

ULSG survey activities

Collected raw data for call 1 project

An online survey has been launched in October 2010 among all URBACT partners focused on the way partners had set up their ULSG, how they were running their ULSG, difficulties they could meet, possible good practices, etc.

A total of 156 partners took part to the survey out of 267 partners (call 1 and 2), meaning a response rate of over 58%.

Here are the complete results of the survey concerning the call 1 projects.

Your ULSG structure

1. Does your ULSG build on an existing body (Group that already exist prior to URBACT project)?

- Yes 23 %
- No 77 %

2. If so, please specify the kind of structure, composition and purpose of this group:

- Group of designing and realization of the recovery of former prison Le Murate: city architects and administrative policy officers. Fine arts trust officers and directors.
- The conurbation community of Châlons-en-Champagne has been eligible to an experimentation launched by the French Government on governance in medium sized cities about city center regeneration.
- The ULSG has been build on the follow-up committee of the Urban Area Authority. It thus composed of local and regional public authorities and local actors of social economy. This committee aims at following the implementation phase of the urban authority's plan for the development of Social Economy on the territory.
- For micro loan program – basics of the LSG came from urban (city, start up center, chambers).

- Service innovative Start ups especially Bio Tech (City- Cluster Service, SMILE Project of University and colleges, Bionet).
- Our ULSG was build on an existing body such as the Kielce Metropolitan Area, but we've invited local key actors, companies, NGO's and other partners to participate in the project activities.
- We understand us as task force, informal group of colleagues working in and for a challenging field of development in our city/region; URBACT challenge was, to create a group of colleagues from different institutions and professions with the aim to collaborate formally and informally –that works now with or without URBACT CTUR; persons were introduced and co operate now network wise.
- Social Enterprise Strategy Steering Group made up of representatives from social economy, local authority, business advice, university.
- The basis of the ULSG stems from the national urban initiative period between 1999-2006, as a result of the bottom-up perspective performed and created into the formation of a "Citizens' Consultation Body" elected in delimited (residential area) general elections by fellow residents. Due to a lack of support by the Municipality, the "Body" decreased it is activities during the period of 2006-2008. In 2008, when the URBACT RegGOv project was initiated as the same time as the Municipality of Sodertalje made partner ship with the National Police Services on issues of prevention of crime and gang criminality, a renaissance of the "Body" arose. The "Body" was renamed and reconstructed (additional participants from local services, local authorities, local NGO's) into two functions: 1) the residential area group as partners in the partner ship between the Municipality of Sodertalje and the National Police Services 2) the Local Support Group of the URBACT RegGov project.
- The LSG is a so-called Round Table in which all relevant actors of administrative/municipal and non-administrative institutions (e.g. politicians, representatives of the municipal departments, associations, representatives of local deprived groups and so on) are involved.
- A group about 25-20 people from Local administration, National administration, Privates companies and Associations meeting: 2-3 times a year ongoing information per mail.
- Our ULSG is composed by different local stakeholders, the ones that we consider the best representatives of Social Economy in Alcobaça, such as: the Social Network (composed by schools, social/charity institutions; New Opportunity Centers (course of giving school skills and abilitation for adults); music school, job center of Alcobaça, a youth and training association; the commerce and services of Alcobaça.
- Consortium drawn together as part of Local Strategic Partnership to develop and deliver a cultural strategy.
- Health Urban Planning and Environment Group connected to Belfast Health Cities.
- It builds on the work of Belfast City Council.

- It is a flexible group, mixed with the city hall and its units representatives, local non-governmental organizations and especially NGO's dealing with youth issues and youth itself; depends on purpose of ULSG meeting composition is adopted.
- EICI-European interest Group on Creativity and Innovation: EICI aims to develop itself as the leading European network to promote and defend regional and local interest in European creative industries and innovation policy. It will actively influence EU strategies and funding on behalf of its members and thereby contributes to more creativity, competitiveness, social cohesions, sustainability and innovation in the EICI regions and cities. On 17th May 2010, after more than 18 months of international activities the initiative European Interest Group on Creativity and Innovation became an official network. The first General Assembly met in Stuttgart in order to accept the Official Statue and Strategic Plan of the association and to elect a Chairman and as Deputy Chairman. Creative Clusters project is partner of the network and INTELI is a founding member of the association. The other members are: MFG Baden-Württemberg (Germany), CSP-Innovazione nelle ICT (Italy), CIDA-Creative Industries Development Agency(UK), Nantes Metropole (France), Iconoval (France), Bwcon (Germany), Bizkaia Creativity zentrum (Spain), Ibbt (Belgium).
- Many LSG members have known each other before.
- 11 members (ADIE, AFPA, boutique de gestion, Carina, Chambre de commerce, Chambre des métiers, pépinière d'entreprises, Reims initiative, réseau entreprendre, university, ville de Reims).
- Our LSG is an existing structure, the Extra Municipal Committee for Territorial Planning (Commission Extra Municipal de l'Aménagement). It is composed by elected members-mayor and deputies-municipal technicians, developer, studies and programming body, inhabitants and associations.
- Local and regional experts and stakeholders from urban development/community and cruise related businesses.
- We have decided to organize a LSG as much as possible specific and focused. The members are: Municipality of Reggio Emilia - Reggio nel Mondo - Opera - Tiwi – Giovani Confindustria – Giovani CAN – Aster. University researchers, young entrepreneurs, public officers and expert of innovation that experimented "on field" the positive and negative points of what Reggio Emilia offers in this field. Qualified components for a slender and delimited LSG.
- There are a number of groups established through the Neighbourhood Management system since 1999 the ULSG can relate to.
- The ULSG members are relevant local stakeholders whose opinions are often considered in relation to different issues of the City Council.
- The composition of the group is varied, because artists, institution leaders, teachers, specialists are in it.

