



In4Green

ACTION PLANNING NETWORK

URBACT



Co-funded by
the European Union
Interreg



**BASELINE STUDY &
NETWORK ROADMAP**

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In4Green aims to foster green transition in small and medium-size European industrial cities. It is an URBACT project, running from 2023 to 2025, co-financed by the European Union through the European Regional Development Fund (ERDF). In4Green is a network of 10 European cities who will develop integrated action plans to promote their local green transition. This Baseline Study was created by the Lead Expert during the first 6 months of the project to allow a good understanding of the challenge, of each city specific context and the added value of the partnership. It is divided in three main sections:

Section 1: EU Overview.

It contains a European level overview of the challenge, existing knowledge, projects, programs and good practices related to the policy challenge to be addressed.

Section 2: Partner Profiles.

A presentation of all 10 network cities in relation to the local policy challenge.

Section 3: Synthesis, Methodology and Network Roadmap.

A concluding section setting out the methodology for exchange and learning activities in order to produce local integrated action plans.

Author: **Jose Costero, Lead Expert of In4Green URBACT network.** December 2023.

SECTION 1 EU OVERVIEW

TOWARDS A GREEN TRANSITION IN INDUSTRIAL
CITIES



EU OVERVIEW

TOWARDS A GREEN TRANSITION IN INDUSTRIAL CITIES

1. INTRODUCTION

The **URBACT In4Green network** aims to empower and build the capacity of local actors in industrial areas to overcome the barriers that prevent the transition to greener economies while remaining competitive and inclusive cities.

The overall challenge that the In4Green network wants to address is **the green transition in small and medium-sized European cities with an industrial past**.

The green transition in industrial cities is a major challenge. These areas face obstacles to adopting more sustainable practices due to their dependence on traditional industry and lack of resources. However, it is crucial to include these cities in the transformation towards a greener economy. They contribute significantly to the economic development of their territories and represent an important part of EU employment and GDP.

The green transition can be an opportunity to revitalise these areas, improve the quality of life of inhabitants and reduce pollution. To achieve this, public authorities need to be empowered and industrial actors need to be trained. **It is also essential to involve all stakeholders and civil society in the development and implementation of local green transition policies.**

Collaboration and networking are key to overcoming challenges and moving towards a more sustainable future. Modernising industries and improving urban management are key elements in this process. Only through the joint efforts of all actors involved will we be able to lead the transformation towards a more efficient and environmentally friendly economy, improving the quality of life of our communities.



Figure 1. Key challenges in industrial cities. Source: OECD and EC.

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In short, the green transition in industrial cities is essential to achieve sustainable development. Despite the challenges, these areas have much to gain by **adopting more sustainable practices and promoting innovation**. Working together, we can drive positive change and make these cities examples of success in the transition to a greener economy.

2. WHAT IS INDUSTRIAL TRANSITION?

The industrial transition process refers to changes in the economic structure and productive activities of a territory or industrial sector. This process involves a series of transformations in economic sectors, infrastructures, knowledge, employment, natural resources, land use, housing, etc.

Industrial transition is closely related to **innovation** and the capacity to adapt to new market pressures. It may involve the replacement of traditional industrial structures by modern and more competitive industries. However, this transition does not occur automatically or instantaneously, and entails short- and medium-term impacts if not properly addressed, such as structural unemployment and environmental, economic and

social degradation.

It is important to highlight that industrial transition, if well carried out, can have different positive impacts on territories, promoting their economic development or generating innovation and knowledge. This process can be continuous or disruptive, and affect both highly industrialised and less industrialised territories, in both urban and rural areas. It is therefore essential to have committed local actors, such as companies, universities, civil society organisations and policy makers, to drive positive outcomes in the industrial transition.

It is worth mentioning that industrial transition is case and location specific, as the characteristics and impacts vary in each territory and sector. Therefore, policies and support measures must be adapted to the conditions and needs of each local context, taking into account the differences between companies, research institutions and intermediate actors. In summary, the industrial transition process involves economic, social and environmental changes that **require appropriate management** and an approach **adapted to the particularities of each territory**.



What is industrial transition?

Industrial transition is a process of economic, social and environmental change that involves the transformation of the productive structures of a territory or industrial sector. This process can be continuous or disruptive, and can affect both highly industrialised and less industrialised territories, in both urban and rural areas. Industrial transition is closely related to innovation and the capacity to adapt to new market pressures. It may involve the replacement of traditional industrial structures by modern and more competitive industries. However, this transition does not occur automatically or instantaneously, and entails short- and medium-term impacts if not properly addressed, such as structural unemployment and environmental, economic and social degradation.

Figure 2. What is industrial transition. Source: OECD and EC.

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3. WHY IS IT A RELEVANT CHALLENGE FOR CITIES?

Industry in Europe is mainly based around cities as it depends on the presence of labour and people have moved during the 20th century to cities with industry in search of work. In addition, the impacts of the industrial sector on the environment and society **have affected the quality of life in industrial cities**. The EU has been regulating and passing pollution control and greenhouse gas emission standards for decades to mitigate these adverse effects.

Added to this is the effect that worldwide globalisation and the **relocation of industry** has had on many European urban areas, **leading to job losses and worsening local economies** in large parts of Europe.

Despite of this, the industry is still an **important nucleus for research and innovation in cities** and Europe overall. For instance, in 2018, manufacturing alone accounted for over **60% of total business R&D in the EU** and Norway. Related to this also labour productivity levels were by far higher in industry than in the European economy total in 2017 and the compensation of employees in industry was some 31% higher than in the economy total.

From a dynamic perspective industrial productivity in constant prices rose by between 70% (metro regions) and 60% (all EU regions) in the EU in the period 1995 to 2017, while productivity growth in the total economy ranged from +29% (all EU regions) to +24% (metro regions). In addition, **industry is also of importance in easing balance-of-payments restrictions in 'open' urban economies** and in facilitating service exports as for instance according to data from the OECD TiVAT database value added in services accounts for between 30% and 40% of the content of manufacturing exports in most EU countries (ESPON / MISTA - final report, Fedeli V. et al, 2021)(1).

Therefore, the green transition of the industrial sector is a very important and relevant challenge in European cities because **it is a sector that plays a key role in economic development and local employment**. Industrial transition can also contribute to improving environmental sustainability, reducing negative impacts on the environment and improving local quality of life through, for example, the transformation of disused industrial sites. Finally, **successful local industrial transition means increasing urban resilience**, both socially and economically, as well as in terms of climate.

Why is industrial transition important for cities?



Figure 3. Why is industrial transition important for cities. Source: own elaboration from Fedeli V. et al, 2021.

(1) Valeria Fedeli & Ilaria Mariotti & Dante Di Matteo & Federica Rossi & Rahma Dridi & Alessandro Balducci & Matthias Firgo & Fabian Gabelberger & Peter Huber & Anja Kukuvec & Peter Mayerhofer & Maria Ri, 2021. "MISTA Metropolitan Industrial Spatial Strategies and Economic Sprawl. Targeted Analysis: Final Report," WIFO Studies, WIFO, number 68015, December.

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4. INTEGRATED AND PARTICIPATIVE LOCAL LEVEL POLICY SOLUTIONS

Addressing industrial transition at the local level in an integrated and participatory manner requires participatory planning, cross-sector collaboration, appropriate policies, capacity building and training, and effective communication. **These strategies will help ensure a successful and just industrial transition that benefits the community and promotes long-term sustainability.**

At the core of the URBACT programme's working methodology are the **Local Groups**, which bring together and involve the main key actors of the territory around a specific urban challenge and whose purpose is to **co-design and co-create local policies** that respond to these challenges.

In this sense, it is of vital importance to have a very clear knowledge about **which entities and agents have to be involved in the process** in order for it to be successful and for the strategies and plans to have been effectively co-designed and assumed by the key agents, which is a **key success factor in this type of governance processes.**

Based on the information provided by the partner cities of the In4Green network, an analysis of the stakeholders they propose to involve in their URBACT Local Groups (ULG) has been carried out.

The partner cities of the In4Green network propose the involvement of **external** stakeholders (organisations or entities other than the one participating in the network) and **internal** stakeholders (departments, areas or services other than the one coordinating and managing the project



Figure 4. Integrated and participative approach. Source: own elaboration.

at local level but belonging to the same organisation or entity). In fact, all partners identify at least one external stakeholder and all but one identifies an internal stakeholder.

External stakeholders can be divided into five main groups: the **economic sector, academia and research, the public sector** (other than the partner), **civil society**, and **other stakeholders**. 90% of the partners have identified at least one stakeholder from the economic sector, with industry associations, chambers of commerce and local businesses being the most frequently mentioned stakeholders.

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On the other hand, 60% of the partners identified a stakeholder from the academic and research sector, with universities and research and development centres standing out in terms of number of mentions. With regard to the public sector, 50% of the partners mentioned some entity, especially local development agencies and regional, provincial or metropolitan public authorities. Besides, 50% of the partners mentioned a stakeholder from the civil society sector, mainly NGOs.

In terms of internal stakeholders, the most frequently mentioned are Environment, Energy, Economy and Urban Planning departments.

It is unknown why some partners mention some types of stakeholders and others do not. In reality, it may be due to several reasons such as: the absence of this type of stakeholder in the territory, that these stakeholders do not have much relevance or activity in relation to the urban challenge, or simply because it has not even been considered to involve them.

In summary, it can be concluded that **there is a strong need to involve a significant number of key local stakeholders in the co-design of an Integrated Action Plan to address the green transition in European industrial cities**. Many of the main key actors have already been identified by the In4Green partners and the analysis in this section can help other cities to identify stakeholders that have not been initially identified.



Figure 5. Who to involve in industrial transition local policies. Source: own elaboration.

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5. SUB-THEMES MAPPING

From the original In4Green application form, a conceptual analysis of the overall challenge of the network -the green transition of industrial cities- has been carried out. The first conclusion is that the global network challenge is **a very extensive topic and a very complex one to address**.

In order to map the sub-themes more comprehensively, four broad areas closely connected to the main challenge of the network were identified: **economy, environment, technology and infrastructure**. On the other hand, horizontal sub-themes that do not fit into any of

these broad areas in particular, such as **gender equality, quality of life, knowledge and fair transition**, have been taken into account. In addition, **industrial innovation** was considered to be a very relevant sub-theme that **is at the core of the four broad dimensions** identified. After carrying out this analysis, the In4Green Sub-themes Map has been obtained (see Figure 6).

This map aims to highlight the many topics directly associated with the challenge of green transition in industrial cities in order to give an overview of the scope of the challenge and to shed light on possible sub-themes to be worked on in the future in collaboration with other partners.

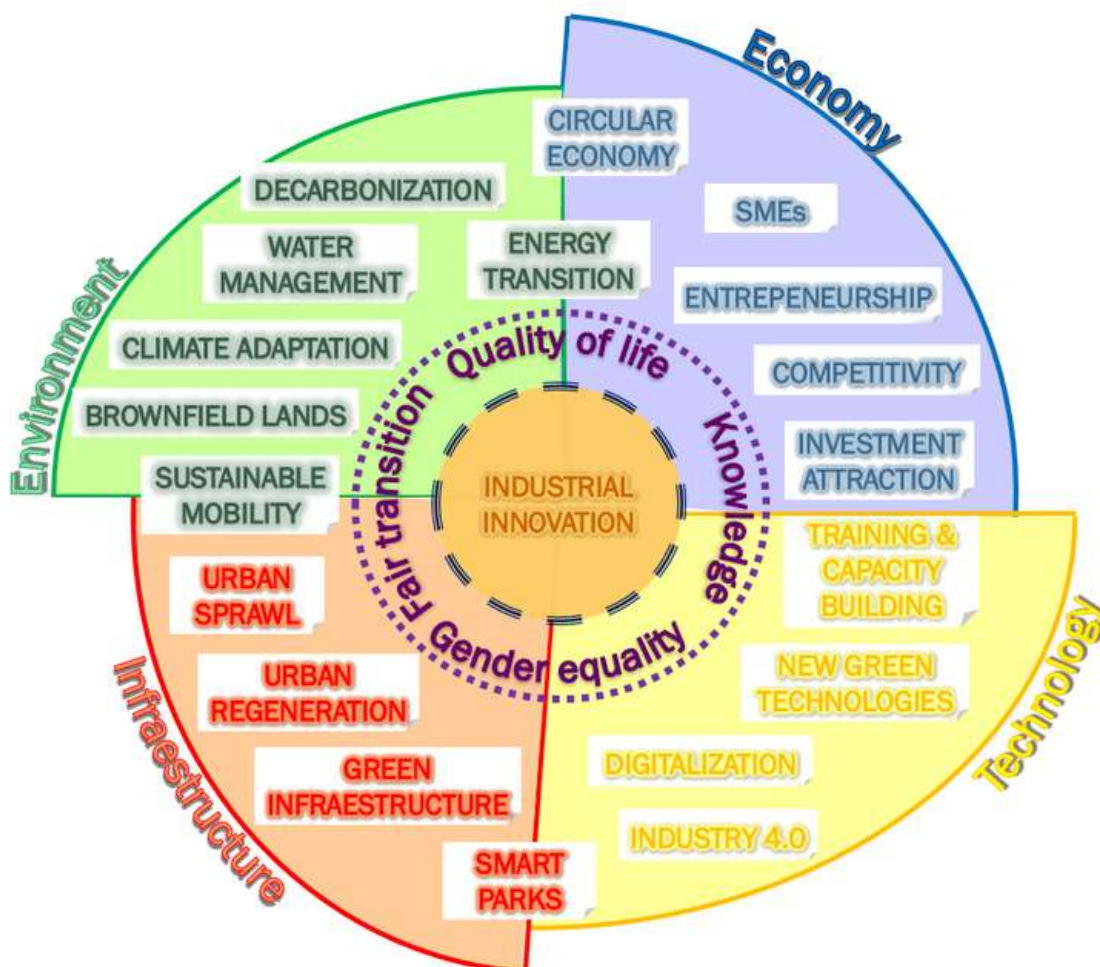


Figure 6. In4Green Sub-themes Map. Source: own elaboration.

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6. PREVIOUS URBACT NETWORKS

A research has been carried out on URBACT networks from previous programmes that can be a source of inspiration, knowledge and good practices for the In4Green network. Some of the most relevant networks by sub-themes are listed below.

TOPIC	NETWORK
CIRCULAR ECONOMY	<ul style="list-style-type: none"> Resourceful Cities URGE
DIGITAL TRANSITION	<ul style="list-style-type: none"> AS TRANSFER Tech Revolution and Tech Revolution 2.0
CLIMATE NEUTRALITY	<ul style="list-style-type: none"> Urb-En Pact
ENTREPRENEURSHIP AND SMEs	<ul style="list-style-type: none"> In Focus Tech Town ESIMeC and ESIMeC II Wood Footprint
GENDER EQUALITY	<ul style="list-style-type: none"> WEED

7. REPORTS REVIEW AND POLICY GUIDELINES

Most industry tends to be established in urban environments, due to its labour-intensive nature, yet public policies in relation to **industrial transition** have typically been **approached from a state or regional perspective** rather than from an urban management perspective.

Despite this, both the **New Urban Agenda (NAU)** and the **Sustainable Development Goals (SDGs)** recognise the **important role that industry plays in sustainable urban development**. The NAU notes that industry can be an engine of economic growth and job creation, but it can also have a negative impact on the environment. The SDGs, for their part, set out a number of industry-related targets, such as **Goal 9** to build resilient infrastructure, **promote sustainable industrialisation and foster innovation** and **Goal 11** to **make cities and human settlements inclusive, safe, resilient and sustainable**.

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At the European level, the **Pact of Amsterdam**, which establishes the **Urban Agenda for the European Union**, does not mention industry directly. However, many priority themes are linked to the industrial sector, in fact most of them are: Air quality, Circular economy, Jobs and skills in the local economy, Energy transition, Sustainable use of land and Nature-Based solutions, Urban mobility, and Digital transition.

The **European Union** has a number of **industry-related policy objectives**. These objectives are designed to promote a strong, competitive and sustainable industrial sector in the EU. Some of the main industry-related policy objectives in the EU include:

- **Promoting innovation:** the EU wants to encourage innovation in the industrial sector, as this will help create new products and services, improve productivity and reduce costs.
- **Improving competitiveness:** the EU wants to ensure that the EU's industrial sector is globally competitive.
- **Promoting sustainability:** the EU wants to ensure that the EU's industrial sector is sustainable. This means that industrial production should be environmentally friendly and resource efficient.

The EU's industry-related policy objectives are designed to help the EU achieve its broader economic and environmental goals. **A strong, competitive and sustainable industrial sector is essential for the EU's economic growth and prosperity.**

Here are some specific examples of EU policies that support these objectives:

- The **Horizon Europe** programme for research and innovation: this programme provides funding for research and innovation projects in a wide range of areas, including the industrial sector.
- The **Single Market:** the Single Market is a free trade area that removes most barriers to trade between EU Member States. This makes it easier for European companies to do business across borders, which helps promote innovation and competitiveness.
- The **Emissions Trading Scheme:** this system puts a price on carbon emissions, helping to reduce pollution and promote the use of cleaner energy.
- The **Circular Economy Action Plan:** this plan aims to make the EU economy more circular, meaning it will use resources more efficiently and reduce waste.

