

In4Green URBACT NETWORK GOOD PRACTICE SHEET

PUBLIC-PRIVATE COOPERATION MODELS FOR THE PROMOTION OF INNOVATION IN THE INDUSTRIAL TRANSITION OF AVILÉS.

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Avilés
Entity responsible of the GP:	Aviles City Council
Other stakeholders involved in the GP:	R&D centers, University of Oviedo, private companies
Date/s of the GP (beginning and end):	2015-
Budget of GP:	60.000 € year

INFORMATION ABOUT THE GP

1. General objective of the GP.

The objective of the model is to drive innovation and industrial transition in Avilés through public-private cooperation. This includes understanding the priorities of the involved stakeholders and addressing their needs within the framework of local competencies, aligning public strategies with private tactics to consolidate achievements and advance towards sustainable, competitive, and modern development.

2. Policy framework

This model is part of the Avilés Urban Agenda, supported by the Avilés Innova agreement. Its strategy prioritizes public-private collaboration as a key mechanism for innovation projects, especially those seeking European funding.

This collaborative model is fundamentally the result of a system based on the contributions made by agents from the city's four innovation drivers: academia, businesses, public institutions, and citizens.

All of them interact primarily around four key ideas: collaboration as a driver of innovation; cross-cutting and multi-level innovation; responsiveness; and public-private cooperation — all aimed at generating a true ecosystem or innovation hub capable of creating synergies that foster knowledge, innovation, and productivity improvements.



This “Avilés Innovation Model” is more than just a theoretical concept — it is a tangible reality that is materialized and structured around a key driving force: the Avilés Isla de la Innovación Science and Technology Park (PCT), which has enabled Avilés to position itself as a benchmark for industry and innovation.

The Avilés Isla de Innovación Science and Technology Park plays a crucial role in facilitating these collaborations, strengthening talent attraction, and diversifying the productive matrix.

The territorial scope of the Park has been as innovative as the Park itself, as it is a non-continuous area within the city. It comprises physically delimited spaces owned by a public entity in its most representative area, along with other already developed areas with mixed ownership structures. This reality has fostered interaction between the Park and the city, allowing companies located in plots, buildings, and premises within the city — meeting the required criteria — to become part of the science and technology ecosystem."

This particular way of understanding innovation, which goes beyond its purely economic dimension, symbolizes the transformation of the entire city into a living laboratory — a space where new ideas, technologies, and business models are tested and developed, and where business, social, and, above all, industrial innovation converge.

3. Governance of the GP.

The governance of this initiative is reflected in the creation of the Avilés Isla de la Innovación Science and Technology Park. Established through an agreement led by the Avilés City Council, the University of Oviedo, private companies, and local research centers, the park aims to foster public-private collaboration.

Its main goal is to attract talent and investment while strengthening and transforming the region's industrial fabric.

The project is managed by La Curtidora Development Society, a fully municipally owned public entity responsible for implementing the city's economic development policies. Its board of directors includes key socio-economic stakeholders from the local area.

4. Brief description of the GP.

The **Best Practice (BP)** focuses on the annual planning of strategic actions by the **Avilés Isla de la Innovación Science and Technology Park (PCT)** to foster innovation, talent attraction, and industrial transformation.

Key initiatives include:

1. **Forums and Experience Sharing** – Creating discussion spaces between companies and R&D centers.
2. **STEAM Promotion Programs** – Encouraging interest in science, technology, engineering, arts, and mathematics.
3. **Knowledge Transfer Programs** – Strengthening collaboration between the University, companies, and R&D centers (e.g., *Descubre Avilés Territorio Innovador*).
4. **Investment Attraction Policies** – Participating in forums and launching communication campaigns to draw investors.
5. **Strategic Working Groups** – Facilitating long-term planning, leading to initiatives like the *2030 Agenda*, *In4Green Project*, and a forthcoming *sandbox* space.
6. **Business Training Programs** – Addressing industry needs, such as European funding management and sustainability planning.

This structured approach enhances public-private collaboration and positions Avilés as a hub for innovation and sustainable industrial development.

5. Communication of the GP.

Communication with the public is ongoing through a **monthly radio program, regular public events, frequent newspaper articles, and daily updates on social media and the park's official website.**

For specialized professionals, communication is maintained **through weekly digital newsletters and quarterly publications in specialized journals..**

6. Results and impact of the GP.

The most visible outcome has been the increase in **private technology centers** in the region. This growth has been driven by the creation of a **competitive environment** that fosters digital and green transition, solidifying **Avilés as a benchmark for industrial innovation and investment attraction.**

Currently, Avilés is home to **10 R&D centers**, including some in **strategic sectors such as defense.** Notably, **eight of these centers have been established in the city over the past six years.**

Additionally, the **"Avilés Innovation Model"** brand has been created, with its greatest strength lying in **public-private collaboration.**

7. Evaluation of the GP.

The **Good Practice (GP)** includes a **continuous evaluation system**, integrated into the **social agreement frameworks** and the **Urban Agenda.** This system defines **tracking indicators** and the methodology for assessing progress.

Additionally, the **board of La Curtidora Development Society**, which includes **political representatives, social agents, regional administration, and businesses**, conducts an **annual review** of the **achieved objectives and the budget execution** allocated to the Science and Technology Park (PCT).

8. Lessons learnt and conclusion.

This model has transformed **Avilés** into a strategic area for **innovation and sustainability**, attracting investments and strengthening social cohesion. Additionally, it has positioned the city as an example of **best practices in public-private collaboration**.

Equally important is the **public perception** of having a **productive sector** that stands out for supporting R&D and leading in crucial fields like **alternative energy, new materials development**, and the creation of **mega-structures**. This contrasts with the perception **25 years ago**, when the city had undergone significant **industrial restructuring** and was associated with **high pollution levels** and a **productive fabric** focused on the **heavy industry** of the 1960s.

9. Pictures, images and links.

www.avilesparquitectnologico.com



Headquarters of IDONIAL, one of the driving entities behind the PCT."



Image from a networking session organized by the PCT as part of its innovation ecosystem



Representatives of Avilés' research and development centers after a working meeting at the Niemeyer Center.

In4Green URBACT NETWORK
GOOD PRACTICE SHEETREGENERATION OF THE HISTORIC CENTRE TO ENHANCE THE QUALITY OF LIFE
AND ATTRACTIVENESS OF THE CITY

GENERAL DATA OF THE GOOD PRACTICE (GP)

CITY:	Avilés
ENTITY RESPONSIBLE OF THE GP:	Avilés City Council
OTHER STAKEHOLDERS INVOLVED IN THE GP:	Neighborhood associations, organizations integrated within citizen participation councils.
DATE/S OF THE GP (BEGINNING AND END):	2019-2030
BUDGET	<p>The Historic Center Improvement and Interior Reform Plan (2019). Urban Actions Budget: 478.209</p> <p>The Urban and Sustainable Mobility Plan (2024). Urban Actions Budget. 17.676.400</p>

INFORMATION ABOUT THE GP

1. General objective of the GP.

The primary objective of the urban regeneration of Avilés' city center was to revitalize its historic district, enhancing its appeal as a space for community living, tourism, and economic activity, while preserving its heritage and promoting sustainable development. The goal was to transform the historic center into an economic driver by reclaiming its historical and symbolic value and improving its tourist appeal. To achieve this, Avilés focused on:

- Preserving the hallmark of traditional architecture, ensuring that the character of its streets remains unchanged over time.
- Protecting buildings of historical significance and artistic value.
- Promoting pedestrian mobility by creating safe, comfortable, functional, and accessible spaces.

2. Policy framework

The revitalization of Avilés' urban center was part of the urban regeneration policies promoted by the European Union through sustainable local development programs, supported by the governments of Spain and Asturias. It was integrated into the city's strategy to stimulate and advance urban regeneration, materializing in two programmatic plans:

- The **Historic Center Improvement and Interior Reform Plan** (approved in 2019).
- The **Urban and Sustainable Mobility Plan** (approved in 2024).

3. Governance of the GP.

The Avilés City Council led the project with the participation of private entities, neighborhood associations, and cultural organizations. A close public-private collaboration was promoted to ensure the positive and sustainable impact of the initiatives. The Government of Avilés spearheaded the effort, defining the general criteria and solutions it aimed to achieve.

The proposed technical solution was analyzed and presented to the Municipal Council. The approved document was then shared with the public, who were given a two-month period to submit comments and objections. After addressing each objection individually, the revised document was presented to the Council for provisional approval.

The resulting document was submitted to various competent authorities for review, including the Urban Planning and Territorial Organization Commission of the Principality of Asturias, the Department of Culture, the Roads Authority, the Directorate General of Railways, the Directorate General of Telecommunications, the Avilés Port Authority, and the Cantabrian Hydrographic Confederation. Once all compliance requirements were met, the document received final approval.

4. Brief description of the GP.

This planning effort achieved the following:

1. **Restoration of Historical and Architectural Heritage:** Emblematic buildings, including palaces, were restored, and the historic center was enhanced, with protected areas designated to preserve its cultural value.
2. **Promotion of Sustainable Mobility:** New pedestrian zones were created, public transportation was improved, and bicycle lanes were constructed to encourage eco-friendly travel.
3. **Expansion of Green Spaces and Social Areas:** Existing public squares and gardens were upgraded, and new spaces for community interaction were established, fostering social life and attracting tourism.
4. **Support for High-Quality Commerce:** Small businesses received support to invigorate the local economy and promote quality offerings.
5. **Citizen Engagement:** Cultural activities accessible to all demographics encouraged active participation from the community.
6. **Environmental Sustainability:** Efficient resource management systems were implemented, and pollution was reduced, aligning with sustainability goals.