- Structure and composition: a group of persons representing private companies, university, regional administration/development, business incubator, know edge, institutions, city of Aarhus. Purpose: the development and expansion of the Katrinebjerg project.
- The Liverpool world Heritage Site Steering Group has been in existence since 2001. It is an informal group of representatives of the principal public sector agencies which have management responsibilities within the world Heritage Site, plus representatives of the principal civic amenity society and the Chamber of the Commerce. Terms of Reference for the group were formally agreed in July 2010. These established that the fundamental purpose is to act as the local advisory group for Liverpool on behalf of the UK government to ensure that all obligations and responsibilities, under the World Heritage Convention are met.
- ULSG is composed by the task force of a larger project called “Area Vasta” (Wider Area). It includes the expertise of more than 20 professionals including architects, engineers, ecologists, medical doctors, lawyers; many of them are from the public sector, as well as representatives from the University of Salento, the Italian Research Council (CNR), and The Regional Protection Agency (ARPA).
- Builds upon Partners IN Salford – the Local Strategic Partnership of Salford. This is a partnership of the public, private, voluntary, community and faith sector.
- Local Council officers with the aim of achieving the goals of the project.
- ADEP S.A. due to the implementation of other projects related to youth had the opportunity to maintain links and active networking with local organisations, NGOs etc. targeting young people. Within this concept, various actions were implemented in common with organisation that now belong to “MY GENERATION” ULSG. At that time the whole cooperation was not established with an official manner.
- Members of ULSG are representatives of public, private and NGO sector.

3. Is your ULSG composed of a core ULSG and an enlarged ULSG?

- Yes 39%
- No 61%

4. If so, what are the main tasks devolved to each group?

- A Working Group (AG) that develops ideas and propose plans and documents, and the ULSG that debates the WG ideas and propose and decides about those.
- The larger group is organized as a think-tank working on the main axes of the development plan. A second group is composed of local public authorities, working on a common strategy towards local actors.

- Core ULSG runs the day-to-day activities and the enlarged one depending on the need.
- Task micro loan – start into a new program, new tasks and duties to give small loans to micro companies innovative Startups and companies, more specific service and expertise for Biotech companies, stronger connecting to regional Biotech networks.
- The core group is composed of employees of partner project unit – City Hall (coordinator, mayor, director of different departments). They are working on LAP scheme, they are planning the ULSG meetings, and they are responsible for the dissemination of international level effects. The enlarged group is an elastic, opened structure. It meets regular and works on LAP issues.
- All of us active in business and private life; nobody has too much leisure; so we use our time effective; that means: we invite for the different tasks to appropriate persons/institutions.
- Core Group: Drawing up of the LAP, management.
- Enlarged Group: input, brainstorming, Discussion.
- The core ULSG leads the team and works with the documents that the enlarged ULSG works. This second group works about specific themes.
- Core group: production, management and Enlarged group: Input, Brainstorming
- Core group: Project management, LAP production, coordination on a strategic level
Enlarged group: input givers, feed back providers, sounding board, experts.
- 1) Since 2008, the ULSG was working in the very enlarged composition with mixture of representatives of the local and national authorities, regional authorities, NGO's church assemblies, tenants associations, ethnic associations, residents etc. Their function has been to do the "storytelling", to make the SWOT-analysis, to give advice, to prioritize.
2) By time, the development of a core group has occurred, with representation of local authorities (school, kindergarten, sport/leisure, police, private/public housing companies, social services, tenants association, regional authorities, national authorities + one representative of the residents of the area). This core group has had the job to formulate the analysis, the strategies and the activities-that is the Local Action Plan!!!
Experiences from earlier local development work and residential participation in the decision-making structure must be process (see above answer) have clearly indicated that there is a lack of patience in the residents/citizens which collide with the parliamentary structure of Municipality and National Authorities Governance. To facilitate a clear and proper participatory process include in the development work, a new decentralized parliamentary decision-making structure must be set to make the very local resident a legitimate part of the planning, budgeting, decision-making, performing and liability.
- Core group: discuss progress of work on LAP, organize PR events/materials.
Enlarged group: brainstorming, regular updates about project's progress.
- Core group has the task to prepare discussion papers and the draft for the LAP.
- The core group coordinates s and redacts, while the enlarged group provides information, takes part in discussion and validates the results.

- Gateshead’s Economy, Skills, Housing and Transport Partnership has agreed that the RUnUP, Local Support Group become established as a “Business and Innovation” sub-group with responsibility for development and delivery of the Local Action Plan and the wider promotion of economic growth and knowledge based economy through the triple helix.
- It is an enlarged group, so than the group is open for everyone of the neighborhood. The main task is to discuss projects and to find common solutions and strategies to improve the living conditions.
- Core ULSG: “hard” working team.
Enlarged ULSG: feedback, input.
- Large group: consultation and dissemination.
Small group: finance and decisions.
- The core ULSG (working Group- WG) develops ideas, proposals of actions or activities, documents, etc, while the local support examines and decides over the proposals submitted by the WG, always aiming to achieve the best for the involved entities and the city in general .
- Core ULSG is public sector (several departments of the city council and managing authority) enlarged ULSG are private organizations (banks, saving banks, business association, chamber of commerce, union of craftsmen, and so on).
- Core group: developing SWOT analysis for LAP, definition of LAP actions.
Assembly: definition of the strategic orientations and approval of the LAP.
- We have official LSG which consist of heads institution (they meet twice a years) and they representatives WG (we meet 4-5 times a year).
- We are a group in which you will find people representing: the Historical Center, Tourism department, Port Authority, artisans and other business located in the Historical Center.
- The core group is discussing about the themes of each Thematic Conference and of course about sitting up the incubator. The rest of the group provides information about the local economy, the local situation, population and general they give input with information about the city, the needs, the priorities etc.
- We have wide range of people that we contact we plan to organize a meeting. So about 6 people come regularly and the others do not come regularly.
- Employment and Economic Engagement, Health and Social care, Inclusion and Engagement.
- The core group (deputy mayor for Urbanism and International relation and municipal technicians) is deeply involved in the project; the enlarged group is regularly informed and gives advices.
- It’s not helpful to invite all persons to all subjects; we work at different levels, appropriate to the tasks.

