they brand and communicate themselves internationally. To have a direct impact on the positioning of Europe and the European Union worldwide, city brand management should take these recommendations and incorporate them into urban policymaking.

Branding through exchanging experiences

The policy framework proved to be a pragmatic guide to some partners'

> **Plotting a city marketing strategy includes, a strong aspect of improving one's knowledge, which is greatly improved by both a look in a mirror and a good talk with a close friend. This project enabled us to do both.**
>
> **Jan van Zanen**
> **Mayor of Utrecht**

initial steps into integrated city branding. For other more experienced partner cities, such as **Dundee**, the framework provided new insights into excellence in city branding and opened new paths. All cities now see branding as a collective task of building competitive, local identities, involving multiple stakeholders.

Within the Local Actions Plans the cities sought to create a unifying narrative of the city. From a management viewpoint, all partners agree that effective city branding involves engaging a wide range of stakeholders, public and private, with the goal of promoting and communicating the city nationally and internationally. **Oslo**, **Aarhus (DK)** and **Utrecht (NL)** worked on strengthening stakeholder exchange platforms which acted as the Local Support Groups.

Partner cities explored new funding models for branding and marketing by using a smaller budget. They learned to focus less on campaigns and advertising, and broaden to new forms of communication. In **Dundee,** for example, the administration engaged citizen 'ambassadors' to promote the city through their personal stories connected to the city.

A wide range of ongoing experiences, inputs by experts and discussions enriched the policy framework. The Eurocities Working Group on City Attractiveness which joined CityLogo's transnational activities widened the peer learning to 15 additional cities.

The way forward

The Local Support Groups created under the URBACT CityLogo Network will continue as brand platforms. These will be essential in further

Alba Iulia, Romania

Vilnius, Lithuania

building on the branding of the city as well as on new forms of communication.

Once CityLogo ended, a discussion was organised among the partners to explore potential future collaboration. These ideas include in-depth cross-learning in sector-focused city marketing practices, like attracting inward investment, as well as talent attraction and retention. Collaboration between cities in using social media-based tools could develop a platform to facilitate local population and stakeholder engagement in brand development.

In addition, cities saw the need for specific evaluation methods in the field of city branding and marketing.

Learn more about CityLogo and download partners' Local Action Plans on www.urbact.eu/citylogo

ZOOM ON
DUNDEE
UNITED KINGDOM

Interviews with Diane Milne, Senior Policy Officer for the City of Dundee and Jennie Patterson, Public Relations Manager for Dundee – One City, Many Discoveries.

Dundee is Scotland's fourth largest city, with 150 000 inhabitants. A trading city for more than 800 years, Dundee was an industrious place – linen, weaving tanning, shipbuilding and whaling shaped its history. Since the decline of the industrial base, Dundee has transformed significantly in the past 25 years and launched an ambitious branding initiative in 2010. In 2013 it joined URBACT's CityLogo Network to help meet the challenges of keeping the brand strategy current during times of diminishing budgets.

Identifying and addressing a range of challenges

CityLogo's baseline study of Dundee revealed a range of challenges. "Our issue was financial. We wanted to be able to do more with less and we wanted to use new technologies to help us," explained Diane Milne, Senior Policy Officer for the City of Dundee. "We knew we couldn't deal with these issues without expert help and learning from best practice."

Other challenges included:
– Remaining competitive and position the city as unique in the changing, competitive global context;
– Engaging new digital tools and the generations of potential visitors, students, employees and entrepreneurs and residents;
– Keeping the city narrative ongoing with new stories, images and experiences.

The City Council wanted to strengthen stakeholder engagement by involving the local community and new potential audiences for the brand, particularly young people. The Dundee Partnership, a multi-stakeholder group established 25 years ago to promote the city, was strong but the challenge was to keep the ideas fresh and engage stakeholders in ongoing branding as the city transformed.

"The URBACT CityLogo project was a good opportunity to move that ambition forward," Milne added. This is how the Local Support Group was formed.

A plan to build on the city's assets

Dundee's Local Action Plan developed within the CityLogo Network, addressed the Dundee brand by creating an overarching brand that is recognisable, increased stakeholder and community engagement, and improved the governance and management of the brand.

Research and market testing resulted in identifying target audiences and positioning Dundee around three "E's" – Enrich, Enjoy and Excel. The aim was to portray Dundee as a city of stature, a high-achieving "centre of Scotland" that is an intriguing and interesting place.

The Scottish Cities Alliance, funded by the Scottish government, enabled seven Scottish Cities to collaborate and maximise the investment opportunity Scotland has to offer. This enabled Dundee to further define their investment message within a Scottish context but also ensure an understanding of their city brand at the national level.

One further key action developed was encouraging key local people to act as city ambassadors. The focus was on those who are champions in their communities so they understand the messages the city is creating and why. They would then work within their own communities to get feedback from the population. Work is currently in place to identify others who can act as ambassadors in their communities.

One of the main tasks within digital media and communication tools was the re-development of the Dundee.com website. A social media strategy will be developed which links the objectives and target audiences.

Increasing stakeholder and community engagement

The Local Support Group and the Action Plan are a strategic and collaborative methodology for ensuring that the actions are implemented and measured. The municipality will also take the actions forward beyond the timescales of the URBACT CityLogo project.

The governance aspect of the Local Support Group was "extremely value added" since it included public relations representatives and marketing managers from the private sector, Dundee Partnership members, city council members and a global training organisation. "We worked with the Local Support Group to engage the private sector, something we have never done before," Milne explained.

In widening stakeholder engagement to involve practitioners with experience in marketing and communications, the city ensured they were directly involved in the process of developing the brand. This led the city to formalise the Local Support Group as the Dundee Brand Marketing Alliance. The Alliance is taking forward the actions outlined in the Local Action Plan, developing marketing campaigns, and continuing to use the city brand as a tool for generating economic growth through raising the profile of the city and attracting visitors.

Transnational networking "an invaluable experience"

According to Milne, networking with other cities is an invaluable experience. "We learned what we were good at and what were not good at," she said. "We could see what other cities were doing well and we identified opportunities for Dundee."

Through the engagement in the project Dundee identified new audiences and developed narratives that spoke to them. "URBACT helped us to learn how to keep a brand national and global, but make it work for us," says Milne.

One of the most important learnings was that "partnership is natural" for Dundee. "Working within the network is a great example of best practice and new ways of working, such as

travel study visits," Milne added. Jennie Patterson, Public Relations Manager for *Dundee – One City, Many Discoveries*, agrees that working in partnership within the CityLogo project was "a real gift" as it allowed partners to work in a stimulating environment in each other's cities that enables knowledge sharing.

"Overall, the URBACT experience has been much broader than our CityLogo project," Milne said. "We are liaising with other URBACT cities on issues such as culture, smart cities and how to make the most of digital technologies."

Prospects

The opening of the Victoria & Albert Museum of Design and the regeneration of the waterfront offer a wide range of possibilities for initiatives to reinforce Dundee's city brand using CityLogo strategies. The Victoria & Albert Museum of Design is the only location of the museum outside of London and expects about 500 000 visitors when it opens in 2018. A new railway station, boutique hotels and niche attractions, such as slow and local food, are expected to welcome a huge influx of visitors to the city. The Dundee Brand Marketing Alliance aims to use the regeneration of the waterfront and the opening of the museum as a 'carrot' to draw in visitors.

The city aims to continue raising its profile through the application for various award programmes. It was named the UK's first UNESCO City of Design for its diverse contributions to fields including medical research, comics and video games. Receiving awards has helped increase the media coverage of the city and helps the city to build its brand image.

Learn more about Dundee and download its Local Action Plan on
www.urbact.eu/citylogo

Jobtown

Local partnerships for the advancement of youth employment and opportunity

One of the most challenging goals of the EU 2020 strategy is the increase of employment, and youth employment in particular. Youth unemployment and inactivity are enormous European structural problems, drastically worsened by the current economic crisis, which have disproportionately affected youth. In parts of Europe, youth unemployment levels are catastrophic, with the EU average sitting at 20.9%, and figures varying from 16.1% in UK, 24.6% in France to more than 51% in Greece and Spain (Eurostat 2014 4Q). The URBACT Jobtown Network cities addressed youth unemployment and poor employment through local-level partnerships and by taking action in their communities.

MAIN RESULTS

Boosting local youth employment

For three years the partner cities of the URBACT Jobtown Network have been exchanging and testing conditions for boosting local youth employment. Their policy recommendations focus on five pillars a city administration should lay its employment strategy on:

1 Effective models of cooperation. All partner cities agreed there is insufficient consultation by higher levels of administration in the design of youth employment policies and actions, implemented at local levels. To increase its capacity to affect change, a local administration has to break silos among youth-related services and policy, and work through effective partnerships with youth, youth workers on the field, local businesses, education and training providers, relevant public bodies, services and administrations. This is the case of **Thurrock (UK)** that used the URBACT Jobtown Network to build a "New Local Partnership for Youth Employment, Economic Development and Skills" with employers, public administration, education and training providers to share information and co-design actions on local employment and skills issues. Having a similar partnership, **Avilés (ES)** stood out in involving Youth Workers in the redesign of their employment services and as antennae for determining youth needs locally. Another innovative project was created in **Kaiserslautern (DE)** which has established 'Jobmatch Speedatings' bringing young people and employers together to exchange on their mutual needs and create opportunities for job creation.

2 Making education, Vocational Education and Training (VET) more responsive to the needs of the local labour market. A clear need was identified throughout the network to improve and redesign teaching, curricula and training contents and approaches – stemming from the identification of labour market skills demands (present and forecasted). Education and training should also introduce entrepreneurship as part of the 'World of Work' and reinforce generic entrepreneurial skills and attitudes (teamwork, initiative, problem solving etc.). Partners also agreed better inclusion was needed of 'soft' (personal and social) skills acquired informally.

Gondomar (PT) for example used its local partnership to develop a better skills supply for their strategic local business sectors and so created a new 600-hour Vocational Training Course for the jewellery sector, their primary local industry.

The course has a strong entrepreneurship focus, supporting students in creating their own enterprises and in e-commerce know-how. Likewise, **Kaiserslautern** embraced the 'From the Lecture Hall to Craftsmanship' programme of the University of Kaiserslautern and Chamber of Crafts, which supports university dropouts in re-orienting their educational and career plans. **Kielce (PL),** on the other hand, opened the Centre for Vocational and Continuing Education and Training at Kielce Technology Park (CKPiU). It is a state-of-the-art building and the largest current educational investment in the region. The centre has the clear strategic objective of activating the labour force by customising training to the needs of the labour market, adapting to economic shifts and maintaining solid relationships with local authorities and entrepreneurs. The strategy of the centre is aligned with the region's Strategy for Research & Innovation 2014-2020, which translates in the identification of 18 professions in crucial need of skilled workers. The training offer of the centre is strongly focused on skilled crafts.

3 Labour market needs analysis. If education, training and other systems are going to be responsive to the labour market, cities need to understand it – where it is now and where it is going – to plan curricula, allocate resources, and so forth. Furthermore, this analysis and forecasting must match the real area of concern of an administration – their 'Functional Local Labour Market'. That is, neither the too aggregate regional or national level often represented in statistics, nor limited to strict municipal boundaries which in practice people might cross over back and forth with little regard on a daily basis. Adopting cheap and easy-to-use tools such as Web Crawlers, the Oxford Economics Skill Forecasting

Tool, the Occupational Barometer, can help cities progress with analysing, monitoring or forecasting their labour market skills.

4 **Entrepreneurship and self-employment.** Entrepreneurship and self-employment are key elements within any larger strategy for employment and development. The network focused on this issue in terms of 5 pillars key to any entrepreneurial ecosystem, as agreed in the 2010 G20 Young Entrepreneurs Alliance summit:
(1) Access to Funding (accompanied by Business Support)
(2) Entrepreneurship Culture
(3) Tax & Regulation
(4) Education and Training
(5) Coordinated Support.

With these principles, **Cesena (IT)** took several measures to encourage entrepreneurship. They introduced a 'Tax-Free Area', alleviating tax burden on start-ups by refunding national and local taxes, created an incubator 'CESENALAB' specialised in IT & digital business, formed a co-working infrastructure for young entrepreneurs, and launched a contest – 'Impresa Creativa' – encouraging entrepreneurial spirit among local young people.

5 **Social Innovation and Enterprise.** In the current environment of resource restrictions and budget cuts, there is a need for public administrations to find ways to do more with less.

In this sense, **Enfield (UK)** launched an innovative project that was the first of its kind in London. Working collaboratively with Enfield local authority, Capel Manor College, Barnet and Southgate College and College of North East London together hosted the first Pop-Up University, branded 'EnfieldThinks', from April to June 2015. Each educational provider organised a series of talks, tasters, workshops and debates to promote learning across all levels and subjects. The Pop-Up University targeted local schools, with particular focus on providing exam support to students. The venue had been empty for two years and was kindly gifted by a local charity.

By having educational providers take ownership for a few months, it helped attract local residents to the high street with activities designed to inspire, engage and help the local economy. Increasing footfall to the immediate area helped demonstrate the commercial value of the pop up property.

Enfield sees this as social innovation that remedies two key problems: empty shops on the high street and low skills levels amongst local residents. It offers an interesting solution – a pop-up learning festival!

Benefits from participating in an URBACT network

Many of the actions developed by partner cities have happened or are planned thanks to the URBACT Jobtown Network.

The fact that participation in URBACT networks requires partners to establish Local Support Groups composed of different stakeholders to co-produce a Local Action Plan was the perfect opportunity for cities to use participatory methods and engage more with private sector employers, education systems and young people.

Following each transnational event, structured, local 'Knowledge Transfer Workshops' ensured the transfer of practices or knowledge to the local context. These workshops of the Local Support Groups were designed to disseminate the contents of the transnational events among the relevant local actors. Partner cities reported that this explicit effort led to a greater than average absorption of learning from the project, as well as feedback from stakeholders about their knowledge needs.

The future

All Local Action Plans are being implemented, using existing resources for some actions, and taking advantage of future Structural Funds for some others (particularly those involving Community-Led Local Development approaches).

In almost all cases, relations with the Managing Authorities have been deepened and solidified, since they were active participants in the Jobtown process. Most partners have now permanent partnership or cooperation arrangements that did not exist before and that will continue after the project. Various partners are planning to cooperate again or are already cooperating in new projects – such as Erasmus.

Following informal encouragement received from European Commission DG Regional and Urban Policy and DG Employment, several of the partners wish to maintain contact and exchange on local approaches to youth employment after the end of the URBACT network.

Learn more about Jobtown and download partners' Local Action Plans on www.urbact.eu/jobtown

ZOOM ON
RENNES METROPOLIS
FRANCE

Source : Dreamstime.com

Interview with Nathalie WRIGHT, Project Officer on Social Economy, Directorate of Economy, Research and Higher Education, Rennes Metropolis.

Rennes Metropolis is composed of 37 cities with a total population of 400 000. It is among the most attractive areas in France with a population growth of 0.9% since 1999 and an unemployment rate below national average (7%). In 2013, Rennes Metropolis decided to join the URBACT Jobtown Network with the objective to improve the employment of young graduates from poor districts (or 'priority districts' as defined by French law).

The trigger point

In 2012, Rennes Metropolis observed that University graduates increasingly had trouble in finding their first job, with unemployment rates being even higher for those of migrant background and/or living in 'priority districts'.

Despite the existing public services and resources available for unemployed, Rennes Metropolis was challenged by understanding why these qualified young people were unemployed, and creating the right conditions for their access to employment opportunities.

From identifying the problem to making an action plan

Throughout their participation in the URBACT Jobtown Network from June 2013 to June 2015, Rennes Metropolis tried to:

– **Capitalise on various existing services and resources** (such as jobs services, youth centres, etc.). In the framework of the Jobtown project, Rennes conducted a qualitative survey with 20 young graduates. The graduates could not distinguish the role or purpose of different services and so underused the resources available in their job search. There was no holistic approach to individuals' problems and young people thought the support provided was complicated.
– **Understand the expectations and approaches to work of young people.** Interviews with graduates helped the Metropolis understand how they proceed from university to the world of work, identify the transition gaps from education to work and their needs to kick-off their professional careers.
– **Connect/improve joint action with stakeholders.** In the framework of the URBACT Jobtown Network, Rennes Metropolis set up a Local Support Group with five types of stakeholders: young graduates, employers, (higher) education representatives, neighbourhood associations, and employment intermediaries.

The Local Support Group quickly shared a common vision which was to co-produce a Local Action Plan in favour of the employment of young graduates from 'priority districts'.

As a result of the transnational exchanges with the Jobtown partners and the meetings with Local Support Group members, the Local Action Plan was organised around five dimensions:

1 **Career advice, access to work placements and student life**. Rennes, together with national education authorities, FACE (Foundation of local authorities and enterprises against exclusion and discrimination), and MEIF (Service for employment, insertion, and professional training) created a project for students living in the city's 'priority districts'. Private-sector employers belonging to FACE offered work placements and apprenticeships for a total of 30 students in 2013, and they continue to do so.

2 **The role of employers in preventing discrimination.** Current major worksites in Rennes, like the high-speed rail line and the second metro line, have allowed local government to introduce Corporate Social Responsibility clauses for young people from 'priority districts' into the relevant public procurement contracts. This means anti-discrimination measures can be included such as: training staff to combat discrimination and promote gender equality and recruiting apprentices from 'priority districts'.

3 **Access to rights and discrimination claims.** Rennes and the Regional Youth Information Centre (Centre Régional d'Information Jeunesse, CRIJ) have opened an 'access to rights' office. This service provides general advice about housing, consumer rights, with the aim of directing people to specialised organisations. The 'access to rights' also takes part in the 'Apprenticeship Wednesdays Forum' organised by MEIF (Maison de l'Emploi, de l'Insertion et de la Formation professionnelle) in disadvantaged neighbourhoods, which informs young people about dual education schemes (vocational education combined with apprenticeships in companies) or it helps them find an apprenticeship contract.

4 **Building and capitalising on experience.** To open up further job opportunities, Rennes plans to increase communication on different initiatives, like summer jobs or jobs abroad as a first professional experience.

5 **The relationships between young people and local resources.** Making the existing resources attractive and making young people want to use them is now one of the strategic goals of Rennes Metropolis. The Local Action Plan foresees events in 'priority districts' so that the services are more accessible to young people. These include mentoring services and a smartphone application linked with social media to share information about the schemes and resources available.

Benefits from participating in an URBACT network

The main benefits of Rennes Metropolis from participating in the URBACT Jobtown Network were:

– **Designing policies in a participative way:** for the first time, Rennes Metropolis connected young people and both local and regional stakeholders to discuss youth unemployment in 'priority districts'. The fact that Rennes participated in a European project mobilised even more local stakeholders than expected. Few of the achievements of the group was that young people were actively involved in all meetings and workshops and that there was a change in attitudes when people around the table examined together what works and what does not in public services. Given the success of these meetings, local workshops, with tools developed within the network, are now being used to tackle other issues such as unemployment of seniors.

Jobtown
Local partnerships for the advancement of youth employment and opportunity

– **Strengthening professional skills**: in the framework of the URBACT National Trainings on participative action-planning, representatives from Rennes Metropolis were able to test and use new tools and methods for designing a Local Action Plan and setting up partnerships. This training was beneficial to someone like Nathalie Wright who was new in her position as a coordinator of an EU project in Rennes Metropolis.

– **Getting inspired and changing attitudes through transnational exchanges**: Wright explained that as Jobtown is a European project with experts and peers coming from other countries, she and other participants have discovered new things, questioned their own practices, and seeked ways to improve them or test new practices from elsewhere. As she says: "It is easier to accept ideas when they come from elsewhere."

> **"**
> ***Jobtown as a European project is a good opportunity to dare new things, that's for sure.***
> **"**
>
> **Nathalie Wright**

Future prospects

The URBACT Jobtown Network has been a great learning opportunity for Rennes Metropolis which is now even more equipped and experienced to participate again in URBACT and other networking programmes.

Looking to the future, Rennes Metropolis will be able to implement their Local Action Plan within the national French framework 'Politique de la Ville'. Their Local Support Group will continue to meet in smaller groups and monitor the implementation of actions.

Learn more about Rennes Metropolis and download its Local Action Plan on www.urbact.eu/jobtown

Re-Block

Reviving high-rise residential blocks for cohesive and green neighbourhoods

OVERVIEW

PROJECT DURATION	LEAD PARTNER	PARTNERS	FUNDING
February 2013– April 2015	Budapest (Hungary)		Total Eligible Cost: EUR 699 970 ERDF Contribution: EUR 518 003

LEAD PARTNER ○
PARTNER ○

Södertälje
Vilnius
Salford
Magdeburg
Gelsenkirchen
Budapest
Iaşi
Rome
Region of East Macedonia
Málaga

Between the late 1960s and early 1980s, some European cities responded to the post-War housing shortage issue by building high-rise housing estates. Whilst once regarded as prestigious residences, these estates have recently become synonymous with deprivation, crime, anti-social behaviour and downward social mobility. The main objective of the 10 cities involved in the Re-Block Network was to develop principles of good practice into tailored regeneration solutions, prevent further physical deterioration of their estates, foster regeneration of neighbourhoods and develop new social perspectives for the residents of the housing estates.

MAIN RESULTS

From common challenges to concrete localised action

Despite different local contexts, the ten cities of the URBACT Re-Block Network identified three common challenges related to their deprived neighbourhoods and high rise estates:

Social: the residents were amongst the disadvantaged, with low income and education levels, as well as a high rate of unemployment. The community was also segregated due to ethnic and cultural differences. With deteriorated buildings and lack of links to the rest of the city, the residents experienced social problems including energy poverty, lack of opportunities for social interaction and stigmatisation because of the poor image of the estate.