5. Communication of the GP.

The communication strategy for the GP involved:

- **Informative Campaigns:** Disseminated through local media and social networks.

- **Citizen Forums:** Organized to gather proposals and address concerns.
- **Guided Tours:** Conducted to showcase project progress and community impact.
- **Media Engagement:** Frequent news updates in local outlets (radio, television, and print).
- **Official Announcements:** Published in the Official Bulletin of the Principality of Asturias and the city's Notice Board.
- **Website Updates:** Regularly maintained on the municipal website to keep the public informed.

6. Results and impact of the GP.

The results have been overwhelmingly positive, marked by a significant increase in cultural and sustainable tourism, evidenced by 630 hotel rooms and 83 restaurants. The economic revitalization of the historic center has led to the opening of modern businesses, improved quality of life for residents through enhanced and more accessible spaces, and better preservation and appreciation of historical heritage, including:

- **Seven Palaces Restored and Repurposed:** Valdecarzana Palace, Ferrera Palace, Consistorial Palace, Camposagrado Palace, Llano Ponte Palace, Maqua Palace, and Balsera Palace.
- **Seven Sites of Cultural Interest:** The Historic Center, Valdés Palace Theater, Las Alas Chapel, Plaza del Mercado, Sabugo Church, and Maqua and Balsera Palaces.
- **Seven Parks:** Adjacent to the walled city and the artistic historic ensemble of the Villa, adding vibrant green spaces—Cabruñana, Carbayedo, Ferrera, La Magdalena, Las Meanas, El Muelle, and El Quirinal.
- **Seven Squares Embedded in the Historic Center:** Álvarez Acebal, Carbayo, Carlos Lobo, Hermanos Orbón, La Merced, El Parche, and Pedro Menéndez squares, bringing life and charm to the Villa.
- **Two Pilgrimage Routes of Santiago de Compostela:** The Coastal Route and the Primitivo Route, with the latter designated as a UNESCO World Heritage Site, both crossing Avilés and passing by its Historic Center.

7. Evaluation of the GP.

The project was evaluated using economic, social, and environmental impact indicators for each of the initiatives within the general action plan, and it received positive feedback from the public funding agencies. However, the best evaluation is the sense of pride and belonging it has generated among the local population.

8. Lessons learnt and conclusion.

The keys to success have been the active involvement of the local population in the design and effective execution of the projects, the comprehensive vision that combined cultural, social, and economic development, and the efficient use of funding, whether European, national, regional, or from the local taxpayers of Avilés.

The areas for improvement include:

1. Enhancing initial coordination between public and private organizations.
2. Reducing delays in certain phases of the project, particularly in infrastructure-related works.
3. Improving the perception of exclusion among some small merchants who faced difficulties during the construction works.

9. Pictures, images and links.

The **Historic Center Improvement and Interior Reform Plan**

https://aviles.es/html_IIS/planes_urban/P/P_E/P_E_R_I/M/3-N_U.pdf

The **Urban and Sustainable Mobility Plan**

<https://aviles.es/plan-de-movilidad-urbana-sostenible>



Aerial view of the historic centre of Avilés



San Francisco Street before the intervention in the town centre



San Francisco Street nowadays



In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Renovation and conversion of derelict buildings for services to support the local economy
Sociedad de Desarrollo la Curtidora
GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Avilés
Entity responsible of the GP:	Avilés City Council
Other stakeholders involved in the GP:	Social Agents, private companys, training centers, other administrations
Date/s of the GP (beginning and end):	1995- Nowadays
Budget of GP	655.718 € (budget year 2025)

INFORMATION ABOUT THE GP**1. General objective of the GP.**

The main objective of La Curtidora Development Society is to promote entrepreneurship, support small and medium-sized enterprises (SMEs), and contribute to the sustainable economic development of Avilés.

Through its Business Center, it provides a comprehensive support ecosystem for the creation, consolidation, and growth of innovative business initiatives.

2. Policy framework

The activity of La Curtidora is aligned with the local development policies promoted by the Avilés City Council, particularly highlighting its connection with the Avilés Innova Pact, which serves as the city's strategic development plan. Furthermore, it is part of the Urban Agenda of Avilés, which outlines the strategies for the sustainable development of the city.

In this context, the programs and activities of La Curtidora are designed in harmony with the economic promotion strategies of the Principality of Asturias and the European guidelines for supporting entrepreneurship. Its operations are fully aligned with the Sustainable Development Goals (SDGs), with a particular focus on SDGs 8 and 9: SDG 8, which promotes sustainable and inclusive economic growth, employment, and decent work for all, and SDG 9, which aims to build resilient infrastructure, promote sustainable industrialization, and foster innovation..

3. Governance of the GP.

La Curtidora Development Society is a public company wholly owned by the Avilés City Council. Its governance structure is based on a Board of Directors composed of representatives from the political parties with representation in the municipal plenary, social agents, private companies,

and representatives from other administrations.

Operational management is carried out by a professional team responsible for the planning, execution, and evaluation of business support programs.

Additionally, it is part of various networks and organizations related to economic development, such as Aceppa (Association of Public Business Centers of the Principality of Asturias) and the Quality Club. It also has stable collaboration frameworks with training centers, R&D centers (CTIC), and financial institutions.

4. Brief description of the GP.

As mentioned earlier, La Curtidora Development Society, S.A., is a public company created in 1995 by the Avilés City Council with the goal of fostering entrepreneurship and economic development in the region.

Its main headquarters is La Curtidora Business Center, located in an old tannery built in the early 20th century. This historic building, which was in a state of near abandonment, was renovated in 1995 using RESIDER funds allocated for the reactivation of areas affected by industrial restructuring processes.

The renovation aimed to create spaces for entrepreneurs and small businesses, offering coworking spaces, industrial units, and business support services. The rehabilitation has been recognized with several awards due to its remarkable transformation into a business center. Among these awards, the Asturias Architecture Award, granted by the Official College of Architects of Asturias in 1994, stands out, recognizing the excellence in the restoration and adaptation of the building.

Since its creation, the center has housed more than 520 companies, providing over 10,000 square meters for new business projects.

Since 2020, La Curtidora has added another service: El Espacio Maqua. This space is located in the rehabilitated Palacio de Maqua, a historic building classified as a Cultural Heritage site. The space was officially opened in October 2020. The palace's renovation allowed its 700 square meters to be adapted to host various facilities, including:

- Coworking spaces**: 24 spots designed for professionals and entrepreneurs seeking a collaborative environment.
- Meeting rooms and classrooms**: Equipped with modern technology for training and business meetings.
- MQA Lab: A 132-square-meter idea lab with the aim of being a center for urban innovation, focused on entrepreneurship and innovation, with an open approach to the citizens and institutions of Avilés.

Both facilities, La Curtidora and Espacio Maqua, are managed jointly to offer entrepreneurs and businesses a robust support ecosystem, contributing to the sustainable economic development of Avilés. In addition to providing workspaces, both centers offer advice and support to entrepreneurs and SMEs, fostering an environment conducive to business growth and consolidation. Key activities include networking events, promoting innovation, and managing strategic projects for the city, such as the Avilés Isla de la Innovación Scientific and Technological Park (PCT) and various local development programs that encourage innovative spirit and entrepreneurship in the city.

Both spaces are the result of the renovation of unique, unused buildings. This renovation, while respecting the uniqueness and historical value of each, aims to meet the needs of the citizens and the productive fabric of the city.

Communication of the GP.

La Curtidora implements a multichannel communication strategy based on its official website, social media (LinkedIn, Instagram, Facebook), newsletters, and collaborations with local media (press and radio).

It also organizes events, training sessions, and networking activities to spread awareness of its work and attract new business projects.

Results and impact of the GP.

Since its creation, La Curtidora has made a significant contribution to the economic revitalization of Avilés, facilitating the creation of numerous businesses and the generation of local employment. Furthermore, it has promoted collaboration between the public and private sectors, fostering an entrepreneurial culture in the region.

Over the years, the following goals have been achieved:

- Over 10,000 m² of facilities for entrepreneurship.
- 81.26% occupancy rate in 2024.
- More than 520 companies have trusted the society since 1995.
- 76.30% of businesses thrive after five years.
- 2,184 jobs created.

One of the main achievements of La Curtidora is its economic sustainability. The revenue generated from renting its facilities, both long-term rentals and meeting or training spaces, along with services like virtual company hosting, allows it to be financially self-sufficient. This, in turn, facilitates the implementation of training actions and networking activities. It is important to highlight that rental prices are highly competitive, being the most affordable in the area

surrounding the center, which contributes to its accessibility and appeal to entrepreneurs and businesses.

Evaluation of the GP.

Several levels and methods of evaluation can be identified to measure the impact and effectiveness of the programs and services offered by La Curtidora: Firstly, we can mention **quantitative evaluation**, based on data such as the occupancy rate of the facilities and the employment generated. In addition to these figures, the business survival rate five years after their creation is also considered. Notably, the survival rate of businesses hosted at the center is higher than that of the surrounding business ecosystem.

In addition to these quantitative indicators, La Curtidora conducts ongoing evaluations with the businesses hosted, and the feedback has consistently been positive. The overall rating of the services provided by the center was 9.57 out of 10 in the last year, reflecting a high level of satisfaction among users.