- Not “formally”, but of course there are more active members (maybe 6 out of 15) who could be seen as a “group core”.
- The core group work actively with LAP, workshops while enlarged group shares experience and input, takes part of exchange through larger meeting etc.
- There is a core group composed by some members of the city council which determinates the main working guidelines of the ULSG activities. However, since the enlarged group is not very extense, all members take part in all the exchange/LAP activities.
- The core develops most of the activities and the other members are consulted.
- The ULSG group deals with a coordination monitoring of the implementation of the LAP during the interval among wider strategic discussion of the enlarged group.
- One group is dealing with our largest subject: controlling the cost of housing. And the other group is working on a concrete LAP.
- The smaller group follows the project development in a step by step process towards the LAP; the enlarged one is involved on the basis of the topics.
- The core ULSG “control room” and it consists of the main stakeholders of the LAP. The enlarge ULSG includes all public and private stakeholders involved and interested in the LAP implementation.
- The expert group’s work includes the identification of indicators and communications with local population about the importance of working at European level on the implementation of the various stages of the project.
- Core group are responsible for driving the development of the Local Action Plan and offering a peer review process as the document develops. Information is disseminated to wider group as appropriate to facilitate the dissemination of the LAP.
- Not particularly, but in practice only part of a group (6-7members) has participated actively on working.
- The main tasks vary and depend on availability of individuals and interests.
- Main tasks are devoted regarding the sub-themes of network. When needed, we include more members to ULSG to cover all themes that are discussed and developed.
- The core ULSG meets regularly-they are the working group. We have not really an enlarged ULSG, we had one in the beginning but now we are mainly involving citizens when we do activities.

5. Are there thematic sub-groups, with different members, working on a different dimension of the LAP?

- yes 42%
- no 58%

6. Has the composition of your ULSG changed since the beginning of the project?

- yes 65%
- no 35%

7. If so, please explain how and why?

- Members of Economic development –Tourism and Culture offices added as new functions defined for the last stage of the recovery.
- It has been included one more entities, that just after the beginning of the network. Project has accepted to be a member of the ULSG.
- Some the first members of the ULSG have shown a bigger interest in the perspectives of implementation of the LAP. These members have thus been more deeply involved in the reflection on the LAP's actions.
- We have added specialists needed for certain phases of the LAP.
- No major changes.
- The composition of our ULSG has changed since the beginning of the project. On each ULSG meetings different representatives are present. It's because our group members are decision makers (directors, mayors, etc) who can't participate in each meeting because of their duties, so they send deputies. During the meetings, we've also noticed, that specialist of others branches/disciplines are needed to create LAP so we invited them to ULSG.
- It's a growing network.
- It has been extended to involve more stakeholders that were interested in the project.
- The first approach to deal with the problem was general. Discussion where held more on the urban planning and procedural level. The longer the project lasted the clearer the goal became.
- Enlargement due to the need of specific expertise in some areas of the LAP.

- All the time there was the same core ULSG but with the project's development, we have needed some news professionals.
- There have been expansions due to upcoming topics.
- The original group continued stably but has been extended according to thematic progress.
- Charges in personnel due to occupational mobility.
- When the project started, we involved those organizations, who have worked on the target area for any years. After that we realized new problems (raising the crime, prostitution, usury, bad health conditions...) that are why we invited new members.
- Enlarged and diversified to input the project.
- See the above replies!
- We have included into the LSG the landscape architects who played an important role in the public participation processes of the LAP.
- One additional person: to get involved in the URBACT issues; One change due to maternity leave.
- New members have shown their interest and have been added to the ULSG.
- Additional stakeholders have joined the ULSG.
- The group is changing all along accordant to the thematic to be discussed. Everything else can be seen as a usual fluctuation.
- We added some new members in the ULSG.
- Dependent the thematic emphasis setting experts were invited.
- Due to the themes of the UNIC Project we felt the need to have a partner in the area of Marketing.
- Original working group absorbed into Cultural Consortium but core membership consistent.
- From the initial LSG group people have withdrawn or been added due to personal reasons (time availability, etc) or change of object (for municipal servants).
- Staff members leaving, changing positions and some organization review their level of commitment.
- New members with specific expertise link to our LAP have joined the group; also some members have left has a results of changes in their own job and change in the location.
- Additional experts were invited according to the expertise needed concerning the different dimensions of the LAP.