Physical: physical problems included low levels of energy efficiency in buildings, badly maintained open spaces, lack of meeting spaces and difficulty to connect to the rest of the city. The residents were usually on the peripheral of the city, meaning they were cut off from the urban network and felt isolated.

Governance: both the planning process and the complexity of the issues concerning regeneration needed coordination and the participation of stakeholders, especially the estate residents.

Partner cities used the Re-Block Network to create an integrated Local Action Plan linking physical and social interventions.

This also meant accounting for budget cuts to find innovative solutions to their challenges, and involving local stakeholders, especially the estate residents, in Local Support Groups.

Taking these challenges to move forward, the main messages from the Re-Block project for city administrations dealing with problematic districts and high rise blocks stressed the need for:

1 **A cross-sectoral approach to regeneration:** a holistic approach, co-ordinating different departments, sectors and agencies has far higher benefits when creating a city-wide strategy. The Local Support Group of **Salford (UK)**, for example, identified the economic inactivity of tenants in the Islington Estate and set to analyse why residents were living off social benefits, rather than being employed in jobs.

Finding that the residents lacked self-confidence and training to search for jobs, the Local Action Plan set to support them to access digital media. This was in line with city level policy documents, like the **Salford 2025 – A Modern Global City**, which prioritises reducing unemployment, and the regional **Greater Manchester Strategy – 'Stronger Together'** which addresses the issue of economic inactivity. A further example is in **Magdeburg (DE)** where the Neu-Olvenstedt housing estate is being restructured to create new housing developments that were left vacant following earlier demolition. These plans, in line with the integrated urban development concept for the whole city, allow the construction of commercial developments and high density housing, serving the needs of the residents.

2 **Governance with residents:** the smart approach to planning and implementing regeneration actions is to take advantage of the knowledge and experience of the various stakeholders, which includes the residents. **Vilnius (LT)** through the Re-Block project decided to pilot a new management approach to the badly maintained Zirmunai estate and its 12 000 residents. By splitting an unstructured area into several neighbourhood units, it redefined the internal structure of the area. Then, each new neighbourhood unit, comprised of 1 000-1 500 residents, becomes an individual site management unit with delegated responsibility for management issues including maintaining their courtyards, playgrounds, meeting spaces, and car parking. In **Budapest (HU)** this issue was addressed through the involvement of the Condominium managers, residents and the representatives of the Local Authority in what they called a Condominiums' Joint Representatives Council. The primary role of this initiative is to improve the communication between the related parties. By involving residents in decision making on block management, the new Joint Representatives Council aims to develop arrangements on issues such as debt management and carry out a comprehensive condition assessment of the buildings.

3 **Good quality housing underpins health and wellbeing:** this policy lesson from the Re-Block project centres on EU and national governments being advised to assist landlords in making housing estates attractive places to live, since positive social conditions contribute to the regeneration of their cities as a whole. In **Södertälje (SE)**, the suburban area of Fornhöjden has become ethnically segregated over the years. To address this and improve the feeling of community, belonging and safety of the residents, the Local Action Plan set to create an allotment garden. This

was in line with the city's Comprehensive Plan and 'Eco-city' concept, achieving greater social cohesion by sympathetically exploiting the physical environment.

Benefits resulting from URBACT

The cities in the Re-Block Network came together with different levels of understanding and knowledge about developing integrated plans, participatory planning, or practical solutions to urban development problems. The strength of the Re-Block partnership therefore laid in having a mix of experienced partners who could offer novel, pragmatic solutions for the partnership and a number of less experienced ones who wished to learn from the exchange

of good practices. As one of the cities' representative said, participation in the project helped to see old problems in a different way, it also provided a validation of the results and offered the possibility of comparison of (good) practices.

At the local level, working in an integrated way with a wide range of different stakeholders in the Local Support Groups needed leadership capacities and commitment of the members throughout the planning process. Some Local Support Groups involved external experts to facilitate the work of the groups using different moderation techniques. One of the most effective ways of working in the groups was the use of cards depicting development options. By visualising how the future of the estate could be, or what the different development options would result in, or the role and interlinkages of the different tiers of governance, urban issues become more tangible and understandable.

What happens next?

The partner cities in the Re-Block Network will continue to support the ongoing activities of their Local Support Groups, implement their Local Action Plans, and develop further spin-off projects to achieve the vision for their housing estates.

A positive prospect for the future are the number of spin-off projects, which link the planning phase of the Local Action Plans with implementation and also the possible continuation of Re-Block project on transnational level.

Learn more about Re-Block and download partners' Local Action Plans on www.urbact.eu/re-block

ZOOM ON MAGDEBURG
GERMANY

Interview with Stephan Herrmann, Head of Department of the Planning Office,
City of Magdeburg, Germany.

In the roughly thirty years of its existence, the Neu Olvenstedt district of the city of Magdeburg has evolved from a model of socialist-era residential construction with more than 32 000 inhabitants to a run-down district with image problems whose population declined to almost 10 000 inhabitants by late 2013. Magdeburg joined the URBACT Re-Block Network to tackle the physical and social challenges of the Neu Olvenstedt housing estate and integrate it to the rest of the city.

A declining population and urban disintegration

It all started in the 1980s, when the government of East Germany and the USSR passed resolutions to construct 'experimental complexes' and create the 'homes of the future'. Serving this cause, the Neu Olvenstedt housing estate used to accommodate about 32 000 people until early 1990s. In the mid 1990s, following the city's declining trend, Neu Olvenstedt lost nearly 40% of its population, the equivalent of more than 12 000 people leaving the district for better job opportunities in Western Germany, homes in less urbanised settings, and because of social tensions created by right-wing extremists.

Since then, serious efforts – but with limited impact – had been made by the city and the organised housing sector to improve the quality of life in Neu Olvenstedt with national and state funding.

This decline continued into the next decade when Neu Olvenstedt suffered net losses of further 8 000 people, leaving behind multiple vacant apartments.

In 2002 being part of the 'Urban Redevelopment East' programme, Neu Olvenstedt demolished or reduced in height more than 6 000 industrially-built apartments. At the end of 2013, 6 700 industrially-built apartments were to be found in Neu Olvenstedt, almost exclusively in the rental sector.

In 2013, the city council adopted the 'Magdeburg 2025 integrated urban development concept', and joined the URBACT Re-Block Network to explore how to make the district attractive to new housing developments, stable and with a good social mix in population.

Local planning and mobilisation

As a prerequisite of its participation in the URBACT Re-Block Network, Magdeburg established a Local Support Group for Neu Olvenstedt, building on a steering group that was active since 1997. The Local Support Group was enhanced with four

local residents from the district, the district manager, the welfare agency and local traders. As Stephan Herrmann, Head of Department of the City Planning Office, puts it: "In order to 'refresh' this group we brought in new people. It helped us that Madgeburg already has a group for social affairs that works across the city and has a project fund. So we had an infrastructure to depend on."

The Local Support Group met seven times during the URBACT Re-Block project and co-produced a Local Action Plan for Neu Olvenstedt, feeding into the 'Magdeburg 2025 integrated urban development concept'. With targets set for 2020, the Local Action Plan involves the following five initiatives:

1 **Completion of urban redevelopment**. The structure of the different areas of Neu Olvenstedt should be defined in line with the targets set for the city as a whole. Residents, housing companies, local traders, community institutions and the various administrative departments will work together to implement objectives by 2020. Integrated planning will ensure transport changes with the completion of cycle paths, pedestrian crossings, and systems of signposting for pedestrians and cyclists.

2 **Spatial renewal.** The issue of the structural redevelopment of demolition sites should be clarified at least in conceptual terms. Ensuring that the layout of land is appropriate for its use should be achieved primarily through parcel exchange. The largest areas of wasteland will be reused for constructing individual new homes, and smaller areas will see denser housing, commercial developments, or green spaces. An adventure playground for children will be constructed, not only to review space, but to increase social cohesion.

3 **Reinforcement of the social network.** Social cohesion is an important part of the action plan. Actions for making this happen include establishing a local newspaper, creating walks through the district and creating an orchard and neighbourhood garden to improve the environment.

4 **Change of image**. The image of the district will evolve from a 'problem area' to a 'normal' district of Magdeburg. Housing suitable for senior citizens and students,

Peer review sessions held in Magdeburg fuelled an exchange of ideas between the experts of the partner cities. One of the key takeaways for Neu Olvenstedt of these sessions was the need to attract private or public institutions, which might bring new social groups to Olvenstedt, new housing, and new high-quality designs for its open spaces.

Looking to the future

In total, 33 measures are planned for Neu Olvenstedt until 2020 which will be funded by the European Regional Development Fund and the European Social Fund, as well as from the Saxony-Anhalt state.

Throughout the process, the Local Support Group will continue to meet every six months to monitor the implementation progress. To this end the Local Support Group will collect and reflect on annual statistics about:
– Population figures and trends compared to the previous years.
– Number of residential units, differentiated between those in multi-storey buildings and those in smaller homes for owner-occupation.
– Socio-economic data on Magdeburg's districts.

Monitoring also includes the documentation of abandoned project ideas and of measures which cannot be implemented at the present time. To this end, a suitable digital ideas pool will be set up on the website www.neu-olvenstedt.de by the district management. Such documentation should ensure that project proposals are dealt with in a transparent manner and, if necessary, that initially rejected proposals can be reconsidered at a later point.

Magdeburg will also continue to collaborate with other cities of the Re-Block Network, in particular with Budapest and Vilnius.

multigenerational housing projects, a family-orientated infrastructure means the district has something to offer to both longstanding residents and incomers, whatever their social background.

5 **Preservation of identity.** Neu Olvenstedt is keen to maintain its local identity. The traces of its rural past (the Düppler Mühle mill, Sternsee Lake and Olvenstedter Chaussee), its history as a former model socialist-era housing estate and the wealth of art and design elements are cornerstones of its local identity, which will be preserved and – if possible – developed. The centre of Neu Olvenstedt will regain its significance as the hub of the provision of a weekly market, and new shops and restaurants will open. Other developments include walks through the district, preservation of artworks, and an audio guide and leaflet on the redevelopment of the district.

Gaining from the URBACT Re-Block Network

The exchange of practices and knowledge at an international level has been a new learning experience for the city administration, which provided stimulus for the further development of Neu Olvenstedt.

As Stephan Herrmann explains: "It was useful to see the different problems that cities had, the different ownership of land, the different types of organisation used to deal with this and the different planning cultures. We gained a lot of ideas from the other projects, for example the idea of urban gardening from Malaga. In many parts of Madgeburg there are big areas that can be used for organised gardening, so we can easily do this."

Learn more about Madgeburg and download its Local Action Plan on
www.urbact.eu/re-block

Wood FootPrint

Managing the footprint left by wood manufacturing industry in European cities

OVERVIEW

PROJECT DURATION	LEAD PARTNER	PARTNERS	FUNDING
February 2013– April 2015	Paços de Ferreira (Portugal)		Total Eligible Cost: EUR 700 000 ERDF Contribution: EUR 523 975

LEAD PARTNER
PARTNER

Tartu
Viborg
Monaghan
High Wycombe
Roesalare
Paços De Ferreira
Yecla
Sternatia
Larissa
Lecce

European cities have a strong manufacturing heritage. However, numerous businesses in the sector and cities failed to predict the extensive challenges imposed by globalisation: these caused factories and showrooms to close down, leaving a giant industrial footprint with large abandoned buildings, deforestation, pollution, unemployment and inadequate qualifications of a local labour force. The URBACT Wood FootPrint Network led by Paços de Ferreira (PT), the former 'Capital of furniture' of Portugal, brought together 10 European cities aiming to design policies to tackle the challenges induced by the declining activity of wood furniture manufacturing and retailing.

Wood FootPrint
Managing the footprint left by wood manufacturing industry
in European cities

MAIN RESULTS

Rethinking the industry

One of the first steps of the Wood FootPrint Network was to conduct research about the state of the furniture and wood manufacturing sector in Europe. The results highlight the importance of rethinking the model of bulk manufacture of low-end goods and moving towards high-end bespoke products, more reflective of consumer tastes and preferences. The network tackled crucial issues for the future of the whole European manufacturing sector and its adaptation to new reality of global markets.

Creating new urban realities

Large abandoned units once used to manufacture, store and display products are today becoming new urban realities and homes to different economic sectors. At a local level, URBACT Wood FootPrint Network cities succeeded to find creative solutions for diverse issues caused by the decline of the industry and embedded those in their respective Local Action Plans.

For example, the city of **Yecla (ES)** set a plan to remodel the furniture fair building so as to make it efficient and adaptable to promote the growing tourism and wine sector. The city of **Paços de Ferreira (PT)** created a map of vacant commercial buildings and identified more than 100 000 m² of empty showrooms. The city defined them as priority areas of public investments in the city's master plan.

On the **urban planning side**, **Tartu (EE)** decided to reinforce the revitalisation of an industrial area by constructing a green corridor with new lanes for walking and biking to make a link between the city centre and other districts. With improved connections, the city aims to enforce the development of functional mix in once mono-functional districts. The city of **Viborg (DK)** decided to transform the brownfield site close to the city centre by elaborating the master plan with clear development orientations to attract private real estate companies to invest in area. Therefore, the city is planning public investments in infrastructure such as roads, a new bridge, park, as well as financing new sport facilities and social care services. **Lecce (IT)** on the other hand aims to convert the former industrial area into a high-end business park. To achieve this goal, the city will make aesthetic interventions in urban design, reactivate the urban rail, as well as apply 'smart

city' principles like installing broadband connectivity and creating central specialised services for waste treatment.

To foster **local economic development** due to the decline of wood manufacture sector, some of the Wood FootPrint partner cities decided to diversify their economic tissue; the city of **Roeselare (BE)** is orienting towards the agro-industrial sector by creating 'Flemish House of Food', whereas **Yecla** and **Monaghan (IE)** are creating new brands to promote local goods and raise their value. However, furniture companies operating in the market must remain competitive and therefore need to upgrade their business models to those centered on high value-added products and services that compete with value, durability and quality rather than cost alone. A good example of this is the wood furniture company 'Móveis Barbosa Neto' in **Paços de Ferreira**, which decided to differentiate the offer by creating unique handmande wooden glasses, a high value brand product. The cities of **Wycombe (UK)**, **Larissa (EL)**, **Yecla** and **Monaghan** have decided to enforce the same practice in their local contexts by developing new training programmes in partnership with education institutions and industry to promote requalification of the workforce. In this way, the furniture sector could shift towards high value manufacturing based on intangible assets such as brand and image, research and development, market intelligence, customer service etc.

Actions planned in the URBACT Wood FootPrint Network are based on participative approaches which require high involvement of the private sector in the policy-making process, as they will be part of the delivery of the solution. In **Tartu** the establishment of Public Private Partnership has been an essential tool to successfully implement the regeneration process. The private developer is willing to invest in a real estate project while the city will support the project by providing investments to improve access to the area. Moreover, the URBACT Local support Group from **Monaghan** will continue developing training programmes for upgrading skills in the sector together with the Irish Furniture Business Association.

A valuable URBACT experience

The URBACT Wood FootPrint Network gathered a total of 120 organisations with a wide range of stakeholders from 9 countries across Europe. Being part of URBACT Local Support Groups they engaged themselves in a journey of

inclusive policy-making process to identify key challenges faced by wood furniture industry in pursuance of innovative solutions. For some, this approach turned out to be quite new, as Marek Muiste from Tartu stated: "Including other parties in decision-making process for us is still very new because of the post-Soviet background. We are still in transformation." In addition to the URBACT toolkit, the Wood FootPrint Network used a range of methodologies for managing the URBACT Local Support Groups. One of them is to use ice-breaking videos and inspiring stories from around the world to motivate stakeholders to use participative approach to development and implementation of local urban policies.

Partner cities considered the transnational exchanges as key since the ideas and learning generated during the meetings are now being reflected in each of the Local Action Plans. Interactive session tools like "Buying and Selling" increased knowledge and experience across the network. During the sessions, delegates were invited to trade ideas and negotiate prices for each idea. Each partner generated revenue from intelligent responses – ideas being looked at in their municipalities while expenditure incurred by buying ideas from other municipalities. In this way, the City of Tartu 'bought' the idea from their British colleagues to apply the temporary use approach in their Local Action Plan. Beside the transnational meetings, the partners

organised a series of study visits to connect with local realities, learn their challenges and be inspired by good practices.

An essential outcome of URBACT Wood FootPrint Network is the increased capacity of cities to design, launch and pitch Local Action Plans in an integrated and participative way. All cities in the network expressed their satisfaction regarding newly acquired skills to manage participative process for action planning.

> **"**
>
> *...URBACT helped us to see the solutions of other partners and how it is better to plan the development of the territory from another point of view...*
>
> **"**
>
> **Mati Raamat**
> **City Engineer, Department of urban planning and land survey, Tartu, Estonia**

Prospects

To support the implementation of Local Action Plans, the URBACT Wood FootPrint Network developed a funding strategy which defines financial resources. Several other European initiatives such as Erasmus+, INTERREG EUROPE and URBACT III were identified as potential options to continue the transnational work and expand it to other cities with similar challenges. Furthermore, seven out of ten URBACT Local Support Groups will continue working with the Lead Expert of the network and meet regularly to review progress on implementation of actions and identify funding opportunities. Some partners are also planning bilateral actions to compare the implementation and results of their respective Local Action Plans.

Learn more about Wood FootPrint and download partners' Local Action Plans on www.urbact.eu/wood-footprint

Wood FootPrint
Managing the footprint left by wood manufacturing industry
in European cities

WOOD**FOOTPRINT**

ZOOM ON
TARTU
ESTONIA

Source: Dreamstime.com

*Interviews with Marek Muiste, Local Support Group member and
consultant for sustainable urban and energy issues and Mati Raamat,
City Engineer, Department of urban planning and land survey in the City of Tartu.*

With 100 000 inhabitants, Tartu is the second largest city in Estonia located on the river banks of Emajõgi and home to the nation's oldest and most renowned university. Today, it plays an important role as the nation's centre for creative and service industries as well as for Information and Communication Technologies . Like many European cities, Tartu has lost a large part of its industry in the last few decades. Struggling to find innovative solutions for revitalisation of abandoned industrial areas, the city joined the URBACT Wood FootPrint Network. In 2013, this three-year learning and exchange project proved to be very fruitful for the city and today represents a good example of integrated approach to urban development.

The ambition

Tartu is a university town with a large student population. It is also a walking city since 42% of trips are made by foot and more than 65% by using sustainable transport modes. To consolidate its position, the city planned to raise its quality of living, establish a knowledge economy and become an attractive place for creative people. One of the challenges in achieving this ambition is to transform abundant, dismissed industrial areas inside the city and upgrade the infrastructure for soft mobility. Despite the enthusiasm, this process proved to be very complex and difficult. After several unsuccessful attempts at redeveloping the abandoned industrial areas, due to the lack of ideas how to use them, the municipality decided to join URBACT hopping to find potential solutions.

In the URBACT Wood FootPrint project, Tartu decided to focus on abandoned furniture manufacturing complex of Tarmeko in Karlova district located about 1 km from the city centre along the river Emajōgi. It is surrounded by a larger industrial area where only few of the group of 25 enterprises are still active today. Geographically, it is a strategically important area as it is situated between 5 city districts and serves as the main gateway from town centre to south Estonia. This fact was neglected in previous attempts. Thanks to the transnational meetings, Tartu identified this as a great potential for developing a green mobility corridor along the river, which will become an integrative link between different districts. The city then set up a Local Support Group composed of diverse local stakeholders to discuss about the renovation of the area and draft a Local Action Plan.

The plan

Tartu's Local Action Plan aims to retrofit the post-industrial Karlova district, create a new identity and functions, and establish high-quality connections for active transport modes.

The plan has three objectives:
– Using the river to connect different parts of the city instead of dividing it;
– Encouraging walking and cycling as the best modes of transport for an active urban lifestyle;
– Using wood as a renewable zero-emission construction material.

Redevelopment of the area includes two stages composed of the following key actions:

1 **Retrofitting the area (by 2020).** This will be launched with the announcement of an architectural competition with strict criteria for materials and design of sustainable living standards, with the aim of developing safer road access using an existing transport corridor. A balance between living environment, social and economical functions will be established. This goes hand in hand with retrofitting the old railroad into a new road to access the area. This railroad is losing its purpose as the area is turning from an industrial one into a more residential and service based one.

2 **Connecting the area with roads and walkways (by 2018)** and **developing modes of active sustainable transport (by 2020).** The city plans to create a major green 5km corridor for active transport modes (walking, running, cycling etc) that will connect the whole eastern riverside of the town with the city centre. This will reduce the use of motorised transport modes and generate a new type of movement for people who didn't have access to greenways before. It will also help to make more use of the river that is today hidden by brown areas and private entities. The city expects more than 5 000 users per day.

With areas that were previously mono-functional, the city aims to reinforce the development of functional mix, with 60% of leisure and recreation activities, 30% of flats, and 10% of light industry. As Mati Raamat, Tartu's City Engineer puts it: "one part of the city will find a new way of living and the people will find a new part of the city."

URBACT added value

Tartu effectively utilised transnational meetings in the URBACT Wood Footprint Network and tackled its challenges with new and fresh perspectives. As Raamat points out: "URBACT helped us to see what solutions other partners thought of, and how it could be better to plan the development of the territory from another point of view".

Inspired by a booklet of Viborg's Masterplan, Tartu decided to make its own for communication purposes. From British colleagues, Tartu learned about using the temporary approach to test an intervention in the area. This is how it decided to open the area for public activities by creating a marketplace and playgrounds. Furthermore, Belgian colleagues convinced Tartu that it would be smart to integrate industrial heritage into a new urban fabric or make a furniture museum to preserve their history.