The **European Union Cohesion Policy** is a set of funds aimed at supporting regional development and economic cohesion in the EU Member States. The policy is based on the principle that all EU citizens, regardless of where they live, should have access to the same economic and social opportunities.

Cohesion policy has been used to support a wide range of industry-related projects, including:

- The construction of industrial infrastructure, such as factories, ports and airports.
- Funding for industrial research and development.
- Supporting industrial innovation.
- Promotion of industrial cooperation between European companies.
- Helping small and medium-sized enterprises (SMEs) to access financial markets and technical assistance.

Cohesion Policy has had a positive impact on the EU's industrial sector. It has helped to create new jobs, increase investment and improve the competitiveness of European companies. Cohesion Policy has also helped to reduce regional disparities in the EU by providing stronger support to regions lagging behind.

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Today, Cohesion Policy is being reoriented to focus on the challenges of the green and digital economy. The policy is being used to support European businesses to adapt to the transition to a more sustainable and digital economy. Cohesion Policy is also being used to support European regions most affected by the COVID-19 pandemic.

The **European Green Deal** is a European Union policy initiative that aims **to make the EU the first climate-neutral continent by 2050**. The Green Deal focuses on a number of areas, including energy, mobility, agriculture and industry. In the field of industry, the Green Deal sets out a number of targets, including:

- Reduce greenhouse gas emissions from industry by 40% by 2030 and 80% by 2050.
- Promote the development of clean and innovative technologies in industry.
- Increase energy efficiency in industry.
- Reduce the EU's dependence on fossil fuels.
- Create new jobs in green industry.

The Green Deal is an ambitious initiative, but it is necessary to tackle climate change and to ensure a sustainable future for the EU. Industry has a key role to play in the transition to a greener economy, and the Green Deal offers a number of opportunities for European industry to become a world leader in clean and innovative technologies. In this framework, the European Commission updated the **EU Industrial Strategy** in 2022 to ensure that its industrial ambition takes full account of the new circumstances following the COVID-19 crisis and helps drive the transformation towards a more sustainable, digital, resilient and globally competitive economy.

Small and medium-sized enterprises (SMEs), as the main innovation actors in the different ecosystems, must be taken into account in all actions carried out under this Strategy. This is reflected across the board in the increased focus on regulatory burdens for SMEs. New actions will greatly benefit SMEs and start-ups, whether through a strengthened Internal Market, reduced supply chain dependencies or accelerated green and digital transitions. The Strategy also includes some specific measures for SMEs, such as increasing resilience, tackling late payments and supporting solvency.

Across all these initiatives and policies the European Commission has identified the following **main challenges facing European industry**:

- **The transition to a greener and digital economy:** the EU is committed to achieving climate neutrality by 2050 and to being a leading digital economy. This will imply major changes for European industry, which will need to adapt to new technologies and forms of production.
- **Competition from other regions:** European industry faces strong competition from other regions, such as China and the United States. These regions are investing heavily in research and development, enabling them to develop new technologies and products.
- **Talent shortage:** European industry faces a shortage of skilled talent. This is due to a number of factors, such as an ageing population, low scientific literacy and a lack of investment in education and training.
- **Lack of investment:** European industry faces a lack of investment. This is due to a number of factors, such as the 2008 financial crisis, legal uncertainty and lack of public funding.

For its part, the **OECD** publishes reports and policy guidelines on various aspects of industrial transition. These include the "Green Growth and Sustainable Development" series, which examines the economic and environmental dimensions of the transition to a greener economy. The OECD also produces country- and sector-specific reports that provide policy advice on issues such as eco-innovation, resource efficiency and green industrial policies.

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These policy guidelines and reports serve as valuable resources for decision-makers, industry actors and researchers seeking guidance on how to navigate and support the transition to a more sustainable and resilient industrial sector. They provide information, best practices and policy recommendations to guide decision-making and facilitate the adoption of sustainable industrial practices. Of particular note is the publication "**Regions in Industrial Transition. POLICIES FOR PEOPLE AND PLACES**", a report published by the OECD in collaboration with the European Commission.

8. EXISTING KNOWLEDGE, PROJECTS AND NETWORKS

ESPON is an EU funded programme that bridges research with policies. They provide territorial analyses, data and maps to support EU development policies –and particularly Cohesion Policy– with facts and evidence and help public authorities to benchmark their region or city, identify new challenges and potentials and shape successful development policies for the future.

ESPON / MISTA - METROPOLITAN INDUSTRIAL SPATIAL STRATEGY & ECONOMIC SPRAWL / FINAL REPORT (2021):

This final report presents the methodological development and results of the MISTA research project which aims to provide new insights into the complex relationship between the city and industry (in particular the manufacturing sector). In order to facilitate knowledge transfer, the report also introduces policy recommendations, based on exploring inspirational cases, which offer actions and strategies that cities can carry out in exploring if and how the industrial activities can be more effectively embedded into the contemporary urban economy and life.

The **Joint Research Centre (JRC)** is working on industrial transitions to support Smart Specialisation Strategies in adapting to the European Green Deal's twin green and digital transitions. As part of the RIS3 Support to Lagging Regions project, JRC has launched a **Working Group on Understanding and Managing Industrial Transitions**. This group aims to assist regional authorities facing significant industrial changes by charting paths towards employment-focused economic growth. The Working Group conducts reviews of industrial transitions using the **POINT methodology (Projecting Opportunities for Industrial Transition)**. They focus on key industrial themes like climate change, circular economy, and digitalization suggested by territorial authorities. The reviews aim to collect evidence and develop territorial responses that harness complementarities between different sectors and stakeholders.

The **European Observatory for Clusters and Industrial Change (OECIC)** is a network of organizations that provide support to clusters and industrial change initiatives in Europe. The OECIC was established in 2014 by the European Commission and is hosted by the **European Cluster Collaboration Platform**.

The **ICLEI - Urban Transition Alliance (UTA)** is an international network of cities, non-governmental organizations, and businesses that work together to help cities adapt to social, economic, and environmental changes.

Transition Regions towards Industrial Symbiosis (TRIS) is a project funded by the European Union's Interreg Europe program. The project aims to help regions in Europe transition towards a more sustainable and circular economy by promoting industrial symbiosis. Industrial symbiosis is a practice where businesses collaborate to share resources and waste streams. This can help to reduce waste, improve efficiency, and create new opportunities for economic growth.

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9. CITY EXAMPLES AND GOOD PRACTICES

The **ESPON / MISTA final report (2021)** presents in its Chapter 5 an **Atlas of 26 Inspirational Cases** that has been produced as a strategic resource to portray a wide range of options and help experiment and support design and planning processes, as In4Green Integrated Action Plans. It presents an overview of the inspirational cases which are categorised according to four families: 1) **visions and strategic frameworks**, 2) **plans and policies**, 3) **tools and programs** and 4) **projects**. In4Green partners can take advantage of the report as the Atlas includes the full description of all the inspirational cases along with the elaboration of the final reflections generated by the research project addressing the impact on policy making.

Visions and strategic frameworks	Plans and policies
2.1 Berlin Urban Development Plan (UDP) Economy 2030 2.2 Brussels Circular Economy Plan 2.3 Greater Manchester Local Industrial Strategy 2.4 Wirtschaftsförderung Region Stuttgart GmbH (WRS) – Stuttgart Region Economic Corporation	3.1 London Industrial Intensification Study 3.2 Planned Manufacturing Districts (Chicago, USA) 3.3 Salzburg: data collection 3.4 Strijp-S, Eindhoven 3.5 The Strategic Plan of Hovinbyen (Oslo) 3.6 Vienna Business Districts
Tools and programs	Projects
4.1 APEA - Aree Produttive Ecologicamente Attrezzate (Eco-Industrial Parks), Italy 4.2 Berlin Initiative for New Municipal Craft and Trade Centers 4.3 Bouwmeestar Maitre Architecte 4.4 Citydev.brussels 4.5 Fiscal compensation at Metropolitan Level, Bologna. 4.6 Malopolska Regional Development Agency	5.1 Brussels' Abbatoir 5.2 EETGS & Guardians of the Arch 5.3 Hotels Industriel, Paris 5.4 Ile de Nantes, France 5.5 I3P business incubator (PoliTo), Turin 5.6 Lageweg, Antwerp

The **critical success factors** in the development of local policies for industrial transition are the following:

- **Political leadership.** This leadership must be able to articulate a clear vision for the future of the city and must be able to mobilise the necessary resources to realise this vision.
- **Long-term strategy.** These processes require long periods of time to deliver results that impact on the quality of life in cities. To achieve this, it is necessary to have agreed strategies that are stable over time.
- **Human teams and capacities.** Cities must have good technical human teams with management capacity and multidisciplinary knowledge with the necessary skills and abilities to promote industrial transition.
- **Citizen participation.** It is important to involve citizens in the policy development process. This will help ensure that policies are relevant to the needs of the community and are supported by citizens.
- **Collaboration between local actors.** It is necessary for different local actors to work together to develop industrial transition policies.
- **Innovation.** It is essential to be innovative in the development of industrial transition policies. This means being open to new ideas and being willing to try new solutions.
- **Flexibility and adaptability.** Being flexible in the development of industrial transition policies and being adaptable and responsive are two essential success factors for industrial transition. This means being willing to adapt policies as circumstances change.
- **Funding.** Having the necessary funding to develop and implement industrial transition policies is essential. This funding can come from a variety of sources, including local governments, national governments, the European Union and the private sector.

By taking these critical success factors into account, cities can develop local policies that help them make the transition to a more sustainable and prosperous economy.

SECTION 2 IN4GREEN PARTNER PROFILES

AVILÉS (SPAIN)

BIJELO POLJE (MONTENEGRO)

DAŹBROWA GÓRNICZA (POLAND)

LARISSA (GREECE)

NAVAN (IRELAND)

SABADELL (SPAIN)

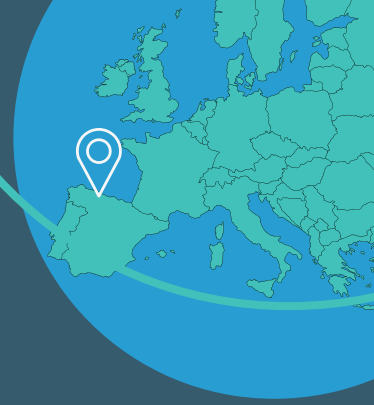
SALERNO (ITALY)

SOLINGEN (GERMANY)

VILA NOVA DE FAMALICÃO (PORTUGAL)

ŽĎÁR NAD SÁZAVOU (CZECH REPUBLIC)





AVILÉS

SPAIN



Industrialisation level

High. Main industries: metals, glass, chemicals, food.



DEMOGRAPHICS

Population: 76,951 inhab. Men: 47.3%. Women: 52.7%. Year: 2021.

Population ages 65 and above: 27%. Men: 41%. Women: 59%.

Population ages 0-15: 11%. Men: 52%. Women: 48%.

Ageing index: 239. Men: 188. Women: 295.

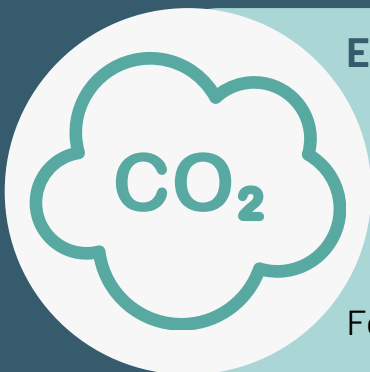
LOCAL ECONOMY

Average income (year): 29,995€ (household), 13,344€ (per person).

Unemployment rate: 12.64%. Men: 11.76%. Women: 13.60%.

Number of companies: 4,020 (Total), 165 (Industry).

Workers in the industrial sector: 18%.



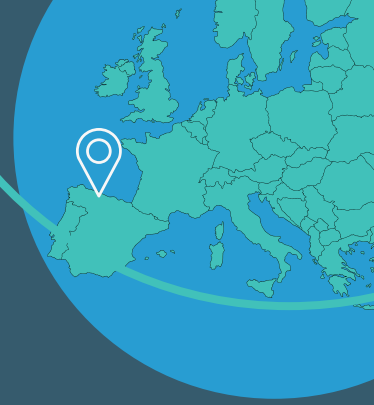
ENVIRONMENT

Solid Waste generation per capita: 337 kg/year, 0.9 kg/day (2022).

Green space area of 14.9 m² per inhabitant.

Vehicles registered per 1,000 inhabitants: 564.

Fossil fuel consumption over total: 52% (excluding industry).



AVILÉS

SPAIN

Local challenge

“ Culminate the process of changing the industrial model exploring sustainable industrial uses for the land left vacant by the coke oven batteries, and promote a **local green deal**. ”

Previous experience

URBACT JOBTOWN

A European Network of Local Partnerships for the Advancement of Youth Employment and Opportunity. (2013-2015).

<https://archive.urbact.eu/jobtown>



Existing plans and policies

Avilés Innova (2021):

for economic development, sustainability, employment and social cohesion.

Avilés Urban Agenda (2023): local sustainability and SDGs localization.



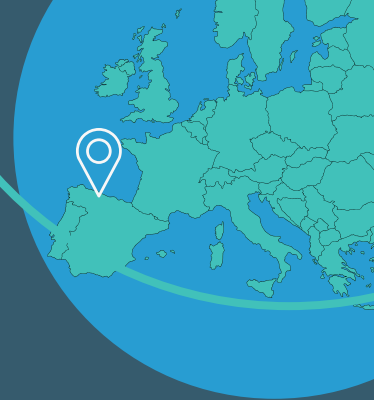
Learning needs

- Climate neutrality.
- Circular economy.
- Climate change adaptation.
- Sustainable energy.



Sub-themes interest

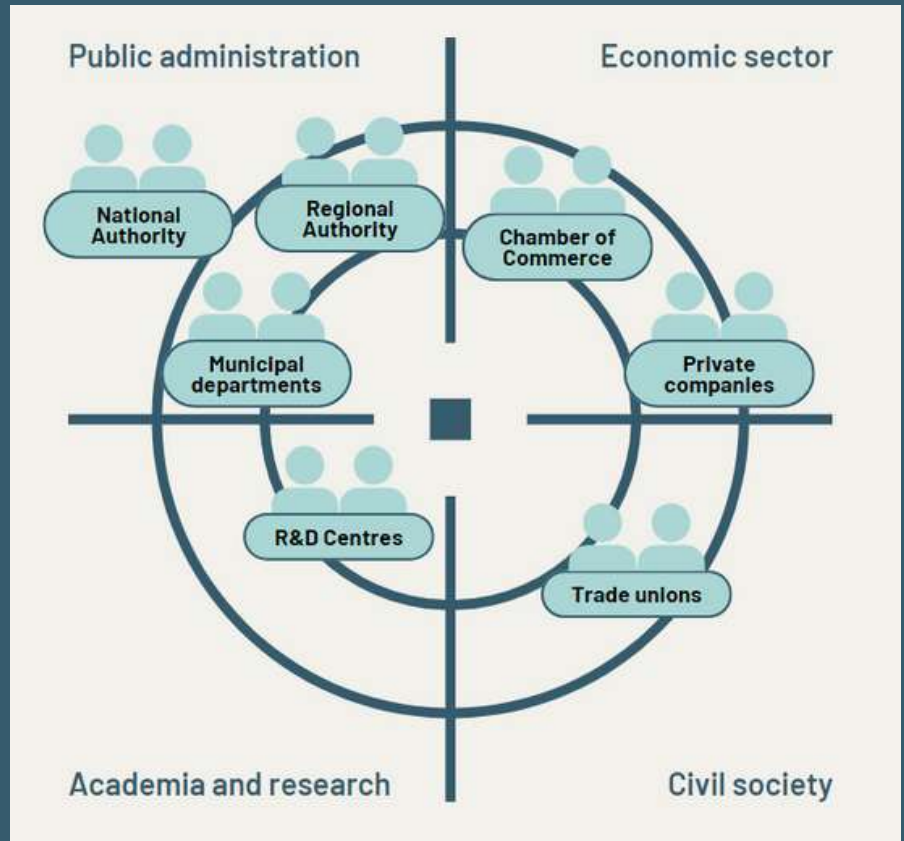




AVILÉS

SPAIN

Stakeholder mapping



Good practices

GP1. Public-private cooperation models for the promotion of innovation in the industrial transition of Avilés.

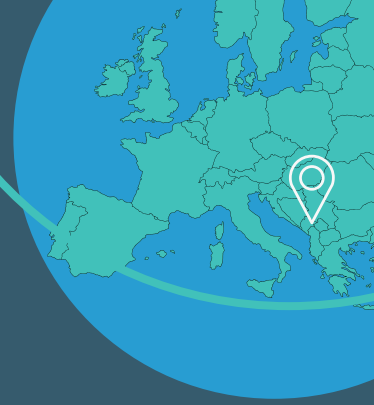
GP2. Regeneration of the historic centre to enhance the quality of life and attractiveness of the city.

GP3. Renovation and conversion of derelict buildings for services to support the local economy.

GP4. Long-term strategic city planning through public-private partnerships.

GP5. Supporting companies in the design and implementation of sustainability strategies.





BIJELO POLJE

MONTENEGRO



Industrialisation level

Low. Main industries: wood, food, construction.