On the other hand, the **Board of Directors** of the La Curtidora Development Society, made up of political representatives, social agents, regional administration, and the business community, conducts an annual review of the objectives achieved and the budget execution assigned to the development society.

This process ensures continuous monitoring of progress and the efficient use of resources, guaranteeing that actions are aligned with the strategic objectives of the city.

5. Lessons learnt and conclusion.

The experience of La Curtidora highlights the importance of having professionally managed support infrastructures for entrepreneurship that are adapted to the needs of the local business community. Throughout its 30-year history, it has proven to be a benchmark in supporting entrepreneurs, offering an environment that addresses both local business challenges and the more specific aspects related to financing and training for business founders.

One of the key factors in La Curtidora's success is **public-private collaboration**, which has allowed the society to stay aligned with market needs and sector priorities. Moreover, the flexibility of its services, along with the creation of support networks between businesses, has been essential in fostering an environment of collaboration and growth.

Over the years, La Curtidora has incorporated a wide range of services, such as **participatory loans** and programs that encourage collaboration and idea exchange. It has also promoted **innovation and digitalization**, adapting to the new demands of businesses, particularly those looking to expand beyond their local scope. This has allowed many small and medium-sized

businesses born at the center to access collaboration networks and explore new markets.

In summary, La Curtidora has demonstrated itself as a model of **adaptability**, where innovation, continuous support, and flexibility play an essential role in meeting the diverse needs of businesses in an ever-changing economic and technological environment.

This model has been widely recognized and referenced in the region, establishing itself as a reference facility. Notable awards and mentions include the **Avilés Ciudad de Vanguardia Award**, granted by the National Broadcast Company: Cadena SER, the **Asturias INNOVA+ Award**, awarded by the VOCENTO media group to the Avilés City Council for the public-private innovation model developed by La Curtidora, and La Curtidora's consistent presence at the top of the national ranking of business centers, compiled by FUNCAS (Foundation of Savings Banks of Spain).

6. Pictures, images and links.

Website: www.curtidora.com



Curtidora Business Center



Palace of Maqua



Training Activity in La Curtidora



Raising awareness about self-employment in la Curtidora.



Entrepreneur Weekend in Maqua



"Innovation Evening" in MQA Lab

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Public-Private Cooperation Agreements:

Avilés Acuerda (2008-2011)

Avilés Avanza (2011-2017)

AVILÉS INNOVA (2017-2021)

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Avilés
Entity responsible of the GP:	Avilés City Council
Other stakeholders involved in the GP:	Social Agents (Labour unions and business associations)
Date/s of the GP (beginning and end):	2017-2021
Budget of GP	119.358.390,62 € ¹

INFORMATION ABOUT THE GP

1. General objective of the GP.

The general objective of the Public-Private Social Agreement (GP) called AVILÉS INNOVA is to promote economic development, sustainability, job creation and social cohesion in the period from 2017 to 2021. This agreement is the third formalised pact in this direction and focuses on promoting the current urban model that characterises Avilés. Specific objectives include the rejuvenation of the demographic structure, the improvement of the city's skills, the promotion of new economic and social projects for the city, the creation of quality jobs, the strengthening of local productive sectors and the consolidation of Avilés as a safe city at the forefront of social innovation strategies.

2. Policy framework

AVILÉS INNOVA serves as a framework for the development of economic, urban and social policies in the city. These policies are agreed by the most representative trade unions in the area, (Unión General de Trabajadores - UGT and Comisiones Obreras - CCOO), together with the Federation of Business Associations (FADE), which includes almost all the companies in Avilés.

3. Governance of the GP.

AVILÉS INNOVA is led by the City Council of Avilés, which defines actions together with the social and economic actors that have signed the agreement (UGT, CCOO and FADE).

¹ The budget includes the city's budget (including regional, state and European contributions) for the reference period of the plan in the areas of social cohesion, sustainability, innovation and economic and urban development.

These actions form the basis of each of the four pillars outlined in the agreement. In addition, social and civil organisations such as associations, NGOs, foundations, citizens' councils and educational institutions are actively involved in the process of defining actions.

Governance in specific actions:

The actions related to the Avilés Island of Innovation Park are defined on the basis of the needs expressed by companies through networking programmes developed at breakfast meetings and informal gatherings.

These actions serve both to identify needs and to reach agreements and commitments that allow us to develop concrete actions. For example, the training of unemployed people to meet the human resources needs of companies (customised training), the training of their suppliers (Avilés Skills Training Programme), or raising the awareness of the general population about the R&D programmes (Innovation Tuesdays).

4. Brief description of the GP.

AVILÉS INNOVA encompasses the city's responsibilities through the implementation of specific actions based on four pillars:

1. Innovative city:

- Modernising infrastructure.
- Modernisation of industrial areas.
- Promoting smart city initiatives.
- Commitment to environmental sustainability.

2. Sustainable growth:

- Promoting active economic development (facilitating entrepreneurship, competitiveness and business consolidation).
- Promote a new business culture based on responsibility, social economy and cooperation.
- Supporting innovative sectors committed to innovation (new industries, trade, tourism and culture as an economic activity).

3. Employment training

- Helping individuals find employment.
- Ensure recruitment to industry-focused training.
- Ensuring equal opportunities (facilitating the acquisition of initial work experience).
- Acting as an intermediary with companies in the labour market.

4. Rights of the people: **.

- Promoting the social well-being of people.
- Using the city as an educational element.
- To create a healthy and sustainable environment.

- Modernising public administration.
- Promote real and effective gender equality.
- Guarantee the right to housing.
- Meeting basic needs.
- Facilitate the social inclusion of people at risk of exclusion.
- Promote active ageing and independence.
- Focusing on groups at particular risk of social exclusion.
- Encourage citizen participation in all actions.

Examples of specific actions:

1. Consolidation of the Avilés Island Science and Technology Park (PCT). The PCT was created within the framework of the previous plan (Avilés Acuerdo 2013-2017) Within the framework of Avilés Avanza, the aim is to consolidate the brand of the Avilés Scientific and Technological Park "Island of Innovation" as a space for innovation and business leadership, by providing it with new spaces, articulating new innovation programs, and generating policies to attract companies
2. Developing actions to promote STEM careers through programmes such as "Innovation Tuesdays", "Science with Popcorn" or the "Science and Technology in feminine"
3. Customized training. Articulation of training actions with a commitment to recruitment that meets the needs of companies linked to the Avilés Island of Innovation Science and Technology Park.
4. Sustainable Urban Mobility Plan (PMUS). Approval of the Sustainable Urban Mobility Plan through a process of consultation and citizen participation.

Communication of the GP.

AVILÉS INNOVA is published in both printed and digital formats and distributed to the signatories, social organisations, local authorities and the media.

It can also be consulted at any time via the following link: <https://aviles.es/avilés-innova>

Results and impact of the GP.

AVILÉS INNOVA sets the roadmap for the services involved in the detailed measures outlined in it. Each measure is accompanied by its corresponding annual budget allocation and the objectives to be achieved.

All actions are evaluated by the Evaluation Committee in March of each year of the agreement.

Evaluation of the GP.

In addition to the annual analysis by the Evaluation Committee, there are three Monitoring Committees (Employment and Training, Social Welfare and Environment) which report annually on progress to the Citizens' Participation Council.

5. Lessons learnt and conclusion.

This dynamic allows the strategic choices of Avilés to be shared by the main stakeholders involved in AVILÉS INNOVA.

This experience has extended the culture of public-private collaboration to other programmes and projects, such as the Urban Agenda, the implementation of Local Action Groups for project management, the Industry Table, the collaboration with private companies and their technological centres, the approach to a new management of public spaces by orienting them towards the development of innovative strategies, or the management of centres such as MQA Lab as an Urban Innovation Centre open to third sector entities.

It is basic to identify change agents within each organisation, those proactive individuals who are willing to generate new policies and collaboration, and who have a genuine enthusiasm for driving things forward. Additionally, it is necessary to foster informal environments for collaboration, spaces where one can propose and discuss ideas without being constrained by the role one occupies in our We would emphasise the need for "coffee chats" and the ability to have discussions outside of official and standardised environments.

6. Pictures, images and links.

<https://aviles.es/avilés-innova>



Negotiation table for Avilés Innova

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

GP5. Supporting SMEs in the design and implementation of sustainability strategies. Avilés Sostenible 2023

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Avilés
Entity responsible of the GP:	Avilés City Council
Other stakeholders involved in the GP:	Club Asturiano de Calidad ¹
Date/s of the GP (beginning and end):	September- December 2023
Budget	17.900 €

INFORMATION ABOUT THE GP

1. General objective of the GP.

The objective is to promote a more sustainable and competitive city by increasing the number of business organizations that prioritize sustainability as the basis of their strategy. To this end, companies are provided with the knowledge to design, implement and develop a strategic sustainability plan to improve their competitiveness by:

- Improving market positioning.
- Promoting internationalization processes.
- Generating advantageous positions in public tenders.
- Promoting transparency.
- Strengthening the organization's value chain.

2. Policy framework

Avilés Sostenible is an initiative promoted by the Avilés Innova Pact for Economic Development, Sustainability, Employment and Social Cohesion (2018-2023), an agreement formalized by the Asturian Federation of Enterprises, and the two major trade unions in the city (UGT and CC.OO) and the City Council of Avilés.

¹ "Club de Calidad" is a non-profit association formed by organizations located in Asturias that have implemented and certified a management system. Founded in 1995, its objective is to raise awareness, train and promote change in Asturian organizations to improve management (Quality, Environment, Social Responsibility, Risk Prevention, Excellence, etc.), promoting the exchange of good practices and cooperation.