Another significant added value coming from the URBACT experience was the creation of the URBACT Local Support Group, which introduced a new approach to urban planning process in Tartu. Although the local mind set is still very much embedded in top-down and centralised decision-making process as a consequence of the Soviet period, they have succeeded in inviting different stakeholders to join the group and benefit from working together. The Local Support Group managed to reach a compromise between the interests of land owners, so the municipality and private real estate developers established a Public Private Partnership for the financial burden of the redevelopment process. The private developer will invest in real estate project while the city will support the project by investing in access to the area, particularly the green corridor.

Wood FootPrint
Managing the footprint left by wood manufacturing industry
in European cities

WOOD**FOOTPRINT**

Enthusiasm for the future

Tartu created a detailed finance scheme for the implementation of the Local Action Plan. It will be partially funded from the city's budget and from the State's financing programme, which will be carried out in the next five years. A big amount of this money will go into reconstruction and creation of light traffic streets.

At the same time, Tartu is very enthusiastic about its future as it reached an agreement with private investors who are keen to invest in the redevelopment of the area aligned with the city's strategic orientations and Vision of Tartu for 2030.

Furthermore, the city will continue meeting with other partners from the network to enrich the implementation process of action plans. The city is also eager to join future URBACT networks and tackle other challenges with the same approach. As Marek Muiste, the Member of Local Support Group points out: "Even though URBACT Wood FootPrint project was quite small in scope and budget, it had a good focus and approach, which created lots of value."

Learn more about Tartu and download its Local Action Plan on www.urbact.eu/wood-footprint

EUniverCities

Improving city-university collaboration for local development and growth

OVERVIEW

PROJECT DURATION	LEAD PARTNER	PARTNERS	FUNDING
February 2013–April 2015	Delft (The Netherlands)		Total Eligible Cost: EUR 699 900 ERDF Contribution: EUR 514 590

University cities are key engines of Europe's knowledge economy, and a prime centre of 'smart growth'. Universities are increasingly aware that an attractive urban environment (in the broadest sense) helps them to lure the best students and researchers. City governments, for their part, recognise 'their' universities as sources of talent, economic development, innovation, and social and cultural dynamism. But the interests of the city and universities do not always converge, and it is a challenge to find appropriate forms of cooperation that brings results in terms of smart, sustainable and inclusive growth. The URBACT EUniverCities Network, led by Delft (NL), worked on creating a framework for better city-university collaboration, with the aim of increasing growth, boosting innovation, and improving the quality of life.

MAIN RESULTS

A collaboration model for results

The EUniverCities partners worked together to develop a model to spur cooperation among the city and university in various fields. The network identified five 'domains' where city-university partnerships can benefit immensely. These 'domains' are linked to achieve better results:

1 Local/regional economy

Collaboration between city, universities and companies can be beneficial to local and regional economic growth. Small and Medium Enterprises (SMEs), the city and the university can work together towards increasing collaboration, exchanging knowledge and finding solutions to problems. **Linköping University (SE)** for example, has 5 'liaison offices' in the region, where SMEs are brought into contact with university knowledge and competences. Each year, 500 companies are visited to inform them about what's going on in relevant parts of the university. **Tampere (FI)** University of Technology on the other hand set up 'problem Fridays' where SMEs are actively approached and invited to a one-hour session. They can bring a problem or question to be discussed with a team of university experts. By the end of the hour, it must be clear if there is scope for some sort of collaboration, and if so, the partners arrange the next steps. Similarly, the city of **Aachen (DE)** and the university organise the 'Night of the Enterprises' in Aachen's technology centre. Companies present themselves to the students in an informal atmosphere and bus tours are available for in-company visits.

2 Internationalisation of city and university

Universities aim to attract foreign students, lure the best foreign research, and win international research projects. Improving their position on international university rankings is a priority. City governments on the other hand want to attract well-educated foreigners with the ambition to develop an international oriented urban knowledge economy. During the transnational exchanges of the EUniverCities partners, it was often remarked that host cities are not easily 'readable' for foreigners: signposts and indications are typically only in the national language for example; the public transport system is often difficult to understand, and the same goes for the city administration's rules and regulations. **Delft (NL)** included this in their Local Action Plan where the city and university work on making the city friendlier to foreigners. They do this through international signposting in roads and public transportation, as well as installing screens with information of city events in English. However, cities need to find a balance between the local and international because prioritising internationalisation can give rise to social tension. This needs to be anticipated through close collaboration between city and university in balancing out the appeal.

3 Students and city life

Student life is a significant and dynamic part of city life. Student areas attract a wide range of visitors and tourists, but sometimes tensions arise between students and other citizens. Building a bridge between the students and the city administration is important in tackling issues and creating a better city environment. **Ghent (NL)** has addressed this problem through the creation of StuGent which is a consultative body for students enhancing their integration in the city. Furthermore, Ghent has appointed a student officer to represent students in discussions between the Higher Education Institutions and the city council.

Student housing is also a major issue between the students and the city. Cities need to assess the location of student housing as this can conflict with university plans. **Lecce (IT)** has addressed this through a student housing web platform. The city screens landlords offering housing and the students are encouraged to sign contracts with lower rent. The city can also plan where the housing is offered, thereby mixing students and citizens.

4 Attractiveness and marketing

In many cities, the university campus is located relatively far outside the city. As a result, the city itself lacks the feel and dynamics of a buzzing student city. To change that EUniverCities partners suggest that cities need to be more creative with their hidden assets or areas. Such creativity includes turning old buildings into places where students/researchers can develop and show prototypes of inventions; encouraging pop-up stores for demonstrations and retail;

using open urban spaces for students to perform creative events (music, theatre, etc). In **Lecce (IT)**, the university and city region worked together to create 'Officine Cantelmo[1]', a multifunctional space in a regenerated building in the city centre. The place is open not only to students and researchers but also citizens. It contains a library, a working space and places for start-ups. Concerts, events and lectures also take place.

In addition, several partner cities set up joint campaigns to attract students. '**Study in Lublin (PL)**' initiative set by several universities and the city to promote the city and the university at the international level through a special website and social media. Similarly, in **Magdeburg (DE)** the municipality and university created a virtual 'travel agency far east'[2] to attract and inform potential students and their friends from other regions in Germany.

5 Science and society

The city can be explored as a source of problems/challenges for researchers and students. This can create many projects to address them. Moreover, the city can benefit greatly from the energy and fresh ideas of students. In **Linköping (SE)**, the city is a partner in the R&D Centre in Care and Social Work, where seven municipalities in the region work together with the university to innovate and improve practices to develop competences and skills. The venture helps to benefit the citizens that rely on care and social sectors.

1. http://www.officinecantelmo.it
2. www.reisebuero-fernost.de

EUniverCities
Improving city-university collaboration for local development and growth

Co-creating through exchanges

For cities that already had a collaboration culture, the network helped strengthen the bonds further; for others, it was a first step towards bringing stakeholders together. For **Lublin**, the process of building a Local Action Plan was a crucial stepping stone to get the many relevant partners around the table and discuss how to make Lublin become an attractive city for students beyond the region.

Partner cities were encouraged to involve different types of stakeholders in each of the transnational meetings. Students were constantly involved in the meetings which brought new perspectives and ideas.

City partners benefitted from URBACT national training seminars, where they learned new methods of stakeholder involvement, integrated policy approaches, and tools that were able to apply them in their cities.

"

Along the way, the project partners became something like a family, albeit a very professional one. It was a great learning experience as well. During each visit, it was amazing to see how much a motivated, committed and professional group of people can achieve in a short period of time.

"

**Patrick van Geel
Lead Partner, City of Delft**

Looking forward

The implementation of Local Action Plans developed by the partner cities are in progress. **Tampere** and **Ghent** have secured funding for actions in their Local Action Plans. Other partner cities have focused on increasing and maintaining the city-university collaboration in various domains.

Since the five 'domains' could also be furthered explored on their own, some cities have expressed interest to form sub-networks and apply for funding. The topics of internationalisation and entrepreneurship were most compelling to the cities. An in depth exploration of the benefits of city-university collaboration can have on city's growth is planned.

EUniverCities will be staying in touch through meetings at least twice per year.

Learn more about EUniverCities and download partners' Local Action Plans on **www.urbact.eu/eunivercities**

ZOOM ON
AVEIRO
PORTUGAL

Interview with André Cester Costa, Head-Office of the Economic Development and Entrepreneurship Division at the City of Aveiro.

Aveiro is located in the Centre Region of Portugal with an approximate population of 80 000. Over the years it has specialised in industrialisation based on manual labour. Created in 1973, the University of Aveiro quickly became one of the most dynamic and innovative universities in Portugal but collaboration with the city has been less successful. Although there is an important student population in the city, there is not much interaction between the students and the locals. In participating in the URBACT EUniverCities Network, Aveiro wanted to integrate the students in the city as well as increase collaboration and enhance innovation.

From challenges to joining forces for a Local Action Plan

Over the past years, the municipality and the university have reached their goals through separate paths. The city had previously collaborated with various companies and created a Knowledge, Research, Development and Innovation Pole but without the university's contribution. On the other hand, collaboration between the university, the surrounding region and the companies has been quite fruitful in providing many innovative solutions to SMEs and regional issues but not for the city of Aveiro. In addition, as the campus is located next to the city centre many students remained within campus grounds, in isolation from the rest of the city.

Through the EUniverCities Network, the city set up a Local Support Group composed of stakeholders from the university and the city from varied departments such as mobility, planning, tourism, economic development and culture. Other key stakeholders were the student union, the alumni association, businesses such as INOVARIA (innovation network of companies) and AIDA (industrial association). This created a platform for exchange, identification of problems, and for an integrated Local Action Plan for making Aveiro the best Portuguese University City by 2020.

The plan consists of three main strategic axes:

1 **Innovation.** The objective is to create sustainable partnerships and solutions between the city, the university and companies, and encourage researchers and students to work for local companies. To increase the connection between students and companies, an adoption of the DEMOLA project observed in **Tampere** is foreseen. DEMOLA is an international organisation that enables students and companies to work together on the co-creation of projects. The city and university aim to involve the whole region, which will open up the possibility for students to work with even more companies and closer cooperation with the region. This will also increase economic development. The city also plans to organise matchmaking events between companies and students, as well as Smart City Contests to support the implementation of Research and Development projects.

2 **Welcoming** and integrating the student population in the city is planned through cultural activities. In September 2015, the city is organising their first welcoming programme for incoming students. Aveiro will organise various cultural and social activities to foster exchange between the students and citizens to learn about the city.

They will also offer incoming students vouchers to visit museums and participate in cultural and sports events throughout their first year. Besides this, Aveiro plans to improve the physical connections between the city centre and the university encouraging soft mobility measures (walking or biking).

3 **Internationalisation and marketing** will play a major role in the Local Action Plan, where the university and city will rely on each other to raise the status of the city. The university aims to increase its research capabilities to attract researchers to work in Aveiro for short or long-term projects. For this to happen, the Local Action Plan foresees a nation-wide festival (INAveiro Tech) to promote Aveiro and its Information and Communication Technologies; the creation of an Annual Cultural Agenda of Events coordinated by a centralised management structure; and marketing and branding campaigns.

Learning from URBACT and other cities

The Local Support Group composed of city staff, students and University professors was a success as André Cester Costa, Head-Office of the Economic Development and Entrepreneurship Division at the City of Aveiro confirms: "I think today we have much better links with the University and the Students Union and we are all focused in developing this Local Action Plan and trying to achieve its vision, which is making the city of Aveiro the best University City in Portugal by 2020."

Finding funding is a constant challenge but with the URBACT Local Support Group the city actively involved the Managing Authority of EU funds in every meeting. They became familiar with local challenges, the plan, and were willing to offer help

in securing funding. The nature of the Local Action Plans means a mix of funding is required, where the municipality and university are limited in their local contributions. "The financial situation of the city is not perfect, but the fact that we are working together already gives us a better chance to be prepared to access funding," says Costa.

Prospects

A direct result of the collaboration between the city and university was VivaCidade, which aimed to address urban voids. Inhabitants, students and other city residents managed to regenerate a space that enables the encounter of the citizens through social and cultural activities. Local SMEs contributed by giving building and furnishing materials.

> **I think today we have much better links with the University and the Students Union and we are all focused in developing this Local Action Plan and trying to achieve its vision, which is making the city of Aveiro the best University City in Portugal by 2020.**
>
> **André Cester Costa**

Aveiro has become a full member of the EUniverCites Network which has developed into a bigger network involving other European University Cities. "We will still cooperate and learn from each other, sharing the same problems that we each have" say Costa.

Aveiro plans to be involved in URBACT but this time through an implementation network. As it has already completed its participation in the EUniverCities and Jobtown networks and Local Action Plans for both are ready, it hopes to learn from other cities how to continue to implement the Local Action Plan. Costa says: "It is important to constantly keep up to date with new implementation methods because as like a computer software, if not updated it lags behind. "

Learn more about Aveiro and download its Local Action Plan on www.urbact.eu/eunivercities

4D Cities

Promoting innovation and the knowledge economy in the health sector for local social and economic development

Cities in Europe are confronted with increasing health expenditures along with severe public budget restraints. Progressive ageing and chronic diseases require suitable care services in place to cope with quality living standards. In 2013, eight European cities joined the URBACT 4D Cities Network to boost innovation and knowledge economy in the health sector – a new productive sector which contributes to the diversification and enhancement of the economic activities and social cohesion of local territories.

MAIN RESULTS

Health innovation as a forward–looking local strategy

Health innovation is an opportunity for cities to reverse negative population trends, give ageing citizens access to a dignified and independent life, while reaping the benefits derived from new business models with citizens' interests and opportunities.

As co-owners and co-managers of health care, local governments can play a major role promoting innovative strategies that comply with patients' satisfaction and improve citizens' wellbeing.

To optimise the potential of health innovation and reinvent the health sector, the 4D Cities Network identified and worked on four dimensions a city should take into account in its health/care policies:

1 **Business in the health sector.** The 4D Cities Network found that local governments can play an important role in developing a robust business support ecosystem, by giving companies access to tailored and timely information on the trends and opportunities in the health sector at the regional, national and international level. The menu of activities for local economic development agencies includes: networking, B2B (Business to Business) events, fairs and training. Such activities can also encourage the private sector to undertake new research and business models based on patients' needs and behaviours.

In **Eindhoven (NL)**, Slimmer Leven 2020 is a cooperative with more than 70 members mostly elderly homes, hospitals, health and care providers, health insurers, housing companies, and public bodies. They jointly develop solutions for distance care, home automation, apps for 'self-management', enabling elderly or chronically ill people to live independently at home. The aim is to improve the life of people, and make the health care model efficient and cost sustainable. The predict that at least 2% of savings can be achieved through these types of approaches and perhaps considerably more.

One successful project is called 'care circles'. Its partners worked together to provide a higher quality of care and extra security during the night and weekends for people in need of unplanned care. Before the project, each of the participating care providers had its own –costly- night emergency service. Now, they have shared night teams who provide care for every citizen in a specific area during the night irrespective of which care-organization a specific person is a customer. When somebody has fallen or is wondering around (in case of dementia), electronic devices transmit a signal to a call centre, where a dispatcher assesses the situation and sends an assistant or an emergency service to address the question, based on proximity and competencies. Emergency calls are now addressed better and faster, and there are substantial cost savings (an estimated EUR 3 million per year). It seems so obvious now, but the hardest part was, in the very beginning to convince the care providers to collaborate.

Local government can also support start-ups through eHealth[1] and mHealth[2] solutions. They can encourage spin-off companies, which bridge the gap between basic

---

1. eHealth: Electronic Health, refers to the use of electronic and digital processes in health, electronic health records, telemedicine and health care information systems among others.
2. mHealth: Mobile Health, refers to the use of mobile communication devices for health services, information and teleassistance.

4D Cities
Promoting innovation and the knowledge economy in the health sector
for local social and economic development

research and market opportunities. They can also improve the market prospects of the SMEs in health-based activities by opening public procurement in the health system, which is too often limited to big players.

2 **Knowledge and professional training centres at the heart of health system.** A new patient-centred approach in health needs a set of competences and abilities beyond the strictly medical knowledge. Listening and interacting with a more informed patient is key to work in multidisciplinary teams and to react to stressful situations. This type of skills can be trained and tested in Living labs and Simulation centres to increase the safety of the patient. The 4D Health Innovation Simulation Centre in **Igualada (ES)** specialises in training professionals in multidisciplinary teams within a safe environment.

Universities can foster an **entrepreneurial climate** in cooperation with the private sector to encourage the creation of start-ups by facilitating advice from experts, promoting interdisciplinary collaboration or organising business promotions and training activities for students. **Tartu (EE)** has two good examples of this University Innovation-oriented focus Idea Lab[3], which facilitates students to start their own company with the support of experts and interdisciplinary teams and Competence Centres[4]; research organisations focusing on the long-term co-operation between research institutions and companies.

3 **An open, modern and integrated local health system.** The change in the way medical practitioners look at the patient has enormous consequences in how health care services are organised and delivered. The 4D Cities project emphasises the idea that professional activity also needs to respond to the patient-centred model and overcome the medical work in fragmented silos. This requires revolutionising patient care, linking social care and health care. Among the proposed changes are:

3. http://www.ut.ee/en/entrepreneurship/ut-idealab.
4. Estonian competence centres are structured, long term collaborations in strategic important areas between academia, industry and the public sector (http://www.eas.ee/en/for-public-and-non-profitsectors/universities/competence-centre-programme).

– Easing the journey of the patient through a health continuum of 'Recovery-Rehabilitation-Re-ablement';
– Enabling multidisciplinary and team working in the service provision; and
– Integrating services both vertically and horizontally to better respond to this new business model.

A good example of this approach is the South **Leeds (UK)** Independence Center which delivers short-term patient-centred rehabilitation, recovery and re-ablement. It works with an integrated multidisciplinary team made up of nurses, physiotherapists, occupational therapists and clinical assistants, with access to other health care professionals such as dieticians, joint care managers and medical practitioners.

Similarly, along the 4D Cities project, the city of **Baia Sprie (RO)** has changed the initial local plan from a project on re-opening the local hospital to a broader strategy towards integrating public health services in the city. The city council has begun implementing a broader welfare programme encompassing different interlinked policies that include: integration of public health services, work on social and economic aspects of the population, and education and prevention programmes. As a starting point, the Integrated Centre for Socio-Economical-Medical Analysis will be responsible for collecting data from patients who attend the primary health centres. By surveying the citizens, the Centre will gather medical and socio-economic information. This will help profile the population and inform other policies related to health and welfare areas.

4 **Citizens and patients as service users.** Citizens and patient empowerment is inherent to health innovation. Cities need to invest in health education to promote self-consciousness, self-care capacity and more responsible patients with regards to their health options and treatment. Access to information, use of self-managing technological tools, peer-to-peer support and patients' training, enormously improves quality of life.

Baia Sprie plans to renovate one floor of a hospital to place 20 beds for patients in terminal phase of their lives. Cooperative teams of doctors, nurses, psychologists, citizens

and priests will participate in the treatment and care of patients and relatives. The innovative aspect here is that the citizens will co-own and co-generate their own health initiatives. Under the coordination of MedSpria, a private medical company, and the Mayor's Office supervision, the plan expects to engage more than 50% of the adult population of the Baia Sprie area as shareholders and active actors in defining, controlling, financing and monitoring all aspects related to public health.

Enhancing local capacities

For all the cities in the network, the URBACT experience has increased the participation of local stakeholders around the topic of health, an issue usually left to health sector professionals. The 4D Cities project has demonstrated to local authorities and practitioners that it is possible to experience participative democracy and influence local policies when political will exists and means are made available.

By setting up Local Support Groups, cities have succeeded in organising and engaging local stakeholders on a consolidated permanent basis, and they are now actively involved in their local projects and co-creating in local health policies.

The exchange and peer review activities within the 4D Cities Network have revealed significant differences among the health systems in different European regions in terms of funding (public-private), competence distribution (government-local) and levels of service integration. The analysis and understanding of other health models and service

structures has been relevant for all. Best-practice examples were useful to pick out ideas from successful initiatives, and consider them for local context.

A critical learning aspect for the partners was the importance of **assessing and analysing** the local situation and trends before undertaking a decision on a local strategy. Similarly, the use of performance monitoring and social impact measurement tools to assess stakeholders' priorities and expectations has been mentioned as an important achievement of the project.

Prospects

Partners have already started to identify funding sources, particularly from the European Cohesion Policy and Horizon2020 programmes. **Eindhoven (NL)** is interested in developing an innovative Social Impact Bond to raise funds for their projects. In the case of **Leeds**, the Local Action Plan will be partially funded through public-private partnerships that will open the door to engage in research programmes as well. **Tartu's** Local Action Plan will be a guideline for joint activities of the City Government, R&D institutions, business support organisations, companies and citizens in developing the biotechnology and medical sector.

Building on the success achieved in each city **Eindhoven, Baia Sprie, Tartu, Jena (DE)** and **Novara (IT)** are planning to participate in URBACT III with initiatives in health innovation.

Learn more about 4D Cities and download partners' Local Action Plans on www.urbact.eu/4d-cities

4D Cities
Promoting innovation and the knowledge economy in the health sector
for local social and economic development

ZOOM ON IGUALADA
SPAIN

Interview with Àngels Chacón, Deputy Mayor for Economic Promotion of the City of Igualada, Spain.

Like many European cities, Igualada, a medium-sized city of 39 000 citizens just 67 km west of Barcelona, has been confronted with both the decline of traditional industries and the impact of the recession on the construction and property markets. This led to a structural unemployment situation. When joining the URBACT 4D Cities Network, the city needed to diversify its economic activity, linked to innovation as a competitiveness driver and specialisation, both key elements to promote local development.

Support Group with the mission to produce a Local Action Plan.

The URBACT Local Support Group moderated by an external facilitator focused its work on a very specific problem –hip fractures for the over 65. The reasons for addressing this specific challenge were threefold. First, the Action Plan provided a solution for the health system that was facing an increasing demand of healthcare and social services of a growing population of elderly people. Second, it represented a way to use the Simulation Center and promote the city as a health hub. Third, it responded to European Commission's, Spanish and Catalan Governments' strategic priorities regarding the promotion of active and healthy ageing, prevention of dependence, fragility and falls of the elderly.