DEMOGRAPHICS

Population: 46,051 inhab. Men: 49%. Women: 51%. Year: 2021.

Population Density (persons/sq.km): 47.0 (2017).

Total Dwellings (number): 17,521 (2011).

Mortality Rate (per 1000 inhabitants): 11.1 (2017).

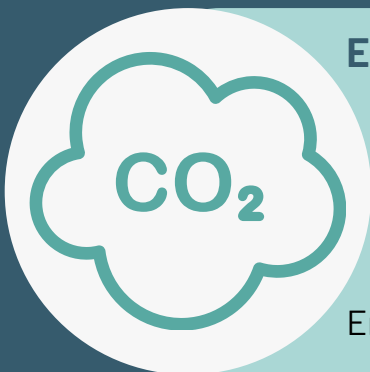
LOCAL ECONOMY

Unemployed people: 4,159 (2022). Men: 44%. Women: 56%.

Employed people: 8,942 (2022). Men: 56%. Women: 44%.

Number of companies: 1,870 (Total), 296 (Manufacturing industry).

Manufacturing industry trend: +14% number of companies (2019-22).



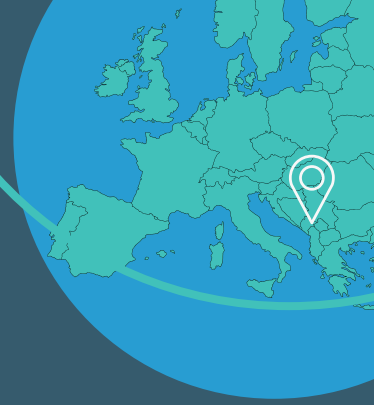
ENVIRONMENT

Forests cover 60% of the territory of Montenegro (3rd in Europe).

Production of solid waste: 1.5 kg/inhab.day in Montenegro (2019).

Montenegro ambition to decrease GHG emissions: 35% by 2030.

Energy sector GHG emissions (Montenegro): 75% (2019).



BIJELO POLJE

MONTENEGRO

Local challenge

“ The **application of renewable energy sources on the territory** of the Municipality has yet to begin and, with improved energy efficiency, contribute to ecological and industrial prosperity, with a large saving of primary energy and a reduction of total costs. ”

Previous experience

No previous URBACT III experience.



BREAKING ISOLATION

Partner of the APN (2023-2025).

<https://urbact.eu/networks/breaking-isolation>

Existing plans and policies

Strategic Development Plan of Bijelo Polje 2022-2024.



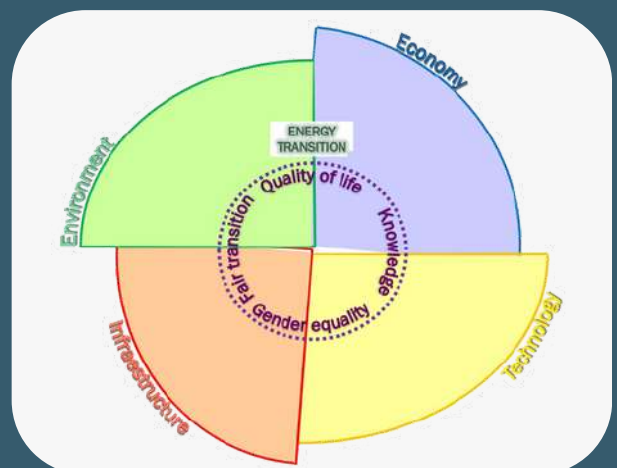
Energy Development Strategy of Montenegro for 2030.

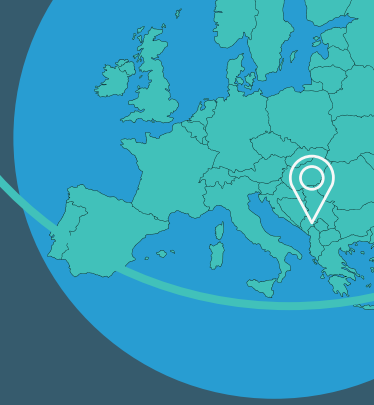
Learning needs

- Energy transition.
- District heating systems.
- Climate change adaptation.
- New green investments attraction.
- Private sector engagement.



Sub-themes interest

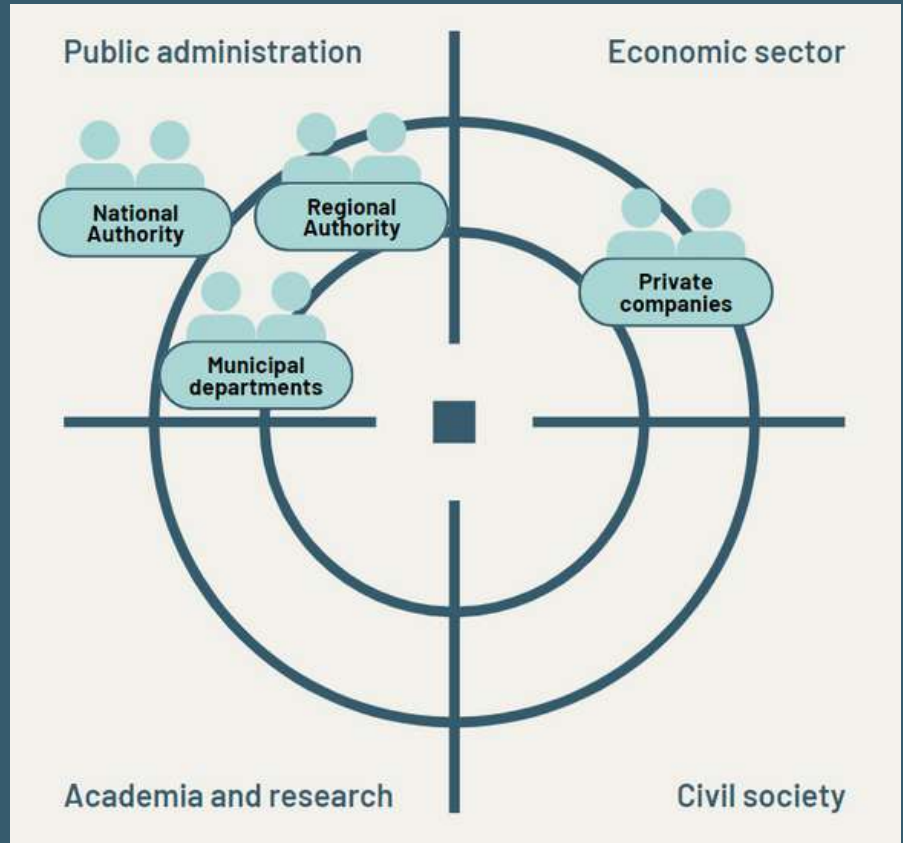




BIJELO POLJE

MONTENEGRO

Stakeholder mapping



Good practices

GP1. Bussines friendly city certificate.

GP2. Strategic Development Plan of Bijelo Polje 2022-2024.

GP3. Pool of Strategic Projects management.

GP4. Local Environmental Protection Plan of Bijelo Polje 2020 - 2024.





DAŁBROWA GÓRNICZA

POLAND



Industrialisation level

Very high. Main industries: steel, electronics, plastics.



DEMOGRAPHICS

Population: 114,765 inhab. Men: 48%. Women: 52%.

Population ages 65 and above: 14%. Men: 33%. Women: 67%.

Population ages 0-15: 8%. Men: 50%. Women: 50%.

Ageing index: 178. Men: 118. Women: 238.

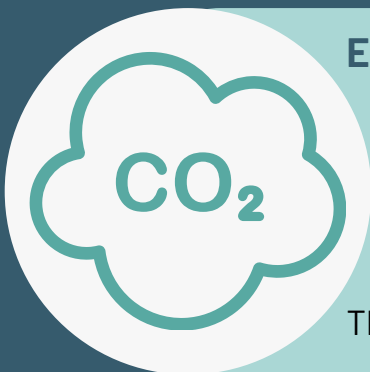
LOCAL ECONOMY

Monthly average income per capita: 8,448 PLN (1,943 €)

Unemployment rate: 4.4%. Men: 47%. Women: 53%.

Number of companies: 13,352 (Total), 99.9% (SMEs).

Workers in the industrial sector: 52%.



ENVIRONMENT

23% of city area is covered with forests.

48 Km of railway lines within the city's administrative borders.

Total area of local lakes is over 800 hectares.

The largest Polish desert, Błędów Desert, lies within city limits.



DAŁBROWA GÓRNICZA

POLAND

Local challenge

“ Our main goal is ensuring the **energy efficiency** of our industries and the **attraction of new companies** while keeping our municipality as an ideal place to live for our citizens with a special focus on how to accommodate these new industrial initiatives in our **urban centres** while remaining **pleasant and vibrant areas**. ”

Previous experience

URBACT OP-ACT

Options of actions - strategic positioning of small and medium sized cities. (2009-2012). <https://urbact.eu/networks/op-act>



Existing plans and policies

City Development Strategy 2008-2022.

City Strategy for 2030.



Learning needs

- Circular economy.
- Climate neutrality.
- Urban regeneration.
- City Centre revitalisation.
- Public - Private partnerships.



Sub-themes interest

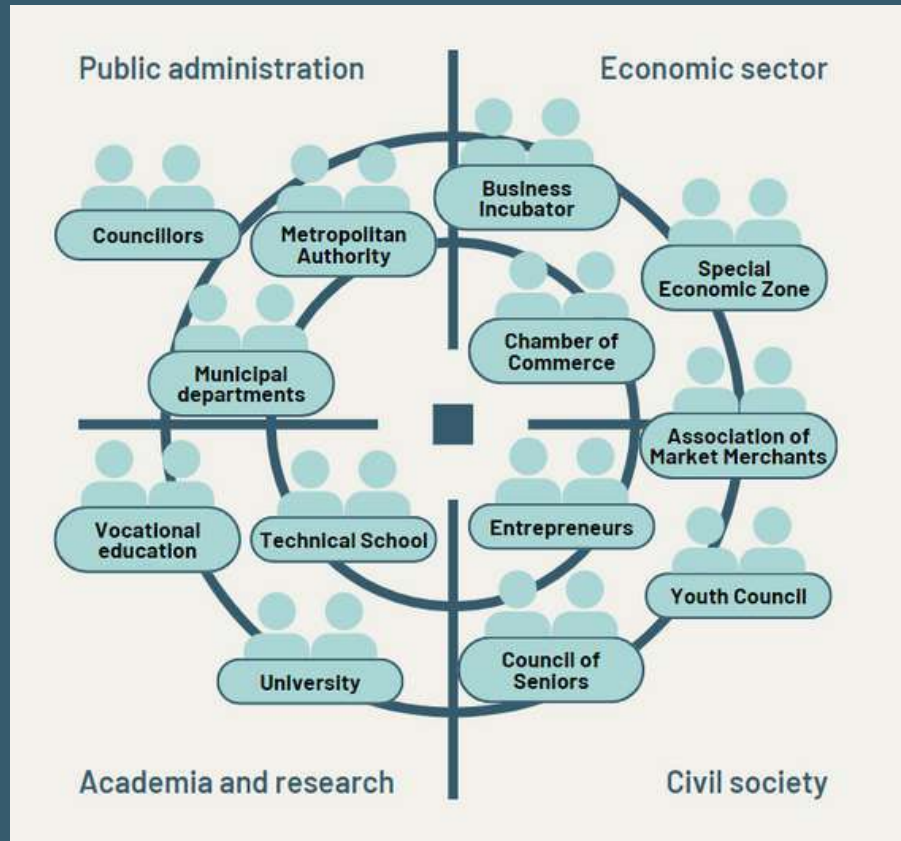




DĄBROWA GÓRNICZA

POLAND

Stakeholder mapping



Good practices

GP1. Green mobility: tram line, bike lanes, new train station.

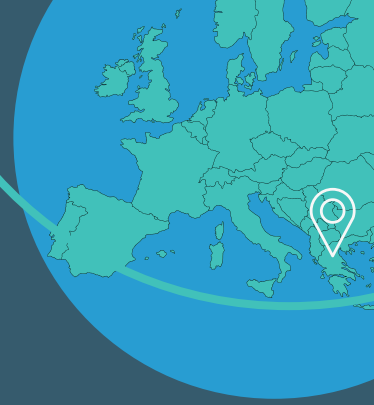
GP2. Full of Life Factory: new leisure and cultural space in brownfields at the city centre.

GP3. Investor assistance - Special Economic Zone: new industrial park for investment attraction.

GP4. Vocational training connected with job opportunities in local business.

GP5. Civil society involvement: citizens and NGOs.





LARISSA

GREECE



Industrialisation level

Low. Main industries: food, construction, energy.



DEMOGRAPHICS

Population: 144,651 inhab. Men: 51.3%. Women: 48.7%. Year: 2021.

Population ages 65 and above: 14.6%.

Population ages 0-15: 16.9%.

Ageing index: 86.

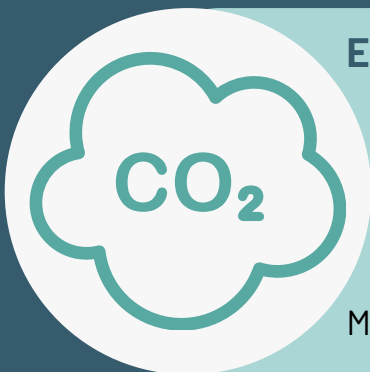
LOCAL ECONOMY

Per capita GDP Larissa Regional Unit: 14,571 € (2019).

Unemployment rate: 18.45%. Men: 6,644. Women: 6,069.

Employed men: 39,453. Employed women: 23,377.

Workers in the industrial sector: 17%.



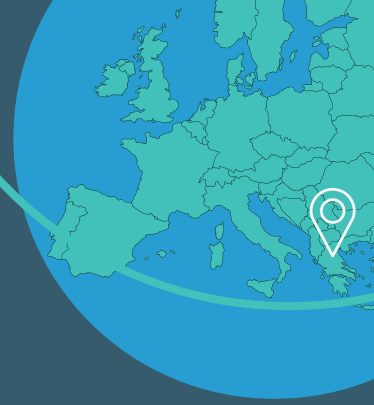
ENVIRONMENT

Air quality index 59 US AQI (Moderate air quality: 51 to 100).

5.34 tCO₂eq GHG emissions per capita (excluding industry).

Total annual energy consumption: 1,252 GWh.

Modal share: 42% car, 34% walking, 11% bike, 8% bus, 5% others.



LARISSA

GREECE

Local challenge

“To integrate **climate change adaptation and energy transition** practices in sustainable urban development strategies in cooperation with the local industries and businesses through **technological innovation and digitalization**.”

Previous experience

URBACT Experience:

- Playful Paradigm (2018-2022).
- Food Corridors (2019-2022).
- Cities in Article 7 (2016-2017).
- Wood Footprint (2013-2015).



Existing plans and policies

- Sustainable Urban Mobility Plan (SUMP).
- Sustainable Urban Development Strategy (SUD).
- Sustainable Energy and Climate Action Plan (SECAP).



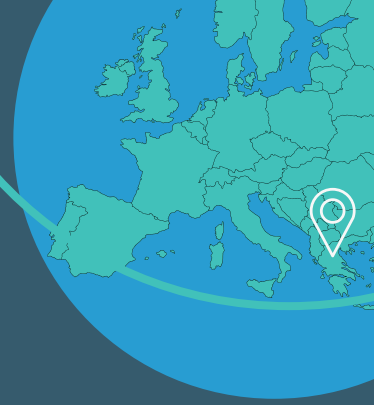
Learning needs

- Energy transition.
- Circular economy.
- Climate change adaptation.
- Private sector engagement.
- New green investments attraction.



Sub-themes interest

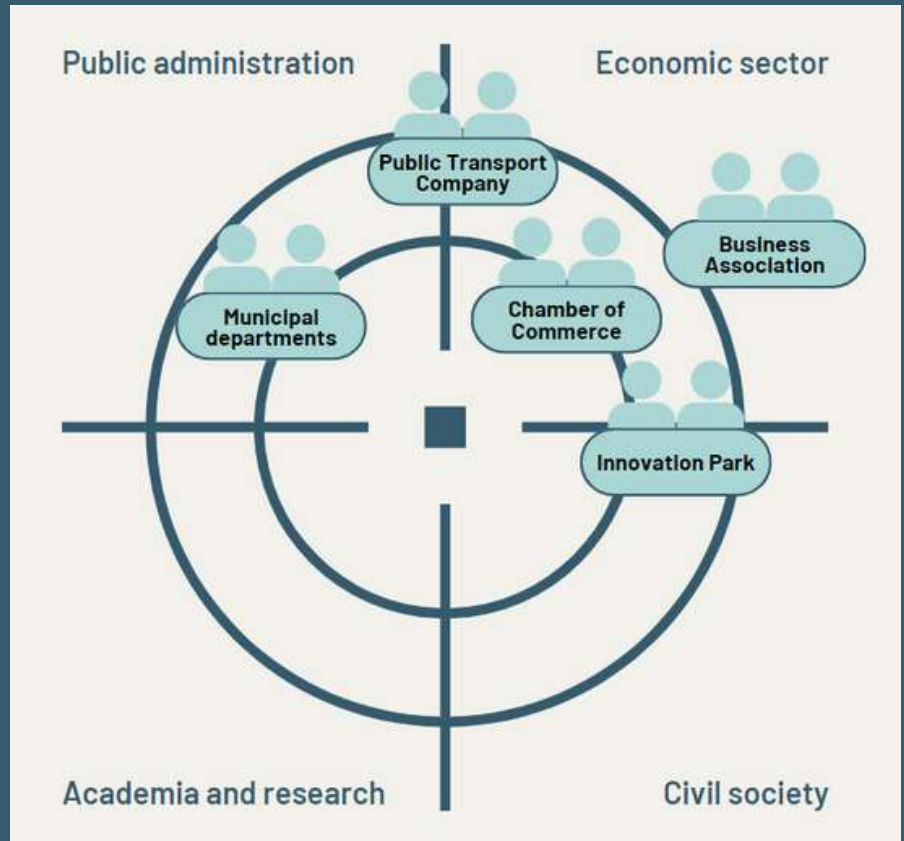




LARISSA

GREECE

Stakeholder mapping



Good practices

GP1. JOIST Innovation Park: private owned innovation ecosystem center in a renovated old factory with a circular approach.