3. Governance of the GP.

Avilés Sostenible is a project of the Avilés City Council, developed in collaboration with the "Club Asturiano de Calidad", which is in charge of selecting the companies and endorses the expert organization that trains, tutors and mentors the participating companies. By means of a public call, all the companies from Avilés were invited to express their interest in participating. Of those submitted, six were selected whose profile made them suitable for the purposes of the initiative.

4. Brief description of the GP.

Avilés Sostenible had accredited experts in training, advice, and implementation of sustainability strategies, who combined group theoretical training sessions with individualized visits to each participating company. The tutoring, combining theoretical sessions with personalized practical work, has made it possible to generate collaborative synergies among the participating companies, favouring holistic and practical learning. The project was developed in four phases: Start-up and definition, Training, Individualized follow-up, and Presentation of results.



5. Communication of the GP.

The project was publicly announced and disseminated among all companies in Avilés through the media, business newsletters and municipal social networks. The call was available on the websites of the City Council of Avilés, the Sociedad de Desarrollo La Curtidora and the "Club Asturiano de Calidad". The closing day, in which the companies presented their results, was public.

6. Results and impact of the GP.

Each participating company has achieved from the beginning a high level of involvement of its operational management in the development of the project. It has created working groups to keep the entire organization informed. It has conducted a detailed analysis of its ecosystem, identifying stakeholders, segmenting them according to their needs and prioritizing actions based on their expectations. It has identified the criteria for assessing the Sustainable Development Goals (SDGs), which it evaluates and translates into a materiality matrix that includes both tangible and intangible indicators.

The final product has been the company's Sustainability Strategy.

7. Evaluation of the GP.

Six months after the end of the activity, June 2024, we will analyze whether and how the sustainability strategy is being implemented.

8. Lessons learnt and conclusion.

All the companies were able to assess their more sustainable reality, managing to implement a working method in which the entire organization was committed, through its stakeholders. Sustainable Aviles has allowed the participating companies to identify practices that they had been developing naturally as actions that contribute to sustainability.

9. Pictures, images and links.





In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Business-friendly certification South East Europe - BFC SEE (GP)

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Bijelo Polje
Entity responsible of the GP:	Office for Local Economic Development
Other stakeholders involved in the GP:	Other Municipality offices, local economy, businessmen's
Date/s of the GP (beginning and end):	2019-2023; 2024-Ongoing
Budget of the GP (if known):	Around 20.000 €

INFORMATION ABOUT THE GP

1. General objective of the GP.

BFC SEE has many objectives, one of the most important is the creation of a favourable business environment and efficient and transparent local administration. From 10 specific objectives, we will emphasize two that most correlate to the IN4GREEN project: environmental protection and circular economy.

2. Policy framework

This GP is included in the main Strategy of development of the Municipality Bijelo Polje 2022-2026, as one of the very important projects that will help the local self-government in the attraction of new investments and implementation of internationally recognized standards of efficient and transparent local administration.

3. Governance of the GP.

This project was implemented by the Office for Local Economic Development (KLER), which track all activities on project in cooperation with other Municipality services. Besides municipality bodies, the project involves the local economy, SME's which contributes in many activities during implementation. The certificate is obtained for a period of three years, and after that, the Municipality can decide whether it will continue with the process and go into the re-certification process. At the beginning of the process, the Municipality applies for the program and creates a Municipality coordination team that will work closely on the project (includes the chief of the office for local economic development, the manager of the Municipality, and most of the chiefs of the Municipality offices), and after obtaining a BFC SEE Certificate KLER office is responsible for the continuation of implemented internationally standards. In the beginning, the Coordinator of the Team for the certification process makes decisions and, after obtaining of BFC SEE certificate, the Chief of the KLER office has the main responsibility for all and makes all decisions in coordination with the Mayor. We involve citizens mainly through public hearings for the most important decisions regarding this project before they are sent to the local Assembly for adoption. We took some surveys every year with the local businesses and citizens about how they are satisfied with the Municipality services.

4. Brief description of the GP.

Business Friendly Certification South East Europe (BFC SEE) is a unique program that improves the quality of services and information that municipalities in the SEE region offer to companies. BFC SEE provides municipalities with a clear roadmap for creating a favourable business environment and introducing internationally recognized standards of efficient and transparent local administration.

More than 60 municipalities from Bosnia and Herzegovina, Croatia, Macedonia, Montenegro, and Serbia are improving their business environment by up to 70% through BFC SEE certification. 26 certified municipalities in the SEE region cover a total of 15.440 km² of territory, providing high-quality service and a business-friendly environment to approximately 2 million people and 105.000 businesses. The conditions for doing business in BFC SEE municipalities are 76% better than in non-certified ones, according to independent mystery shopper.

BFC SEE has been implemented since 2012, more than 100 local governments from the region have joined the program, 63 of them being certified as business-friendly.

The municipality of Bijelo Polje is a leader in Montenegro regarding this project, we obtained the BFC SEE certificate first among all municipalities.

5. Communication of the GP.

Communication was mostly implemented through the main communication channels of the Municipality - the main website and specific website for the economic sector, through social networks, and officially through e-mails. We also organize regular meetings with local businesses and citizens and take surveys.

6. Results and impact of the GP.

We created a more transparent and efficient local self-government, raised awareness of the importance of environmental protection and circular economy, got new investments and now we are looking for foreign investors who will also contribute to the local environmental protection. With low taxes, many tax reliefs, and a low-cost workforce we hope that we can attract more foreign investors from the EU. We got more companies in Bijelo Polje now (around 2,000 registered), in comparison with 2019 (when there were around 1,500). We also implemented more trainings for unemployed people in cooperation with other Municipality services (more than 100 people went through training programs after BFC SEE certification).

As mentioned above, we received awards from the state level (most transparent Municipality in MNE for 2019, and "Golden Key" at 12th Danube business forum for development projects and cooperation with neighbour cities in 2022 (international level).

7. Evaluation of the GP.

Evaluation for this project is briefly organized by the Regional Technical and National Secretariat of the BFC SEE network, which in the continuation process (for three years) tracks all certified Municipalities. During the certification process, all activities in this way - evaluation is performed by the National Technical Secretariate (Chamber of Commerce of Montenegro).

8. Lessons learnt and conclusion.

We learned many lessons during this project, we are now in the recertification process. First, we saw weaknesses in the Municipal services, and we improved many of them. We raise the transparency of the Municipality bodies, improve private-public partnerships, and create some digital (smart city) solutions in order to help companies and citizens in Bijelo Polje. What did not work well was a lack of communication between some Municipal bodies and some state-owned companies, which must cooperate very well. This was identified and presented to the decision-makers. Also, it was concluded that local companies are not connected well between them, there is not any business association, only at the state level where they cannot make much impact on the decision-makers (small businesses are outvoted by the big companies). The municipality is trying to get them together now and help them.

We saw at what level of development are local companies in terms of circular economy, and how they are using renewable energy resources. This will be explained in our Baseline study for the Project.

For sure this project helped us to reorganize our administration, we made some new very important local legislation (tax cuts, spatial planning documentation that enables the issuance of building permits, a new Strategic development plan for 2022-2026, a Plan of capital investments for period 2022-2026...).

The new IV edition of the Standard also focuses on environmental protection, circular economy, and digital and green industrial transformation.

9. Pictures, images and links.

<https://bfc-see.org/>

<https://invest.bijelopolje.co.me/index.php/en/>

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Strategic Development Plan of Municipality Bijelo Polje (GP)

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Bijelo Polje
Entity responsible of the GP:	Mayor's office
Other stakeholders involved in the GP:	Other Municipality offices, local economy, citizens, public utility services
Date/s of the GP (beginning and end):	2022-2026
Budget of the GP (if known):	Estimated: 117.781.682 €

INFORMATION ABOUT THE GP

1. General objective of the GP.

The general objective of the Strategy for the period 2022-2026 is to ensure the conditions for a better quality of life for the local population.

Specific goals:

1. Increasing employment.
2. Development of priority economic activities (agriculture, tourism, manufacturing industry).
3. Improvement of social activities.
4. Improvement of technical infrastructure.
5. Further development of democratic relations, dialogue, and tolerance.

Further, and very important specific goal is:

“Reconstruction and construction of environmental protection facilities”, where we need more financial support from the national level and EU.

2. Policy framework

This Plan is the main and general document of the Municipality in regards to strategic planning, in accordance with the Law on regional development of Montenegro (Official Gazette of the Republic of Montenegro No. 20/11, 26/11, 20/15, 47/19), and on the basis of the Rulebook on the methodology for the development of the Strategic Plan for the development of local units self-government (“Official Gazette of the Republic of Montenegro” No. 68/16).

3. Governance of the GP.

This Strategy was governed by the Consultative group for the development of the Strategic Development Plan of the Municipality of Bijelo Polje, which is formed by the Mayor. This group every year makes a Report on implementation for the past year and presents it to the local assembly. At the operational level this group:

- Analyses the materials prepared by the Working Group and contributes through inputs and comments finalization of all chapters from the Strategic Plan.
- After collecting data regarding the current state of development of the municipality of Bijelo Polje, analyses and evaluates the collected data.
- After drafting the Draft SWOT analysis, evaluates the quality of the performed analysis and make a proposal for the final version.
- Determines the general goal of development and strategic goals with priorities, measures, and guidelines for realization of the Proposal of the Strategic Plan.
- Determines the indicative means for the implementation of the Proposal of the Strategic Plan, their method security and other issues of importance for development.
- Approves the Proposal of the Strategic Development Plan of the Municipality of Bijelo Polje, after discussions and meetings.
- Monitors the implementation of the Strategic Development Plan of the Municipality for the period 2022-2026 after its adoption at the session of the Bijelo Polje Municipality Assembly.
- When necessary, revises the Strategic Plan of the Municipality for the period 2022-2026.
- Prepares and submits to the President of the Municipality and the competent Ministry an annual report on the implementation of the Strategic Plan of the Municipality of Bijelo Polje for the period 2022-2026-
- Monitors and analyses the implementation of projects from the annual plans of the Municipality and considers the annual plan for the following one-year period.