The Local Action Plan is a piloting and innovative project from many points of view:

– The action plan focuses on **prevention**. Care professionals encourage healthy habits among the elderly population, including diet, exercise and sun exposure as well as enabling safety living environments for frail people.

– A **multidisciplinary management of the process** has been put into place. Prevention and rehabilitation processes are designed by professionals working in the front line in cooperation with the patients since they know their needs and demands as well as the most efficient and suitable form of implementation. The measures are not only for health care, but also for the previous stages to prevent falls among elderly.

– This is a **demand-led approach**, since patients participate in the selection and design of measures and provide their experience and preferences.

– It is also the result of a **participative process**: views and proposals coming from health care professionals, researchers, citizens, the business companies and policy makers enriched and widened the scope of the project.

– Their 4D Health Innovation Simulation Centre is used as a melting pot where professionals, health-related services, citizens and companies interact to create the most suitable solutions.

In this plan, Igualada embedded several of the ideas and practices encountered through the transnational exchanges, for example the way Eindhoven has developed the public private partnerships in the health sector, or the way Leeds designed its strategy and has build a coordination system among the stakeholders. All these exchanges allowed Igualada to widen its perspectives, see policy options being implemented elsewhere and choose what was best for its territory.

Ground base

Besides the decline of traditional industries, Igualada faces another common European problem – an ageing population and the economic and social impact this has on a city. The demographic change demanded a more efficient, safer and sustainable health system, with a focus on prevention as well as new procedures and medical technology.

The health sector seemed an obvious choice for the city that could promote new added value activities and lead to the creation of new skilled jobs. As a result, in 2009 the city initiated the 4D Health project, a simulation centre for health issues aiming to provide technological stimulation starting from 2013.

While the simulation centre was an important asset for the city, Igualada still needed to build the entire health infrastructure around it, attracting businesses, research centers and universities, and putting the patients at the centre of this process. This was particularly challenging, considering that health-related knowledge and industries were all based in nearby Barcelona.

By joining the URBACT 4D Cities Network as a Lead Partner, Igualada looked for concrete solutions to its economic and social problems and for a framework in which to promote itself as a regional health hub.

Planning health innovation

As Àngels Chacón, Deputy Mayor for Economic Promotion of the Municipality of Igualada says, one of the advantages of working with URBACT was that the programme pushes the city to work in a specific framework – establish a Local

4D Cities
Promoting innovation and the knowledge economy in the health sector
for local social and economic development

Benefits from the URBACT 4D Cities Network

The benefits for Igualada from the 4D Cities project are manifold.

Even though the actors involved in the Local Support group knew each other bilaterally, they had never worked together as a group. This allowed them both to mutualise their knowledge and also to quickly develop new solutions and ideas for their local challenges. **Sharing knowledge and designing policies in a participative way** gave Igualada a competitive advantage over other actors in the area. The city managed to persuade the Region to open the Faculty of Nursery (branch of the University of Barcelona) there, starting from autumn 2015. Another important spill-over effect: several pharmaceutical and medical companies are also interested in working with the city and in opening offices there.

URBACT was also a stepping stone in helping the municipality take a **leading role as a facilitator in the health innovation process**. As Chacón puts it: "In the City Hall we were not used to deal with such complex topics. Before, it was much more the university and the business actors that took the lead in the innovation sector. Us, as a City Council, we wanted to be part of this process and act as a facilitator, intermediate the connections between these actors and also bring the citizens
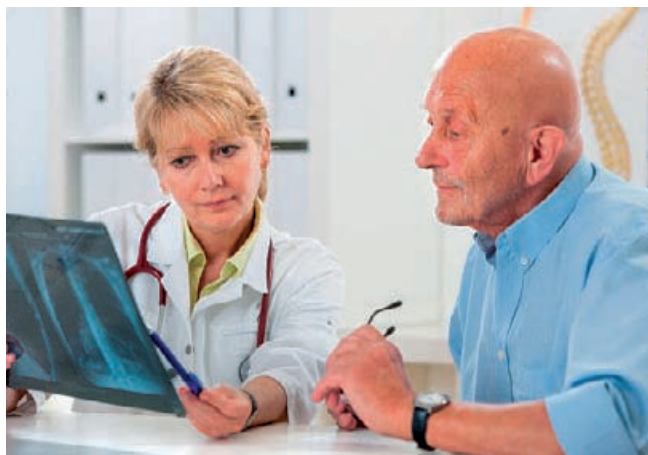
and the patients into the process. This is a new and engaging role for the city, very different from what we used to do in the past."

URBACT gave the municipality the legitimacy to take this role but also the strength of working in a group.

Looking forward

Armed with this positive experience, Igualada is now actively working to implement its Local Action Plan which has been adopted by the Council, with funding already coming from Deputation of Barcelona and the Government of Catalonia Region.

Looking to the future, the city would also like to widen its activity in the health sector and reinforce its new role among the health actors. Using the same method, the problem of young people with mental disorders is the next challenge Igualada will address.

The most important lesson the city will take forward is a new way of policy making at the local level. The City Council is acting as a facilitator and matchmaker, co-designing policies where Councillors and civil servants are in the frontline, working directly with citizens and actors of the territory.

Learn more about Igualada and download its Local Action Plan on www.urbact.eu/4d-cities

USEAct

Reducing land take, promoting smart urban change and sustainable development

OVERVIEW

PROJECT DURATION	LEAD PARTNER	PARTNERS	FUNDING
February 2013– April 2015	Naples (Italy)		Total Eligible Cost: EUR 700 000 ERDF Contribution: EUR 493 580

LEAD PARTNER
PARTNER

Østfold County

Riga Region

Dublin

Buckinghamshire

Nantes

Nitra

Trieste

Baia Mare

Viladecans

Barakaldo

Naples

Urban sprawl and brown-field development are among the most serious dangers of the European urban development model. Given the lower costs of land and the desire of the population for low-rise housing, urban sprawl (unplanned spreading of urban development into areas at the edge of a city) is difficult to tackle. The URBACT USEAct Network, led by Naples (IT), brought together ten partners to explore how to control new developments through integrated planning tools on the functional urban area level while initiating the redevelopment and densification of areas that are already built-up.

MAIN RESULTS

Controlling new land take while increasing the value of existing urban areas

The 'Cities of Tomorrow' report published by the European Commission in 2011 focused on negative outcomes of urban sprawl and 'land-take'. These are mainly: loss of agricultural land, land sealing (and consequently increased risk of flooding in urban areas), loss of biodiversity and natural resources, increased risk of social isolation, increased energy consumption and transport congestion, loss of functional diversity and commercial functions of urban areas, and decline of city centres.

In reaction to these challenges, the cities of the URBACT USEAct Network explored possible practices and agreed on three steps a city administration should take to develop a sustainable urban plan and reduce land-take:

Naples, Italy

1 Governance and planning tools

To **control the spatial distribution of new developments** a 'metropolitan' governance system is considered as optimal. In the (usual) case when no such system exists and a formal governance reform is not feasible, innovative forms of 'voluntary' supra-municipal land use management processes can be used, as is the case with the Metropolitan Association of municipalities in **Baia Mare (RO)**, or **Buckinghamshire (UK)** which established a Public Private Partnership, Buckinghamshire Advantage, jointly owned by the five municipalities in Buckinghamshire and the business community. This was a key step towards establishing an Infrastructure Investment Plan.

Partner cities agreed that it is important to replace traditional 'town-planning' schemes based on zoning, with new and more flexible planning tools to balance economic, social and environmental targets and to provide incentives to stakeholders (e.g. land/flat owners) to deliver quality services. In this sense, the Planning Region of **Riga (LV)** applies a periodical urban growth monitoring system, including information about urban sprawl, allotments/garden villages, transformable industrial and resort areas. Regional priority areas/objects are selected and local municipalities together start planning concepts, spatial strategies and action plans for the selected areas.

2 Managing urban intervention

A way to foster the **redevelopment and densification of already built-up areas,** is by refilling in-between spaces. The public sector can help by mapping sites and their potentials, and contacting and engaging owners.

USEAct partners agreed that social/affordable housing is one solution for refilling in-between areas. Because of public fund restrictions, innovative finance and governance models are required.

In Norway, the Ostfold County involved the National Housing Bank, in charge of funding social housing in the Local Support Group they created within the USEAct project. Although Ostfold County does not have the competence for social housing, its Local Support Group composed of planners from six towns, the international department, the county governor's office and now the National Housing Bank, formed a social housing network and set conditions for social housing building, including rent policies for private owners.

3 Refitting and reusing heritage buildings

USEAct experience shows that the **regeneration of buildings** is also an important tool to make existing parts of cities attractive again. Buildings can be upgraded and made more affordable by energy retrofitting. Implementing this on a significant scale requires integrated programmes based on sufficient data and adequate modelling of the technical-economic organisation of the interventions. Public Private Partnerships, involving businesses running facility-management activities, can be used in energy retrofitting programmes. City partners' experiences show that large attention has to be paid to resident participation, the 'socio-economic' aspects of the interventions and the use of professional competences and know-how suited to the specific context.

Dublin, Ireland

Dublin (EI), **Naples**, **Nitra (CZ)**, **Riga**, and **Trieste (IT)** are among the partners that consider the adaptive reuse of heritage buildings in historic centres as a key tool for improving the attractiveness of city centres and reducing urban sprawl while enhancing tourism and serving economic interests.

USEAct and the partners: strengthening local capacities

USEAct partner cities' profiles were highly varied not only in terms of role in the territorial organisation, dimension and geographic scale, but also of physical, social and legal setting. The mixed nature of the partnership (large and small municipalities, 'regional' authorities, metropolitan associations, regional development agencies, etc.) was a challenge because

Ostfold, Norway

Nitra, Czech Republic

of diversity of cultures, perspectives and focus towards the topics of land take and densification. USEAct managed to turn this challenge into an opportunity, allowing partners to learn from each other and increase 'empathy' towards roles and needs of different levels of governance.

To exchange knowledge on matters of specific interest for partners, USEAct introduced a bottom-up approach allowing a number of topics to be addressed in bilateral or trilateral meetings on sub-themes proposed by the partners themselves. The results of these meetings have been disseminated among the entire partnership. The initiative proved to be very successful.

Another idea was inviting ad hoc local guest experts proposed by the host partners to attend thematic meetings. These experts have helped to focus on local settings and to bring vitality and added value to the knowledge exchange. Experiences and case studies from non-USEAct cities also helped the joint work. For example:
– Istanbul, as observing partner, hosted a thematic meeting

– American practices have been illustrated by a thematic expert who was connected to US universities
– Further cases studies from European cities and on previous EU funded projects have been provided by the Lead and Thematic Experts.

The way forward

Partner cities decided to look for opportunities to jointly apply for EU funding programmes. There is large interest in, for example, 'Affordable housing' and 'Visualization tools'. Partners identified and discussed several possible funding programmes to apply, such as INTERREG EUROPE, Horizon 2020 (under the call on 'Overcoming the Crisis' and the pillar 'Societal Challenges', including three topics: Smart Cities, New forms of Innovation and Overcoming the Crisis), ERHIN Project (concerning housing maintenance, especially for non-profit organizations managing housing blocks) and SHE - Sustainable Housing in Europe (under the LIFE programme).

Learn more about USEAct and download partners' Local Action Plans on www.urbact.eu/useact

ZOOM ON
TRIESTE
ITALY

Interview with Ileana Toscano, urban planner and consultant for the City of Trieste.

Trieste, a city with just over 200 000 residents, is slightly decreasing in population number and since the financial crisis the chances for economic redevelopment have weakened. The city also faces the problems of large empty factories and buildings, as well as abandoned areas. In 2011 the City of Trieste started a new urban policy marked by the development of a new General Town Plan. The focus of the plan was to avoid further land consumption while initiating energy-efficient regeneration and density-increasing renewal of the existing urban areas. With this sustainability agenda, Trieste joined the URBACT USEAct Network.

Local challenges

Trieste's economy, dominated by services, was shaken by the economic crisis, and the reactivation of the port activities is slow. As a consequence of the collapse of traditional industries the city has large abandoned industrial areas and many deteriorating, empty buildings.

Since the 2011 elections, the administration has initiated a new framework of urban policies. The new General Town Plan aims for a completely new vision for the next 15-20 years. To reinforce the local development potential as well as to fit the social and environmental requirements, the municipality wants to minimise the use of new land resources, which is already scarce. The general targets of the forthcoming plan are: reaching economic development; regenerating the existing heritage; and re-organising urban mobility. These require densification and reuse of existing (underutilised or vacant) built-up areas of the city. To achieve this, innovative implementation tools must be developed.

From the goals of the General Town Plan...

The General Town Plan wants to change the way housing demand is fulfilled. Less use of new resources is aimed with an emphasis on recovery and regeneration of existing urban areas and individual buildings.

Within the Town Plan, many measures against further land consumption are defined, such as environmental protection of green areas, support to local agriculture; re-using existing railway lines, stopping urban sprawl; re-using large vacant buildings and area; and conservation of architectural heritage in the historical parts of the city. Moreover, with the aim to connect the energy improvement of existing buildings in high-density urban areas with new opportunities to the building sector, the General Town Plan introduces the innovative tool of 'volumetric credits'.

The use of 'volumetric credit' aims to rehabilitate buildings in the historical heritage areas built in the 60s and 70s with a poor level of energy efficiency. The 'volumetric credit' is a planning tool which identifies the areas where retrofitting gives the possibility to obtain volumetric awards. Retrofitting for many buildings is particularly difficult, due to the age of a building, construction type, and historic location.

The Plan encourages energy efficiency interventions, through the acknowledgment of volumetric credits, which can in a second step be sold and used in other parts of the city (in already built-up areas which can further be densified).

The introduction/allocation of credits creates incentive for retrofitting and will result in a significant improvement of the energy performance of the city. On the other hand, the use of the credits encourages the densification of underutilised areas and gives new incentives for the building industry.

...to the URBACT Local Action Plan

The main aim of the Local Action Plan of Trieste, elaborated within the USEAct Network is to support the General Town Plan with detailed knowledge and international examples. This has three main objectives:

Objective 1: Building renovation and energy efficiency interventions using innovative tools and procedures. There are five actions to support this objective, among which are: the establishment of an info-point for promotion of renewable energy use in private houses, the promotion of green roofs for heat loss reduction, refurbishment of public buildings, and the development and implementation of the 'volumetric credits' instrument to promote energy efficiency.

Objective 2: Urban regeneration and energy improvement projects affecting some areas of the city. Two actions support this: the creation of an 'Eco-district' model (possibility to demolish and rebuild entire city blocks towards higher energy and ecological standards) and the functional reactivation of abandoned buildings and sites, addressing private entrepreneurship.

Objective 3: Promoting innovation and creation of new professions and skills to support urban renewal. The actions supporting this objective include the establishment of a permanent 'technical committee' to support the city planning Office (Local Support Group), continuous professional development for using new energy efficiency tools and volumetric credits, and the implementation of Technical Assistance projects in energy efficiency and renewable energy use.

"

We discovered that our problems are Europe-wide problems. We have the problem of vacant and abandoned areas ... inhabitants and populations are decreasing ... at the same time we have a great city with vacant areas, which are OPPORTUNITIES.

"

Ileana Toscano

Value-added by URBACT

For Trieste, the USEAct Network served as a framework for learning, through international exchanges about specific planning tools aiming for the reduction of land use.

As Toscano puts it: "For me and for the city of Trieste the URBACT network brought exchange of experiences and new tools. The Local Action Plan gave us instruments and actions that became more and more valuable ... during the network meetings the ideas became more concrete ... The exchange of experiences was very useful, to see how other municipalities approach new instruments for urban planning. Also the use of URBACT's participatory approach was important for me as an architect and specialised in community planning as it is not so common among municipalities..."

Future prospect

As decided from the beginning by Trieste, the Local Action Plan will be strictly connected to the design process of the General Town Plan, which is currently in progress. The Local Support Group continues to exist during the implementation of the New General Town Plan.

Learn more about Trieste and download its Local Action Plan on www.urbact.eu/useact

ENTER.HUB

Promoting High Speed Rail for medium-sized cities

OVERVIEW

PROJECT DURATION	LEAD PARTNER	PARTNERS	FUNDING
February 2013–April 2015	Reggio Emilia (Italy)		Total Eligible Cost: EUR 717 410 ERDF Contribution: EUR 492 541

LEAD PARTNER ⊙
PARTNER ◯

Örebro

Preston

Rostock

Gdynia

Creil Agglomeration

Ulm

Łódź

Lugano

Porto

Reggio Emilia

Girona

Ciudad Real

High Speed Rail hubs offer cities opportunities of development and growth. They enable cities to improve mobility systems to become more competitive, to attract population and diverse activities. They amplify local opportunities, facilitating exchanges, improving comfort in public space and creating identity. The URBACT ENTER.HUB Network led by Reggio Emilia (IT), explored the role of High Speed Rail hubs of regional relevance in medium-sized cities as engines for integrated urban development and economic, social and cultural regeneration.

MAIN RESULTS

High Speed Rails (HSR) in the city: why and how

ENTER.HUB partners consider that a High Speed Rail (HSR) hub can be a lever to increase economic, social, educational and cultural attractiveness in the framework of an ambitious urban integrated strategy. For this to happen, an HSR hub needs to be flexible and adaptable. It must be able to change easily, be different during the day and at night, during the week and on weekends, in summer and in winter, and above all be able to adapt over time to host new functions, new services, and new ways of life. It should therefore be co-designed with diverse stakeholders, including end-users in order to respond to present and future needs. Moreover, an HSR hub should deliberately be considered at two scales: a global scale progressively connecting the city to a large regional territory and even to other places in the country and in Europe; and a local scale that gathers people, ideas and activities in the whole city and its public space.

During the URBACT ENTER.HUB Network, partner cities worked on the necessary steps needed for the optimal design and implementation of High Speed Rails, including:

1 Urban planning and mobility

An HSR hub has an important function to regulate flow in and out of the city, and to link traffic together. In a global scale it connects the city to larger regional, national and international territories and in a local scale it attracts people, ideas and activities through its public space in the city centre. The design of the surrounding area is important as it can highlight the city's heritage so users can understand its culture and recall its history. The centrality of the hub is a further invitation to walk, bike or take public transportation. It encourages means of transport that are more sustainable.

In their Local Action Plan, **Reggio Emilia (IT)** has been able to optimise the connection between the HSR hub and the local railway line that crosses the city centre. The hub has also been hosting art events and supporting high quality cultural activities, like slow food gastronomy, temporary events or specialised shops to highlight the cultural and touristic offerings of the city. In a similar way, **Gdynia (PL)** is planning to revitalise the city centre through creating an attractive public space for the HSR hub. The Local Action Plan proposes a range of cultural events for varied audiences, inviting artists to perform using the public space of the station.

2 Participation and governance

Identifying and engaging various stakeholders in an appropriate governance structure for hubs is crucial from the start of the design process. This process is the only way to secure ownership of the final implementation by all categories of citizens, tourists, service providers, business companies, etc. But maintaining participation throughout the project process, especially before any decision is taken, is sometimes difficult. However, there are always new ways of working and engaging stakeholders in the process.

Most partner cities have made it essential in their Local Action Plans to have a strategy in directly involving citizens in the design and decision-making process for the HSR hub.

Ulm (DE) had previous experience in engaging the civil society; therefore they were able to reach all types of citizens as well as keep the decision-making process transparent. **Lodz (PL)** organised a participatory workshop called 'Stitching the City' that aimed to discuss the urban policy and development plan concept for the city centre bordering with the Lodz Fabryczna railway station. The workshop attracted a great deal of interest from the local community and proved that such events can be of great importance in terms of collecting original ideas as practical solutions in the town planning process.

3 Economy

The effects HSR hubs have on economic growth come on different scales, be it in the surrounding area, the whole city or at a regional level. The ability of faster and better connected transportation increases the labour mobility of city dwellers. Furthermore, urban regeneration of areas in and surrounding the hub attract new companies, stores and shopping centres.

In **Preston (UK)** the Local Action Plan has outlined a project with the station as a centre-point to promote Preston as a great place to be, in comparison to Manchester and Liverpool. This will promote employment restructuring to retain graduates from the University of Central Lancashire or attract graduates from other areas. In return this would contribute to regenerate older urban areas close to the city centre including areas around the rail station.

4 Communication and Information

ENTER.HUB partners realised the importance of smart communication tools and ticketing systems in attracting engagement from the local population. This means keeping users informed of the development of the hub (clear timeline, people involved, actions); or once the hub is built, creating an efficient ticketing system, clearly labelled signposted and using technology to engage all age groups of the population. **Rostock (DE)** for example is taking advantage of the implementation of a new hub to improve

connections to southern Scandinavia with an attractive integrated bus – train – ferry system, and to remote sales ticketing system together with creation of comfortable terminal areas. **Porto (PT)** on the other hand created IT applications for tourists and citizens to plan their transportation in the city easily and for local residents to access to political decision-making documents about the transportation system.

Benefits from transnational exchanges

Cities were in different phases of hub development when they joined the ENTER.HUB Network. **Ciudad Real (ES)**, **Girona (ES)** and **Reggio Emilia** already had an HSR station and have improved on the effects of the hub. **Ulm, Lodz**, **Creil Agglomeration (FR)**, **Lugano (CH)**, and **Porto** are in the process of designing a major urban project including HSR, which helped them learn from those that already have an HSR and those with the plans to start. **Rostock**, **Örebro (SE)**, **Gdynia** and **Preston** are programming HSR in a larger integrated and provisional planning process. These differences have created interesting exchange, learning and collective working conditions at transnational level. Some partners played the role of experts in a thematic workshop while others acquired experience from them, this situation being eventually reversed in other thematic workshops. For instance **Ulm**, **Orebro** and **Lodz** shared their methodologies in terms of participation, **Creil Agglomeration, Porto** and **Reggio Emilia** gave suggestions about urban planning and transport issues linked to a new hub, and **Lugano** shared practices about relations with the university.