GP2. H2020 CLEVER project about Nature Based Solutions.

GP3. Energy communities.

GP4. Water management system.

GP5. Sustainable urban development.





NAVAN

IRELAND



Industrialisation level

Low. Main industries: food, manufacturing, mining.



DEMOGRAPHICS

Population: 33,886 inhab. Men: 49.4%. Women: 50.6%.

Population ages 65 and above: 3,226. Men: 9.5%. Women: 9.6%.

Population ages 0-15: 9,585. Men: 28.1%. Women: 28.4%.

Ageing index: 34. Men: 34. Women: 34.

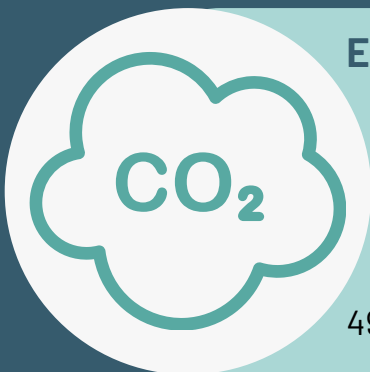
LOCAL ECONOMY

Average income (Meath County): 52,156 €/year (per household).

Unemployment rate (Navan): 4.1%. Men: 4.3%. Women: 3.9%.

Local businesses in Meath County: 13,354 (Total),

Workers in the manufacturing industry sector (Navan): 14%.



ENVIRONMENT

Navan GHG emissions are 269 ktCO₂eq (excluding industry).

59% of commuters travel outside the county to work.

80% of these commuters travelling by car and 13% by train or bus.

49% of houses in Meath County are heated with oil.



NAVAN

IRELAND

Local challenge

“ Meath County Council’s Draft Climate Action Plan sets out a target for a **51% reduction in GHG emissions** for the town of Navan. A baseline emission profile for Navan was calculated for the year 2018, our target is to achieve the 51% reduction by 2030. ”

Previous experience

URBACT

GLOBAL GOALS FOR CITIES

Accelerating progress towards achieving the Sustainable Development Goals (2021-2022).

<https://urbact.eu/networks/global-goals-cities>



Existing plans and policies

Navan 2030 Plan:

improving attractive of the city centre, accessibility and mobility.

Meath County Council’s Draft Climate Action Plan.



Learning needs

- Digitalization.
- Industrial innovation.
- Urban regeneration.
- Transition to green economy.
- Private sector engagement.



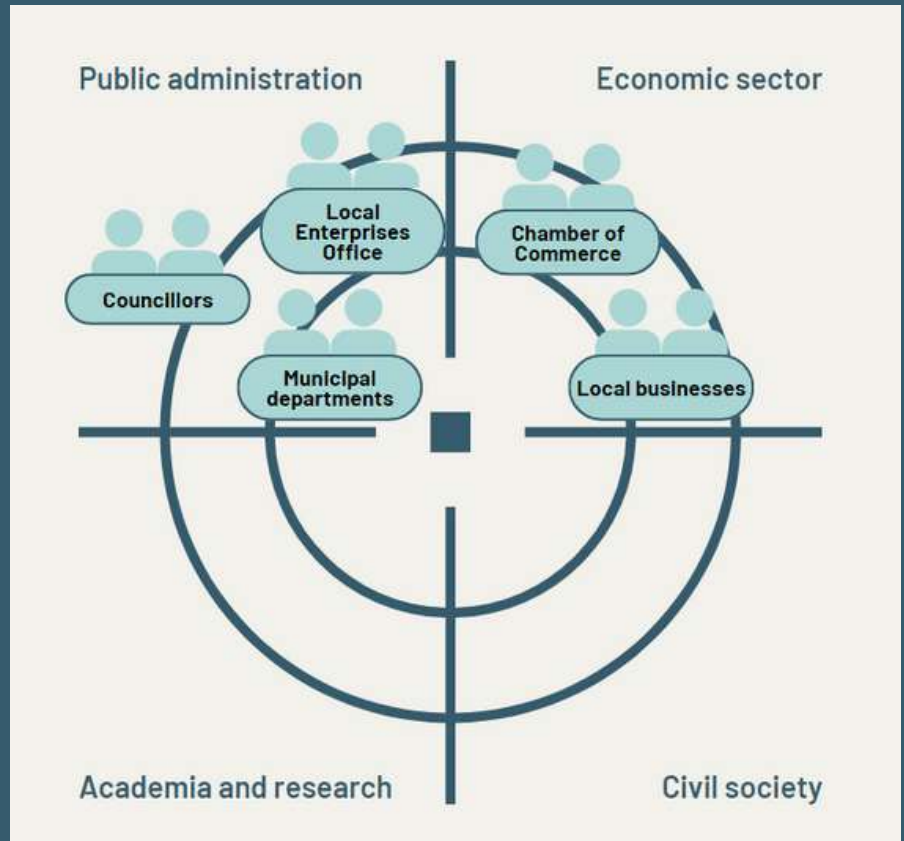
Sub-themes interest





NAVAN IRELAND

Stakeholder mapping



Good practices

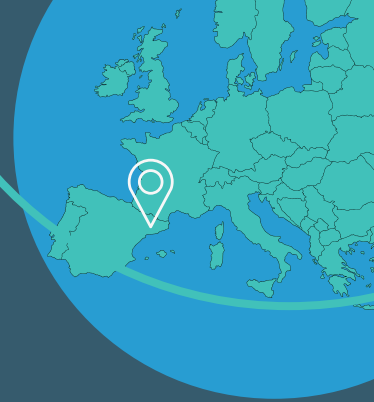
GP1. Navan 2030 Plan.

GP4. Climate Action Plan.

GP2. Sustainable energy communities (SECs).

GP3. Greenways.





SABADELL

SPAIN



Industrialisation level

Medium. Main industries: metals, food, textile, plastics.



DEMOGRAPHICS

Population: 218,345 inhab. Men: 48.5%. Women: 51.5%. Year: 2023.

Population ages 65 and above: 25%. Men: 22%. Women: 28%.

Population ages 0-15: 15%. Men: 16%. Women: 14%.

Ageing index: 169. Men: 142. Women: 197.

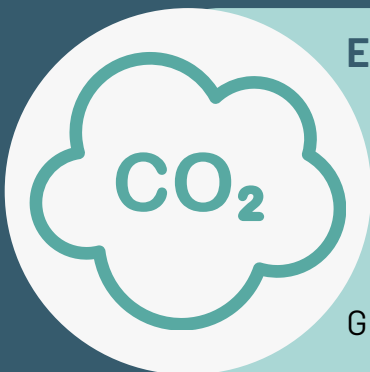
LOCAL ECONOMY

Annual GDP per capita: 22,500€. Average income: 17,300€.

Unemployment rate: 11.3%. Men: 14.9%. Women: 7.6%.

Number of companies: 14,884 (Total), 544 (Industry).

Workers in the industrial sector: 10%.



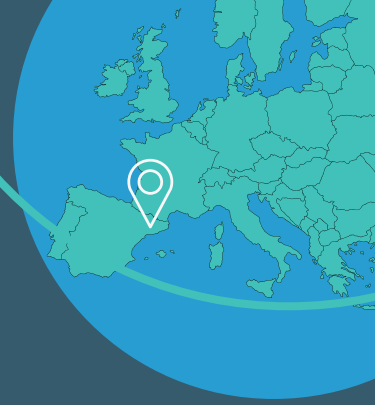
ENVIRONMENT

Generation of waste (non industrial): 1.21 kg/inhab.year (2021).

Generation of waste (industrial): 22,059 tonnes/year (2021).

Air quality ICQA index: 55 (2022), from 0 (poorest) - 100 (best).

GHG emissions per capita: 3.03 tCO2eq (including industry).



SABADELL

SPAIN

Local challenge

“ Providing to industries the tools to succeed in green and digital transition and so contributing to achieve climate neutrality by 2050. ”

Previous experience

URBACT Gen-Y City

Developing, attracting and retaining young local talent. (2016-2018).

<https://urbact.eu/networks/gen-y-city>



Existing plans and policies

Sustainable Energy and Climate Action Plan of Sabadell 2021-2030 (SECAP).

Strategic Plan of Barcelona Metropolitan Region.

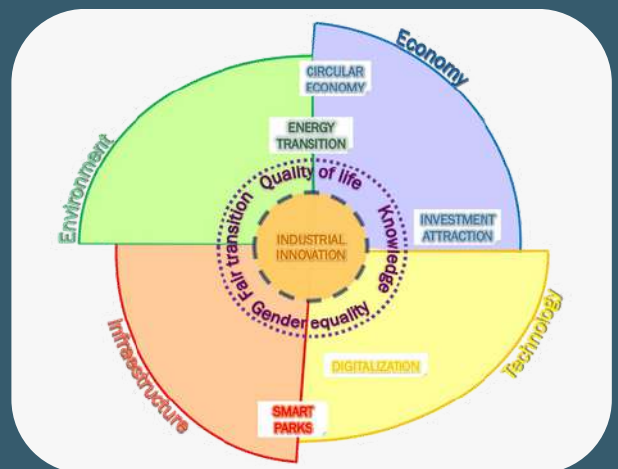


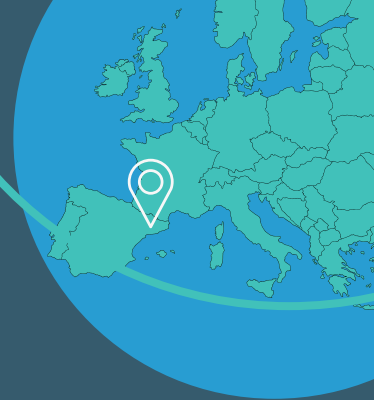
Learning needs

- Economic models of **industrial energy transition**.
- **Circular economy**: tools to get companies engaged.
- New green technologies **investment attraction**.
- Sustainable and smart **industrial parks**.
- **Energy communities**.
- **Public-private cooperation**.
- Energy and climate **strategies**.



Sub-themes interest

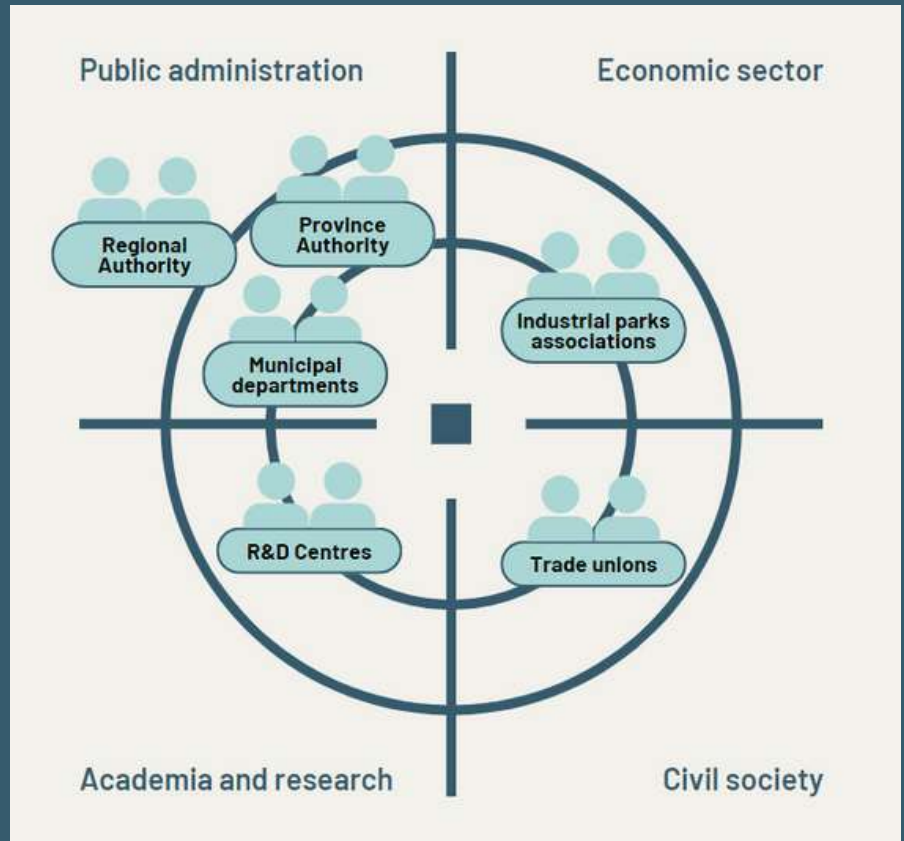




SABADELL

SPAIN

Stakeholder mapping



Good practices

GP1. Fostering entrepreneurship and supporting SMEs.

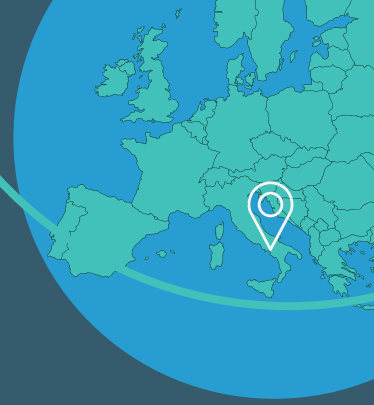
GP2. Enlargement and consolidation of our innovation ecosystem, working on public engagement and how the quadruple helix could help to address societal challenges.

GP3. Data collection and monitoring related to the Industrial Symbiosis project and in identifying companies with photovoltaic panels.

GP4. Promotion of the creation of business associations in industrial areas.

GP5. Public-private cooperation: economic development negotiating table and business associations in industrial areas negotiating table.





SALERNO

ITALY



Industrialisation level

Low. Main industries: food, ceramics, metals, cement.



DEMOGRAPHICS

Population: 133,050 inhab. Men: 47%. Women: 53%. Year: 2020.

Population ages 65 and above: 25%. Men: 42%. Women: 58%.

Population ages 0-15: 12%. Men: 52%. Women: 48%.

Ageing index: 208. Men: 168. Women: 252.

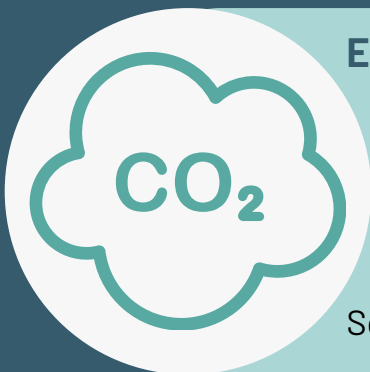
LOCAL ECONOMY

Average income per capita: 17,010€ (Salerno Province).

Unemployment rate: 14.5%. Men: 13.8%. Women: 16.8%.

Number of businesses: 77,647 (Total), 96% micro SMEs.

Workers in the industrial sector: 18%. Companies: 10,281 (Province).



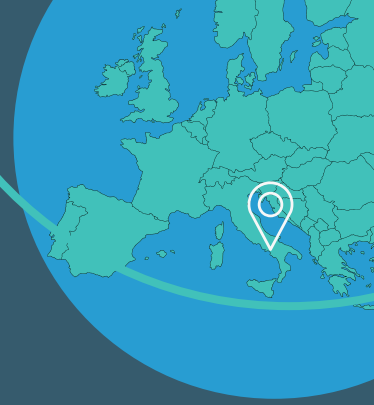
ENVIRONMENT

Modal share: 56% priv. veh., 25% pub. trans., 19% non motorized.

Green spaces: 15 trees per 100 inhabitants in Salerno.

The only city in the network located on the seashore.

Solid Waste generation per capita: 438 kg/year, 1.2 kg/day (2022).



SALERNO

ITALY

Local challenge

“ Become a city that can **regenerate places** and spaces, **stimulate economic development** and make Salerno increasingly attractive. ”

Previous experience



URBACT BLUEACT

Starting up the Blue Economy. (2018-2021).

<https://urbact.eu/networks/bluact>

Existing plans and policies



II Sustainable Energy Action Plan of Salerno (2012).