- Pori replaced Swedish partner.
- New members from the city council according with new key element for developing the LAP.
- Incorporation of “new” dimensions of the LAP and changes un the top of the private organizations.
- But some people are not as active as they were at the beginning.
- We’ve involved four new persons to the LSG: the representative of the city council and workers of City Development Office.
- At the beginning it was very official body with only administration representatives and main local NGOs; after work and because of project aim composition was turned into youth representatives and youth itself as a core.
- Some of the members were transferred to other positions not related to the project and some others were not interested in anymore.
- New people, new ideas.
- Some people changed their employment, some of them do not want to participate on LSG meetings, but still new members are coming.
- Due to financial framework conditions the topic of the local action plan and local support group had to be adapted.
- Key staff left local authority plus the fact that there was no organizational structure to address employment issues. We have therefore initiated new structures and partnerships to address this.
- Some members, as University or Maison de l’emploi didn’t attend any meetings.
- It was and is growing.
- Growing number of member since the beginning.
3 working groups for 3 special issues in preparation of the ILab Halle.
- The ULSG was enlarged.
- We met in different venues on different subjects and with different people, but there are no formal “subgroups”. Some members never participate, but we see no need for “formal” exclusion from the ULSG.
- New members are some left.
- A complete and new team has been composed in order to approach the problem at its core. The members involved in this team are more active and more right for the task.

- Some members have renounced to their participation in the meetings of the LSG or are not working anymore for Satu Mare Municipality. There is a stringent problem in motivating people to take part in an LSG and in the development of their city.
- Relinquishment of the office.
- An expert leaves the Dobrich Municipality and the member of MA the Ministry also.
- Some more people have become involved since the process started. Some organizations have not been able to participate as we hoped for.
- Some stakeholders identified at the Final Application are not taking part at ULSG.
- The composition of our ULSG changed in order to involve people with expertise on specific issues addressed: age and economy, age and care, age and insecurity.
- This group was improved and there were some members who had not enough time to take part in the ULSG meetings, so they leave this group.
- During the development of the project there were changes in government agencies which called for changes in contacts and some members dropped out and were substituted by other who was more active.
- The initial composition of the ULSG was elaborated during the application phase of the UNIC project. It turned out that the effective involvement of the identified partners varied a lot in practice once the project was launched. Some partners hadn't the means to follow our activities while some other at first unidentified asked to join the project in course of implementation.
- Additional interested members joined when they became aware of the Project.
- Some stakeholders have been involved because of new themes to be added in the implementation phase.
- There were some changes related to the different changes that happen in an administration due to electoral changes and other changes in other entities that give new names in the ULSG but same positions. Also some additions were done to improve the Group.
- In general there was an enlargement of the core group on the basis of the LAP development.
- The approval of the terms of reference and the recent addition of a representative from the City Council's Education Services.
- Some members change work, so we have few new members.
- It turns out that some departments and institutions (which were not initially appointed) should take part in the working group, so the LSG has been enlarged by e.g. two citizens.
- Members have got other tasks.

- The original ULSG was too big. Therefore individuals dropped out external groups have changed or disappeared.
- The Association of the Tourism in the North of Portugal (ADETURN) doesn't exist anymore.
- It was estimated from the beginning, that the synthesis of Patras ULSG would be dynamic, open to all related local organizations, based on the progress and the needs arisen from the implementation of MY GENERATION project. New themes such as volunteerism, economy, and innovation turned out to be of our interest and therefore linked organizations were invited to join in. Each organization of Patras ULSG has been invited to participate in the ULSG and if accepted, it signs a respective cooperation from.
- As the subject of the project in Lodz was crystallized, the LSG was extended to include more experts in the area of urban planning and development of the city strategy.
- During the second sub-theme there were invited new members according to theme.
- Not much, but have some personnel changes.

Your ULSG activities

1. What is the frequency of your LSG's meetings?

- | | |
|-----------------------|-----|
| • Weekly | 2% |
| • Monthly | 38% |
| • Once every 2 months | 63% |

Other

- Plenary: once every 6 months; Not plenary: when necessary as during project working groups thematic meetings.
- There were 3 LSG's meetings in 1, 5 years.
- No regular meetings.
- Microloan-fixed meetings, bio-tech fixed and Meetings take on the needs of the companies.
- About 6-8 meetings per year.
- To be honestly: it depends from challenges, tasks, sometimes more, sometimes less.
- One in 2009 and another one in 2010.
- In the beginning (2 years ago) irregular, now every 2 weeks.
- Some occasions.
- The core LSG group and the subgroups meet monthly or even more frequent depending on the current issues.
- Twice a year.

- Usually the enlarge group meets before a project meeting and core group whenever is needed.
- Once every 3 months or when it's necessary.
- Core – ULSG: ~every 3 weeks, enlarged ULSG: 2-3 times a year.
- Not often.
- 2 per year.
- Quarterly.
- Depending on the course of the LAP was in – in average once every two months.
- One every three months.
- We meet at least monthly but also have a number of additional half-day workshops to develop the LAP.
- Quarterly.
- Twice a year the whole group. Sectoral meeting takes place more frequently (monthly or every two months).
- First year 2009 each six months 2010 monthly.
- 2 or 3 per year.
- One every 6 months.
- Sometimes twice per month.
- Every 4 months.
- 3 times during project.
- Have had a number of other events allied to the securing of additional new funds to set up a weekly program of meetings.
- It's different no meeting all together the first semester and 5 MEETINGS AFTER.
- Once every 4 months.
- Depending on needs.
- 2 or 3 times a year.
- We had 6 meetings and 1 one day workshop in 2009 but only two meetings in 2010.
- Or once every 3 months in some cases.
- Whenever needed.
- Every four months.
- During this year he has met once every 2-3 months.
- 2 meetings/ year.
- It depends on the activity (some individual meetings were organized to launch the ULSG). Usually, the ULSG meets approx. thrice a year.
- The first year we have 1-2 meetings/months in 2010 the meetings have been less frequent.
- Three/four times a month.
- Once every 3-4 months.
- Once every 3 months.
- Three times a year.
- Monthly, sometimes once every two months.
- Meetings are organized as and when they are required. Contact is maintained with LSG through electronic communication.
- About four times a year with several preparatory meetings.
- Approximately every three months.
- Towards the end of project, when preparing LAP, more often.
- Approximately "meetings" take place every three months, trying to be linked with the preparation of a transnational meeting or their awareness about the outcomes of the meetings and the cooperation for the LAP.
- About every 3rd to 4th week.