In addition, exchanges with thematic experts and hosting cities continued after the thematic workshops in **Rostock**, **Porto** and **Reggio Emilia** and these exchanges have been an important support to some partners for the development of their Local Action Plans.

Looking ahead

Partner cities are working towards implementing actions and projects in their Local Action Plans. Most are in the process of seeking funding with the help of their Managing Authorities who were involved in the Local Support Groups. In **Ulm**, the budget of their Local Action Plan will be undertaken by the city, whereas other cities such as **Porto** and **Gdynia** are seeking funding from national and EU level.

Learn more about ENTER.HUB and download partners' Local Action Plans on www.urbact.eu/enterhub

ZOOM ON

LODZ
POLAND

Source: The Board of the New Center of Lodz

*Interviews with Anna Wierzbicka, Local Coordinator of the Enter.Hub project,
Board of the New Centre of Lodz and Jakub Zasina, Ph.D. candidate and Project Manager
at the University of Lodz.*

Lodz is a post-industrial city in central Poland with a population of 760 000. In recent years the city has been trying to develop various areas to address unemployment, depopulation, and downtown degradation. The most prominent of these projects, the New Centre of Lodz, aims to revitalise approximately 100 hectares of land as well as post-railway areas. In joining the URBACT ENTER.HUB Network, Lodz wanted to increase the benefits of a new multimodal hub under construction in the New Centre of Lodz.

A city centre under construction

Currently the city runs a wide range of important investments aimed at reversing the negative trends connected with unemployment, depopulation and downtown degradation. These investments, among others, include the New Centre of Lodz, which assumes revitalisation of about 100 hectares in the heart of the city, along with revitalisation of a former electro power plant (EC1) and post-railway areas. In particular, Lodz Fabryczna which was a station of limited capacity will become a major multimodal hub that will be connected by an underground tunnel to the city's second important station, Lodz Kaliska.

Within the framework of the URBACT project, the city set up a Local Support Group, involving city staff, NGOs, university, citizens and Railway Corporation to co-produce a Local Action Plan for the New Centre of Lodz and the construction of a multimodal hub.

Developing through projects

The Local Action Plan includes two main strategic projects for the years to come:

Project I: Temporary landscaping of public spaces around the hub

To address the undeveloped areas (while waiting for investment) surrounding the train station, the first project focuses on temporary landscaping of the public spaces around the hub. This is an empty 12 hectares–area called 'Special Culture Zone', located just in the middle of the power plan and the Lodz Fabryczna station. Jakub Zasina, Ph.D. candidate and Project Manager at the University of Lodz and member of the URBACT Local Support Group said: "For many years the ideas of the new city centre was something like top down planning." This project aims to create spaces with different users that could be fully used by citizens, and connect the new multimodal hub to the rest of the city.

Project II: Lodz Communication Lab

In learning more about the population, how citizens use transportation and improving their transportation policy, the city foresees a Lodz Communication Lab. The project will conduct research on the users of the station throughout an eight-year period. This will be done through traffic measurement, research on the sociology, psychology and economics of transport. Various stakeholders such as the University, Lodz Agglomeration Rail, and the municipality will be closely cooperating together to increase the benefits of the multimodal station.

Added-value

The URBACT approach gave Lodz a structure in defining its problems and working on common approaches with stakeholders. It gave the city the opportunity to engage with various institutions, which will make it easier for later cooperation as Anna Wierzbicka, Local Coordinator of the ENTER.HUB Network and former Board of the New Centre of Lodz mentions. Zasina elaborates how through the Local Support Group experience he realised that "very often architects, city officers and I had similar ideas, but had a different language to describe them." Through the experience he was able to improve his communication skills with all of them.

With the transnational exchanges between the ENTER.HUB partner cities, Lodz was able to learn more about multimodal hubs and public transport problems. Even though, as Wierzbick mentions, with Lodz being the biggest city in the network it was at times "difficult to put solutions from a smaller city into ours, as often they are not comparable." However, they were able to be inspired from others like Orebro (SE) where they use one combined ticket for all methods of transport, and Porto (PT) on exchange platforms between the citizens and municipality.

> *"I think the biggest added value of URBACT is that it helps define problems and work out common approaches with other stakeholders."*
>
> **Anna Wierzbicka**

Future plans

The city benefited in having the Managing Authority very involved in each of the Local Support Group meetings. They were the chief transport authority which made it possible for the city to have the second stage of the Local Action Plan funded at 50 000 euros. More funding is being sought through European Regional Development Funds, as well as private funds.

"Our role was to create an organisational framework and today the implementation of the idea is planned to be taken in the next decade up until 2030," says Zasina.

Learn more about Lodz and download its Local Action Plan on www.urbact.eu/enterhub

Creative SpIN

Exploiting the innovative potential of Culture and Creative Industries for local economic development

LEAD PARTNER
PARTNER

Tallinn

Birmingham
Rotterdam
Essen
Kortrijk
Mons
Košice
Bologna
Óbidos

Many policy makers and experts believe that Culture and Creative Industries (CCIs) can assist in the delivery of innovative processes by "…generating spillovers that benefit the wider economies of the places where they are located" (NESTA 2010). Nine European cities gathered under the URBACT Creative SpIN Network to foster interactions among art, culture, and creative industries (culture institutions, artists, copyright industries, music, audio-visual, publishing, architecture, advertising) and other sectors of the economy (manufacturing, tourism, information and communication technologies, service industries), and promote social and business innovation.

MAIN RESULTS

Making the best out of Culture and Creative Industries for local economic development

Creative spill-overs are about putting the innovation potential of Culture and Creative Industries (CCIs) at the service of other industries or sectors. The potential benefits of working with CCIs are translated in:

– Developing new products and services (out-of-the-box thinking) or improving the aesthetic of products (product design);

– Improving management of human resources (by improving communication, team-building, valorising functions);

– Refining communications/marketing/branding actions and strategies (with user-friendly criteria, and creativity appealing to target audiences);

– Addressing societal challenges and urban planning needs.

Through exchange and learning activities in the Creative SpIN Network, partner cities agreed that to fully exploit its cultural or creative assets, a city should:

1 Capture and understand local cultural and creative resources. Before embarking in any spill-over experimentation, a mapping and 'strategic diagnosis' of the local environment can help cities identify the local resources (from individual creative talents to cultural entrepreneurs, creative companies, clusters and incubators, including training and education facilities) and understand their creative spill-over potential.

2 Raise awareness on the potential of creative spill-over to other sectors. Due to the prevalence of intangible assets, the creative sector is often perceived as high risk or unreliable. There is a need to dispel these stereotypes and to foster a necessary mind-shift in business and public sector's circles towards valuing all forms of creativity and innovation. Today, there are many awareness-raising tools such as public events, competitions, mediators, digital technology that can be used to increase creative interactions between culture, art and other sectors. **Essen (DE)** for instance organises ART WALK, an arts showcase including design fair, exhibitions, concerts, performances, to raise awareness of real-estate owners about the impact of arts on the value and attractiveness of local properties with a view to change their mindsets and attract investors to the Kreativ. Quarter, a former deteriorated district of the city.

The Port authority of **Rotterdam (NL)** hired a creative mediator from the cultural sector to disrupt the traditional vision of port management. Able to speak the languages of different sectors, the creative mediator is in charge of developing an 'innovation dock' in an abandoned shipyard.

3 Use spaces and experiment innovative ideas. Local authorities should dare to set up dedicated spaces and/or organise events (matchmaking, trainings, conferences, workshops, cultural cafés, etc.) that encourage joint projects with shared equipment and facilitate exchanges between various actors. Such a space is the **Birmingham (UK)** Impact Hub, one of 60 global Hubs in UK, which provides innovative programmes, events, and cutting-edge content. Part innovation lab, part business incubator, and part community centre, the Hub offers members a unique ecosystem of resources, inspiration, and collaboration opportunities to grow impact. In addition to the hub, Birmingham Open Media (BOM) offers flexible co-working, production and shared studio spaces for artists, technologists and scientists and supports skills sharing through its active community of Fellows and Research & Development residencies. It also hosts free exhibitions and events that result from creative collaborations and practice-based research with art, technology and science.

Besides spaces, a city can create spill-over projects through calls for projects and artistic intervention programmes. 'Social innovation' is an initiative backed by **Rotterdam** with a financial contribution of EUR 6 000 for 2015-2016 aimed at connecting creative makers and designers to create new products or projects. **Rotterdam** will support a student of the University for Humanities who, as part of his/her Master thesis, will work for 2 years in the Oude Western neighbourhood to encourage local manufacturers, citizens and designers to collaborate. The resulting projects will be presented either in a pop-up store, a Lab or a festival.

4 Establish a light structure for developing and monitoring creative spill-overs, under the transversal authority of both the economic and cultural departments. A creative spill-over does not necessarily happen by itself. A coherent coordination structure composed of representatives of the business world as well as the culture and creative industries is needed to define strategies, identify good practices, raise awareness on creative spill-overs, propose concrete actions, enable transversal communication between various public departments and authorities, monitor and evaluate results. **Rotterdam** and **Mons (BE)** have proposed to entrust an ad hoc structure/staff to encourage

Creative SpIN
Exploiting the innovative potential of Culture and Creative Industries for local economic development

Transnational exchanges: partner cities were exchanging information, knowledge and practices at transnational meetings organised in **Essen (DE)**, **Kosice (SK)**, **Tallinn (ET)**, **Bologna (IT)**, **Kortrijk (BE), Rotterdam, Mons** and **Birmingham.** Transnational meetings were the occasions to attract and engage local stakeholders that were not involved in the network before. In **Essen** for example, Creative SpIN's transnational meeting was an opportunity to gather local artists and entrepreneurs to discuss the possible interactions between CCIs and energy companies on energy savings.

Local Support Groups: in the framework of an URBACT network partner cities are required to set up a Local Support Group composed of local stakeholders in order to develop an integrated Local Action Plan. In the case of Creative SpIN project, cities worked with local stakeholders from the culture sector, businesses, public administration and others. **Mons**, for instance, had the opportunity to further connect Information and Communication Technologies and culture stakeholders like the Manège (transnational cultural centre), the Maison du Design (design incubator), and Technocité (ICT and Digital Media Knowledge Center) in a more permanent exchange and dialogue. **Rotterdam** initially worked on the Port but then decided to enlarge the scope of the project to any sector: the Creative Commission (which will connect CCIs and businesses from other sectors) is a tangible result of the experience matured in Creative SpIN.

cooperation between different stakeholders, sectors and disciplines. In the course of 2015, the city of **Rotterdam** will set up the Rotterdam Creative Commission (RCC), a new body focused on the added value of CCIs in local economy rather than the sector's internal growth in terms of revenues or turnover. **Mons** has set up the Creative Valley, a new initiative managed by the economic department of the city, aimed at supporting networking within the CCIs and between the CCIs and other sectors.

Benefits from participating in an URBACT network

Overall, partner cities used the Creative SpIN Network for new inputs and ideas about how to review their policies in relation to CCIs and consider a more holistic approach integrating CCIs in innovation, and urban and economic local development strategies. This was done through:

New techniques: during the transnational meetings partners had the opportunity to use new methods and tools that were not previously used in their administrations, from URBACT tools such as the Problem Tree to identify their local problems, causes and consequences, to interactive techniques such as

'Six Thinking Hats'[1], 'Lunar Dinner'[2], 'Speed Dating'[3], 'Lego Serious Play'[4], 'Walt Disney Creative Thinking Method'[5], 'Innowiz method'[6] and 'CREAX Brainstorming'[7]. Finally, the partner cities experienced peer-review techniques, as cities used to comment on and review the Local Action Plans of their peers.

What comes next?

Partner cities acknowledge that the project developed substance and knowledge unique in Europe on a hot topic. The majority of partner cities express interest in continuing together in a new URBACT network. This could be beneficial in several respects: it would give the opportunity to concretely test the actions proposed in the Local Action Plans, as well as explore the possible interconnections between CCIs and public-sector services based on the urgent need for the Public

Administration to deliver more effective citizens-centred services. Besides URBACT, partner cities explore the possibility of joining networks such as EUROCITIES active in the field of creative industries.

At the local level, all partner cities will implement their Local Action Plans and continue to encourage cross-disciplinary spill-overs.

1. https://en.wikipedia.org/wiki/Six_Thinking_Hats
2. Format inspired by the Lunar Society in Birmingham: http://lunarsociety.org.uk/
3. http://www.adaptivepath.com/ideas/speed-dating-as-a-design-method/
4. http://www.lego.com/fr-be/seriousplay/
5. http://fr.slideshare.net/frankcalberg/brainstorming-the-disney-method
6. http://www.innowiz.be
7. http://www.creax.com/

Find out more about Creative SpIN and download partners' Local Action Plans on www.urbact.eu/creative-spin

Creative SpIN
Exploiting the innovative potential of Culture and Creative Industries
for local economic development

ZOOM ON
ROTTERDAM
THE NETHERLANDS

Source: Dreamstime.com

Interview with Chantal Olffers, Senior Policy Advisor, Department of Culture,
City of Rotterdam.

Rotterdam is Netherlands' second largest city and one of the largest ports in the world. It is an entrepreneurial city with about 620 000 inhabitants, including over 170 nationalities. Health, service and harbour/logistic sectors are the main providers of jobs. Cultural and Creative Industries (CCIs) such as arts, media and entertainment, design, fashion, architecture, advertising, represent 9 500 jobs in the city, placing Rotterdam at the fourth place for CCIs in the country. In 2013, the city joined the URBACT Creative SpIN Network to generate more spillovers between its three top sectors (port, medical and CCIs).

Building on existing assets

Rotterdam is well positioned in the field of 'creativity', with the Architecture Institute Rotterdam (AIR), RDM Campus (design), Berlage Institute (architecture), Conservatorium Codarts, and the national institute for Cultural and Creative Industries (with focus on architecture, e-culture and design). Several creative venues and institutions such as the Jazz stage BIRD, Creative Factory and Schieblock (incubators/hubs) or successful companies on media production, serious gaming, architecture/urban planning, television production, regional broadcaster also contribute to making Rotterdam a creative hub with an important development potential at national and international level.

Rotterdam sees Cultural and Creative Industries as important allies to the local development policy. The city has been investing in CCIs from an economic perspective for the last 15 years. One example is the MEDIA Commission put in place to boost the media sector by putting it in contact with non-creative sectors. The big challenge with the CCIs sector was to establish connections with interesting industries and entrepreneurs as well as to promote and brand the city as a place of creative innovation.

Taking action

As a prerequisite of the URBACT programme, Rotterdam set up for the first time a Local Support Group, to understand the main challenges, share a common vision and produce a Local Action Plan. The group evolved to 20 members: designers, architects, intermediary organisations, real estate companies, and city staff from economic and planning departments. Chantal Olffers, Senior Policy Advisor of the Department of Culture for the City of Rotterdam explains that it was more interesting to partner up in early stages with different stakeholders and discuss problems and solutions instead of involving them only in the policy implementation stage. All members found the Local Support Group interesting because it challenged the approaches people had from different angles. As Olffers puts it: "A problem is always integrated, it is not a social problem by itself. With the Local Support Group we had an integrated vision." To analyse specific topics further, several sub groups were created and met every six to eight weeks, with Olffers participating in all and liaising between different groups and members.

As a result, the Local Support Group created a Local Action Plan with the following main actions:

1 **Creation of a Creative Commission.** This was created to widen the role of the MEDIA Commission to other creative industries besides media, including architecture, design, serious gaming and eCulture in a new Rotterdam Creative Commission. Established in early 2015 as a foundation, the Creative Commission is composed of one director (involved in the Local Support Group) and three commissioners responsible for:
– Raising the visibility of creative innovative industries, entrepreneurs, talents and organisations;
– Acting as a matchmaker and broker between creative supply and demand;
– Stimulating internationalisation by promoting creative industries abroad and attracting foreign partners;
– Stimulating entrepreneurship in education curricula, by supporting start-ups and securing financial support.

The Commission has secured EUR 425 000 for 3 years for staff and activities through subsidy funding from the city. The city in return will be in regular contact with the Commission to make sure the issues they are addressing fit the municipal agenda.

2 **Developing an innovation hub strategy.** The city is part of a collective initiative that fosters cooperation amongst creative independent spaces and set up a creative ecosystem/network to make CCIs more visible. In support, there are 25 stakeholders (most of them involved in the Local Support Group) including the Creative Commission, who, based on surveys and interviews, plan to draft a manifesto. This will be discussed in a conference in November 2015 with the aim to pass into action, start running the network with the help of a coordinator, facilitating the professional development of creative people and therefore retaining them in the city.

3 **Creative Lifestyle: Social innovation with creative makers and designers.** Inspired by Essen, Rotterdam will promote cooperation between amateurs and professional makers in a specific district. As a part of a master thesis, a student of the University for Humanistics will work as an intendent for 2 years in the Oude Westen neighbourhood. S/he will map the social and economic stakeholder structure and will stimulate design and manufacturing projects among professional and amateur creatives, experts and students, real estate owners, housing corporations, shop keepers and educational institutions. Together they will work on a website presenting the hidden qualities of residential creatives and manufacturers and develop a book of local lifestyle products like clothing and accessories based in the 'Oude Westen' neighbourhood. This project is funded with EUR 6 000 for 2015-2016.

4 **SmartHub Design Jam: Interactive cross over design.** This concept (under development) concerns an event where different teams with a variety of stakeholders will be assigned to create real products, services and prototypes that create value for residents in the 'Middelland' neighbourhood. Rotterdam University of Applied Science has formed a SmartHub in Middelland where students work with locals on issues that concern them using (digital) design, manufacturing and co-creation as tools. Citizens are invited and empowered to work with new techniques and creativity on things they find important. Students are offered real life experiences and are challenged to work with and in the city of Rotterdam instead of just taking classes. The city will take part in the initiative as a partner.

Creative SpIN
Exploiting the innovative potential of Culture and Creative Industries
for local economic development

Benefits from the URBACT Creative SpIN Network

Olffers found that although the cities of the network were very different in size or culture, transnational exchanges inspired ideas on how to run a Local Support Group or prepare Local Action Plans. The approach of Essen inspired mini projects in Rotterdam as it gave freedom to creative entrepreneurs to take action in streets.

The first Local Support Group on CCIs was very useful for the production of an action plan and for fostering links of the private creative sector with the local government. As Olfers puts it: "It helped us find a new way to connect with them and gave new energy to the government. There was a renewal of relation and energy that is valuable. The group members were very involved and we can see as partners and are very helpful in fostering CCIs, and they will continue to meet in the innovation programme."

Olffers found the URBACT national trainings "extremely useful with new tools" to understand the importance of the Local Action Plan and the different steps in the process, explaining the importance of CCIs with the City Council, define focus, get funds, and follow up.

About her overall experience in the URBACT programme, Olffers responded: "I really liked it, the topic was very interesting. As a bonus it helped me to do my work as a policy maker, and find new ways to act in my job. It was a three-year training programme that helped me grow as a professional. URBACT is a unique and innovative programme in relation to other programmes."

Prospects

Rotterdam has foreseen the implementation of the action plan with city budget and the Local Support Group will continue meeting to follow up the actions. The city will also continue meeting with Birmingham to design activities and projects together.

Source: Dreamstime.com

Markethall, Rotterdam (NL)

**Find out more about Rotterdam and download its Local Action Plan on
www.urbact.eu/creative-spin**

CSI Europe
Making Financial Instruments work

OVERVIEW

PROJECT DURATION	LEAD PARTNER	PARTNERS	FUNDING
February 2013– April 2015	Manchester (United Kingdom)		Total Eligible Cost: EUR 699 922 ERDF Contribution: EUR 515 278

LEAD PARTNER
PARTNER

Riga Region
Malmö
Manchester
The Hague
Leipzig
Poznań
Lille
Porto
Ancona
Seville

I n a period of austerity, with limited availability of traditional grant mechanisms, Financial Instruments are a new way of funding urban development, and supporting projects through repayable investment such as loans, equity and guarantee products, instead of grants. They are becoming increasingly important tools to support urban investments in infrastructure, education, research and innovation, energy, buildings and regeneration. However, moving from a grant regime to an investment funding model requires a cultural shift in policy and practice; which in turn requires strong leadership and new skills, both within a city and its wider stakeholders, including project promoters. The URBACT CSI Europe Network aimed to tackle these challenges to make Financial Instruments work for cities.

MAIN RESULTS

Route map to urban investments through Financial Instruments

The European Structural Investment Fund (ESIF), established by the European Commission to deliver its Europe 2020 strategy, includes a commitment to deliver more of its funding through Financial Instruments rather than grants. Financial instruments are established with an independent fund manager appointed through a procurement process, who takes responsibility for managing the instrument, appraising investments, pricing loans and monitoring project delivery. Financial instruments also allow funds to be reinvested into further projects once they are repaid by the original recipients.

The URBACT CSI Europe project developed a Route Map and agreed on four steps a city and Managing Authorities should take to successfully implement a Financial Instrument:

1 Regulation

The European Commission has set a regulatory framework for Financial Instruments in the European Structural Investment Fund (ESIF). The Partnership Agreement and Operational Programmes between a Managing Authority (MA) and the European Commission will determine the priorities in which funds can be invested. Financial instruments that will use ESIF money must invest only in compliance with these priorities. Ideally, a close partnership between city and MA would deliver a joint investment strategy for Financial Instruments. A new requirement is to conduct an ex ante assessment on the investment need and market failure before establishing the fund. Fund establishment processes must be transparent and fund managers with defined maximum fee rates need to be procured. Once established the financial instrument will engage with its pipeline of investment-ready projects so that projects are taken forward for appraisal by the fund manager and ultimately for investments to be made. There are also rules relating to the phased drawdown of funds into the Financial Instrument and clear rules regarding eligible expenditure and reinvestment of funds at closure of the programme.