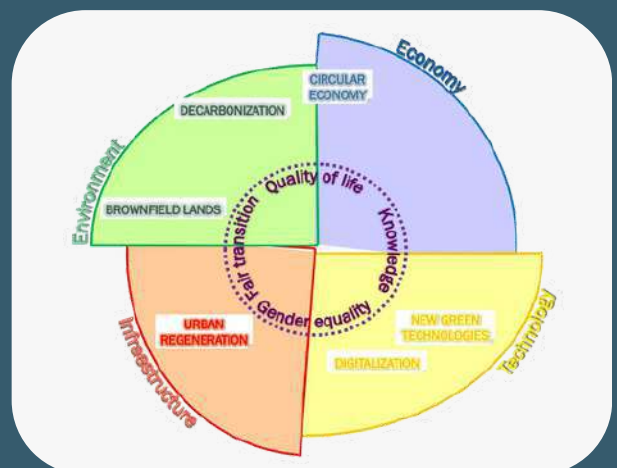
Sustainable Urban Mobility Plan of Salerno (SUMP). 2021.

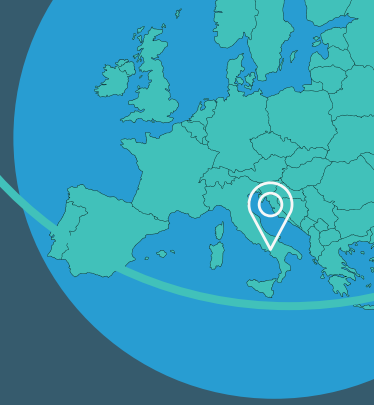
Learning needs



- New green investments attraction.
- Strategic urban planning.
- Private sector engagement.
- Public-private cooperation.
- Climate neutrality.
- Climate change adaptation.

Sub-themes interest

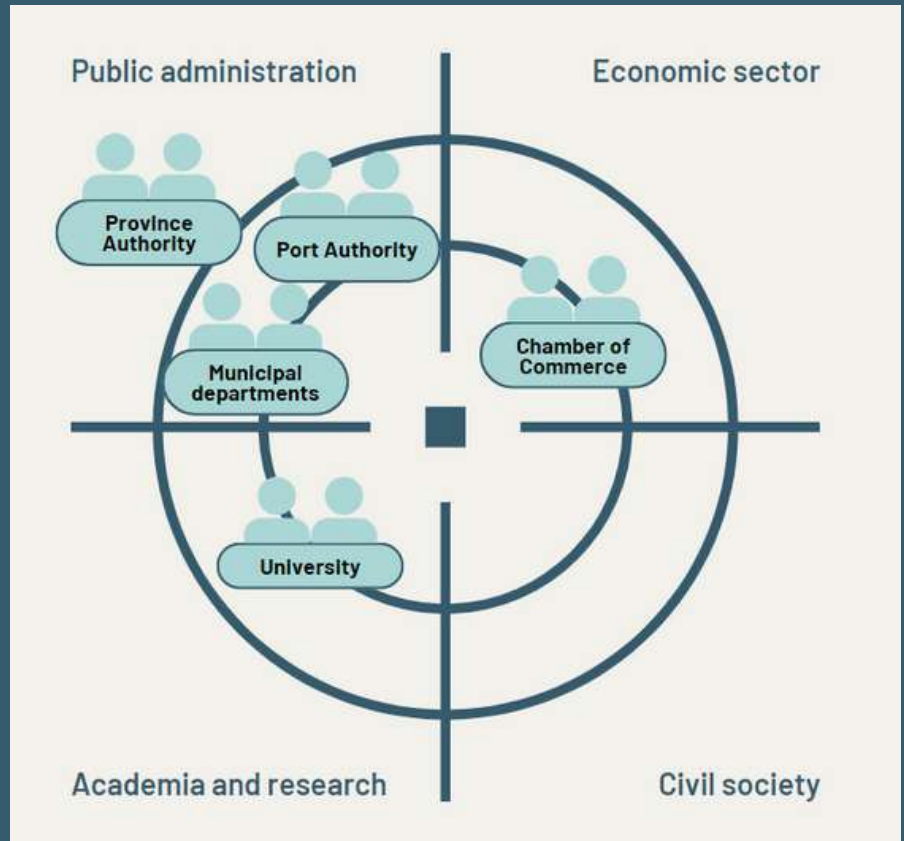




SALERNO

ITALY

Stakeholder mapping



Good practices

GP1. H2020 CLIC project. Circular models Leveraging Investments in Cultural heritage adaptive reuse.

GP2. URBACT BLUACT project related to the topic of the blue economy.

GP3. Urban regeneration projects.

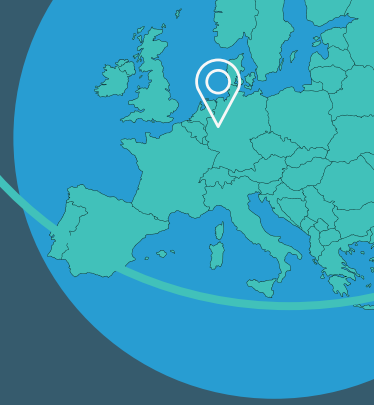
GP4. Revitalisation of the city centre.

GP5. EBRIS. European Biomedical Research Institute of Salerno.

GP6. Sustainable City Integrated Program (PICS, ERDF).

GP7. Masterplan, Integrated program for the valorisation of the Southern Salerno coast (ERDF).





SOLINGEN

GERMANY



Industrialisation level

High. Main industries: blades, cutlery, automotive, metals.



DEMOGRAPHICS

Population: 164,809 inhab. Men: 49.1%. Women: 50.9%. Year: 2021.

Population ages 65 and above: 33,005. Men: 43%. Women: 57%.

Population ages 0-15: 24,841. Men: 51%. Women: 49%.

Ageing index: 133. Men: 100. Women: 166.

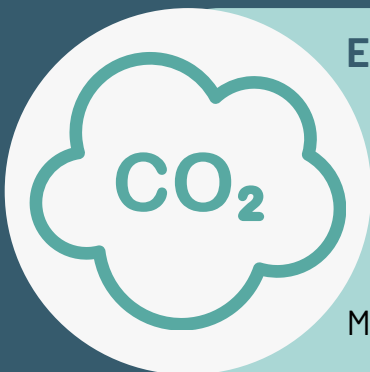
LOCAL ECONOMY

Annual GDP per capita: 34,246€. Average income: 24,263€.

Unemployment rate: 8.9%. Men: 9.3%. Women: 8.4%.

Number of companies: 11,044 (Total). 1,253 (Industry).

Workers in the industrial sector: 32%.



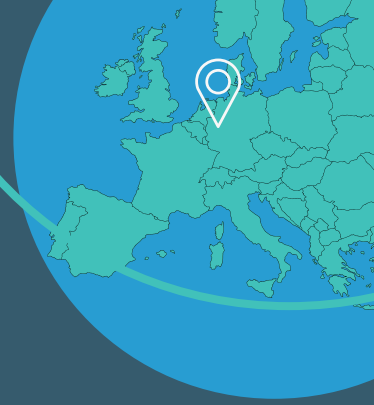
ENVIRONMENT

GHG emissions per capita: 5.3 tCO₂eq (including industry, 2020).

Solid Waste generation per capita: 478 kg/year, 1.3 kg/day (2020).

Vehicles registered per 1,000 inhabitants: 620.

Modal share: 68% car, 16% pub. trans., 16% non motorized.



SOLINGEN

GERMANY

Local challenge

“To empower local companies and to achieve the goals of our Sustainability Strategy, our industries need support in using renewable energy, becoming more energy efficient, being up to date using all forms of digitalisation and learning about strategies that SMEs can pursue both within their own institutions as well as in cooperation with peers.”

Previous experience

URBACT

GLOBAL GOALS FOR CITIES

Accelerating progress towards achieving the Sustainable Development Goals (2021-2022).

<https://urbact.eu/networks/global-goals-cities>



Existing plans and policies

Sustainability Strategy of Solingen (2018).

Master Plan "Work and Economy" (2023).

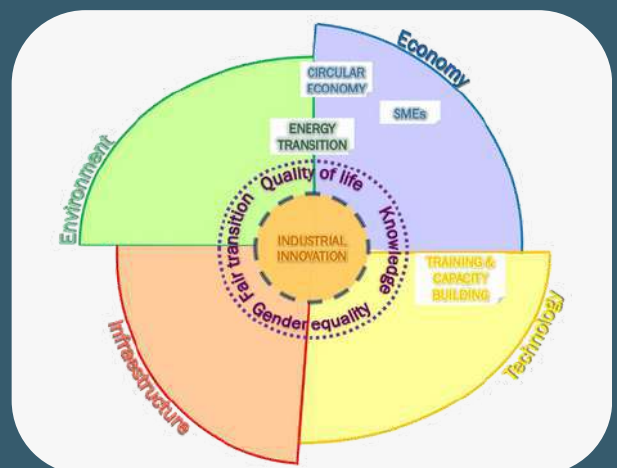


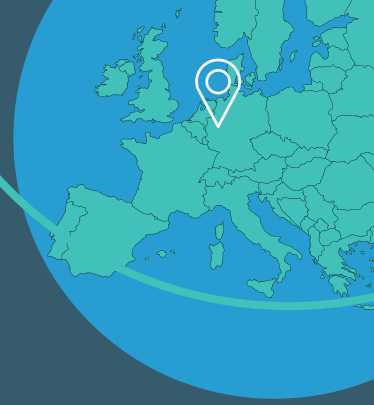
Learning needs

- **Private sector** engagement.
- **Circular economy** practices.
- **Just transition** towards a greener industrial economy.
- New green **investments attraction**.
- **Climate change adaptation**.
- **Revitalisation** of city centre.



Sub-themes interest

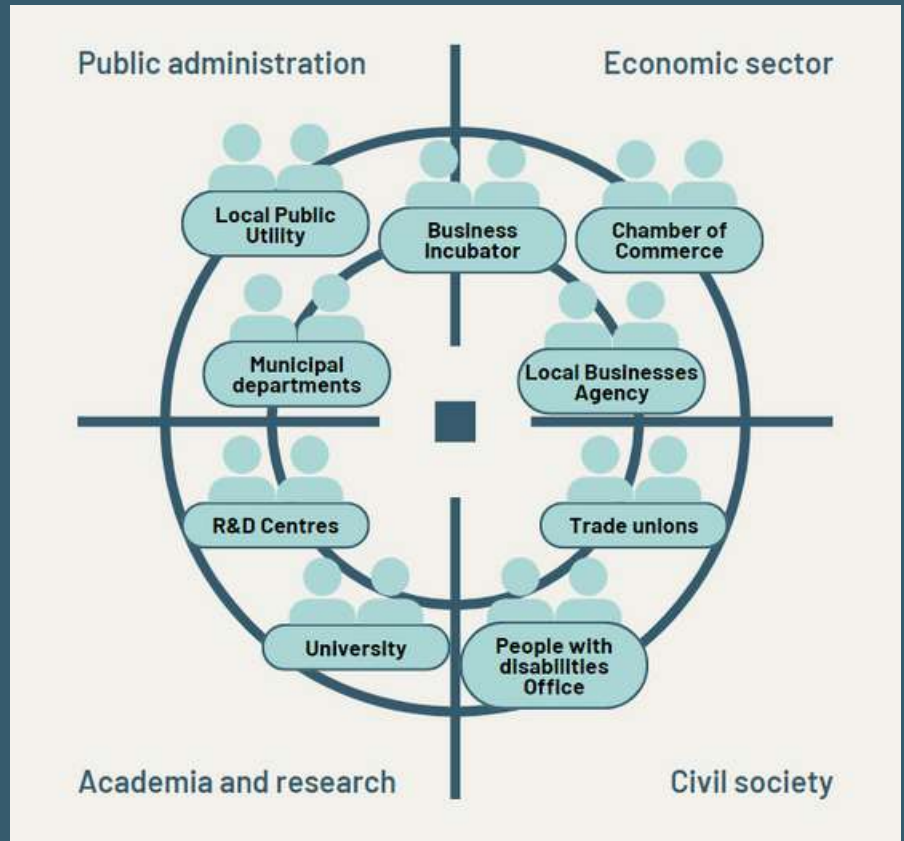




SOLINGEN

GERMANY

Stakeholder mapping



Good practices

GP1. Sustainability Strategy of Solingen.

GP2. District heating plant using urban waste as fuel.

GP3. Master Plan "Work and Economy": reactivating brownfield sites.

GP4. "Rethink initiative": supporting SMEs with experts for the green transition. Innovative business action and models.

GP5. Using battery-trolley-buses for public transport.

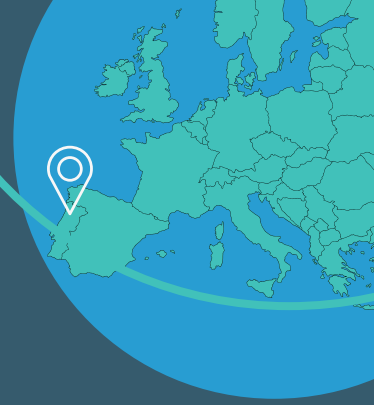
GP6. Good practice in flood and torrential rain management.

GP7. Transparent workshop: promoting sustainability, circularity and local production in the city center.

GP8. "Inter-municipal" circular economy (construction, public procurement, avoiding waste).

GP9. Exclusively local industry use of local dead wood.





VILA NOVA DE FAMALICÃO

PORTUGAL



Industrialisation level

Medium. Main industries: textile, food, metal, automotive.



DEMOGRAPHICS

Population: 134,883 inhab. Men: 48.5%. Women: 51.5%. Year: 2022.

Population ages 65 and above: 28,011. Men: 44%. Women: 56%.

Population ages 0-15: 17,219. Men: 51%. Women: 49%.

Ageing index: 163. Men: 140. Women: 186.

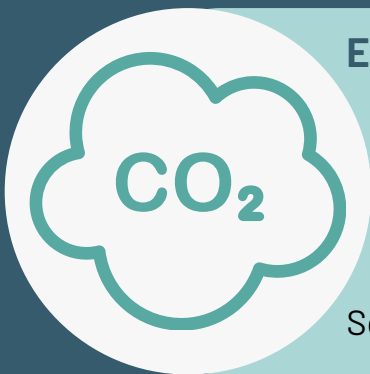
LOCAL ECONOMY

Average income: 29,995€ (per household), 13,344€ (per person).

Unemployment rate: 6.4%. Men: 5.8%. Women: 6.5%.

Number of companies: 4,020 (Total), 165 (Industry).

Workers in the industrial sector: >50%.



ENVIRONMENT

Parque da Devesa is the main urban park with 27 ha.

Electricity produced with renewable energies: 61% (Portugal).

Final energy consumption of industry: 27.2% of total (Portugal).

Solid Waste generation per capita: 510 kg/year, 1.4 kg/day (Portugal).



VILA NOVA DE FAMALICÃO PORTUGAL

Local challenge

“To become a **fully connected techno-industrial community** in a **multifunctional green city** compromised with the values of proximity and sustainability.”

Previous experience

URBACT
Making Spend Matter
(2018-2022).



Responsible public procurement.
Resourceful Cities (2019-2022).
Spaces for circular co-creation & action.

Existing plans and policies

Famalicão Municipal
Strategy for 2030 (2023).



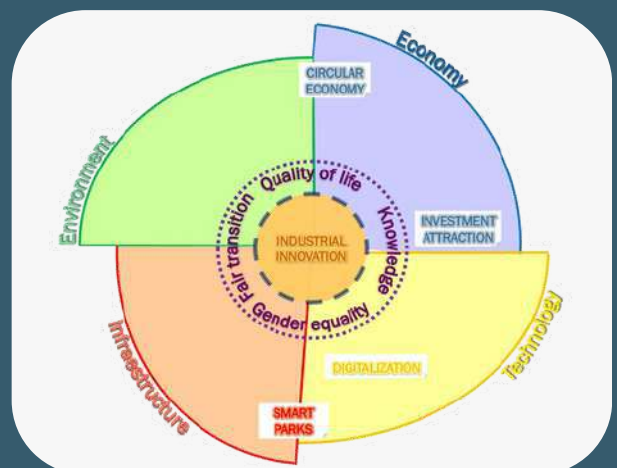
Portuguese North Region
Smart Specialization Strategy
(S3NORTE2027).

Learning needs

- New green investments attraction.
- Sustainable energy.
- Foster associations of businesses in industrial parks.
- Circular economy.
- Climate change adaptation.