We involve citizens mainly through public hearings for the most important decisions regarding this Strategy before they were sent to the local Assembly for adoption. Also, we involved representatives from main local levels: private sector, public sector, social sector, medical sector...

4. Brief description of the GP.

As mentioned above, this Strategy was written for a period of 5 years, and it contains many aspects of the development of the Municipality, but for this project, we will emphasize a section about wastewater drainage and treatment infrastructure (sewage network, collector and wastewater treatment plants). The construction of the regional centre for solid municipal waste, recycling yards, and the road to the regional centre for solid municipal waste will be started and determine construction of the waste dump because the existing one will be overfilled in the next years.

Local utility services: “DOO Vodovod Bistrica” and “DOO Komunalno Lim” are directly responsible for environmental protection, and they will also need technical equipment for performing these activities.

The municipality created a special webpage section regarding proposals for capital projects in the Municipality of Bijelo Polje, where citizens can propose projects regarding environmental protection, and get answer.

The Municipality formed a Secretariat for Rural and Sustainable Development, which has jurisdiction over environmental protection issues in the Municipality and appointed a specialist for this sector who works briefly with private and public sectors, and citizens.

One of the best aspects of this Strategy was very good communication between actors, public-private, and citizens when we created the Strategy. At the level of consultative group meetings, we held regular meetings with members of the group and even called other local experts in order to get more information about the development opportunities. Our members visited local companies (especially small ones), asked them about their proposals and opinions, and received feedback. We spoke with citizens, and they mostly have proposals regarding new infrastructure projects, but also, they emphasized that the Municipality should take care of waste from rivers and illegal waste dumps.

The municipality started dealing with these problems, we identified illegal waste dumps and marked them in a geo map with coordinates. Local public utility service “Doo Komunalno Lim” cleaned some of them in the central zone, but it remains some of them, in rural areas mostly, that need to be cleaned.

We also identified some of the industrial companies that pollute the Lim River during their work, and which should install special collectors for the purification of industrial waters.

The municipality of Bijelo Polje has completed the construction of the first phase of the wastewater treatment collector (for the central zone and the industrial zone), which will greatly contribute to the protection of the river Lim. This project was financed and completed with the help of the EU. The second phase of the project is underway, which includes the construction of the Wastewater Treatment Plant, where the Municipality also received a grant from the European Investment Bank.

5. Communication of the GP.

Communication was mostly implemented through the main communication channels of the Municipality - the main website, official social networks, and official e-mails. We are also organizing regular meetings with local businesses and citizens and taking online surveys.

6. Results and impact of the GP.

During the last two years, we noticed some improvements in terms of realization of Strategy. In 2022 and 2023 we got around 45% of the realization of the Strategy, that is planned for these two years, which means that we need to have very intensive activities during the next three years in order to achieve targeted goals. Most of the realized activities are in infrastructure development (roads, water supply, railway), but regarding the construction of the new Municipality landfill there were no activities. We have small progress on phase 2 for the project of construction of a Wastewater treatment plant, where we still waiting for the officially appointed construction contractor of the works.

What was an improvement is that from around 80 projects that were planned for these two years, more than 50 were completed or started on time.

The most expensive ones are new waste landfill and Wastewater treatment plant in Bijelo Polje, which we expect to be finished by the end of the Strategy period.

7. Evaluation of the GP.

Evaluation of this Strategy is in the jurisdiction of the Consultative Group and Mayor. Implementation Reports were produced every year at the local assembly, where politicians can give their evaluations on Strategy realization.

At the level of the Consultative group, a small team compares information that comes from national and local levels regarding financial data and compares it with planned actions. We also ask for Reports from local public utilities so that we can compare their efficiency and calculate status of implementation of specific goals.

8. Lessons learnt and conclusion.

What we learned during the preparation of the Plan is that without good communication between the main actors, it is not possible to adequately target problems and find solutions for them. There is room for improvement of local administrative capacities, especially regarding the issue of green transformation. Also, we noticed that at the local level, there is an insufficiently developed awareness of environmental protection by companies, through the use of technologies that pollute the environment less and through the use of renewable energy sources.

We concluded that the Municipality should track and apply more domestic and foreign calls dealing with green transformation and training in this regard because it is evident that we should raise awareness on this issue both in public administration, then private companies, and among the citizens.

9. Pictures, images and links.

<https://www.bijelopolje.co.me/index.php/jsn-pagebuilder4-menu-text/lokalna-uprava/projekti/strateski-planovi/plan-razvoja-opstine>

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

NAME OF THE GOOD PRACTICE (GP)	
Full of Life Factory	
GENERAL DATA OF THE GOOD PRACTICE (GP)	
City:	Dąbrowa Górnicza
Entity responsible of the GP:	The Living Factory Limited Company
Other stakeholders involved in the GP:	Dąbrowa Górnicza commune
Date/s of the GP (beginning and end):	2019/2029
Budget of the GP (if known):	-
INFORMATION ABOUT THE GP	
1. General objective of the GP.	
<p>The Living Factory - new city centre of Dąbrowa Górnicza is one of the most significant development projects for: Dąbrowa Górnicza, region of Zagłębie Dąbrowskie and eastern part of Górnośląsko-Zagłębiowska Metropolis (GZM Metropolis is the first metropolitan union in Poland). Since 2016, the project has been under comprehensive implementation, integrating spatial, construction, infrastructural and social processes according to Model Urban Revitalisation in Dąbrowa Górnicza.</p> <p>Our goal is to get degraded areas out of crisis (the area of the former Defum machine tool factory located in the city centre of Dąbrowa Górnicza, in the vicinity of the traffic hub) and give them new city-forming and city centre-forming functions.</p> <p>We aim at changing the profile of Dąbrowa Górnicza - from industrial city to a place of high life quality, a centre for workplaces in innovative sectors, introduction of environmentally friendly solutions, cultural development and support for local identity.</p> <p>The new city centre of Dąbrowa Górnicza will be a place that fits into the "slow city" concept, which aims at high quality of life, supports diversity and promotes local products. All activities will be aimed at creating a safe, citizen-friendly place (inclusive space) by taking into account the needs of all social groups: children, youth, people of working age, entrepreneurs, seniors, people with disabilities.</p> <p>This will be an area of functioning of local services for residents (offer of "vanishing professions"). Public and semi-public/sharing spaces have been designed according to human scale and needs by: switching off the traffic in the area of The Living Factory and introducing a zone of calm traffic in its neighbourhood, the dominant role of urban greenery, small architecture, an extensive gastronomic, cultural, entertainment and business development offer.</p> <p>In the project area it is planned to develop the concept of an active city, involving residents in social initiatives. Moreover, The Living Factory will be a place of activity of creative industries focusing talent, technology and tolerance.</p>	
2. Policy framework	

At the end of 2015 the Dąbrowa Górnicza Municipality took over nearly 4 hectares of attractively located land from the State Treasury. Since then, the aim of the city is to create an open public space that will become a new city centre. The “the Living Factory - revitalisation of the centre of Dąbrowa Górnicza” project, co-financed from the European Union funds as a part of the Technical Assistance Operational Programme 2014-2020, gave the green light for action. The implementation of a nationwide innovative revitalisation process, based on broad public participation, has changed the perception of the scale and scope of changes that need to be made in Dąbrowa Górnicza in order to prepare the city for the challenges of the future.

Fabryka Pełna Życia company was founded in December 2019 for the purpose of performing the own task of Dąbrowa Górnicza Municipality, important for the development of the city and for the quality of life of the local community. The Company's task is, through appropriately composed revitalisation activities, to get degraded areas out of crisis and give them new, city-forming and centre-forming functions. The Company conducts these activities in a comprehensive manner, integrating economic, spatial, construction, infrastructural and social processes.

3. Governance of the GP.

The Living Factory is an area of various activities, interactions and investments - in fact, the planned activities cover a wide range of issues such as ecology, transport, support for entrepreneurship, cultural development and finally civil society development. Since 2016, the project has been carried out in a comprehensive manner and integrates spatial, construction, infrastructure and social processes

For more than three years, the Dąbrowa Górnicza residents, supported by a group of experts, were creating a place on the premises of the former Defum factory, which will be the new city centre and a landmark of Dąbrowa Górnicza. In Poland, we are a unique example of transformation of post-industrial area, because the Living Factory involves:

- forming a main urban space with a new green marketplace inside former factory halls,
- “city in the city” with clear references to the history of Zagłębie Dąbrowskie and a layout of Dąbrowa Górnicza districts,
- pedestrian-friendly area, barrier-free for senior citizens and people with disabilities, easily accessible for cyclists,
- structured urban greenery, reflecting natural environment,
- multifunctionality of facilities and public spaces.