In 2013, **Greater Manchester (UK)** submitted an EU Investment Plan to its Managing Authority, to establish two Financial Instruments for 2014-2020 to support energy efficient and low carbon schemes. A steering group was established, jointly chaired by representatives from Greater Manchester and the Managing Authority with the support of the European Investment Bank (EIB) to manage an ex ante assessment. A competitive procurement for the assessment was undertaken using a guide[1] that had been established by the EIB. Following evaluation of the bids, consultancy firms were appointed to undertake the ex ante assessments for the funds. The process took approximately 16 weeks from initial inception meeting to delivery of the draft final report. This was followed by a further period of 'fine tuning' where the report was further developed to reflect emerging discussions and views. The ex ante assessment was divided into two parts, one on Strategic and Market Needs, and another one on Fund Design. The study will also provide the basis for the procurement of a fund manager and has already been used by the City in the procurement of its advisory team to support the process.

2 State Aid

Financial instruments have to conform to EU state aid rules to ensure fair competition. State Aid is defined as an advantage in any form conferred on a selective basis to undertakings by national public authorities. As State Aid is a complex, technical subject, it can often be a constraint in the approval process for projects. The CSI Europe network outlined four pathways to compliance with the State Aid rules:

– No aid (investments at the 'market rate'),
– De-minimis (aid up to EUR 200 000),
– The General Block Exemption Regulation (specific exemptions that allow Financial Instruments in assisted areas to make sub-commercial loans), and
– Notification (of measures including sub-commercial loans, priority returns to the Commission for approval).

An example from CSI Europe is the fund established for the **Poznan (PL)** region of Wielkopolska which is managed by a state bank and has successfully provided finance through the General Block Exemption Regulation. Another is the Evergreen Fund in Manchester, invested in a Science and Innovation project via a syndicated loan where it provided 50% of the senior debt alongside a major UK private sector bank. Under the terms of the loan, the Financial Instrument had the same interest rate and rights as the private sector bank (so at a market rate) and therefore it does not constitute state aid.

---

1. http://www.eib.org/attachments/thematic/procurement_en.pdf

3 Governance

The CSI Europe cities considered governance issues both at the level of the financial instrument and also within a city's own organisation. The most important factor for Financial Instruments was the development of a strong and lasting partnership between the city and its Managing Authority that allows the parties to collaborate and make Financial Instruments a success. At the same time, cities should align their own strategies with the Financial Instrument's investment strategy and establish a project development unit to promote the use of Financial Instrument, with resources and building capacity within its local stakeholders to bring forward investment-ready projects.

The North West Evergreen Fund, in which 16 Local Councils are involved, provides debt funding for commercial property and regeneration projects in the North West of England at highly competitive commercial rates. With Manchester leading the consortium, an English Limited Partnership was established as an Urban Development Fund. All local authorities can become limited partners in the Fund and to do so must subscribe £1 in equity. Liability is limited to the amount of capital invested in the fund. A limited company has been established as a General Partner to manage the Limited

Partnership. No project is brought forward for investment without the support of the relevant sub-regional partners, ensuring that only projects that meet local strategic needs are brought forward. Projects are then put through a rigorous appraisal process which, as a first stage, has the three key criteria of European Regional Development Funds: Compliance, Additionality and Deliverability. Each of these three criteria are pass or fail. What is essential to the operation of the fund is the "Double Lock" approval process. The fund manager, in approving the financial viability of a project, provides one part of the lock. Approval of the fund's board, made up of representatives of the municipalities, is the second lock. This ensures that projects are both financially viable and important to the development of the local economy, thus ensuring the sustainability of the fund.

Porto (PT) is one of the success stories with the Porto Norte Financial Instrument making a large number of significant investments in the city supporting projects ranging from waterfront hotels to affordable housing and historic tourist attractions. Repayments to date to the Porto Norte Financial Instrument total EUR 1.2 million from 52 projects. The city set up a specific agency, Porto Vivo SRU, to promote the regeneration of the historic centre through the Financial Instrument. In the CSI Europe project, Porto Vivo SRU brought

together all the relevant actors in the city to agree on the Local Action Plan with the aim of developing a Financial Instrument to support other sectors of activity, including the renewal of city centre housing.

Poznan is another city in the network with a flourishing Financial Instrument established, in this case, by the national Managing Authority. It has used its Local Support Group to build stronger links with the national authority and fund manager to design a new model of cooperation between the city and Managing Authority. The aim is to ensure that the city has a stronger role in the governance of the fund, to enable it to support the selection of Financial Instrument projects linked to city development.

Malmo (SE) has a long-term aspiration to use Financial Instruments to support the energy-efficiency improvements of its housing, in particular apartment blocks that were built during the "Million Homes Programme" undertaken in Sweden during the 1960s. There remains a need to convince the national Managing Authority of the viability of such a Financial Instrument. As a result the city is aiming to hand-pick 2-3 urban development projects where a Financial Instrument could be tested and calculations simulated.

4 Technical assistance

Technical Assistance is needed to help build capacity within cities to make the best use of financial instruments. Funding and resources need to be mobilised so that public servants and their private sector stakeholders understand financial instruments and how to use them to fund their priority projects. This can be done in several ways: learning by doing, finding professionals from existing staff with banking or finance experience or experience of working with property developers, recruitment of new members with relevant skills, secondment of staff from external agencies and external experts. A new kind of public servant requires a clear vision of the local context and of integrated urban development, EU know-how (regulations and state aid rules), leadership skills to run partnerships, and helping promoters to access funding from different sources. In this sense, as part of the Local Action Plan **Seville (ES)** created an office for technical assistance, and set up an 'Off the Shell' model for Spanish cities.

Enhancing capacity

CSI Europe cities have gathered significant technical knowledge in relation to the establishment of Financial Instruments and now have the capacity to assist in the development of the instruments for their city (some cities have already started to do this). The URBACT Summer University was of significant support as partner cities got familiar with new tools like the problem tree to identify key barriers to Financial Instruments, stakeholders analysis, and the OPERA method.

The URBACT requirement to set up a Local Support Group meant that partner cities opened a dialogue with relevant stakeholders. Cities valued the opportunities for reflection and to engage with the Managing Authority and private sector partners in a neutral way without being project specific. Cities in the network with experience in financial instruments have modelled the role of the city as convenor, generating the projects and leading the partnerships.

Prospects

Discussions are taking place with the European Commission and European Investment Bank about future cooperation with CSI Europe cities through fi-compass, the new technical assistance platform established by the European Investment Bank to promote the implementation of Financial Instruments.

CSI Europe cities will all continue to work towards objectives identified in their Local Action Plans. Partners with established Financial Instruments will continue to develop the funds and to expand into new areas of work, like low carbon initiatives. Those aiming to set up their own funds will work closely with the Managing Authority and/or identify funding sources and investment ready projects, while others will work closely with Managing Authorities on aligning priorities between the city and established funds. Finally, all partners will continue to raise awareness and understanding of Financial Instruments and to encourage their city's involvement in the future.

Learn more about CSI Europe, download partners' Local Action Plans, and watch the CSI Europe video on www.urbact.eu/csieurope

THE HAGUE
NETHERLANDS

Interview with Ton Overmeire, Programme Manager for European Funds,
Economic Department, City of The Hague and Manager for the Holding Fund.

The Hague is situated in the west of the Netherlands and has 500 000 inhabitants. It is a 'green city by the sea' with 11 kilometres of coastline and around one-third of the city is green space. The Hague is the seat of the Dutch government and as the 'City of Peace and Justice' it is a home to nearly every international organisation in the field of peaceful administration, such as Europol and Eurojust. In 2013, The Hague became part of the CSI Europe network to pilot a Financial Instrument while benefitting from the guidance offered by other cities.

Taking action

To pilot a Financial Instrument within the CSI Europe network, The Hague used the pre-existing ERDF Steering Group composed of the Director of the Chamber of Commerce, SMEs, and representatives from education and employers' associations. They are responsible for the grant part of the European Structural Funds and the same people are on the Investment Committee, responsible for revolving fund element. Separate meetings take place with banks to get input on specific projects. The Steering Group will continue to oversee the next phase of the Local Action Plan Investment Strategy.

The Hague developed its Local Action Plan to be the investment strategy of the holding fund, linked to the ERDF programme within the city area. The Hague Operational Programme 2014-2020 identifies three areas for investment: Smart Growth and innovation in SMEs; Sustainable Growth in the low carbon economy, including energy diversification and waste management; and Inclusive Growth in sustainable urban development via transformation of specific deprived areas. The learning from participation in the CSI Europe network helped the city to align the operational programme for the grant part with the Local Action Plan/investment strategy for the revolving fund. The Local Action Plan describes the way the revolving fund will continue to expand, to invest in innovation, local development and SMEs. It also outlines actions to link the fund structure to European Investment Bank or other European Commission funds that become available in the future, as well as national funds in the energy and fisheries sectors, and local private investors such as credit unions and stock markets. A joint research project with the region of South Holland and the city of Rotterdam is now underway looking at capital markets for the innovation and low carbon priorities.

The Hague recognises it has an advantage over other cities in that it is an intermediate body for European Structural Funds. It has the formal status of a sub–delegation of the Operational Programmes, so is in a position to establish its own Holding Fund and governance at city level. This means the governance is leaner, and there is a synergy between regional and city level.

The Local Action Plan developed within the CSI Europe project was delivered in time for the European Regional Development Funds 2014-2020 started on 1 April 2015. As in the ERDF operational programme and the city's Integrated Territorial Investment there is room for new revolving funds, The Hague is able to deliver the Local Action Plan with European money.

The added–value of transnational networking

Although not all cities in the network were on same level, and the backgrounds were different, participants from The Hague learnt a lot from the different perspectives. The city of Leipzig (DE) had the idea of seeing the funds as a basket, to hold European, national or private money. This helped to conceptualise future models and the wider potential of Financial Instruments. Through the network discussions about the experiences of cities encountering difficulties using EU funds for instruments, The Hague realised that having a system of revolving funds could be interesting, even without European funding. It opened up the possibility of having such a system with national or city funds. There were also partners like Porto (PT) already using funds, including national funds, with good experience to share on how to access them. As a result, The Hague Holding Fund has been adapted to be futureproof and broaden its scope to other possible resources.

The most important lesson learned by The Hague was the clarification, as outlined in the CSI Europe Route Map, of all the steps a city needs to take to set up a fund and how to determine the correct route for local circumstances. From Manchester and Porto, they learned that setting up a Fund is not the only issue. Being ready to make use of the funds when they are available is also important. The city had to develop, in parallel, a pipeline of projects ready to get started as the funds came on stream.

> "
> *What's important in all this is not to forget that these are projects that make our cities better and more sustainable, in line with the Europe 2020 goals. It is not about making profit for the city and it's important to communicate that.*
> "
>
> **Ingrid van Engelshoven**
> **Deputy Mayor, The Hague**

Looking ahead

Continuing bi-lateral contact with Manchester is foreseen to cooperate further on Financial Instruments. In Manchester, funds started earlier and more money is now available. The Hague wants to learn how they did that. In return, Manchester wants to learn how to work with smaller funds like the ones in The Hague. The Hague has already acted as a mentor to other CSI Europe partner cities and is considering becoming a 'giving' city (of good practice) in an URBACT transfer network.

Learn more about The Hague and download its Local Action Plan on
www.urbact.eu/csieurope

URBACT Markets

Urban markets as key drivers of change in terms of local economic development, regeneration and sustainable living

OVERVIEW

PROJECT DURATION	LEAD PARTNER	PARTNERS	FUNDING
February 2013– April 2015	Barcelona (Spain)		Total Eligible Cost: EUR 725 715 ERDF Contribution: EUR 532 225

LEAD PARTNER ⊙
PARTNER ○

Dublin
Westminster
Wroclaw
Suceava
Toulouse
Turin
Pécs
Barcelona
Attica Region

U rban markets come in all shapes and sizes: indoor or outdoor, specific to a particular product or type of foodstuff or mixed, located in the same place or travelling. But urban markets have all one thing in common; they contribute to local economic, social and environmental development. To fully explore the existing and potential benefits of urban markets, nine cities across Europe joined the URBACT Markets Network and shared knowledge and practices that any city can follow.

MAIN RESULTS

Making the most out of urban markets

URBACT Markets partner cities shared and provided evidence about the role of urban markets for:

1 Local economic development and job creation.

Markets can create and maintain employment and entrepreneurship opportunities for both people working directly at the market and through the supply chain from production to the sale of the product or services. Job opportunities include retail market traders, local/regional producers and suppliers, along with logistics and distribution companies as well as service providers either for the market itself (cleaning, distribution, etc.) or for the consumer (e.g. personal services). Markets also offer job opportunities to migrants selling their traditional products. For example, **Turin (IT)**, one of the most multicultural cities in Italy, encourages Chinese farmers to sell typical Chinese fruit and vegetables, grown locally, inside the Porta Palazza 'Tettoia dei Contadini' market. The project is popular with the community and farmers alike, and has helped people to share different experiences of food and cooking by generating curiosity to try something new. It also has supported the 'exchange of culture'

through interaction between stallholders and buyers and has enabled migrants from the neighbourhood to buy locally grown produce.

2 Local (retail) commerce and its services.

Markets can improve a city's or neighbourhood's retail offer and increase competition, externally with other retail shops, and internally between the traders themselves, bringing the customers a good deal in terms of quality, price and services. Such an example comes from **Barcelona's (ES)** market where they have introduced 'Home delivery'. Home delivery has been one of the main services requested by customers who wanted to minimise time spent shopping and those with mobility difficulties and elderly people. Before using the home delivery service the customer needs to receive a code number from the home delivery point at the market. When purchasing products, the customer leaves their code number and the purchase stays with the stallholder. The home delivery service collects the purchases from the stallholders together with the code number and delivers all purchases in the same day.

3 Attraction for tourists.

Markets are attractive destinations for tourists when they provide an insight into traditional local products such as food, handcrafts, and gastronomy. Walking tours are a great way to promote markets as tourist destination as well as traditional local products. As such the tourism office of **Toulouse (FR)** organises "balades gourmandes" (gastronomic walking tours). The tours take place on the fourth Saturday of each month or can be booked on request. They show local history and offer food tastings and presentations of regional products. In addition, tailor-made tours for food and cocktail tastings at the market in the late mornings or after a 'traditional' tour can be organised. The tour is led by a guide from the tourism office, but the products are presented by the stallholder who is often also the producer. The tours are popular and were held 30 times in 2014, with an average of 16 people per tour. The markets are also promoted in the Toulouse tourist practical guide and via travel agencies and tour operators.

4 Healthy life styles and food.

Markets can promote fresh and healthy produce as well as contribute to healthy eating habits. The city of **Wroclaw (PL)** in cooperation with the market operator and an NGO organises several events. During the International Day of Markets, they invited the winner of the TV show MasterChef to the Nowy Targ Square to cook with fresh ingredients. Another activity is monthly free-of-charge dietary consultations on "How to eat healthy and properly" by nutritionists. Market visitors get dietary advice on how to lose weight through diet or what to eat if they have food allergies. These topics are particularly successful in attracting young people to the market and making them more interested in a healthy diet. In addition, publications about healthy lifestyles are distributed at the market, public talks take place and there is a website and Facebook group promoting healthy lifestyles in Wroclaw. Finally, every week a live radio broadcast 'Thursdays at the Market' presents local producers and their products, the qualities of regional food and benefits for the health.

5 Revitalisation of public spaces.

The opening of a market or its enhancement can be used to transform public space into an attractive gathering spot for the neighbourhood, even beyond market opening hours. **Wroclaw** is a great example of this. Historically, the Nowy Targ Square in the old town is one of the three main market places in Wroclaw. After transforming the square with modernist, mono-functional buildings it lost its original function and identity. The square became an empty and unattractive space occupied by parking places with no leisure value. To regain its vivid function as a commercial and gathering place for the citizens , the car parking was moved underground, access by car was restricted to the square corners and the paved space received newly designed walls. The north and south spaces were designed as recreational areas and the east and west spaces for commercial activities with a multifunctional

pavilion. The commercial zone is used by a retail market offering fresh produce. The regeneration of the old market square has resulted in a new modern leisure square with commercial function and new architecture, and an inviting place to relax.

6 Spaces for social interaction.

Markets can play an important role in disadvantaged neighbourhoods by providing social 'services'. This is the case when markets offer a range of food and non-food products at prices adapted to the modest budgets of residents, or when they serve social causes. For example, thanks to the *fa bene* project in **Turin** customers can purchase 'a bit more' of the product they buy at the stalls of the three participating markets. This 'bit more' is given to low-income households of the neighbourhood. At the end of the day unsold products which are not taken back by the stallholders are also offered to the *fa bene* project. In return, beneficiary households are invited to support the project (food distribution) and engage with voluntary services and activities in the neighbourhood. The initiative is actively supported by a range of stakeholders from local associations to public authorities, market retailers to consumers. After a year, the project has gathered 60 market retailers, 15 volunteers, 2 000 kg of unsold products and 800 kg of food offered by customers.

7 Reduction of the environmental impact of food production and consumption.

Urban markets, in particular farmers' markets, can contribute to shorten the supply chain, encouraging local production and consumption, diminishing transport distances, increasing their recycling rates, collecting food waste and organic refuse for composting, just like in **London's Borough (UK)** market. When sourcing suppliers, traders are encouraged to deal with companies with a strong Corporate Social Responsibility agenda. Those serving food-to-go must only use recycled packaging. Belu, a company that transfers profits to Water Aid,

URBACT Markets

Urban markets as key drivers of change in terms of local economic development, regeneration and sustainable living

supplies bottled water sold in the market. Constant monitoring ensures that no waste from the market goes to landfills and that 90% of all waste generated goes for recycling. To minimise water usage within the market a rainwater irrigation system is used to feed hops, trees, plants and flowers grown in the Market Hall annex that also provides a welcome space for customers to sit. A number of Borough Market's traders have also signed up to the FoodSave initiative. A system is now in place to collect any remaining bread, fruit and vegetables from the market at the end of Saturday trading to supply to four local charities.

Benefits from participating in the URBACT Markets Network

The exchange of experience on models of market development among partners was helpful for considering new approaches and market management structures (private, semi-private, public). Visiting the markets, talking to traders, market managers and experts from other cities was a great opportunity to take ideas back home. Partner cities managed to put the market development on the urban agenda and convince decision-makers of the importance of markets for the

sustainable urban development. Showing other places in Europe where the approach works well, was a convincing argument.

Achievements and prospects

With the intention of raising awareness on the potential of markets, URBACT Markets partner cities signed a manifesto for the joint celebration of the **'International Day of Markets'**. The first celebration was in April 2014 and consisted of free-format activities organised by the municipalities and markets with citizens' participation. Signatory cities and bodies have committed to celebrate the 'International Day of Markets' annually until the official recognition of the day by a competent international body.

Local Action Plans including market renovation, delivery services, website creation, advertisement plans, and exchange of practices with other cities, vary from EUR 100 000 to EUR 20 million. Different funding sources will be used like the city budget, European Regional Development Fund, European Social Fund, European Agricultural Fund for Rural Development, private funds from market operators, stallholders and their associations and investors. Local Support Groups will continue working on the implementation of the actions.

Learn more about URBACT Markets and download partners' Local Action Plans on **www.urbact.eu/urbact-markets**

ZOOM ON
TURIN
ITALY

Source: Laura Formicola, Conservatoria delle Cucine Mediterranee

With more than 900 000 inhabitants, Turin counts 42 open-air markets and 6 covered ones employing 10 000 people. The city is also the capital of farmers' markets and birth place of 0 km food policies thanks to its 300 farmer traders. The markets attract local customers as well as foreign visitors due to an excellent price/quality ratio. By joining the URBACT Markets Network, Turin wanted to fully explore the potential of these markets in the socio-economic and cultural development of the city.

Taking action for the markets

Despite the great number of markets in the city, several are the challenges they face. One of the biggest threats is that they are disconnected from the young population. The majority of customers are aged 65+. If this continues, markets risk economic decline with economic, social and spatial consequences for the whole city. This is why the city administration decided to take action to help markets and their traders to re-invent themselves in terms of capacities, services, strategies, competitiveness and communications.

Setting up a Local Support Group with different relevant stakeholders as required by URBACT was the starting point. After several local meetings and exchanges with the partner cities of the URBACT Markets Network, Turin's Local Action Plan contains three objectives:

1 **Town centre regeneration.** The city launched a study to examine the structural and managerial variables that affect the markets' economic performance. The objective was to understand the way markets function in order to redesign them. The first part of the study focused on an analysis of the market's functionality as an economic system. This led to distinguishing markets in terms of their attractiveness. The second part of the study was concerned with identifying the general principles and criteria for the renewal of Turin's open-air markets, as well as describing renewal actions for each market.

2 **Low carbon economy.** The second objective of the Local Action Plan is to promote low carbon policies and reduce the amount of waste produced by markets. This can be done through tax incentives for cleaning the area, the recovery of unsold food by charity organisations, biodegradable bags, recyclable boxes for fruit and vegetables, waste differentiation systems, and maintaining and promoting farmer traders in markets. An integrated project combining a low carbon dimension, social and economic needs is 'fa bene'. Every day, customers of three markets can buy food and donate it to the 'fa bene'[1] association located in the markets. At the end of the day, all donated goods and unsold food are collected and sent to families in need. Families that receive the food are committed to 'give back' what they have received by offering 20 hours of voluntary work to the community that's based on their competences and skills (block parties, maintenance of green areas,

requalification and promotion activities, support to social projects, kids animation projects). In this way they can regain an active role within their communities. After a year, the project has gathered 60 market retailers, 15 volunteers, 2 000 kg of unsold products and 800 kg of food offered by customers.