Sub-themes interest

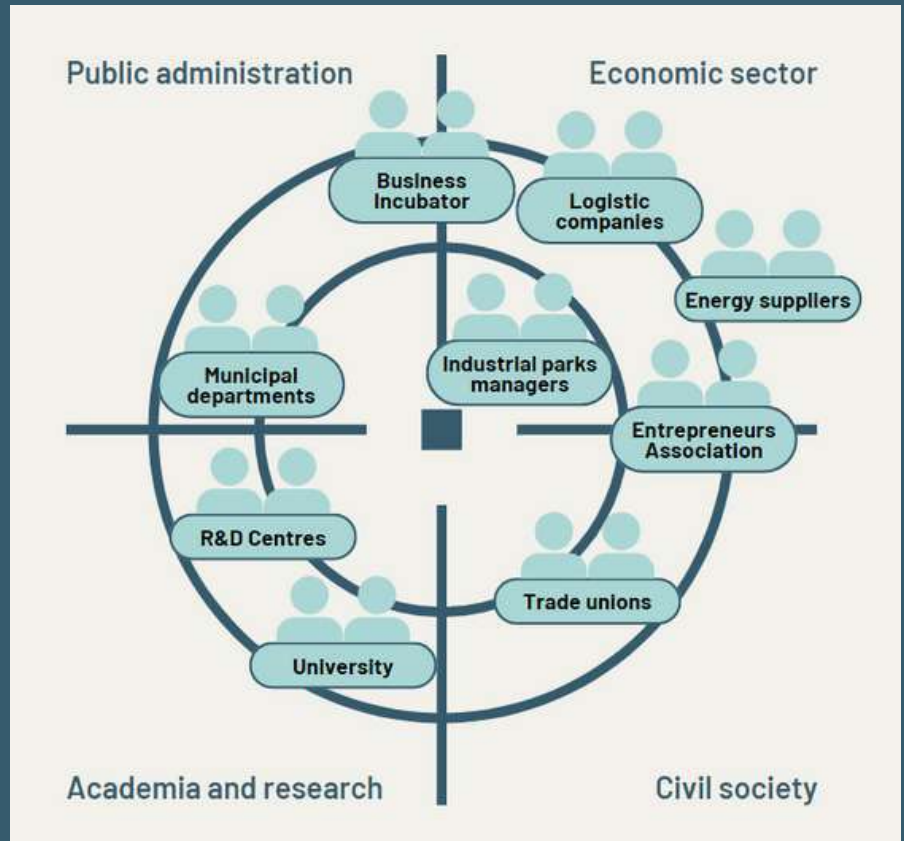




VILA NOVA DE FAMALICÃO

PORTUGAL

Stakeholder mapping



Good practices

GP1. Strategy “Created IN Famalicão” transforming the city through a cross-cutting work between cultural and creative entities, environment challenges, industries and I&D sector.

GP2. “Made IN Famalicão” program: valuing and promoting entrepreneurial genetics, attracting new investments and assisting businesspeople and entrepreneurs in the development of business projects.

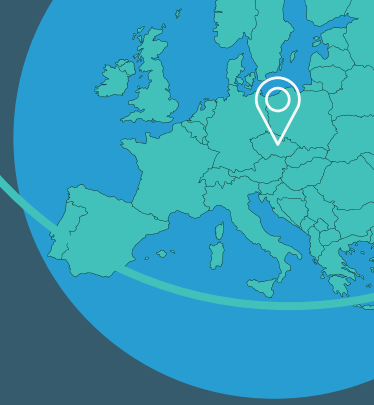
GP3. CITEVE: R&D Centre for the textile sector.

GP4. BE@T Project about Circularity in the textile sector.

GP5. Strategic Urban Planning.

GP6. CIIES. Famalicão Centre for Research and Innovation and Higher Education. INNOVATION HUB.





ŽDÁR NAD SÁZAVOU

CZECH REPUBLIC



Industrialisation level

Medium. Main industries: metals, glass, automotive...



DEMOGRAPHICS

Population: 20,124 inhab. Men: 48,4%. Women: 51,6%. Year: 2021.

Population ages 65 and above: 4,678. Men: 41%. Women: 59%.

Population ages 0-15: 2,891. Men: 50%. Women: 50%.

Ageing index: 208. Men: 134. Women: 190.

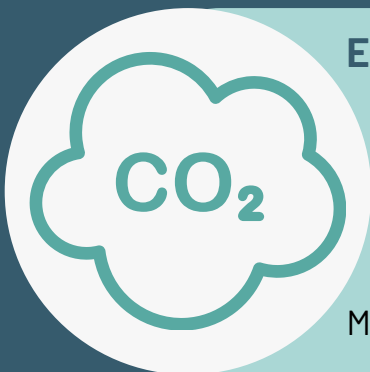
LOCAL ECONOMY

Annual GDP per capita: 18,981€. Average income: 10,264€.

Unemployment rate: 3.3%. National: Men (4.2%) - Women (4.3%).

Number of companies: 2,584 (Total), 353 (Industry).

Workers in the industrial sector: 37%.



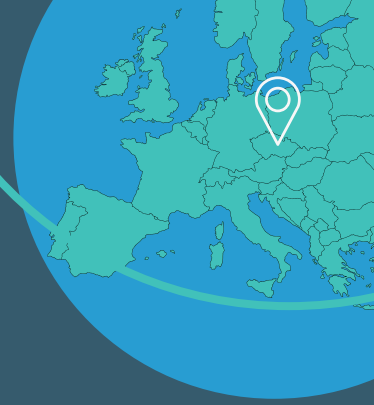
ENVIRONMENT

Good air quality: PM2.5 best index at national level in 2022.

62% of GHG emissions produced by residential sector.

Total energy consumption: 8.64 MWh/year per capita.

Modal share: 51% car, 11% pub. trans., 37% non motorized.



ŽĎÁR NAD SÁZAVOU

CZECH REPUBLIC

Local challenge

“ To stop the shrinkage of the city through **becoming a “Green city”** and: 1) To set up an innovation center in one of the brownfields and 2) Filling up the already prepared “Smart Park” designed for Industry 4.0 and 5.0 where only partial success of filling up by these companies was reached so far. ”

Previous experience

No previous **URBACT III** experience.

Part of the team participated in **GLOBAL GOALS FOR CITIES (2021-2022)**.

<https://urbact.eu/networks/global-goals-cities>



Existing plans and policies

Sustainable Energy and Climate Action Plan (2021).

Vysočina Region Development Strategy 2021-2027.

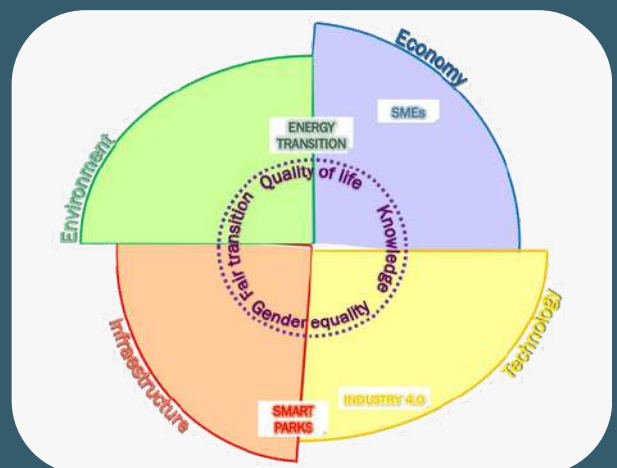


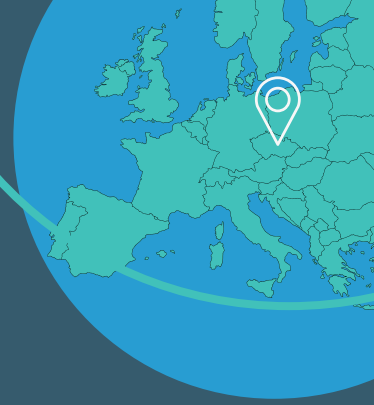
Learning needs

- Industrial innovation.
- Climate neutrality.
- New green investment attraction.
- District heating using waste.
- Private sector engagement.
- City Centre revitalisation.
- Sustainable water management.



Sub-themes interest

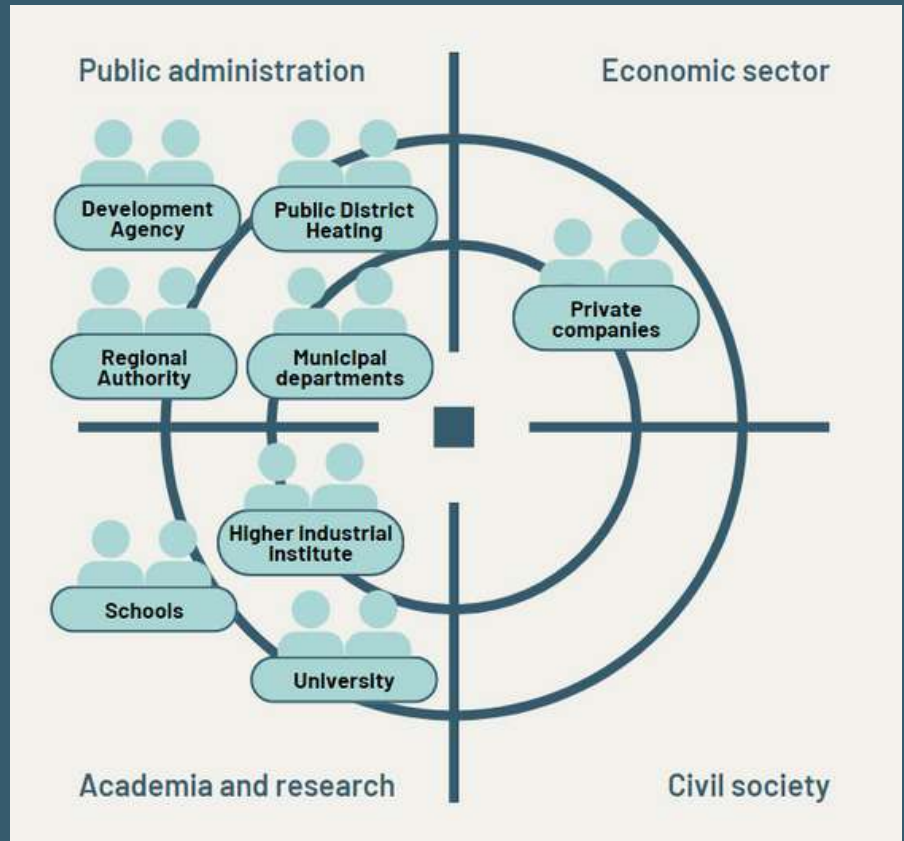




ŽDÁR NAD SÁZAVOU

CZECH REPUBLIC

Stakeholder mapping



Good practices

GP1. Smart Parks for the Future. New industrial park for attracting investments in green and smart industries.



GP2. District heating system managed by municipal company.

SECTION 3 SYNTHESIS, METHODOLOGY & NETWORK ROADMAP

TOWARDS A GREEN TRANSITION IN INDUSTRIAL
CITIES



SYNTHESIS & METHODOLOGY

OVERVIEW OF THE NETWORK

1. INTRODUCTION.

The **In4Green network** is composed of **10 European cities** from nine different countries: 8 EU member states (Spain, Portugal, Ireland, Germany, Italy, Czech Republic, Poland and Greece) and one EU candidate country (Montenegro). In general, these are small to medium-sized cities with some level of industrialisation, present or past, **that want to address the EU-driven green transition challenge.**

As discussed in depth in the "EU Overview" section, **industrial activity has had positive effects on the historical development of the cities in the network**, providing jobs and boosting their local economy. However, this industrialisation has also brought negative effects **associated with pollution, GHG emissions** that contribute to climate change **and intensive energy consumption**, which have affected the quality of life of the population.

On the other hand, the **relocation of traditional manufacturing industries** to other countries or to other larger urban areas has been a major challenge for many of the cities in the network, with a **negative impact on employment and the local economy**, including the loss of population, especially the younger ones. Some cities have been able to limit some of the effects through ambitious initiatives to attract new technology-based companies, or by boosting sector transformation through R&D programmes. However, **the presence of degraded industrial areas and derelict buildings is a common feature of the cities in the network.** Sometimes, these zones or buildings are located in areas outside the cities, and in other cases, some of these zones or buildings are located in the city centres, due to the rapid urban growth of the last decades.

In short, **the glue that binds the 10 cities in the network is the search for solutions to transform and revitalise the local industrial fabric as a way to favour a green transition that brings prosperity, sustainability and quality of life to the population, and makes these cities more attractive for retaining population and attracting talent.**

2. CHARACTERISATION OF THE CITIES: SIZE AND POPULATION.

The population of the cities in the In4Green network ranges from **20,000 inhabitants** in the smallest city to **218,000** in the largest, which is Sabadell (Spain), the only city with more than 200,000 inhabitants. Of the remaining 9 cities, 5 have between 100,000 and 200,000 inhabitants and 4 have less than 100,000 inhabitants.

In relation to the configuration of the territory in which these cities are located, it can be said that **most of them are located within large consolidated metropolitan areas** whose population is close to or exceeds one million inhabitants. This is the case for up to 7 cities in the network, all except Larissa, Bijelo Polje and Žďár nad Sázavou. Due to the small size of some of the cities in the network, it is questionable whether we can still speak of urban areas. In this sense, we can apply the criterion established by the JRC which proposes the use of the term "Small Urban Areas" referring to 'continuous urban clusters with a population of 5,000 to 50,000 inhabitants and a density above 300 inhabitants/km²' (Fioretti et al., 2023) (1). All cities in the network meet this criterion, with the least dense having a density of more than 500 inhabitants per km².

In terms of population dynamics, some cities have even lost 25% of their population in the last 30 years while others are rapidly increasing in population. In this sense, the dynamics are very diverse. Nor are the population structures homogeneous among the 10 cities, with some cities having very young populations (ageing index: 34) and others with very old populations (ageing index above 200).

(1) - Fioretti, C., Saraceno, P., Perpiña Castillo, C., & Testori, G. (2023). Policy Atlas of Sustainable Urban Development for Small Urban Areas (EUR 31440 EN, JRC132926). Publications Office of the European Union.

SYNTHESIS & METHODOLOGY

OVERVIEW OF THE NETWORK

3. CHARACTERISATION OF THE CITIES: LEVEL OF INDUSTRIALISATION

The common characteristic of the cities in the In4Green network in terms of their industrial sector is the presence of basic industrial activities in the agri-food sector and construction. Thereafter, **the level of industrialisation varies both in the number of industrial activities and in the type of activity**. In addition, most cities have lost part of their industrial activity in the last three decades.

In most of the cities in the network the **industrial sector employs between 10 and 20% of the city's workers**, equivalent to the average for the EU as a whole (16%). However, in 4 cities the population employed in the industrial sector exceeds 30%, even reaching 50% in 2 cities.

In terms of the type of industrial activity, most cities are home to **agri-food, construction, extractive and conventional manufacturing activities** (textiles, furniture, capital goods, automobile, metals, plastics, etc.), although a few cities are also home to heavier industry activities: chemicals, metallurgy, fertilisers, steel, glass, etc.

4. CHARACTERISATION OF THE CITIES: ENVIRONMENT

With regard to environmental characteristics, the first thing to point out is the **difficulty in obtaining information and data** on an urban scale and its heterogeneity. In general, we can distinguish two large groups of cities: those that are located within a metropolitan area and those that are not. In this sense, **cities located in larger metropolitan areas face more profound environmental challenges** in terms of higher levels of air pollution and greater traffic congestion problems related to private car commuting.

In terms of energy consumption and GHG emissions the situations are very different due to the geographical context and local climate and hardly comparable due to methodological heterogeneity in the calculation of the indicators. In any case, all the cities in the network are promoting local climate change mitigation and energy efficiency policies.

5. CHARACTERISATION OF THE CITIES: GENDER PERSPECTIVE

In the activation phase of the In4Green network, an effort has been made to obtain sex-disaggregated data on the main socio-demographic variables for the 10 cities. However, the effort has not been very successful as **most of this information is not collected or published disaggregated by sex**. Only a few parameters such as population by age groups and unemployment rate could be obtained differentiated by sex, and not in all cities.

It can be observed that in all cities the **female population is older than the male population** due to their longer life expectancy (in the EU the life expectancy of women was in 2020 one year higher than the life expectancy of men). However, the gender gap in some cities is much larger than in others. In 2 cities of the network the ageing index of women is twice as high as the ageing index of men.

In relation to unemployment the situation is different. In 4 cities of the network the unemployment rate of women is higher than that of men. In 4 other cities the opposite is true, the unemployment rate for men is higher. It happens that **in cities where the female unemployment rate is higher the total unemployment rate is between 10 and 15%**, while in cities where the female unemployment rate is better the total unemployment is around 5%, i.e. there is a situation of full technical employment. Moreover, the difference in the male and female rate reaches or exceeds 2% in the first case and does not exceed 1% in the second case.

SYNTHESIS & METHODOLOGY

OVERVIEW OF THE NETWORK

6. DIFFERENCES, GAPS AND COMPLEMENTARITIES AT THE NETWORK LEVEL

Throughout the activation phase, and especially during the Partner Visits, we have been able to discover and observe how the **cities of the network face common global challenges, but their level of experience and their specific local challenges are different**. The different characteristics and the historical evolution of local policies produce differences between the current local situations of the cities in the network. Thus, **the topic that one city may have recently identified as a local challenge for which a solution needs to be found, in another city is a topic that has already been solved or on which extensive work has been done to find a solution**. In this way, and being the global challenge of In4Green so broad, **the complementarity between In4Green partners is very high and the possibilities for peer-to-peer exchange and learning are almost infinite**.

In the first Transnational Meeting of the network held in Avilés, the Lead Expert proposed an exercise called **Evidence Board** to transfer this idea to the partners. They were invited to place on the floor a cardboard with the name of their city, their learning needs, experiences and good practices. They were then invited to connect their learning needs with the experiences and good practices of other cities with strings. **The end result was a tangle of strings making numerous connections between all the cities in the network, often back and forth** (see Image 1). In this way, the participants were able to discover in a practical exercise the wide possibilities of learning between the In4Green partner cities.



Image 1: Evidence Board session. In4Green I Transnational Meeting. Avilés. 25th October 2023. Photo: Jose Costero.