4. Brief description of the GP.

At the end of 2019 the first revitalized building after the former machine tool factory “Defum” was put into use. As a result of the reconstruction, superstructure and change of use, the former electrical workshop was transformed into an exhibition building - the multimedia centre of The Living Factory. The investment was accompanied by land development: creation of recreational green spaces around the building and at the entrance to the Factory, equipping the surroundings with small architecture, renovation and lighting of the crane structure.

Building the new centre of Dąbrowa Górnicza based on the second pillar of the project - The Factory. Of Culture and Art - attracts young and talented people to The Factory. From 2020 to 2024, nearly 600 different events took place on the grounds of The Living Factory: social, musical, cultural, recreational and sporting. During this time, The Factory's attractions were used by nearly 130 000 people.

5. Communication of the GP.

Website, social media profiles (Facebook, Instagram, LinkedIn, Google), promotion in local TV, radio, newspapers, posters, leaflets, events.

6. Results and impact of the GP.

Number of visiting guests:

- in 2020 - 15 000,
- in 2021 - 55 000,
- in 2022 - 35 000,
- in 2023 - 25 000.

7. Evaluation of the GP.

Numbers of guests, tests, surveys and research.

8. Lessons learnt and conclusion.

Thanks to funds from the European Union in 2024 - Just Transition Fund - we may to begin the investment processes and carried out in the following years. First, it will remaining and renovating post-industrial buildings with new facilities and will building to complement the space of the new city square - the green marketplace of Dąbrowa Górnicza.

9. Pictures, images and links.

<https://fabrykapelnazycia.eu/>

<https://www.facebook.com/fabrykapelnazycia>



The Living Factory - August of 2022



The Living Factory - June of 2023



Visualisation of The Living Factory

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

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

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Dąbrowa Górnicza
Entity responsible of the GP:	City's Development, Entrepreneurship and Investor Assistance Department
Other stakeholders involved in the GP:	
Date/s of the GP (beginning and end):	1996
Budget of the GP (if known):	-

INFORMATION ABOUT THE GP

1. General objective of the GP.

The Katowice Special Economic Zone (Katowicka Specjalna Strefa Ekonomiczna S.A. - KSEZ) was established under the Regulation of the Council of Ministers of 18 June 1996 in order to support and advance restructuring processes, as well as to generate employment in the region.

2. Policy framework

The company operates in the Katowice Special Economic Zone on the basis of the permit obtained. The permit to operate in the KSEZ contains two conditions that the investor must meet:

- 1) creation of a certain number of new jobs in the zone by a specific date.
- 2) incurring a specific amount of investment outlays in the zone by a specific date. The date of implementation of these two conditions is determined by the investor. Newly employed employees should be understood as the number of employees employed after obtaining a business activity permit in the zone, in connection with the implementation of a new investment.

The entrepreneur undertakes not to transfer in any form the assets related to investment expenditure:

for a period of 5 years from the completion of the investment in the case of large enterprises

for a period of 3 years in the case of small and medium-sized enterprises

The investor undertakes to maintain the declared employment:

for a period of not less than 5 years from the date of completion of the investment,

for a period of not less than 3 years in the case of small and medium-sized enterprises

The investor undertakes to conduct business activities:

for a period of not less than 5 years from the date of completion of the investment,

for a period of not less than 3 years in the case of small and medium-sized enterprises

The investor is obliged to submit to the company managing the zone - KSSE S.A. monthly report:

containing information on the current employment status and the amount of investment expenditure.

KSSE S.A. performs periodic, annual inspections of investors in order to check the actual investment expenditure and employment.

Katowice Special Economic Zone S.A. is the appropriate institution for companies that want to benefit from public aid in the form of tax exemptions, incur capital expenditure or create new

jobs. Tax reliefs granted to investments in the KSEZ are adapted to the rules applicable in similar institutions in European Union countries.

Income tax relief for companies investing in the Katowice SEZ may be calculated in one of the following ways:

Dąbrowa Górnicza

1 Tax exemption calculated BASED ON INVESTMENT COSTS:

For large enterprises, the total amount of tax relief may amount to 25% (35% in the Opole and Lesser Poland Voivodeships) of the investment costs incurred.

For medium and small enterprises, the tax exemption is 10 and 20% more, respectively

2 Tax exemption calculated BASED ON THE CREATION OF NEW JOBS:

The total amount of tax relief may amount to 25% (35% in the Opole and Lesser Poland Voivodeships) of two-year employment costs in newly created jobs in the zone.

For medium and small enterprises, the tax exemption is 10 and 20% more, respectively.

3. Governance of the GP.

Cooperation between the Investor and the City Hall in Dąbrowa Górnicza takes place through individual organizational units.

Also, in Dąbrowa Górnicza there is a network of companies and institutions with a wide range of specializations, from transport, through communication and media to modern technologies. They provide an excellent base for large-scale investments.

4. Brief description of the GP.

More than 187 ha in the city is covered by the Katowice Special Economic Zone - Sosnowiec-Dąbrowa Górnicza Subzone. Entrepreneurs who decide to launch investments within the zone can count on special discounts. The city also responds to new investments. For entrepreneurs setting up investments and new jobs in Dąbrowa Górnicza, a resolution has been prepared to exempt new buildings or parts thereof from property tax.

5. Communication of the GP.

- Coordination of the Office's activities in the field of investor and entrepreneur service, coordination works related to the preparation of comprehensive information for investors.
- Initiating, conducting and coordinating activities aimed at attracting investors in the city - assistance in locating investments.
- Preparation of data regarding the city and region influencing the decision decision to start the investment process in the city.
- Maintaining a database about investment areas in the city, editing the city database investment offer. Running the "Dąbrowski Land Bank".
- Information about tax reliefs in the city related to the new investment.
- Handling meetings with investors.

6. Results and impact of the GP.

The City has attractive investment areas and a broad workforce pool at its disposal, which gives great possibilities of developing business endeavours. We prioritize those that favour economic stimulation and investments based on modern, environmentally friendly technologies.

The Katowice Special Economic Zone is the leader among Polish special economic zones. Currently, there are over 300 enterprises operating in the KSEZ, which have invested a total of approximately PLN 31 billion and created over 70,000 jobs. The Sosnowiecko-Dąbrowska Subzone in Dąbrowa Górnicza is part of the Katowice Special Economic Zone, the most effective economic zone in Europe and Poland (The Financial Times ranking, 2017)

7. Evaluation of the GP.

Over the last 15 years, there has been a strong presence of companies from the construction industry, glass producers, the automotive industry, plastics processing and the electronics and food industries. Thanks to the favourable location of the city and the presence of the Sławków Transshipment Terminal, which enables convenient transport of goods by rail to Ukraine, Russia

and Asia, including China, Dąbrowa Górnicza marks its presence on the map of important logistics centres.

8. Lessons learnt and conclusion.

Every entrepreneur who decides to run a business in Dąbrowa Górnicza can count on professional support from the administration and business-related institutions, take advantage of investment reliefs and employ qualified and experienced employees. A wide range of operating companies proves that Dąbrowa Górnicza supports businesses from various industries. Comprehensive and efficient service for people interested in the investment process in Dąbrowa Górnicza is provided by the Department of Development, Entrepreneurship and Investor Service. Its activities include assistance in selecting an investment site, selecting a regional partner and contractors for services accompanying the project, and advising on the implementation of specific investment projects. It also includes organizational support for investors in the investment preparation and implementation phase, as well as post-investment care.

9. Pictures, images and links.

Investment area - Dąbrowa Górnicza, Tuczawa



Investment area - Dąbrowa Górnicza, Tuczawa





Links:

<https://www.ksse.com.pl/o-ksse-1>

<https://www.dabrowa-gornicza.com>

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

NAME OF THE GOOD PRACTICE (GP)

Civil society involvement: citizens and NGOs.

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Dabrowa Górnicza
Entity responsible of the GP:	Dabrowa Górnicza Municipality
Other stakeholders involved in the GP:	Citizens and NGOs
Date/s of the GP (beginning and end):	2007-2023
Budget of the GP (if known):	-

INFORMATION ABOUT THE GP

1. General objective of the GP.

Since 2007, activities have been undertaken in Dąbrowa Górnicza aimed at developing civil society and increasing the level of social capital of residents. In our city, social activity is understood as a space for the operation of social and formal groups and informal organizations or individual units that are located between the family, and professional activity. It is also a space for debate and dialogue about the common good and its values. The local community of Dąbrowa Górnicza is not only a field where the interests of various social groups clash and an arena for activities based on cooperation, but also a forum for the exchange of experiences in which social capital is supplemented by human capital.

Residents of Dąbrowa Górnicza have the opportunity to get involved in the life of the local community and creating social reality through numerous processes of deliberation and participation, as well as activities in various organizations and communities, both formal and informal.

The local government of Dąbrowa has been cooperating with non-governmental organizations and residents for years, based on the principles that are fundamental for the proper development of civil society: subsidiarity, partnership, transparency, party sovereignty, efficiency and fair competition.

The model of cooperation between local government and non-governmental organizations is based in Dąbrowa Górnicza

on the multitude of entities and institutions involved in the city's procedures, as well as the mechanisms and activities shaping the relationships between them. The most important elements of the system include the Dąbrowa Forum of Non-Governmental Organizations, the Public Benefit Activities Council of the City of Dąbrowa Górnicza, the Department of Non-Governmental Organizations and Civic Activity together with the Civic Activity Center. The city organizes open competitions for offers for non-governmental organizations, while also using non-financial forms of cooperation.