3 **Growth, employment and entrepreneurship.** Over the years urban markets have stopped communicating to their customers. This fact has a great impact on their ability to compete with other commercial formats like super or hyper markets which target the young population. This is linked to the lack of managerial and communication skills of traders. To tackle these problems, the city plans to organise free training programmes about marketing plans, communication strategies, management and governance systems, to make traders more competitive in the food market. Part of the communication strategy for markets has been the creation of www.torinomercati.it , an interactive website completely dedicated to Turin's markets. Other actions to improve the markets' services are setting up restaurant stalls and street food inside or around the markets and the organisation of cultural events (such as open air cinemas, etc).

1. http://www.fabene.org/

Benefits from the URBACT Markets network

URBACT Markets has enabled Turin to compare itself to other European cities and learn of successful actions, such as the communication plan of the Municipal Institute of Markets of Barcelona, that can be replicated locally.

The definition of the key objectives for the markets of Turin and the Local Action Plan and have led to the birth of an extensive collaboration between all those interested in the subject, directly or indirectly, as public bodies, associations, research institutes and other external organisations. Turin has created a strong and large Local Support Group able to provide ideas and opinions about different topics. As a final result, the city has produced a new marketing and communication strategy.

Looking forward

Turin will execute the Local Action Plan, particularly focusing on the implementation of the new urban plan for markets, which is also developed in the framework of the Central Markets project. The cooperation with the local support group will continue by involving all interested parties in the decision-making processes of the city, and by promoting integrated forms of markets management. At the international level, Turin aims to keep strong relations with the partnerships built within the URBACT Markets Network and possibly cooperate with these and other European partners in the framework of future European Territorial Cooperation calls for proposals.

Learn more about Turin and download its Local Action Plan on www.urbact.eu/urbact-markets

How can cities succeed in implementing Local Action Plans?

Since 2007, the URBACT II programme has developed a track record of supporting urban **planning** by co-financing exchange and learning activities amongst European cities to create integrated Local Action Plans. In 2013-2015 URBACT ran a pilot of three networks to see if a similar methodology could be adapted to support cities as they move into the **implementation** phase of urban plans. These *pilot implementation networks* aimed to identify key elements for success in implementing urban plans, with emphasis on participative, integrated and results-oriented approaches.

Each of the three networks selected for the pilots had already completed an URBACT action planning cycle, during which all of the cities involved had developed Local Action Plans. The networks involved a smaller number of partner cities, each of which had a commitment and funds in place for implementation. From December 2013, each network ran for 15 months, to exchange on the challenges of delivering their plans.

The URBACT pilot networks involved were **ESIMeC II**, **EVUE II** and **Roma-NeT II**, focused on local economic development, electric mobility and Roma inclusion respectively. The fact that these pilots addressed such different thematic priorities added to the richness of both the exchange and the results. Both within and across the networks the diversity of urban challenges was significant, with some similarities in project implementation. In this article we present a summary of the pilot actions, results and lessons learned.

Demand-led workforce development strategies for sustainable economic recovery- the ESIMeC II network

The original ESIMeC project (2010-2013) brought together eight cities to explore how demand-led workforce development[1] strategies could be used as an instrument of sustainable economic recovery in medium sized cities. Partner cities recognised that human capital is their main asset, and as a result, the people and the skills agenda were at the heart of each of the Local Action Plans. The main priorities for the ESIMeC Local Action Plans were supporting recognition of (informal) skills and competences, engaging employers and promoting quality job creation.

For the pilot network, five of the original partners reviewed their action plans and shared the main challenges they faced in delivering them. At network level, the transnational exchange was designed around the key challenges to implementation that emerged during the baseline survey: Leadership, governance and stakeholder engagement; Employer engagement; Measuring impact; Smart financing; and Growing jobs through entrepreneurship. ESIMeC II captured the knowledge and experience on these themes in a series of detailed 'recipes', or toolkits for use by all cities. Some key points for cities that want to implement demand-led workforce development actions include:
– Mapping stakeholders regularly as the situation in cities is constantly evolving. Within this exercise 'unusual suspects' need to be considered;
– Moving away from 'government' to governance which supports integrated approaches and forces all stakeholders to see the whole picture;
– New structures for cross departmental / cross organisational working;
– Achieving some short-term gains within a clear shared roadmap for concrete long-term results;

---

1. "Workforce development" is a term used to describe activities which increase the capacity of individuals to participate in, and contribute effectively to, employment, either through training or other forms of public assistance.

– Keep asking 'why are we doing this?', 'what is the change we are seeking to make?';

– The new results-oriented intervention logic from the European Commission provides a useful reference point and can help actions and projects to fit the EU 'mould';

– Building a regular performance monitoring framework into the Local Action Plan from the outset helps to understand and define priorities and can prevent an Action Plan from becoming a 'shopping list' of actions which may not be realistic or achievable;

– Evaluation forms an important part of measuring impact – through analysing quality, context and any associated evidence.

During the pilot network, **Sabadell (ES)** adapted a skills forecasting tool in order to achieve a better fit with local approaches and data availability. The city now has a practical and pragmatic approach and growing confidence in, and commitment to the Local Action Plan. Lead Partner, **Basingstoke and Deane (UK)**, renamed the URBACT Local Support Group, (the multi stakeholder group which is a requirement for all URBACT city networks) to the Employment Skills Zone. It has now become more effective, more representative and has better and stronger channels of communication. The pilot implementation network has helped to maintain clarity and focus.

Bistriţa (RO) with a population of 72 000 faces challenges prevalent in the region arising from declining industry and a low wage economy. The Local Action Plan, agreed in 2013, centres on the creation of the Bistriţa South Industrial Park, linked with the skills and jobs agenda. Key elements of the plan include:

– A high quality and effectively marketed Industrial Park capable of attracting growing companies from Bistriţa, the rest of Romania and internationally;

– A collaborative network of organisations involved in workforce development (businesses, representative organisations, universities, government agencies and City Hall), which can develop an effective integrated response to identified skill shortages or opportunities;

– High quality, timely statistics about economic trends in the city (or county) and the supply, and demand for skills;

– Consistent specification of the skills required to carry out specific jobs;

– A responsive approach to trends in the economy and skills needs, so that skills needs can be met through medium-term planning.

In 2013 Bistriţa was successful in attracting funding for the Local Action Plan. The Romanian Government signed a EUR 30 million contract to develop the Industrial Park through the Regional Operational Programme. During the URBACT pilot implementation network the city was in the process of procuring works and services through the Official Journal of the European Union. The municipality undertook other preparatory work outlined in the Local Action Plan to negotiate with potential inward investors (from Finland, Norway and in light industry) and to develop supply chains with of some of the city's larger businesses (e.g. Leoni, Roseyarns, Rombat). A new skills and competencies data base tool (SILCO), developed by the national Labour Force Agency facilitated links between unemployed people seeking work and employers. Bistriţa also reformulated its Local Support Group for delivery. A formal agreement, supported by the Mayor, was signed to embed the Group in local governance.
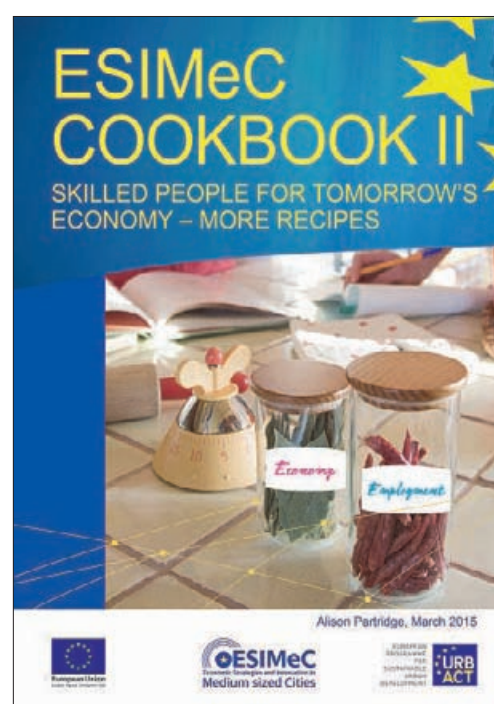
Electric Vehicles in Urban Europe– the EVUE II network

The Electric Vehicles in Urban Europe (EVUE) network focused on the development of integrated, sustainable strategies and dynamic leadership techniques to promote the use of electric vehicles. During the initial action planning phase (2010-2013) the partner cities studied the potential for electrification of vehicles in urban areas within wider sustainable mobility plans. For the EVUE II pilot, five of the original nine partners looked at the principal barriers impacting their capacity to fully implement Local Action Plans. These included environmental pressures, regulatory environments, technical challenges, financial issues and communication approaches.

The main output was an enhanced guide for cities about overcoming challenges to the delivery of electric mobility strategies. A further outcome has been to understand the common drivers to motivate various urban stakeholders to support e-mobility.

EVUE II take-aways for other cities working on the implementation of Electric Vehicle policies include:
– Having regular stakeholder meetings to check-in on implementation;
– Seeking external funding sources for development phase pilot initiatives;
– Closely monitoring the cost-benefit equation and taking steps when the balance hits pre-set threshold values, e.g. loss of parking revenue against benefit of growth in Electric Vehicle numbers;
– Identifying the most appropriate media channels, e.g. social media, websites, and mobilise the local press;
– Getting people test drive an Electric Vehicle;
– Demonstrating the range of uses for Electric Vehicles across public transport, freight/ logistics sectors and private vehicles;
– Posing questions like 'How will access to charging points be provided?', 'Will access to charging points be provided?', 'If charged, how will money be collected?', 'How will the charging points be maintained?', 'How with the system be monitored, including demand and energy consumption?' and 'How will the operation adapt to changing conditions or external pressures?'

Lead Partner: Westminster (United Kingdom)
Partners: Beja (ES), Frankfurt (DE), Suceava (RO), Katowice (PL), Oslo (NO)
Duration: December 2013-March 2015
Total Eligible Cost: EUR 425 000
ERDF Contribution: EUR 266 603
Website: www.urbact.eu/evue-ii

In the case of **Frankfurt (DE)** the city has developed a communication platform under the label "frankfurtemobil" to consolidate all activity and achieve maximum impact. A central website was established, providing answers to questions on electric mobility, disseminating news, as well as providing information. In parallel, radio spots were broadcast to achieve wider reach.

Oslo (NO) with a population of 650 000 is recognised as a global frontrunner in electric mobility. Throughout both phases of the URBACT EVUE network the city has provided an exemplar for partners to scrutinise, adapt and transfer locally. Oslo has benefitted from the peer feedback of visiting EVUE cities in modifying its plan and expanding its stakeholder group.

The main objective of the Oslo Local Action Plan was to increase the use of electric vehicles by installing charging infrastructure and increasing awareness of the Electric Vehicle incentive programmes and environmental benefits. Rapid increase in Electric Vehicle ownership rates put pressure on the Local Action Plan to succeed and accelerate. This was funded by the City of Oslo through the Agency for Urban Environment and by the end of 2014 there were 900 public charging points in operation. During the URBACT pilot implementation network the Local Support Group expanded to include several new market entrants, for example fast-charging operators and Electric Vehicle fleet managers. Oslo also improved the cross-departmental and integrated

approach by promoting involvement from both the Environmental and Transport divisions in the Agency for Urban Environment, as well as the International office and the Vice Mayor for Transport and Environment.

For EVUE and other cities learning about delivery of e-mobility plans a number of factors can be highlighted which have contributed to the success of the Norwegian/Oslo approach:
– Strong, targeted communication and awareness-raising to exploit and extend an existing tradition of 'green-thinking' and to shape an Electric Vehicle mentality;
– A coherent multi-level governance approach in which legis-lation, regulation and incentive at national and local level forms a clear framework for action;
– A well-balanced package of incentive measures, from use of bus lanes, to granting of financial subsidies, with recognition that these are temporary stimulation mechanisms that will need to be tapered over time;
– Adoption of a clear, long-term strategy fed by incremental intervention in the short and medium-term;
– Creation of a viable win-win charging point business model, seeking the appropriate balance between public and private provision, which can be adapted over time.

Integration of ROMA population in society– the Roma-NeT II network

The original Roma-NeT network (2010-2013) consisted of nine cities aspiring to work with and for Roma communities to promote cohesion. Breaking down Roma exclusion requires long-term, multifaceted and integrated responses. Cities learned to build and maintain the political will and local support necessary to overcome obstacles and to tackle the complexities of implementing solutions on the ground. During the pilot Roma-NeT II network six of the original nine cities continued to implement local actions and use the transnational dynamic to improve policy and practice.

The pilot supported all the Roma-NeT II cities to further embed their Local Action Plans into the local operational environment. It demonstrated the value of getting started with small actions, rather than stalling whilst waiting for the big money, and the importance of supporting multiple, simultaneous actions, rather than focusing on one single policy area. In **Glasgow (UK)** a multi-agency forum grew out of the Local Support Group and an information campaign was launched about local services, including language support and interpretation, designed to emphasise the benefits to the Roma community. As a result, for the fifty Roma families

Lead Partner: Budapest (Hungary)
Partners: Nagykálló (HU), Glasgow (UK), Almeria (ES), Torrent (ES), Bologna (IT)
Duration: December 2013-March 2015
Total Eligible Cost: EUR 500 000
ERDF Contribution: EUR 363 730
Website: www.urbact.eu/roma-net-ii

involved, the children were able to participate in free school meals and to receive financial aid for EUR 40 000, towards the costs of school uniforms.

In both **Torrent (ES)** and **Almeria (ES)** the theory of an integrated area based approach was put into practice for the first time with Roma inclusion activities. Across the two cities over 100 adults received employment related training, and Roma women and children participated in the newly created community-based literacy and reading schemes.

Nagykálló (HU) has a population of just under 10 000, approximately 15% of whom are Roma. This Roma population faces many longstanding challenges, such as poor living conditions in segregated dwellings, low levels of education and very high levels of unemployment. There is a low level of trust, tolerance and acceptance towards the Roma community. The overall objective of the Local Action Plan developed in the planning network was the gradual integration of the Roma population in the Nagykálló local community.

Local Action Plan delivery had different stages. While stage one involved quick win actions delivering specific results, stage two focused on launching long-term, sustainable processes. The Roma-NeT II pilot network coincided with the implementation of a wider social rehabilitation project, built on the framework and priorities outlined in the Local Action Plan, and funded under the Integrated Social Urban City

Rehabilitation of Nagykálló. The plan has led to the renewal of a community centre located between the city centre and a segregated area. The centre's main function is to work with children, many of whom are Roma, to engage them in extra-curricular activities, such as community gardening, music education and sports. The offer also includes tutoring to children with poor school performance, festive parties, neighbourhood cooking events, hiking days and weekly movie afternoons.

The actions delivered in Nagykálló were not foreseen in the original Local Action Plan, but have been effective at community level and provided useful lessons such as: waiting for financial support isn't necessary. Locally planned initiatives showed that modest amounts of financial support can have significant impact, and bring about visible change in tolerance between Roma and non-Roma alike.

Challenges and success factors in implementation

The URBACT pilot implementation networks have shed further light on many of the challenges faced by cities moving from planning to implementation. This transition takes time and requires significant attention, often implying changes in personnel, stakeholders and governance that have to be actively managed. Evaluation findings of the three pilot networks show that a successful implementation of action plans requires:

✓ Capacity building

New skills are required for implementation, in project and performance management, procurement, recruitment, conflict resolution, reporting and monitoring. Knowledge and understanding about integrated, area-based, participative approaches need to be strengthened within the local authorities responsible for implementation. This can be achieved in different ways like trainings and external expertise. URBACT transnational meetings and tools have been effective in disseminating technical knowledge and creating the confidence to try or extend new approaches.

✓ Communication for change and influence

Success in implementation often depends on influencing and changing public opinion. This attitude change is a long process, difficult both to achieve and to measure. Planning and delivery of projects must be clearly communicated to stakeholders, politicians and civil society to keep them informed, on board, and closely involved. Smart communications keep issues on the agenda locally, with regional and national policy makers, and even at Managing Authority level, when it can be helpful to position and prepare the city to attract future EU or regional funds.

✓ Measuring results and impact

To be efficient, transparent and accountable, teams implementing urban plans must clarify their objectives, how to stay on track and analyse progress on an ongoing basis. Increased emphasis on a results oriented EU Structural Funds means that cities in receipt of these funds will need to improve capacity in measuring results.

✓ Resourcing integration

Securing all financial resources needed to support all the strands of an integrated Local Action Plan is difficult. Where resources are limited, cities have to find innovative ways to mobilise stakeholders in the community, for instance, through crowdfunding or public engagement. If alternative funds cannot be found the only option may be to skip some elements and this dramatically decreases the efficiency and effectiveness of the integrated approach. Without funding for truly integrated interventions, for example bringing European Regional Development Fund and European Social Fund together, challenges may not be properly addressed.

✓ Governance, stakeholder engagement and participative approach

The Local Stakeholder Group became even more important in the implementation phase as a critical success factor and driver of change on the ground. Often it is a different team that delivers a project from those that planned it, so a handover is required, along with strong leadership. Organisational and structural changes, new municipal processes and the creation of cross-departmental teams are often needed. Spreading responsibility of individual actions amongst Local Support Group members can generate more shared ownership.

✓ Exchange on implementation

The pilot networks demonstrated the added value of transnational exchange during the implementation phase. There was great benefit in being part of a European networking programme like URBACT, and being able to observe and explore implementation in partner cities, learn from each other, analyse risk, predict obstacles ahead and avoid them, but also to discuss with trusted colleagues how to overcome local challenges. As in the action planning networks, the URBACT funding brought visibility, a sense of credibility and prestige to the local level, which in turn put pressure on local actors to maintain momentum. Pilot network partners felt that actions moved forward more rapidly as a result of involvement in URBACT, and delivery benefitted from more reflection and scrutiny.

As the URBACT III programme launches its new networks in 2016 the lessons from the pilot implementation networks will inform the framework and methodologies to support European cities to deliver sustainability in a more effective and efficient way.

"

The delivery pilots have allowed cities to maintain and extend their Local Support Groups and to re-evaluate and adapt their Local Action Plans.

"

Daniel Garnier
Basingstoke and Dean Council

URBACT supporting the re-use of good practice across EU cities: 6 successful transfer stories

In early 2014 URBACT launched a suite of **pilot transfer networks** to explore a new way to support peer-to-peer learning amongst cities. The aim was to test the feasibility of a new type of URBACT network, built around the potential transfer of an established example of effective city practice or policy. The URBACT programme's core interests of exchange and capacity building were at the heart of these pilots.

Each transfer network focused on an established good practice. The model consisted of the 'giving' city, where the good practice had been developed, and a number of potential 'receiving' cities that were interested in transferring it to their own context.

A short summary of each project is provided in the following sections.

Lead Partner: Udine (IT)

Partners: Brighton and Hove (UK), Edinburgh (UK), Klaipėda (LT), Poitiers (FR)

Duration: December 2013-March 2015

Total Eligible Cost: EUR 400 000

ERDF Contribution: EUR 285 762

Website: www.urbact.eu/healtly-ageing

Promoting healthy ageing from Udine to Edinburgh: the Healthy Ageing network

In **Udine (IT)**, a city of 100 000 people in Northern Italy, almost a quarter of its citizens is aged over 65. The local authority, working in partnership with other stakeholders (including older people's groups) has adopted a strategic approach to this demographic shift. Key steps have involved the production of a Healthy Ageing Profile, using Geographic Information System technology (GIS) to map the location of the city's older population – and to influence planning decisions related to services such as bus routes and local health care services. Udine also adopted the Vancouver Protocol (World Health Organisation guidelines for active ageing planning) to gauge older people's views and inform investment decisions.

The most compelling aspect of the project was its strategic, holistic approach led by the municipality but also involving key actors across the city, including older people themselves. Although some of the 'receiving' cities had taken steps to address this demographic shift, none had done so as comprehensively as Udine.

Partner cities saw participation in the network as an opportunity to learn from others and to share their own good practices. They also identified with Udine's technical mapping mode, an opportunity to improve their own service design, informed by accurate population mapping.

The activities undertaken within the project included online mapping work of the city's older population, engagement of older people and service providers through the Local Support Group and the chance to share their own good practice by hosting a partner workshop.

In terms of overall results, although partner cities did not adopt the Udine model in its entirety, all of them have transferred key elements of it. The most popular was the GIS mapping model, the development of which was supported by the University of Udine. Some partners also adopted other actions. These included the Camminamenti walking groups and the intergenerational project with local students (a series of activities which brought students and older people together, including verbal history and horticulture groups).

As the 'giving' city, Udine also acquired new ways of improving its service offers to older people. For example, they learned how a more varied programme of activities from **Brighton (UK)** (like Tai Chi, line dancing, 'Knit and Natter'), can be used to engage with occasional service users.

Edinburgh (UK), Scotland's capital city, came into the Healthy Ageing network with a strong older people's partnership already in place. This included well-established forums for engaging older people and an emphasis on preventative services, underpinned by a strong strategic planning focus.

As a result of the project, Edinburgh has adopted the Udine mapping model. An intern recruited to pilot this work has now been employed within the local authority and the resulting mapping work will feed strongly into localised planning required through the legislation on the integration of health and social care in Scotland. This mapping activity is also being extended to cover all age groups.

Reducing the carbon footprint of public canteens: from Sodertalje to Mollet Del Valles through the Diet for a Green Planet network

The food chain accounts for some 31% of the EU's carbon emissions. The Diet for a Green Planet Network addressed this through public procurement, planning and influencing functions. Specifically, the network addressed the related issues of unsustainable farming practices, declining levels of local food sourcing and unhealthy eating amongst vulnerable groups – children and older people.