SYNTHESIS & METHODOLOGY

INTEGRATED ACTION PLANS AND ULG ORIENTATIONS

Regarding the focus of the integrated action plan, the situation of the In4Green network partners has been very uneven in this first phase: while some partners are very clear about what they want the main focus of their IAP to be, other cities do not yet have a clear idea or want to discuss it first with their ULG. As the global In4Green challenge is so broad, the diversity of topics that cities want to address in their integrated action plans is also broad. These range from the promotion of local green deals with industry, to the revitalisation of urban areas, to the implementation of new sustainable and smart industrial areas, to the creation of technology innovation hubs. **This local variety is not seen as a drawback, but rather as a richness of the network**, as the main elements of learning and capacity building at the network level, as well as the tools to be used, remain common.

Regarding the composition of the local groups, as can be seen in the Partner Profiles section, the type of stakeholders initially identified varies greatly from city to city, and in some cities, stakeholders from one or two of the defined broad groups have not been initially identified, with civil society being the group with the least number of stakeholders identified. Below is a summary table with the main findings and guidance on local IAPS and ULGs.

Partner	Potential focus of IAP	Recommendations for the IAP	Orientations for the ULG
Avilés	Industrial Local Green Deal.	Achieving a green local industrial deal can be a good result at the end of the project but it needs to be accompanied by an integrated action plan with specific actions.	The initial composition of the ULG is very much focused on the private sector. It is recommended to explore possible stakeholders from the civil society sector, as well as "unusual suspects".
Bijelo Polje	Energy transition of the city and the industry.	In the city's energy transition, special attention has to be paid to the private sector, business and industry.	It is recommended to analyse the compositions of the other ULGs in the network to get ideas of possible stakeholders to involve.
Dąbrowa Górnicza	Revitalisation of city centre: main street and market.	To get the most out of participation in In4Green, work must be done to ensure that revitalisation is done in as climate and circular a perspective as possible and with the involvement of local industry and the private sector.	Due to the large number of stakeholders initially identified, it is recommended to work on several levels with a core group and an extended group.
Larissa	To be discussed within the ULG from an initial wide range of topics.	The choice of the main focus of the IAP should consider the added value of belonging to the In4Green network and the learnings that can be obtained and applied.	It is recommended to work on the identification and involvement of stakeholders from academia and civil society sectors.
Navan	Climate change mitigation.	It is recommended to pay special attention to how working on climate change mitigation at the local level can be a competitive advantage also at the economic level and an element of dynamisation of the sector.	It is recommended to work on the identification and involvement of stakeholders from academia and civil society sectors.
Sabadell	Energy transition and circular economy in industrial areas and new green technologies.	It is recommended to pay special attention to how working on energy transition and circular economy at local level can be a competitive advantage also at economic level and an element of dynamisation of the sector.	It is recommended to explore possible stakeholders from the civil society sector, as well as "unusual suspects".
Salerno	Urban regeneration. To be discussed within the ULG.	It is recommended to analyse how to link urban regeneration to the transformation of the productive fabric towards a greener, and also blue economy, taking advantage of the presence of the port.	It is recommended to work on the identification and involvement of more private sector stakeholders and to build on the relationships created in the BlueAct project.
Solingen	To be discussed within the ULG from an initial wide range of topics.	The choice of the main focus of the IAP should consider the added value of belonging to the In4Green network and the learnings that can be obtained and applied.	Due to the large number of stakeholders initially identified, it is recommended to work on several levels with a core group and an extended group.
Vila Nova de Famalicão	New smart and sustainable industrial park.	It is recommended to work not only on the idea of a new sustainable and smart industrial area, but also on how to transform existing industrial parks.	It is recommended to work on the identification and involvement of more private sector stakeholders, as well as to assess the possibility of working in sub-groups.
Žďár nad Sázavou	Transition to green industries through attracting new SME's and new innovation hub.	It is recommended to analyse the unique competitive characteristics that the city currently has or may have in the future in order to take advantage of them to attract businesses, investment and talent.	It is recommended to work on the identification and involvement of stakeholders from the private sector and civil society sector.

SYNTHESIS & METHODOLOGY

NETWORK METHODOLOGY AND WORKPLAN

During the Partner Visits the Lead Expert could see that **all In4Green partners have developed local initiatives that can be inspiring for other partners** in the network. These initiatives include projects, plans, experiences and practices, and are generally referred to as "**Good Practices**". In the activation phase, the network partners and the Lead Expert have been able to identify up to 54 Good Practices of different topics related to the global In4Green challenge. This means an average of 5.4 Good Practices per partner, with 2 being the minimum and 9 the maximum per partner.

The proposed methodology for In4Green **exchange and collaborative learning is based on these 54 Good Practices**. In the activation phase the Lead Expert asked the partners to assess their level of interest in relation to the 54 Good Practices. The result of this assessment can be seen in Figure 8 on the next page.

In addition, in the activation phase, the interest of the In4Green partners in the sub-themes related to the global challenge of the network has been worked on. For this purpose, the sub-themes map has been used, analysing the number of partners interested in a topic. The result is shown below in Figure 7, where the size of the box indicates the **number of partners interested in the sub-theme**. This analysis has been used to define the Thematic Working Groups.

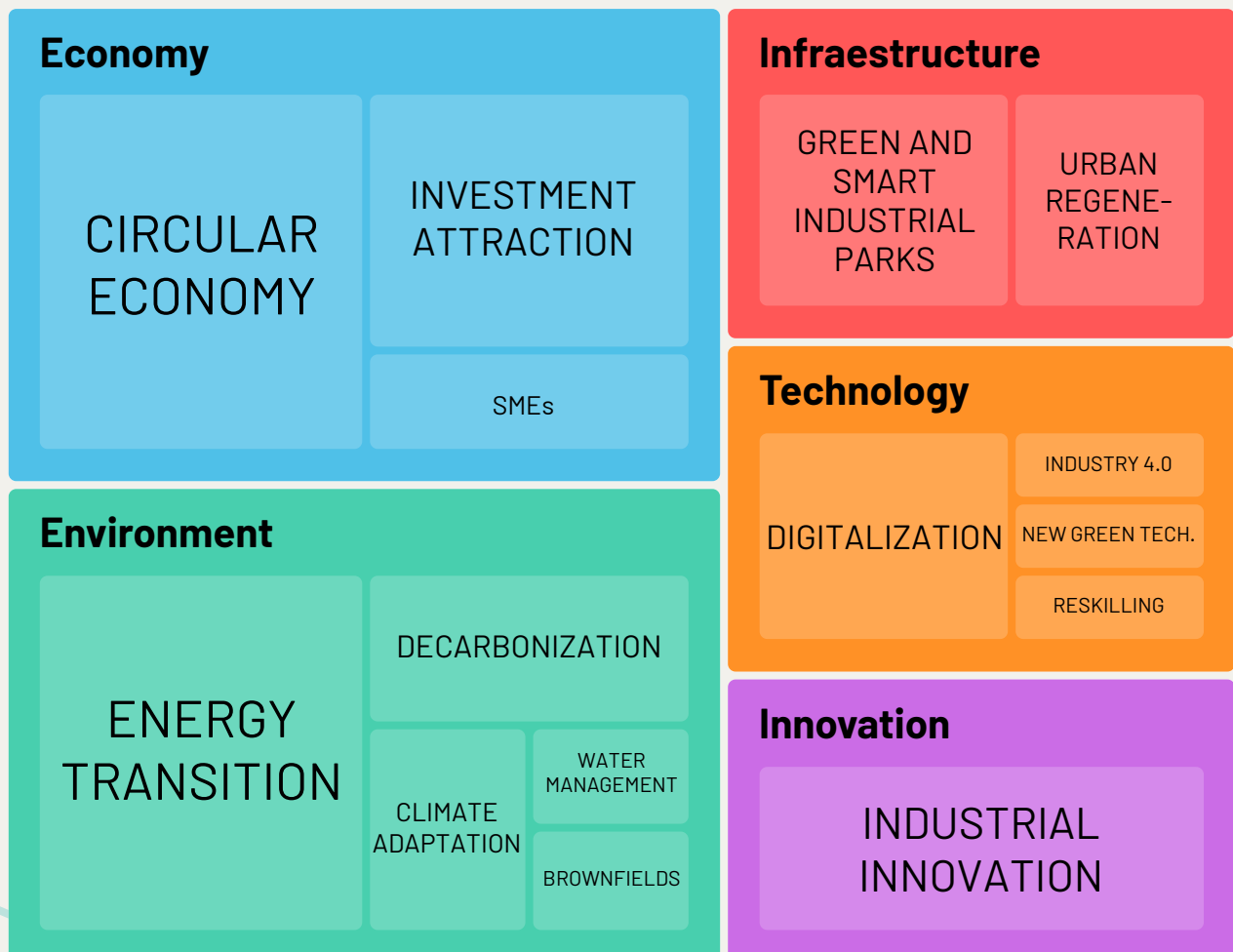


Figure 7: sub-themes interest of In4Green partners. Source: own elaboration.

SYNTHESIS & METHODOLOGY

NETWORK METHODOLOGY AND WORKPLAN

CITY	N	CODE	PARTNERS' INTEREST											E&L ACTIVITIES		
			AVI	BIJ	DAB	LAR	NAV	SAB	SAL	SOL	FAM	ZDA	AVER.	TW	SV	PL
AVILÉS	1	PP-COOP		5	5	5	4	5	4	5	5	5	4,78	TW1	SV1	
SABADELL	5	PP-COOP	5	5	4	5	5		3	5	4	5	4,56	TW1		
LARISSA	3	ENER-COM	5	4	2		5	5	3	4	5	4	4,11	TW2	SV9	
NAVAN	2	SECS	5	4	2	5		5	3	4	5	4	4,11	TW2		
AVILÉS	6	SMES-ENT		4	4	4	5	5	2	4	4	5	4,11	TW3		
FAMALICÃO	1	CREA-FAM	5	4	2	5	4	3	4	4		5	4,00	TW3		
FAMALICÃO	2	MAD-FAM	5	4	5	5	4	5	4	5		4	4,56	TW3	SV5	
SABADELL	1	SMES-ENT	5	2	5	4	3		3	4	4	5	3,89	TW3		
AVILÉS	4	STRA-PLAN		5	1	5	4	5	3	4	5	5	4,11	TW4		
FAMALICÃO	5	STRAT-PLAN	4	4	5	4	4	3	4	4		5	4,11	TW4		
NAVAN	6	DEV-PLAN	4	2	1	3		3	2	4	5	3	3,00	TW4		
SOLINGEN	1	SUST-STRA	5	4	2	4	5	5	4		5	5	4,33	TW4		
SOLINGEN	3	WORK-ECO	5	5	3	4	4	4	5		4	4	4,22		SV3	PL01
SOLINGEN	7	TRAN-WORK	5	4	4	5	3	3	4		5	4	4,11		SV4	PL01
SOLINGEN	8	CIR-ECON	5	4	2	4	4	4	4		3	4	3,78			PL01
SOLINGEN	9	DEAD-WOOD	3	4	1	3	3	5	3		3	2	3,00			PL01
SOLINGEN	2	HEAT-PLANT	5	4	5	4	5	5	3		4	5	4,44		SV2	PL02
ŽD'ÁR NAD SÁZAVOU	2	HEAT-SYST	3	5	2	2	5	4	3	2	3		3,22			PL02
AVILÉS	5	SUST-COMP		4	5	4	4	5	3	5	4	3	4,11			PL03
SOLINGEN	4	RETHINK	5	4	3	4	4	5	3		5	4	4,11			PL03
DĄBROWA GÓRNICZA	3	SPE-ECO-Z	5	5		2	3	5	4	2	5	5	4,00		SV12	PL04
ŽD'ÁR NAD SÁZAVOU	1	SMART-PARK	5	5	3	2	5	5	3	4	5		4,11			PL04
LARISSA	5	SUD	5	2	3		4	4	4	4	4	5	3,89		SV10	PL05
SALERNO	6	PICS	4	2	2	3	5	4		4	4	4	3,56		SV16	PL05
LARISSA	1	JOIST-INN	5	4	3		4	5	3	4	4	4	4,00		SV8	PL06
SABADELL	2	INNO-ECO	5	2	2	4	4		2	4	4	4	3,44			PL06
LARISSA	2	CLEVER	4	4	2		5	1	3	2	4	3	3,11			PL07
SOLINGEN	6	RAIN-MAN	4	2	2	5	4	3	3		3	2	3,11			PL07
SABADELL	3	IND-SYMB	5	2	2	2	3		2	5	5	3	3,22			PL08
SABADELL	4	BUS-ASSO	5	4	2	3	4		3	5	5	4	3,89			PL08
AVILÉS	2	HCC-REG		2	5	4	3	1	5	2	3	4	3,22			PL09
NAVAN	1	NAVAN2030	4	5	1	5		1	3	2	5	4	3,33			PL09
SALERNO	4	CC - REVIT	3	4	4	4	5	1		2	4	3	3,33			PL09
AVILÉS	3	BUIL-RENO		3	2	4	3	3	4	1	3	3	2,89			
BIJELO POLJE	1	BUS-CERT	3		1	3	3	4	2	1	4	3	2,67			
BIJELO POLJE	2	STRA-DEV	3		1	3	4	3	3	4	3	3	3,00			
BIJELO POLJE	3	STRA-PRO	3		2	3	3	3	2	2	4	3	2,78			
DĄBROWA GÓRNICZA	1	GRE-MOB	4	2		4	4	3	3	1	4	4	3,22			
DĄBROWA GÓRNICZA	2	FOL-FACT	4	4		4	3	2	3	4	4	4	3,56		SV11	
DĄBROWA GÓRNICZA	4	VOC-TRAIN	4	2		4	4	5	3	5	3	3	3,67		SV13	
DĄBROWA GÓRNICZA	5	CIT-ENG	5	4		4	4	4	3	4	4	3	3,89			
FAMALICÃO	3	CITEVE	3	4	1	4	2	5	3	1		2	2,78		SV6	
FAMALICÃO	4	BEAT	4	4	1	4	2	5	3	4		2	3,22		SV6	
FAMALICÃO	6	CIIES	5	2	2	5	4	5	4	2		4	3,67		SV7	
LARISSA	4	WAT-MAN	4	2	2		4	4	3	2	2	4	3,00			
NAVAN	3	GREENW	4	4	1	4		2	3	1	4	3	2,89			
NAVAN	4	LA-CLIMA	4	2	3	4		4	3	1	4	3	3,11			
NAVAN	5	COM-FUND	4	4	3	5		4	3	1	5	3	3,56			
SALERNO	1	CLIC	3	4	2	4	3	1		2	3	2	2,67			
SALERNO	2	BLUACT	4	4	2	2	3	1		1	3	1	2,33			
SALERNO	3	URB-REG	4	1	4	4	3	3		4	3	1	3,00		SV14	
SALERNO	5	EBRIS	3	2	2	2	4	5		1	4	2	2,78		SV15	
SALERNO	7	MAS-COAST	3	4	3	3	5	3		4	3	4	3,56			
SOLINGEN	5	TROLLEY-B	4	2	3	4	3	3	3		3	2	3,00			

Figure 8: GPs table and linked L&E activities. Source: own elaboration.

SYNTHESIS & METHODOLOGY

NETWORK METHODOLOGY AND WORKPLAN

EXCHANGE AND LEARNIG ACTIVITIES

Based on the interest shown in the Good Practices and the sub-themes, a macro-level learning and exchange methodology has been designed based on the following activities:

ACTIVITY	DESCRIPTION
Thematic Working Groups (TWG)	Joint exploration of sub-topics of interest to all partners in face-to-face meetings during transnational meetings (TMs).
Transfer Workshops (TW)	Face-to-face exchange sessions at TMs on a topic of interest using as a basis several GPs from different network partners.
Peer Learning sessions (PL)	Online learning activities on one or several GPs of the network partners.
Study Visits (SV)	Physical visits to Good Practices of In4Green partners organised at TMs.
Peer Reviews (PR)	Peer reviews of documents such as the draft IAP.
Testing Activities (TA)	Activities to test actions on a pilot scale to demonstrate their performance and feasibility for inclusion in the IAPs.
Gender Equality sessions (GE)	Online learning sessions on the cross cutting theme of gender equality. This theme will be worked on specifically because the other two are already integrated in the TWGs.
GP Repository (GPR)	A repository will be created with sheets on each of the 54 GPs identified. For this purpose, a template has been designed and each partner will be asked to fill in one for each GP, including basic information on the GP, methodology and lessons learned.
Bespoke support (BS)	Each partner will receive tailor-made support from the Lead Expert and Ad Hoc Experts through regular online follow-up meetings every 3 months.

SYNTHESIS & METHODOLOGY

NETWORK METHODOLOGY AND WORKPLAN

TRANSNATIONAL MEETINGS

The Transnational Meetings (TMs) are a fundamental part of the network's activities. In order to minimise the impact of such events on the climate, the remaining 5 TMs will be the only face-to-face activities organised. For this reason, in order to make the most of them, other activities such as **Thematic Working Groups, Transfer Workshops, Study Visits and Peer Reviews will be organised during the TMs.** Questions related to administrative, management or communication issues will be left for the monthly online follow-up meetings. In addition, **each TM will include 3 specific sessions on: the application of URBACT tools, skill development and knowledge capture.** Each day of the TMs will start with an ice-braker as a warm-up activity. Finally, a Pre-Meeting Briefing Note and a Post-Meeting Briefing Note will be prepared and Key Learning Tables will be used.