In 2020, an allotment fund was launched to support the modernization of infrastructure in the areas of Family Allotment Gardens. The youth are addressed to: the Youth Council of the City of Dąbrowa Górnicza and the Youth Initiatives Fund, while the elderly are addressed to the Council of Seniors of the City of Dąbrowa Górnicza.

As part of the resolution of the City Council adopted in 2014 on the principles and procedure for conducting consultations with the inhabitants of the city of Dąbrowa Górnicza, the social consultation system includes: standard consultations of strategic documents and programs, extensive workshop work with groups of stakeholders and partners, preceding the publication of documents, and extensive consultations on space and investment projects, based on research walks, meetings with residents, workshops, consultation points and geosurveys. There is an online platform called NaprawmyTo, used for reporting alerts by residents. Consultation and cooperation process with stakeholders as part of the "Factory Full of Life" project– revitalization of downtown Dąbrowa Górnicza" is a good practice of a systemic approach to build conditions for the development of civil society.

Dąbrowa Participatory Budget 2.0 (DBP 2.0) is a process in which the inhabitants of Dąbrowa decide each year what to allocate the amount allocated from the city budget. It is an opportunity for discussion

about the needs of urban housing estates and ideas for their implementation. On average, in one edition of DBP 2.0, neighborhood animators conduct approximately 135 meetings attended by nearly 800 people. The adoption of 18 District Council Statutes by the City Council contributed to the modification of the DBP 2.0 model. As a result of the amendment to the Act on municipal self-government in 2019, the Citizens' Budget of the City of Dąbrowa Górnicza comes into force.

In 2020, after over 3 years of consultation process conducted with residents, City Council members and social organizations, 18 Statutes of District Councils were adopted by the City Council. Thus, 18 auxiliary units were created, consisting of 36 housing estates. Elections to them were suspended both by the pandemic and the Silesian Voivode, who found the Dąbrowa resolutions illegal. As a result of the city taking legal action, the Supreme Administrative Court in 2021-2022 found that the statutes of the Dąbrowa districts are legally binding. Thus, Dąbrowa Górnicza became a city with county rights, consisting of 18 auxiliary units.

2. Policy framework

The civil society development program for 2023-2030 is part of the City Development Strategy: Dąbrowa Górnicza 2030. This document contains a diagnosis of the condition of the surroundings, vision, goals

and lines of action and indicators. The program refers to the challenges included in the previous editions of the document, i.e. the Civil Society Development Program in Dąbrowa Górnicza 2008-2013 and the Civil Society Development Program in Dąbrowa Górnicza 2014-2020

with an update until 2022. The current Program has functions that were performed by previous documents, i.e.:

- educational - understood as an influence influencing the shape of civic awareness and civic attitudes;

-integration - understood as influencing partnership relations between entities participating in the joint construction of the program and the implementation of its goals;

-mobilization - understood as a set of substantive content and practical instruments inspiring citizens, public authorities, and other specific environments to be active in the process of building civil society;

-programmatic - understood as a direct impact on the process of building detailed programs regarding the issues described in the program aimed at implementing the strategy and indirect relations with other strategies and documents important from the point of view of Dąbrowa Górnicza.

The main goal behind the implementation of the Civil Society Development Program in Dąbrowa Górnicza is to continue activities aimed at strengthening the subjectivity of the inhabitants of Dąbrowa Górnicza as a community and to create conditions for the further development of civil society institutions.

The above-defined goal is confirmed in the provisions of the City Development Strategy: Dąbrowa Górnicza 2030: We shape Dąbrowa Górnicza as a civic city created in partnership. The City Hall cooperates with non-governmental organizations in implementing its activities. Residents are encouraged to participate in social consultations and shape their immediate environment. The city lives thanks to its inhabitants and the social relations between them. Tolerance and openness are important to us, so that every person who already lives here or is considering starting one in this place of the next stage of life, felt at home here.

3. Governance of the GP.

The main implementer of the Program on behalf of the Mayor of the City is the Department of Non-Governmental Organizations and Civic Activity, which naturally serves as the place of first contact.

for residents, informal groups and institutions and organizations operating for social entities. However, the specificity of the issues specified in the Program requires further specification of entities invited to cooperate in the implementation of the Program:

Forum of Non-Governmental Organizations,

Local, regional and nationwide non-governmental organizations and entities mentioned in art. 3 section 3 of the Act on public benefit activities and volunteering,

Opinion and advisory bodies operating in Dąbrowa Górnicza (including the Public Benefit Activities Council of the City of Dąbrowa Górnicza, the Council of Seniors of the City of Dąbrowa Górnicza, the Youth Council of the City of Dąbrowa Górnicza),

Auxiliary units operating in Dąbrowa Górnicza,

Residents of Dąbrowa Górnicza,

Informal groups and think tanks promoting civic activity and volunteer clubs,

City Council in Dąbrowa Górnicza and its committees,

Departments/substantive offices of the City Hall in the field of cooperation with NGOs and residents

Educational institutions of the city,

Organizational units of the city, in particular the Zagłębie Palace of Culture, the Municipal Public Library. H. Kołłątaj, "Szttygarka" City Museum, Sports and Recreation Center, Youth Center for Creative Work, Fabryka Pełna Życia sp. z o.o.

4. Brief description of the GP.

Achieving the optimal level of citizen participation in the city's public life, which is a necessary condition for creating lasting foundations for the subjective activity of citizens and their communities in shaping the development of the city of Dąbrowa Górnicza.

Development of civil society institutions (with particular emphasis on non-governmental organizations and social economy entities).

Creation of mechanisms for the functioning of civil society adequate to the needs of Dąbrowa Górnicza, based on the principles of subsidiarity, participation and dialogue and partnership between local government administration and social actors.

1. Dąbrowa Górnicza needs residents involved in social life, not only that in order to develop basic democratic values, but also to increase social cohesion.
2. Civic competences enable people to participate fully in civic life, However, for them to be developed, residents must feel a sense of belonging to society at various levels and have respect for the needs and problems of others.
3. Residents of Dąbrowa Górnicza should have more and more opportunities to engage in the life of the local community and create social reality through numerous techniques helping to carry out participatory processes.
4. The main principle guiding all activities carried out for the common good is to strengthen the subjectivity of the inhabitants of Dąbrowa Górnicza as a community and to create conditions for the further development of civil society institutions.

5. Communication of the GP.

The formula of civil society, developed and improved over the years, contains universal principles and values without which any attempt to create its real foundations and development conditions is doomed to failure. In a democratic system, at the level of the individual, social group, local community or global society, as appropriate

to the nature of social phenomena and processes, fundamental principles and values become particularly important. After all, they influence social attitudes and behavior, the functioning of public institutions, the activities of economic entities and the manifestations of various forms of civic activity, including non-governmental organizations. Therefore, in Dąbrowa Górnicza we not only try to encourage residents to take individual actions aimed at personal and professional development, but also to take community actions based on the principles of equality of parties and partnership, best influencing the development of the community in which we live every day. we are alive. Thanks to civic involvement, we acquire new skills, gain confidence in our own strengths, and, above all, we become convinced that we have greater control over our social lives.

6. Results and impact of the GP.

New and innovative social participation mechanisms should continue to be developed and implemented.

Increase the number of public tasks commissioned to social entities.

Mobilize and encourage residents to take joint actions to better meet the needs of residents, activate mutual mechanisms, build attitudes of social solidarity and work for the common good.

Develop civic attitudes and motivate people to participate in volunteering.

Raise citizens' and officials' awareness of the importance of NGOs and participatory processes.

7. Evaluation of the GP.

Active participation of all social groups in public life
and co-creating the city

1. Number of public consultations conducted by the Dąbrowa Górnicza Commune

2. Number of inhabitants of Dąbrowa Górnicza involved
in various forms of participation

3. Number of projects submitted by residents under the Dąbrowa participatory budget
and the total funds allocated for the implementation of projects submitted by residents

Development of civil society institutions

1. Number of non-governmental organizations registered in Dąbrowa Górnicza

2. Number of organizations using the premises located
in the commune's resources

3. The amount of funds allocated for financial support of the commune's own tasks
commissioned to social entities

subjectivity of the inhabitants of Dąbrowa Górnicza as a community

Number of District Councils

Number of advisory and opinion teams and initiative/dialogue bodies

Number of volunteer clubs operating in the city

8. Lessons learnt and conclusion.

The culture of being a citizen should accompany residents from an early age through various civic education programs, also addressed to adults.

or seniors. The manifestation of Dąbrowa Obywatelskie is to be strong and efficient District Councils, skillfully cooperating with the City Council and the City Hall, as well as a developed system of social consultations conducted both in the processes of programming local government activities and tasks, spatial plans, and specific investments. These processes should be supported by those in operation in various areas of the body and advisory and opinion-giving bodies, including: such as the Youth City Council, the Seniors' Council, the Public Benefit Activities Council.

The Dąbrowski Participatory Budget together with the Youth Initiatives Fund and the Senior Initiatives Fund, in addition to a widespread system of subsidies and regranting, will allow residents to engage in a direct and participatory way in the development of their community and the district.
and the urban one.

The local government in Dąbrowa bases the implementation of its public tasks on cooperation with non-governmental organizations and social economy entities. The foundation of this cooperation will be a system of inter-sectoral cooperation. Its strongest element is the Dąbrowa Forum of Non-Governmental Organizations, which officially represents the so-called entities. third sector in contacts with the local government. Developed support system through the Civic Activity Center together with
with the provision of appropriate urban spaces and resources will allow each year to outsource more and more municipal tasks to third sector entities. Thanks to the developed three-sector cooperation of the non-governmental, economic and local government sectors, the city's social economy is developing, providing a labor market for people at risk of exclusion and sustainable development of the city. Networks of volunteer clubs and senior clubs, together with non-governmental organizations, create a system of exchange of neighborhood services and self-help.