2. Who is the animator of your meetings?

- The ULSG coordinator 87%
- An external consultant 27%

Other

- Or the person in charge of the topic to be discussed.
- Because we cooperate democratic and because we are colleagues which respect each other come initiatives from different directions.
- Sometimes the ULSG coordinator acts as animator.
- The ULSG meetings on some occasions have had an external consultant as facilitator.
- Three speakers.
- Core ULSG.
- Both.
- LSG members and sometimes external expert.
- The ULSG coordinator is an external consultant.
- At the end of the year a consultant speak about the role of the network.
- And/or the members.
- A university researcher, expert of social media and networking.
- The workshop was moderated by someone else.
- At the beginning it has been an external consultant then the RegGov team project and the leader of the LSG.
- The project coordinator and members of the core group.
- ULSG Katrinebjerg is chaired by the representative from the University.
- An internal coordinator identified as the political representative of the Town Hall of Arezzo.
- At in general the meetings are animated y the ULSG coordinator, except the last meeting that will be animated by an external consultant to validate a shared ULSG proposal.
- Housing Department.
- Urban officers.
- The Project Manager of the European & National Funding Office.
- The Vice Mayor.

3. Do elected representatives take part of the ULSG meetings?

- Yes 57%
- No 43%

4. Do representatives of the Managing Authority of the Operational programs take part to the ULSG meetings?

- Yes 55%
- No 45%

5. What are the main activities of your ULSG?

	Yes	No
• Co-production of the LAP	97%	3%
• Consultation of drafts versions of the LAP	95%	5%
• Validation of the LAP	82%	18%
• Preparation of input for transnational exchange meetings of the project (e.g. case studies).	77%	23%

Other

- Ensuring the complete realization of the last stage of the recovery.
- Main activities – Implement new Program / Implement new network level.
- Our ULSG consists of very heterogeneous experts – that's the added value for each to participate in bi, tri or multilateral communication; aim was to create a cluster of friends which cooperate at low (social hierarchic) barrier level; its an typical capacity building initiative to create self determining cooperation = self development after an external push.
- Inform local stakeholders.
- Progressing social economy developments in the city.
- Discuss future PR actions (updates for large LSG & for elected).
- Networking and discussions.
- Discussion of studies and case studies.
- It works as a brainstorming process, we discuss the issues according the conversation goes. Sometimes, I have to change the way of the discussion, because the tendency is talking about another issues not so related to the project.
- Communication with inhabitants and dissemination of project.
- As INTELI is a non-city partner, this LSG is different from the others and has the main objective of providing inputs, best practices and recommendations for the elaboration of the LAP. Other important task is the dissemination of the LAP at European level.
- Share examples of best practices.
- Co-production of parts of the LAP.
- Initiation of programs and projects.
- Exchange of ideas/experiences.
- Realization of the activities within project RUnUP, participation in the realization of projects included into LAP.
- To share CTUR URBACT and ULSG experience as training for the students in a wider university didactic path.
- Implementation of LAP.
- Design and organization of common activities at local level.
- Be present at transnational workshop.
- They are involved in the meetings with the citizens and to coordinate the work between the departments. We also update each other with information local, regional, national and EU. And to disseminate information from the transnational meetings.

6. Do you get any translation of URBACT documents in your national language?

- Yes 58%
- No 42%

7. Do some of your ULSG members travel to:

	Yes	No
• Any other city partner events	69%	31%
• Any transnational seminar	66%	34%
• Any URBACT program events	63%	37%
• Other international meetings	45%	55%

Please expand on how /who is taking part:

- Any member that wants to participate, especially if member of the Working Group.
- Several times, ULSG members have taken part in Conference meetings in other partner's cities in order to present their projects as case studies. For instance, these members were: the association Alpesolidaires, the association La Pousada and the MCAE.
- Project meetings/ SMILE, Clusnet Projek Bionet, URBACT DAY City of Leipzig...
- Our ULSG members (only employees of City Hall) are taking part in such event as Annual Conference, PP meetings, seminars organized by National Dissemination Point in Poland, other conferences connected with the theme of project.
- It's nearly not possible to invite someone with leading position to working meetings in foreign countries; freelancer would need their fees of about 600euros per day + traveling costs; business manager do not subsidies but they do not have time for that. The Cruise business and the urban renewal is here significant booming, urban (community) development too. This development catch other amounts of funds from public and private side; CTUR was and is only an accepted motor, coordinator, animator for a while; EU intervention =CTUR colleagues working for the City of Rostock understand role of public bodies to create self development, but not to be a permanent animator and donator, CTUR's budgets are so marginal in relation to investments into urban renewal and cruise development business (investment into people, public, private and semipublic bodies and spatial infrastructure).
- The first Deputy President of Rennes Metropole responsible for forward-planning and sustainable development attended the meeting in Paris, on 27th January 2010.
- The ULSG coordinator, the representative of managing authority.
- Members of Core Group take part depending on expertise of topics treated.