TRANSNATIONAL MEETING	FOCUS AND ACTIVITIES
TM2. SOLINGEN. FEB-MAR 2024	Focus: Local Baselines review, Integrated Approach of IAPs and testing activities. Activities: TWG1, TWG2, TW1, SV2, SV3, SV4.
TM3. FAMILICAO. SEP-OCT 2024	Focus: Idea Generation Techniques, Tools & Mental Models. Activities: TWG3, TWG4, TW2, SV5, SV6, SV7.
TM4. LARISSA. FEB-MAR 2025	Focus: draft IAPs review. EU results framework. Activities: TWG1, TWG2, TW3, SV8, SV9, SV10.
TM5. DABROWA GORNICZA JUN-JUL 2025	Focus: Preparing for mid and long term implementation. IAPs financing. Activities: TWG3, TWG4, TW4, SV11, SV12, SV13.
TM6. SALERNO NOV-DEC 2025	Focus: knowledge capture and policy guidelines generation. Activities: SV14, SV15, SV16.

COOPERATION WITH OTHER URBACT NETWORKS

In the learning process In4Green network will cooperate with other URBACT APN networks, especially with those whose challenge is more related such as LET'S GO CIRCULAR, GREENPLACE or ECOCORE. URBACT partners from other networks will be given access to the GP Repository so that they can explore and learn from the 54 Good Practices of In4Green network. Partners from other networks that may be interested will also be invited to participate in the Peer Learning Sessions that will be held in an online format.

SYNTHESIS & METHODOLOGY

NETWORK METHODOLOGY AND WORKPLAN

THEMATIC WORKING GROUPS

The organisation of 4 Thematic Working Groups (TWGs) is foreseen based on the interest of the partners in the different sub-themes related to the global In4Green challenge (see figures 7 and table bellow). The Thematic Working Groups will consist of face-to-face meetings for the joint exploration of sub-themes of interest to all partners: European policy framework, knowledge and inspiring good practices from cities outside the network. **Support from Ad Hoc Experts is foreseen** for the realisation of these sessions. **For each TWG, 2 sessions will be organised coinciding with the TMs.** The first session will address the following aspects: policy context, external GPs and case studies, how to design solutions and stakeholder involvement. In the second session, the following aspects will be addressed: implementation, governance, monitoring and evaluation of actions. **The aim of the TWGs is for partners to gain inspiration for the design and implementation of their IAPs and local actions.**

Thematic Working Group 1

SMART AND GREEN
INDUSTRIAL PARKS, NEW
GREEN TECHNOLOGIES AND
INVESTMENT ATTRACTION.

Thematic Working Group 3

DIGITALIZATION AND
INDUSTRIAL INNOVATION

Thematic Working Group 2

CIRCULAR ECONOMY

Thematic Working Group 4

CLIMATE NEUTRALITY AND
ENERGY TRANSITION

GENDER EQUALITY SESSIONS

In order to incorporate the gender perspective in the design and implementation of the local IAPs, the organisation of online sessions on the cross-cutting theme of gender equality is planned. For this purpose, the following four sessions with an estimated duration of 1.5 hours will be organised:

- **Session 1:** Why do we care about gender equality? Why is it important for cities? What are the gender gaps and how to identify them? Equality vs. equity.
- **Session 2:** Bridging gender gaps. Examples in Europe related to the In4Green challenge. How to set targets and define actions. What is positive discrimination and why is it important.
- **Session 3:** Gender equality impact assessment. How to implement actions that have a positive impact on gender equality. How to monitor progress towards gender equality and evaluate actions.
- **Session 4:** How to finance gender equality actions using EU funds and other sources.

These sessions will be facilitated by the Lead Expert, who has specific training and experience in the field, and it is expected that both local teams and members of the ULGs will participate.

SYNTHESIS & METHODOLOGY

NETWORK METHODOLOGY AND WORKPLAN

PEER LEARNING SESSIONS

In view of the great diversity of experience accumulated in the cities of the network and their complementarity, the organisation of Peer Learning Sessions has been planned. **The aim of these sessions is to share and exchange the experience of one or several partners on a specific topic based on the 54 Good Practices identified and the interest shown by the cities in them.** The sessions will be organised online in 2-hour workshops. These sessions will involve partners who will share their experience (contributors) and partners who are interested in learning and exploring the topic (explorers). Participation will be open both to the cities that have shown the most interest and to the rest, as well as to cities from other URBACT networks. In addition, both local teams and members of the ULGs will be invited. Below are the basic details of each of the 9 PL sessions planned:

CODE:	PL1		CODE:	PL2		CODE:	PL3	
TOPIC:	CIRCULAR ECON.		TOPIC:	HEAT PLANTS		TOPIC:	SMEs Sustainability	
CONTRIBUTORS			CONTRIBUTORS			CONTRIBUTORS		
SOLING.	SOLING.	SOLING.	SOLING.	ZD'AR		AVILÉS	SOLING.	
GP3	GP7	GP8-9	GP2	GP2		GP5	GP4	
EXPLORERS			EXPLORERS			EXPLORERS		
AVILÉS	BIJELO P.	FAMAL.	AVILÉS	BIJELO P.	DABRO.	AVILÉS	DABRO.	FAMAL.
LARISSA	SABAD.	SALERNO	NAVAN	SABAD.	ZD'AR	SABAD.	SOLING.	
DATE:	FEBRUARY 2024		DATE:	MARCH 2024		DATE:	APRIL 2024	
CODE:	PL4		CODE:	PL5		CODE:	PL6	
TOPIC:	Investment Atract.		TOPIC:	SUST. URBAN DEV.		TOPIC:	INNOV. ECOSIST.	
CONTRIBUTORS			CONTRIBUTORS			CONTRIBUTORS		
DABRO.	ZD'AR		LARISSA	SALERNO		LARISSA	SABAD.	
GP3	GP1		GP5	GP6		GP1	GP2	
EXPLORERS			EXPLORERS			EXPLORERS		
AVILÉS	BIJELO P.	FAMAL.	AVILÉS	NAVAN	ZD'AR	AVILÉS	SABAD.	
NAVAN	SABAD.	ZD'AR						
DATE:	APRIL 2024		DATE:	JUNE 2024		DATE:	SEPTEMBER 2024	
CODE:	PL7		CODE:	PL8		CODE:	PL9	
TOPIC:	WATER MANAG.		TOPIC:	BUS. AS. & SYMB.		TOPIC:	City Center Revital.	
CONTRIBUTORS			CONTRIBUTORS			CONTRIBUTORS		
LARISSA	SOLING.		SABAD.	SABAD.		AVILÉS	NAVAN	SALERNO
GP2	GP6		GP3	GP4		GP2	GP1	GP4
EXPLORERS			EXPLORERS			EXPLORERS		
LARISSA	NAVAN		AVILÉS	FAMAL.	SOLING.	BIJELO P.	DABR. G.	FAMAL.
						LARISSA	NAVAN	SALERNO
DATE:	OCTOBER 2024		DATE:	NOVEMBER 2024		DATE:	DECEMBER 2024	

As the **GP sheets will be available in the Repository prior to the sessions**, the explorer partners will have time to analyse them and identify the points on which they want more information. Based on this, the contributors partners will make short presentations in the online workshops, after which a Q&A session and a contributor feedback session will be held. The sessions will be facilitated by the Lead Expert.

SYNTHESIS & METHODOLOGY

NETWORK METHODOLOGY AND WORKPLAN

MICRO-LEVEL METHODOLOGICAL APPROACH

The following tables describe the methodologies designed for the organisation and implementation of the Good Practices Repository, the Transfer Workshops, the Peer Learning Sessions and the Study Visits. Each table specifies the steps to be taken, responsibilities, methodologies, deadlines and expected results.

GOOD PRACTICES REPOSITORY

STEPS	1	2	3	4	5	6	7	8	9
WHO	Lead Expert	Lead Expert	Partners	Lead Expert	Partners	Lead Expert	Partners	Lead Expert	Partners
WHAT	Creates GP template	Identifies GPs	Review and modify GPs, and send back to LE	Creates and sends GPs table	Express interest for learning about GPs	Sends GP Template Sheet to partners	Fill in one GP Sheet for each GP and send them to LE	Uploads GP Sheets to Basecamp	Read GP Sheets and use them as needed
WHEN	M5	M5	M6	M6	M6	M7	M9	M10	M10-M31
HOW	Office work	Partner visits	Office work	Office work	Filling GPs table	Email	Email	Basecamp	Basecamp
OUTCOME	GP Template sheet	GPs list	Reviewed GPs lts	GPs table	Partners' GPs table	Email to partners	54 GP Sheets	GP Folder on Basecamp	Partners enquiries and downloads

TRANSFER WORKSHOPS

STEPS	1	2	3	4	5	6	7	8
WHO	Lead Expert	Lead Expert	GP Owners	Project Partners	GP Owners	Lead Expert	Project Partners	Lead Expert
WHAT	Analyses GPs and defines questions to be answered and sends them to GOOs	Prepares a briefing note including GPS review and questions, and sends it to PPs.	Reflect about GP questions and try to answer them	Read and assimilate GP Sheets	Produce 1 PPT for each GP: 10 slides - 10 minutes, trying to answer the questions.	Designs the Transfer Workshop session to be hold on TM	Participate in the Transfer Workshop session to be hold on TM	Collects feedback por PPs in the TW, prepares and circulates Post TW Briefing Notes including PPTs.
WHEN	MX-2	MX-2	MX-2	MX-2	MX-1	MX-1	MX	MX+1
HOW	Office work	Office work	Office work	Basecamp	PPT	Office work	Fiscal meeting	Office work
OUTCOME	GP Questions	Pre Transfer Workshop briefing notes	Answer to GP Questions	GP Sheets reading	GP Presentations	Transfer Workshop desing: agenda and PPT	Transfer Workshop	Post Transfer Workshop briefing notes

PEER LEARNING SESSIONS

STEPS	1	2	3	4	5	6	7	8	9
WHO	Lead Expert	Peer Partners	Peer Partners	Lead Expert	Lead Expert	GPs owners	Lead Expert	Peer Partners & LE	Peer Partners
WHAT	Produces GP Questionnaires for each GP and sends them to PPs	Read and assimilate GP Sheets and GP Questionnaire	Fill in GP Questionnaire, one for each GP and send them to LE	Analyses GPQs and identifies learning needs	Provides learning needs to GPs owners	Collect info related to learning needs and prepare presentations	Sends invitation to online Peer Learning Event with agenda	Take part in the Peer Learning Event	Provide feedback to GP owners about their findings and suggestions.
WHEN	MX-3	MX-3	MX-2	MX-2	MX-2	MX-1	MX-1	MX	MX
HOW	Office work	Office work	Office work	Office work	Email	Office work	Email	Online	Online
OUTCOME	GP Questionnaires	GP Sheets and Questionnaires reading	GP Questionnaires filled in	GP learning needs	GP learning needs shared	GP Presentations	Peer Learning Event Agenda and Invitation	Peer Learning Event	Peer Learning feedback and findings

STUDY VISITS

STEPS	1	2	3	4	5	6	7	8	9	10	11	12	13	14
WHO	LE & LP	Host partner	LE & LP	Host partner	Host partner	Lead Partner	Lead Expert	All partners	Host partner	All partners	All partners	Host partner	Lead Expert	All partners
WHAT	Provide guidelines to expected TM agenda, dates, venues and content	Designs TM draft agenda based in guidelines	Review TM draft agenda and give feedback	Incorporates feedback to draft agenda and sends final version	Elaborates practical info and logistic suggestions, and sends them to LP	Shares TM Agenda and practical info with partners, LE and AE	Produces Pre Meeting Briefing Note, including a short description of Study Visits, and share it with partners	Read Pre Meeting Briefing Notes and GP sheets of planned Study Visits	Facilitates Study Visits together with local stakeholders	Participate in the Study Visits and ask for questions they may have	Fill in Key Learning Table, collecting learnings from Study Visits if any	Produces briefing about Partner Visits and send them to LE	Produces Post Meeting Briefing Note, including a short description of Study Visits, and share it with partners	Read and assimilate Post Meeting Briefing Note
WHEN	MX-3	MX-3	MX-2	MX-2	MX-2	MX-1	MX-1	MX-1	MX	MX	MX	MX+1	MX-2	MX-2
HOW	Online meeting	Agenda Template	Online meeting	Email	Email	Email	Office work	Office work	Field visit	Field visit	TM work	Office work	Office work	Office work
OUTCOME	TM Guidelines	TM draft agenda	Reviewed TM draft agenda	TM agenda	Practical Info	TM invitation email	Pre Meeting Briefing Note	Pre Meeting Briefing Note and GP sheets reading	Study visit	Study visit	Key Learning Tables	Input for Post Meeting Briefing Note	Post Meeting Briefing Note	Post Meeting Briefing Note reading

AD-HOC EXPERTISE

Based on the interest shown by In4Green cities in the different sub-themes and the planned exchange and learning activities, the Lead Partner has agreed with the network partners to incorporate two Ad-Hoc Experts on the themes of Circular Economy and Innovation to support mainly Thematic Working Groups 2 and 3.

NETWORK ROADMAP

NETWORK JOURNEY

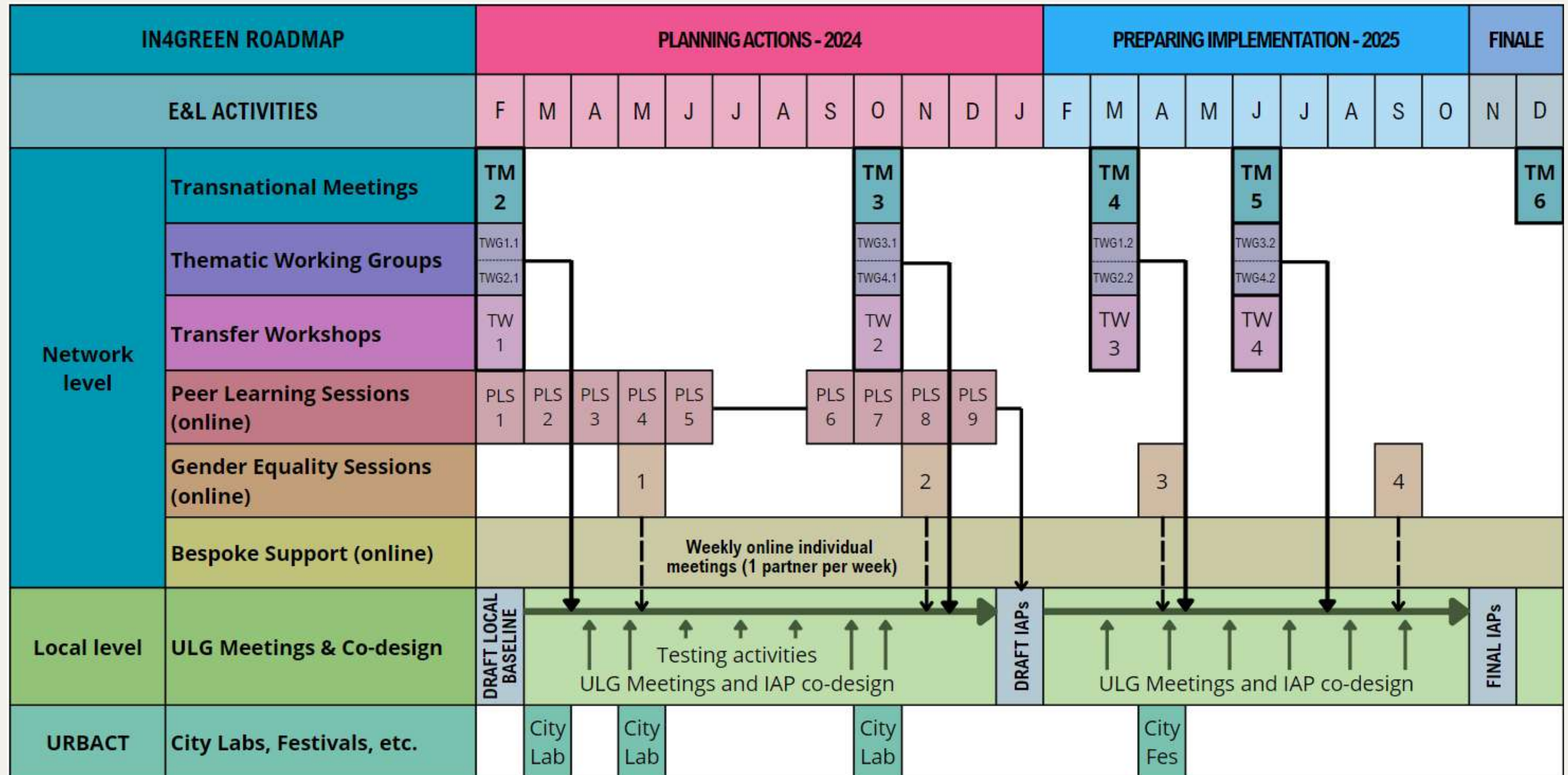


Figure 9: In4Green Network Roadmap of L&E activities and IAP production. Source: own elaboration.



In4Green

ACTION PLANNING NETWORK

URBACT



Co-funded by
the European Union
Interreg



**BASELINE STUDY &
NETWORK ROADMAP**