The giving partner, **Sodertalje (SE)**, mobilised the buying power of the municipality to instigate positive changes in the local food system. A catalyst for this was the national policy permitting one free meal per day to all school children. This legislation promoted the reintroduction of kitchens in schools, which also converted cooks into people who prepared food instead of opening pre-packed lunches. The municipality sought to drive up the use of locally sourced organic food in schools – without any budget increase. Between 2010 and 2014 organic food increased from 18% to 51% of produce used. The municipality also sought to reduce levels of meat consumption, as part of a wider healthy eating campaign. Over the same period, meat consumption in schools fell by 24%.

The Sodertalje approach involves building the capacity of school cooks, for example, through improving their meal planning and culinary skills. It has also involved parents (many from migrant backgrounds) in the planning and making of school meals, which assists integration in a highly diverse city.

Lead Partner: Södertälje (SE)
Partners: Łomża (PL), Molėtai (LT), Mollet Del Vallès (ES)
Duration: December 2013-March 2015
Total Eligible Cost: EUR 325 000
ERDF Contribution: EUR 232 688
Website: www.urbact.eu/diet-for-a-green-planet

Diet for a Green Planet utilised a varied mix of methods including a range of exchanges and work-shadowing (for example involving school cooks) to deepen the transfer of experience amongst key stakeholders.

In two of the 'receiving' cities, **Molėtai (LT)** and **Łomża (PL)**, the project has been instrumental in shaping mindsets towards what can be achieved by using procurement to influence the local food system. A third receiving city, **Mollet Del Vallès (ES)** managed to take the Sodertalje concept further.

Located in Catalonia, Mollet Del Vallès has a population of 52 000 and a total area of 10 834 km^2. A large rural area (800 hectares) accounts for almost 50% of this footprint. Although the local community had fought hard to protect this area from development, historically there had been no link between its ecological food producers and public catering establishments. Inspired by the innovative Sodertalje model, Mollet Del Vallès city leaders saw an opportunity to strengthen these links through the Diet for a Green Planet project. The aspiration was to support ecological producers, promote 0 km food supply and encourage healthier eating in public canteens, particularly within schools and care homes.

Some important contextual differences influenced the way in which Mollet Del Vallès approached the transfer opportunity. For example, in Catalonia the school canteens are run by parents' groups, rather than by the schools themselves. This meant that these groups had to be persuaded by the benefits of adopting the Swedish model.

Mollet Del Vallès activities as part of the project have included mobilising a cross-sectoral Local Support Group, exchange of experience between various stakeholders (including public sector cooks) and the production of a local handbook. The latter is a mixture of recipes using local produce.

In terms of results, the city has adopted a new catering policy in accordance with the Diet for a Green Planet concept. The central element of this is a new procurement model allowing the public administration to buy local, seasonal and ecological products. The big procurement change includes giving 90 out of 100 points for food quality, rather than the cheapest offer, as it was before.

Three schools have been engaged and have already decided to convert their conventional school canteens into ecological ones from September 2015. This meant close working links with Gallecs producers, located on their doorstep. Furthermore, Mollet de Valles will transform the two kitchens of the public institute for disabled people from Autumn 2015.

Tools for the temporary use of vacant buildings: from Bremen to Rome through the TUTUR network

The TUTUR pilot network focused on finding new temporary uses for the growing number of vacant sites and buildings in Europe's cities. Specifically, the network supported the transfer of tools for temporary use for these gap sites, bringing together a variety of city stakeholders (planners, architects, arts groups, local businesses, residents, etc.) to seek solutions together.

The project looked to the city of **Bremen (DE)** for its example of good practice. There, a dedicated independent agency, ZwischenZeitZentrale (ZZZ), was one of the first temporary use programmes established by the municipality in cooperation with an NGO. The ZZZ has worked with at least 50 vacant properties of different scales and nature: from small shops of 30 m^2 up to industrial areas of 4 500 m^2, totaling approximately 10 000 m^2 surface in buildings and 80 000 m^2 of brownfields across the whole territory of Bremen, engaging a great variety of users in the use of these spaces.

Rome (IT) and **Alba Iulia (RO) have been the 'receiving' cities of Bremen's practice**. In Alba Iulia there was no legislative mechanism for dealing with vacant land and property, so the TUTUR project has helped put the issue on the policy map locally. In that city, the key local results have included a digital platform for underutilised buildings and an official roadmap for the organisation of cultural events in these spaces.

In fact, for both 'receiving' cities, the mapping of abandoned properties – in both the public and private sectors – represented an important starting point, particularly as it mobilised a wide range of stakeholders. The results achieved showed the temporary reuse of sites and building is achievable, even in urban environments as complex as **Rome**.

Traditionally, the re-use of empty properties in Rome was confined to squatting. Illegal and precarious, it formed part of a political movement committed to addressing housing inequalities. As such, the concept of the city authority actively embracing and supporting temporary usage through the planning system was something of an anathema.

Following political changes in June 2013, the city authority became very interested in developing new policies and governance methods that would also support 'bottom-up' regeneration strategies. In this new context, the ZwischenZeitZentrale model of Bremen, supporting temporary usage seemed like a valuable opportunity.

Guided by a Local Support Group developed with the URBACT network and focusing on the city's III District, the temporary use of three public properties was achieved during the pilot. The first was the re-use of the unfinished *Viadotto dei Presidenti* as a public space, cycling lab and exhibition space. The second was the revitalisation of the *Viale Adriatico* market, an underutilised local food market co-designed with citizens as a public space, playground and local food distribution space. The third was the theatre of the Don Bosco School, abandoned for twenty years and reactivated as a neighbourhood cultural centre.

The TUTUR experience has helped build trust between the administration and citizens, by providing a collaborative platform and methodology. Residents have a better understanding of the planning process whilst professionals have been exposed to processes which generate practical and speedy results. The focus on a particular neighbourhood made the community mobilisation easier, and in District III the 'TUTUR methodology' (digitised mapping of empty buildings, brokered stakeholder engagement, collaborative planning process, etc.) is now established. As a result of this positive experience, there is an interest to introduce it to other parts of the city.

Gastronomy as an economic driver: from Burgos to Alba Iulia through the Gastronomic Cities network

The city of **Burgos (ES)** has used gastronomy as a driver for local economic development, promoting growth, generating jobs and stimulating competitiveness. This provides a good example of how a thematic cluster – in this case food-related – can become a focal point for urban development. Culture, tourism, and gastronomy, together with agriculture, food and wine production, were emphasised in the main city development document, 'Plan Estrategico Burgos 2020', which aimed to develop an innovative, creative economy.

The Gastronomic Cities pilot transfer network had four 'receiving' cities with varying levels of experience relating to food and tourism. None of them had explicitly focused on gastronomy in the way that Burgos had.

Burgos, as a 'giving' city, also benefitted from its involvement in the project by developing a baseline strategy which

identified targets linked to the development of the gastronomic concept. Through sharing their good practice with other cities, Burgos was able to refine and enhance its model. Within the other cities, levels of awareness were raised about the potential importance of gastronomy to the local tourism and economic development sectors.

Alba Iulia (RO) was one of the 'receiving' partners. The city had already established a growing tourism economy, built around its Romanesque heritage assets, in particular the Alba Carolina fortress. The city recognised that the development of gastronomy in the city provided a potential added value.

Alba Iulia learned a great deal from their exposure to the Burgos approach. The potential of this sector to create additional jobs

and businesses was clear through its attraction of additional visitors. The Burgos model also underlined the need for a strategic approach involving all relevant stakeholders.

Alba Iulia hosted one of the project meetings, which provided a good platform to kick-start this change process, providing a focal point for the variety of sectoral stakeholder. This coincided with the city's development of a tourism app during the pilot period, which includes all relevant information on activities including local food facts.

The most important transfer legacy for Alba Iulia related to the culture shift within the sector. Traditionally, the HORECA (HOtel, REtail and CAtering) sector in the city was atomised, with little or no collaboration between businesses. Through exposure to the Burgos model, the evidence of commercial collaboration was evident. Consequently, as a result of this project, businesses in the sector have come together to participate in the development of a city-wide model that extends beyond their narrow business interests.

Open innovation to solve city problems: from York to Syracuse through the Genius:Open network

The Genius:Open network addressed the topical issue of how cities mobilise all stakeholders to help solve the problems they face. It operates on the principles of open innovation, which assumes that no-one has all the answers and that we need spaces, tools and techniques to engage citizens and other stakeholders effectively.

The project builds on an award-winning approach designed and developed in **York (UK)**. *Genius York* provides a platform to engage citizens – online and in real life – to generate solutions to the city's problems. These are framed as challenges and the steps include an ideas generation phase, a hackathon to generate and distil potential project ideas, then the prototyping of the products or services.

York, as a 'giving' city, has generated a wide range of solutions to problems as diverse as support for dementia, reutilising public spaces and assisting young people at risk of dropping out of school. Within the partnership there were varying degrees of experience with open innovation concepts and tools.

Genius:Open underlined the importance of bilateral links between the 'giving' and 'receiving' cities, through a series of workshops. This was complemented by all cities participating in one of the York hackathons and the launch of individual challenge processes in each receiving city.

York cited a number of benefits from sharing its good practice with others. One of these was the discipline of using clear and plain language to describe what is potentially a complex and jargonised process. Project participation also encouraged York to revisit the balance between virtual and actual stakeholder events, as it underlined the varying levels of Internet access amongst stakeholder groups.

Lead Partner: York (UK)
Partners: San Sebastián (ES), Syracuse (IT), Tallinn (EE)
Duration: December 2013-March 2015
Total Eligible Cost: EUR 324 997
ERDF Contribution: EUR 239 657
Website: www.urbact.eu/genius-open

All three receiving cities have now adapted the Genius model for use in their local contexts. Each partner has piloted the process with a different thematic focus, reflecting city priorities. In some cases this required significant alteration such as in **Syracuse (IT)**, where the online challenge tools were less useful because Internet use was low.

Located in Sicily, Syracuse is a city with a rich archeological and cultural heritage. Poor infrastructure, weak transport links and high levels of unemployment are amongst the challenges its 120 000 residents face today. In particular, the Mazzarona neighbourhood has high levels of poverty and matching levels of cynicism among local people about prospects for a better future.

Local project leaders adapted the Genius process, developed in York, to the local context. This involved mobilising citizens to collaborate and tackle challenges. This requires high levels of trust, skilled facilitation and effective processes. The stated challenge (agreed in an open process with residents) was to "unveil the Great Beauty of La Mazzarona and contribute to its revival, restoring dignity and creating new opportunities and services to meet the needs of the residents but also to attract the rest of the city".

Compared to the York model, Syracuse relied more on face-to-face activities – including group work and surveys – to mobilise the local community. A breakthrough was to invite residents to participate in a bike tour, which triggered a debate on the state of the neighbourhood.

This open innovation process generated a range of ideas that are now being implemented in the city. These include the Giano Svelato pilot project providing guides and tours for tourists and the MazzaParco project which aims to get retired residents (mestieri) and young people, together to create new parks in La Mazzarona, building job capabilities amongst the young people.

Participation has changed mindsets in Syracuse. The city authority has moved to a more collaborative governance model, which includes a permanent 'collaboration table' to allow constant dialogue between communities, other stakeholders and the council. The authority is also revising the Master Plan to be a 'Citizen-Led Master Plan' putting citizens at the heart of process.

Promoting civic participation in placemaking: from Dun Laoghaire Rathdown to Pori through PlaceMaking for Cities network

The expert-planning culture prevalent in many parts of Europe has frequently resulted in the creation of city spaces that were irrelevant, unworkable or both. This top-down model is now increasingly challenged, as citizen expectations rise and participative tools and technologies support wider stakeholder involvement. Municipalities also find that working with citizens reduces costs and can enhance the quality of urban spaces.

The PlaceMaking for Cities pilot network explored the transfer potential of bottom-up approaches to placemaking developed in **Dun Laoghaire Rathdown County (IE),** which has a long established tradition of community engagement. In recent years Dun Laoghaire Rathdown had combined this tradition with emerging placemaking concepts developed in the United States (in particular, the Project for Public Spaces network).

The Dun Laoghaire Rathdown County established a number of good practice principles relating to community-based placemaking which included:
– Focus on working with, and not for, the community;
– Developing tools to manage resistance to change;
– Creating visible quick wins;
– Encouraging collaboration across local authority departments and between those departments and communities.

Within the network, the tools used to facilitate the transfer of knowledge on good practices included a peer-review process and the recording of the transfer experience through logs (project diaries). Overall, the project identified – and overcame – a number of challenges which routinely affect the transfer of good practice. These included skepticism of professionals responsible for the design and maintenance of public spaces to adopt different practices and a lack of capacity as well as concern among citizens to express themselves in public and to take responsibility for how public spaces are used. The

difficulties associated with adapting practices that work in a different country, such as exploring the technical aspects of the practice and then thinking of ways it could be adapted to the local context, provided valuable opportunities for learning and development of professional practice among the project participants.

Each of the participating cities adopted elements of the good practice model on offer.

In **Albacete (ES)** the capacity of local traders was developed to plan and implement a range of high profile events aimed at increasing footfall and trade in local shops and restaurants. A total of nine events were created ranging from fashion shows, where local youngsters were the models and traders provided the clothes, to urban gardening, storytelling and food tasting sessions. Enabling traders to plan and implement such a programme of events was a completely new approach towards using public spaces and has made a lasting impact.

Some of these actions were repeated by the trades association in 2015. This was possible because PlaceMaking for Cities was successful in transferring knowledge on placemaking. The experience of actually doing it has built new relationships between traders and the municipality and also between the trades and residents association which had not previously collaborated on initiatives.

In **Eger (HU)** the transfer of good practices resulted in an extensive dialogue with stakeholders on community-led activities that would utilise the central squares. One of the outcomes is that the local arts college will run regular exhibitions in the squares showcasing the work of students. In addition, the municipality purchased a mobile stage and sound equipment which local groups can hire free of charge. A local group has taken on the administration of this resource and a range of music, theatre and dance performances are being organised.

Involvement in the PlaceMaking for Cities network was an opportunity for **Pori (FI)** to challenge established practices of top-down design, implementation and maintenance of public spaces. Building on the experience of an earlier URBACT funded project[1], officers from the municipality practiced techniques for community engagement they had learned about in Dun Laoghaire Rathdown. Specifically, it provided an opportunity to actively engage the local community in the planning process and to test how local people could lead the use of an unbuilt public square located on the riverside near a relatively new residential area comprising apartment blocks.

Their approach included the use of gap sites as exhibition spaces, a mural competition, temporary planting and seating arrangement to illustrate how the space could be used in future, as well as the use of pop-up structures to host events and to stimulate public debate. It also saw the use of knitting as a mechanism for engaging stakeholders and linking planning and participation in an innovative way.

In terms of legacy, the Pori for All project ("Kaikkien Pori") will continue to involve residents and other stakeholders in the integrated improvement of five suburban residential areas in the city. At the end of the project the "P4C-container", used as a pop-up space, was purchased by the Art Department of Aalto University (PUPA) and repainted by a core group of the local residents. It was displayed in the final event and will be used in other development sites of Pori in the future.

Overall results and key learning points

Across Europe, cities face the same challenges. In many cases, a city will have devised a solution to a problem another city faces. Consequently, it is important that cities have structured opportunities to transfer knowledge and experience of effective actions. This is the driver behind the development of these URBACT pilot transfer networks.

An important lesson from this URBACT transfer experience is that the learning is never entirely one sided. Consistently, the giving cities reported benefits from their involvement. The need to codify and explain ways of working that were, at times, quite entrenched, was a useful starting point. Often this required the 'giving' cities to review and reflect on their own practice, and re-examine why approaches had evolved in a particular way.

Opening those practices up to the analysis of peer cities was another valuable opportunity for the giving cities. Often, this raised questions about the practice that had not been considered before and in several cases that practice was modified as a result. As we noted earlier, Udine and York were two cities that reported tweaks to their original model on the basis of the engagement with receiving partners.

A third benefit for giving partners was the cachet of EU wide recognition as a good practice city. The benefits of this status was cited as being helpful in a number of ways. Internally, it

1. http://urbact.eu/sure

provided leverage to encourage city leaders to actively support the work. Externally, it helped position these cities in different ways, including their efforts to attract other financial resources to their city.

A separate, but equally important lesson, relates to the good practice itself, and the importance of articulating it very clearly, so that observers from other contexts can fully understand it. For the URBACT programme, this has confirmed the need for an introductory phase (a standard practice in URBACT networks) where cities can ensure that they have fully grasped the concept before they proceed to the next stage.

It is important to note, as the external evaluation of the transfer pilots confirms, that every project achieved some level of good practice transfer. There were no cases where the original approach was transferred exactly as it had operated in

the 'giving' city. Good practice transfer is about understanding, adapting and re-using. Certain behaviours make this more likely to happen.

For the 'giving' cities, this includes the ability to analyse, reflect and explain. It also requires coaching competence, and the centrality of this coaching relationship is an important finding from this pilot process. For the 'receiving cities', the behaviours that work well for them include curiosity, good listening and analysis skills combined with a willingness to adapt.

The pilot transfer networks have provided a significant learning curve for the participating cities but also for the URBACT programme. It is one that has been valuable and with tangible implications for the new programming period, where the sharing of good practices will become another important exchange platform.

URBACT is a European exchange and learning programme promoting sustainable urban development.

We enable **CITIES** to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes.

We help cites to develop pragmatic **SOLUTIONS** that are new and sustainable, and that integrate economic, social and environmental dimensions.

We enable cities to **SHARE** good practices and lessons learned with all professionals involved in urban policy throughout Europe.

URBACT II is 500 cities, 29 countries and 7,000 active participants.

Lead Partners
Partners
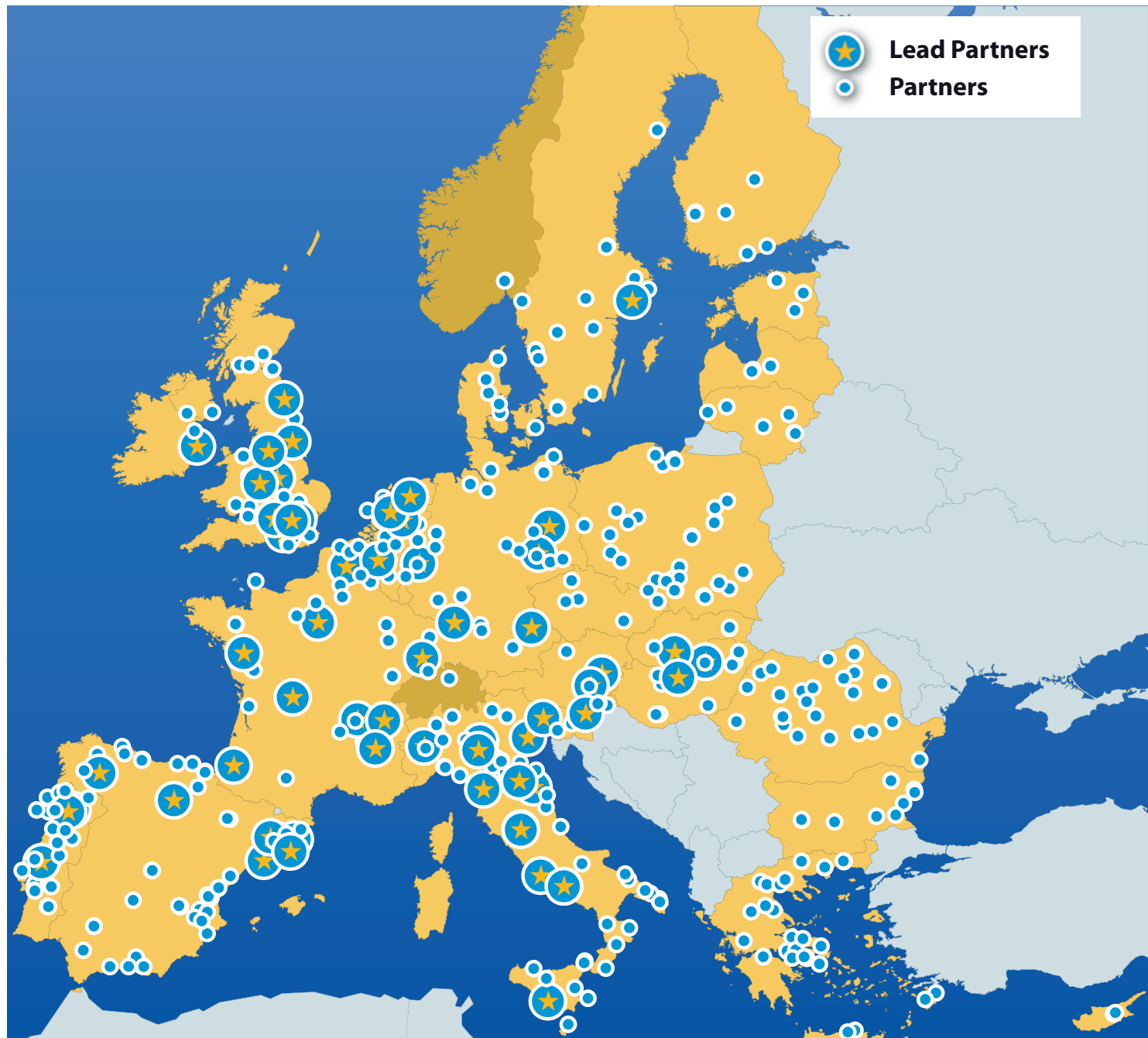
www.urbact.eu
www.blog.urbact.eu

Find us also on **facebook** and **twitter**

European Union
European Regional Development Fund

URBACT Secretariat
5, Rue Pleyel
93283 SAINT-DENIS cedex - France
Tel.: 33 (0)1 85 58 61 87

EUROPEAN
PROGRAMME
FOR
SUSTAINABLE
URBAN
DEVELOPMENT

URB ACT