- Coordinator, Managing Authority Rep and ordinary members take part.
- Some members of LSG can take part in cluster meetings, especially roma integration topic. Expert pf Human-Net Foundation could take part in meeting in Dusseldorf with project coordinator, where was the meeting for NRW experts (this was not Urbact project). Colleagues look part in Open Days meeting in Brusselles, where he could present our operational program.
- We rotate.
- Members of ULSG have participated in Thematic Cluster Meeting and URBACT program meetings.
- Me, at the URBACT annual conference.
- Core group members.
- Member of the ULSG representatives of the MA have participated in the URBACT annual conference. Other ULSG members representing New castle and Northumbria Universities have participated in network study visits and thematic events.
- The ULSG coordinator attends the URBACT program events and other meetings related to the project.
- Once, one of our ULSG members took part in one Thematic Meeting of the project.
- Our ULSG members have attended thematic workshops and have undertaken key roles in developing discussions and reporting back; ULSG members have also attended URBACT program events and will be attending the next event in Belgium.
- LSG member of banking/financial sector participated on a meeting regarding local policies and local banks in Edinburgh.
- Winnova/adult education centre representative, Prizztech technology centre/pre-incubation service representative.
- Only members of the LSG take part of these events.
- Members of the LSG are members of the city council, external consultants, in this sense only LSG members taking part in these events.
- City partners travel – no – but after budget changes they will.
- We have subsequently become involved in a new program relating to over 50s economic engagement and employment including 3 other URBACT partners.
- Some members took part in REDIS actions and traveled to Implementation Labs of other cities and to the Summer School in Aarhus.
- A political representative and the Head of Department for social assistance.



Connecting cities
Building successes



- ULSG members participated in network meetings, city to city project support events and German URBACT events.
- We have tried to make all ULSG partners involved and different partners have been taking part in workshops and exchange. Also, partners have been to URBACT Annual conference and to conference etc working on, the core issues and themes of our project.
- They have been invited to take part in transnational activities of the project; however, no ULSG member has taken part so far.
- ULSG members have participated to the TEWs and to the URBACT Annual Conferences. During these events they have prepared case studies and other input for the dissemination of the project.
- Members of the ULSG have taken part on three of the partner meetings.
- ULSG members would attend and take part in the conferences/seminars organized in relation to CTUR. Also invited, Executive Manager, Planning & Economic Development Department to take part in the AIVP Seminar which has held in June 2010.
- Managers of the City plan Department and Representatives of the EU Policy office.
- ULSG participated in: thematic network event in Agueda – representatives of Leszno Town and Managing Authority, study visit in Tempere – representatives of Leszno Town and Managing Authority; thematic network event in Solna – representatives of Leszno Town and Regional Chamber of Industry and Commerce; annual conference “Knowledge city marketing” – representatives of Leszno Town; study visit in Enschede – representatives of State Vocational School of Higher Education and Leszno Town; study visit in Coventry – representatives of State Vocational School of Higher Education and Leszno Town; peer review in Gateshead – representatives of Leszno Town.
- In the transnational meetings is always taking part one or two members. Also, in URBACT Annual Conference usually travel one or two members of the ULSG.
- For the exchange of into and for achieving a higher involvement of the local level.
- Giving an account of own activities contributing to the network themes and to the activity for the implementation of the LAP. ULSG members who taking part: University of Naples Federico II, Department of Valorization of the historical city (Municipality of Naples), Department of European funding and innovative financial (Municipality of Naples), Port Authority of Naples, Maritime Agency. “Antico Borgo Orefici” consortium is proposed for next URBACT annual seminar.
- Representatives of 1) the City Council's Cultural Services, 2) Liverpool First's Community Partnerships, 3) English Heritage and 4) Liverpool University have traveled to HerO meetings. Representatives of Liverpool City Council's Planning Services have traveled to many international conferences.

- Different LSG members have taken part as invited experts into our workshops.
- Study trips.
- Members take part BHC thematic workshop.
- All members have been invited but not all have participated. Different member takes part in the event depending on the theme of the meeting/workshop. If the theme of the workshop has involved the wider ULSG they have been invited. 2-4 persons from us participate. The two coordinators participate as well.

Your links with transnational level

1. Does your ULSG meet?

	Yes	No
• Before the project transnational seminar to prepare input	80%	20%
• After the project transnational seminars to get feedback	83%	17%

2. What are your inputs for transnational activities?

- | | |
|-----------------|-----|
| • Case studies | 74% |
| • Drafts on LAP | 83% |

Other

- Rostock represents an typical Eastern Block (commeccon) harbour city: we are for them a model: all what is an usable CTUR output is under evaluation on the one hand of Rostock's twin city Varna BG (CTUR partner too), Kalningrad Baltisks (Russia) and in EU-Baltic Sea cities too; especially via CRUISE-BALTIC and Union of Baltic Cities planner and developer network. We decided to participate in CTUR because we search on the one hand for international – non competitors- recommendations in benefit for our own high quality development; otherwise we are self confident and successful enough to be able to give also recommendations for friends from abroad. International networking is an efficient tool to overwind provincialism and self-satisfaction, stagnation. Baseline study was already and helpful tool for own position definition. After CTUR-network discussions and ULSG discussions we defined one challenging field of research and development smaller and flat going cruise ships as unique selling product and niches product for the future. We will continue this aim (business development) in BSR.
- The personal contacts in the seminars, the discussions and especially the implementation labs held during the transnational seminars

- Representatives of the ULGS have presented at the URBACT ANNUAL conference. Network partner's annual conferences and thematic events and at Europe in our regions.
- As chair, I support the Programme Co-ordinator.
- Soon study visit
- Preparing new initiatives in response to LAP work.
- We started 1990 at "O", now we are leading in Baltic sea Region; e.g. we are a model for former socialist countries; our case study will give inspiration to other harbour cities to co operate with us in the same additional business nice.
- Report and newsletters.
- Our main inputs of transnational activities are the Thematic Publications that gather the main learning and conclusions of all seminars and which are delivered to the ULSG. The main learning and conclusions are also translated into Spanish and delivered to ULSG.
- Testing tools and methodology for the collaborative work of partners.
- Input from other public projects.
- Exchange of experience concerning of the realization of the project's actions.
- Different activities and experiences of members of ULSG.

3. Do you get feedback from transnational meetings and other project activities?

- Yes 95%
- No 5%

4. Does your ULSG benefit from the transnational exchange activities, in terms of:

	Yes	No
• Knowledge on the topic/policy area you are working on	94%	6%
• Inputs for/feedback on the LAP	91%	9%

Other

- General approach of solving problems, learning from the experience of others.
- Since there is a limitation in budget on transnational activities, very few of the ULSG participants have had a chance to take part in those activities. Normally, the project coordinator and/or the project researcher have been the representatives at those activities. The ULSG has had the on-going dialogue with the European External Consultant as a "learning/knowledge" experience during the period of 2008-2010.
- Knowledge exchanges from other partners/cities.
- From other interreg. Or URBACT projects too.
- Exchange of best practise and inspiration.
- Our ULSG gets benefits in order to improve the knowledge of the EU policies of urban development.
- Broad learning experiences. Establishing a network of contacts. Friendship.
- There exist circumstances where useful ideas from the MY GEENRATIONALA transnational meetings, were adjusted in order too be included in Patars LAP.

Impact at local level

1. Does the existence and activities of the ULSG have an impact at local level in terms of:

	Yes	No
• Content of local policies	71%	29%
• Fostering and integrated approach to problems	90%	10%
• Processes and practices of policy making	69%	31%
• Processes and practices of decision making	71%	29%

Other

- Influences have different thickness and effect.
- Enhance the identification with the topics of the LAP.
- Too early to comment.
- It is too early to comment on this.
- Too early to comment.
- It is too early to answer the first and fourth options above.
- There is a great contradiction in the mechanism of a top-down parliamentary structure of political decision-making and policy making and the idea of the bottom-up approach. What do exactly mean here? As I mentioned beforehand, the bottom-up intentions is somewhat a false promise to residents and local participants in a development process, which has to take in consideration a number of policies, a number of over-all general objectives, a number of legislations, directives, not to mention the least/lasr - a number of diverse budget being set on long-term issues on a completely other level than the very, very local «deprived area/residential area» one!! This issue of participatory processes must be discussed at the same time as the parliamentary system of democracy (deliberative or not) must be discussed!
- Fostering the relationship between the involved agents.
- Knowledge exchange.
- It's helpful, but not main, because of no really grants; CTUR prepares a positive climate, more not.
- It brings a European perspective into the neighborhood.
- The final output of the ULSG work, the LAP, will be a result of a consensuated work among all ULSG members. The LAP analyses the previous transformation process of the city and intends to set out the main guidelines that should follow the future transformation process of the city. The LAP will be adopted by the City Council and therefore it will have an impact on those local policies related to the urban transformation of the city.
- Development of other groups with the interest of furthering the activities in the area.
- We also work on the integration of different urban policies in respect to a unifying target of urban development.
- Implementation of policies and plans.
- Not content of local policies but how to practical implement local policies.

Difficulties / challenges and needs for support

1. Have you met difficulties in terms of:

	Yes	No
• Setting up ULSG	18%	82%
• Running the ULSG	21%	79%
• Working on the LAP	26%	74%
• Lack of methodology	21%	79%
• Lack of support from lead expert, lead partner, URBACT	11%	90%
• Lack of motivation of the ULSG members	39%	61%
• Lack of time spent on the project	49%	51%
• Lack of knowledge	16%	84%

If you said yes to any of the three first bullets, specify:

- Difficulties occurred: there has been a stop in the city's engagement because of a change of mayor and city board. So it is been difficult to formally setting up a group that already worked but with different persons.
- Working on the LAP takes a lot of time. Local actors are often facing different problems to which they expect to find a solution through the LAP. It has thus been difficult to determine a few pertinent axes on which everyone was interested to work on.
- Include difficulties after the program began, the Ministry in the practical work.
- URBACT specification is rigid and not helpful.
- It is hard to keep ULSG motivated, because the project in the beginning was very theoretic and we didn't know very well what was the real object of the project.
- Difficulties mainly due to time commitments of colleagues (as participation in ULSG is voluntary) and the adoption of the additional LSG responsibilities.
- Public participation is a rather new process for the Greek reality. Convincing people to take part in the ULSG was rather difficult and subsequently running the LSG on the first meeting.
- Practical difficulties on organising general meetings and having 100% attendance on LSG members.
- We take part in the first round of Urbact I, so, the exact definition of the characteristics of the LAP (November 2010) has been made after we have made a very hard work in developing our model, and now, we must modify it.
- We have not a model structure and must to translate from the Spanish to English, for us will be enough a translation of the key parts to English.
- Some members are not as active as they were at the beginning. Not many opportunities to have international experience on the topic. Since in Greece, there is no legal framework yet and no practices apart from some cooperatives.
- At the beginning was difficult to explain what is a local support Group and its mission, if we want in our LSG policy maker this people usually have a busy agenda.
- Change of topic, need for change of LSG.
- We only meet the ULSG 2-3 times a year, so we can say that there is a lack of time spent on the project. A lack of knowledge exists regarding EU-rules and procedure.

- It is difficult to create a realistic and relevant LAP.
- All the members are very busy so it is difficult to agree on meeting's dates.
- There have been problems in setting the ULGS, especially in what regards trustful partners and committed partners. Problems in Running the ULGS because we have noticed the importance of moderator who can really lead the discussion and is impartial to the members of the ULGS. The function of a moderator has been much deployed in the first meeting by the lead expert. Working on the LAP has been difficult, because an LAP is a complex document and people run out of patience in following a long procedure
- The lack of clear general guidelines to work with the ULGS/LAP has caused a delay in to find a suitable methodology of work. Therefore, the work has been delayed a bit. It would be a good to have a bit more time to deepen the ULGS/LAP work. In addition, to this and as mentioned before, some ULGS members identified at the beginning of the project did not follow with the ULGS activity.
- The actors of the ULGS were not used to working together before the project was launched.
- Difficult to secure commitment of other agencies and sometimes conflict of objectives.
- The ULGS is fully committed to updating the existing LAP but there are many competing demands on limited time and resources.
- Different interests of members of ULGS, self-interested of some members.
- Lack of methodology.
- Difficulty in getting some ULGS members to attend meetings and provide information to support the production on the LAP.
- Our LGS is in my opinion too big; only 5-7 members are really keen on working with it. The members, specially those active ones are also busy in their other commitments which make it really difficult to find shared time for working. Also me as a project manager, feel the lack only to do everything also my other work duties (this project is only about 1/10 of my work). I would have needed a part time assistant for office work and for media.
- Difficulties mainly due to the size of the team to coordinate. The lack of motivation is due to the general economic crisis and the delays in any state decision.
- The ULGS was considered to be an imposition and it was difficult to get individuals involved
- There were times that very difficult to meet dates for meetings with the on-going actions of the partners of the ULGS. That is the reason why in several cases we chose to communicate through e-mails and forum e-discussions. In addition, it is noteworthy that the Municipality of Patars has not got an official youth strategy so as to become a "platform" for the LAP. Therefore, it is regarded as an "opportunity" for ADEP SA and Patars ULGS to conduct such a tool useful as a kind of "guide" for present and future development.
- It's hard to know a LAP is and how it should be used. We don't see how we will use the LAP.

2. How would you qualify the guidance / support you have received from:

	Very relevant	Relevant	Quite relevant	Not relevant
The lead expert	48%	36%	13%	4%
The lead partner	49%	27%	19%	5%
The URBACT secretariat	19%	50%	20%	11%

3. Up to you now, you need additional support:

	Yes	No
• On the production of the Local Action Plan	33%	67%
• On global methodology for the animation of ULSG	32%	68%
• Good practices developed in other ULSG	58%	42%
• Enlarging your European network	54%	46%
• Visiting other city partners	48%	52%

Sustainability

1. Will your ULSG exist after the end of the program?

- Yes 86%
- No 16%

If no, please explain why:

- Both local projects will go on (micro loan – Pilot runs from 2010-2012 – will follow up, specific service for Biotech companies will go on – must be developed further).
- I don't know yet.
- Still to be determined.
- We have this intention but at this moment it's difficult assure it.
- This is still to be determined.
- Still to be determined.
- Rather to early to be definitive on this.
- Both yes and no. This is due to the decision-making bodies of the Municipality and the question: what model of development process (of a number of options) should be used after the end of the URBACT/ RegGov project.
- It was set up for this specific project. Probably a similar ULSG will be set up for upcoming next projects.
- People from different areas, departments & companies don't work together in day to day work.
- Is yet to be decided and followed up upon.
- Probably not at ULSG itself, but surely the new relationship established and improve will exist and be useful.
- Gateshead's Economy , Skills, Housing and Transport Partnership agreed that the RUnUP Local Support Group become established as a "Business and Innovation" sub-group with responsibility for development and delivery of the Local Action Plan and the wider promotion of economic growth and knowledge based economy through the triple helix.
- Is not decided yet.
- I don't know.
- I hope so we have they declaration. The projects ideas are very important for the city and institution and LSG members.

- Maybe – depending on the result of the group work.
- There are many groups working locally on different but related themes. The URBACT network is seen as a temporary project. But of course the members will remain active in the neighbourhood and will keep the experience.
- It depends on the outcomes on the Local Authority elections.
- Relinquishment of the office concerning two members (Port Authority and TTP).
- The ULSG members are local stakeholders that are regularly consulted in relation to several municipal issues. This regular consultation will go on since they are relevant stakeholders at the municipality.
- It has not been decided yet and there are no budget heads to sustain such a Group.
- The ULSG is now discussing about this theme.
- We are not sure about the need, and about the political support.
- We will cooperate with many of members of our ULSG in other activities.
- We'll try our best to go on working, but with any special goal it might be difficult. Of course the work in our town is going on for supporting CCI.
- Maybe. Not the whole ULSG but some parts of it will still exist after the project.

2. If yes, what would be the activity of this group?

- Following up the implementation of the LAP 89%
- Working another project/action plan 56%

Other

- The link between Cruise business and urban community development is genial and very helpful for us.
- Evaluation, modification of the LAP.
- LAP and local Cultural Strategy.
- Keep alive the close relationship created between the inhabitants and the administration.
- According to draft version of the LAP LSG has to work after the project to implement LAP, and be the new projects maker, interdisciplinary supporting body.
- Also to see how we can proceed with our resources being cut up to 35% from National Government.
- Collaboration with all our ideas around the LAP, developing policy and new project together.
- We will be looking for another project in order to continue those actions which are included into project.
- Certainly both – the main activities are supporting CCI in our society.
- Probably – because work has started to get the group dynamic.
- Co-creation of local/regional events related to youth and linked with local development, education and innovation.
- Both. They will continue to work in some of the themes in the LAP.