9. Pictures, images and links.

Website dedicated to non-governmental organizations and the activities of the Civic Activity Center

www.ngo.dg.pl

Website dedicated to consultation processes

www.konsultacje.dg.pl

Website dedicated to individual districts and the Dąbrowa Participatory Budget

www.twojadabrowa.pl

Website dedicated to the Citizens' Budget

www.bo.dg.pl

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Strategy “Created IN Famalicão” transforming the city through a cross-cutting work between economy, industries, academy and R&I for tackle innovation and competitiveness

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Famalicão
Entity responsible of the GP:	City Council of Famalicão
Other stakeholders involved in the GP:	Universidade do Minho; CITEVE; CeNTI; Universidade Lusíada; IPCA; CCDRN; TecMeat; AIMMAP; ATP; AEP
Date/s of the GP (beginning and end):	2022, ongoing
Budget of the GP (if known):	

INFORMATION ABOUT THE GP

1. General objective of the GP.

The City of Famalicão was awarded by the European Committee of the Regions, in collaboration with the European Parliament and the European Commission, with the label EER 2024 - European Entrepreneurial Region. The formulated underlying strategy in the late 2022 “From Made IN Famalicão to Created IN Famalicão” was the motto for this applying and for elaborating our action plan for the year 2024 and ahead.

The main objective of the “Created IN Famalicão” strategy is to transform Famalicão into a hub for innovation, creativity, and sustainability by fostering cross-sectoral collaboration between economy, industries, academy and R&D for tackle innovation and competitiveness. The specific objectives are to stimulate sustainable development through creative solutions, strengthen local economic growth and competitiveness by accelerating the process from lab to industry, promoting knowledge and technology transfer, challenges and knowledge share, and address environmental and digital challenges with an innovative approach.

2. Policy framework

Famalicão is a technological and industrial municipality that follows emerging challenges such as green and digital transitions. The European reindustrialization process, the double transition principles, and the sociodemographic changes are strong mobilizers of technological incorporation and the reincorporation of resources towards a digital and circular economy.

The City of Famalicão designed the Strategic Plan 2030, entitled Famalicão.30, within a co-creation process with regional and local stakeholders, in the early 2020’s.

The municipality strategic vision for the territory is to become a fully connected techno-industrial community in a multifunctional green city compromised with the values of proximity and sustainability. To get there, a transition “From Made IN to Created IN” is being promoted, an integrated strategy to reconfigure the territory economic profile from “value production” to “value creation”, seeking to mobilize the economic and industrial structure for the new global challenges. The municipal strategy intends to strengthen the entrepreneurial activity through future-oriented entrepreneurial strategies, boosting the industrial sector and supporting startups and SME to position themselves as beneficiaries of major global transformations, benefiting from European financing.

"Created IN Famalicão" is part of a broader urban development strategy that aligns with both local and regional plans for sustainable and inclusive growth. This initiative is embedded within Famalicão's Municipal Strategic Plan and is connected to the larger URBACT network's goals, emphasizing cross-sector innovation and sustainable practices.

3. Governance of the GP.

The governance of "Created IN Famalicão" involves a multi-stakeholder model where the local government leads the initiative, by Economy and Innovation Department, collaborating with industrial partners, Business associations, R&I institutions, Education and Training Institutions. Decision-making is done through a participatory approach, engaging citizens and other stakeholders through public initiatives.

It was created in April 2022 a Strategic Board for Science and Innovation which meets once a year for balance, monitoring and planning the action plan.

A core coordination team manages the collaborative structure, facilitating communication and integration among various sectors.

4. Brief description of the GP.

"Created IN Famalicão" is a cross-sectoral strategy focused on embedding innovation, creativity and sustainability into the fabric of the city. Activities include links, partnerships and networking between academia and research labs and industries, innovation labs addressing environmental and digital transition issues, educational programs on digitalisation and sustainability, technology, artificial intelligence.

One of the main actions is the Innovation Mission linking academia and industrial companies. We've made 8 Innovation Missions during 2024, within 8 different local companies, with high standard results of product and process innovation.

The Municipal Programme for Sustainability and Innovation in Companies was launched in 2023. Around 300 local companies were distinguished for sustainability (environmental, economic or social) or innovation. From those, 9 companies were awarded with the Famalicão Created IN Sustainability&Innovation recognition, for relevant practices, products or processes sustainable and innovative. This award promotes business strategies and management measures of the companies to implement sustainability principals and to drive innovation. In 2025 we will promote the second Edition.

5. Communication of the GP.

The GP is communicated through a multi-channel approach, including social media, local press, and public events. Regular updates and success stories are shared to reach the general audience and specific groups.

During 2024, the GP was widely communicated within the EER Award communication action plan, at a local, regional, national and International levels, including several public activities organized by the European Committee of the Regions and the European Commission, namely during SME Assembly 2024, this year entitled "SMEs: Shaping Europe's Future", held in november 2024, in Budapest, within the framework of the Hungarian European Presidency.

This year 2025 the GP will be disseminated in the North America IURC Meeting and in the Canadian Circular Economy Summit, in Montreal, in April.

6. Results and impact of the GP.

The strategy has led to measurable and intangible outcomes, including:

- The creation of new partnerships between technological and research labs and local industries.
- The establishment of 7 research and innovation labs focused on sustainable solutions.
- Enhanced knowledge and engagement in sustainability across the community and industries.

These results contribute to a stronger local economy, with added value and more competitive at the international market, a more connected and vibrant community, and a greener urban environment.

Also, the stronger local innovation ecosystem invites to new investments in the city and to new technological and innovation businesses attraction.

7. Evaluation of the GP.

The "Created IN Famalicão" strategy is evaluated through a combination of quantitative and qualitative measures.

Metrics such as the number of partnerships formed, the number of research and innovation projects responding the challenges of the companies, events held, and participants involved in activities are tracked. Also, the total investment amount per year of the local companies in research and innovation and the number of high qualified employees in local companies are tracked.

8. Lessons learnt and conclusion.

Key lessons from "Created IN Famalicão" include the importance of stakeholder diversity and the value of a strong collaborative framework to tackle complex issues like sustainability and innovation. Success factors include effective citizen engagement, cross-sector partnership, and continuous adaptation based on main economic and academia actors' feedback.

The "Created IN Famalicão" strategy is being creating more connected and efficient innovation ecosystems to support the scaling up of companies, encourage innovation and stimulate cooperation among national, regional and local innovation actors, addressing the societal challenges.

9. Pictures, images and links.

Website:

https://www.famalicaomadein.pt/_promover

<https://www.famalicaomadein.pt/>

<https://www.tmg.pt/famalicao-created-in-da-o-primeiro-passo-na-tmg>

The logo for "CREATED IN" features the word "CREATED" in a bold, blue, sans-serif font. To its right is the word "IN" in a green, sans-serif font, where the letters are stylized and partially overlapping.



Famalicão

**European Entrepreneurial Region
2024**

Vila Nova de Famalicão



Famalicão
European Entrepreneurial Region
2024

OBJECTIVES

GREEN

DIGITAL

RESILIENT

Vila Nova de Famalicão

From Made IN
to Created IN
STRATEGY

FAMALICÃO
MADE IN
CREATED IN

Entrepreneurship
support

R&D+I

Talent/
Skills





In4Green URBACT NETWORK

GOOD PRACTICE SHEET

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

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Vila Nova de Famalicão
Entity responsible of the GP:	City Council of V. N. de Famalicão
Other stakeholders involved in the GP:	Entrepreneurs Associations; Training Schools; Public Entity of Employment;
Date/s of the GP (beginning and end):	2014 on going
Budget of the GP (if known):	

INFORMATION ABOUT THE GP

1. General objective of the GP.

The general objective of the “Made IN Famalicão” program is to recognize and enhance the entrepreneurial spirit of Famalicão, attract new investments to the city, and support local business people and entrepreneurs in developing and expanding their business projects. The program aims to stimulate economic growth, create employment opportunities, promote start ups creation and scale up, and position Famalicão as a center of entrepreneurial excellence.

2. Policy framework

“Made IN Famalicão” is part of the local economic development strategy, aligning with Famalicão’s Municipal Strategic Plan and regional economic growth objectives. The program complements broader EU and national policies that focus on entrepreneurship, innovation, and investment attraction as part of sustainable urban economic growth.

This local public policy also aims to link economy and public policy by enhancing the companies’ access to public service framework, licensing requirements, tax benefits, European and national funding programs, committing themselves with the community development.

3. Governance of the GP.

The program is governed by Famalicão City Council, under the umbrella of Economy and Entrepreneurship Department, with strong involvement from business associations, industry leaders, and entrepreneurial support organizations. Decision-making is collaborative, involving consultations with business leaders and potential investors to guide program priorities. A dedicated advisory board, composed of representatives from the municipality, local industries, and educational institutions, assists in decision-making and strategic direction, ensuring a responsive and adaptable governance structure.

4. Brief description of the GP.

“Made IN Famalicão” offers a range of services to foster entrepreneurship and investment, including business advisory services, networking opportunities, workshops, and access to resources for project development. The program assists entrepreneurs from concept to execution, providing guidance on financing, marketing, and legal matters. Additionally, it actively promotes Famalicão as an attractive destination for business and investment, highlighting the city’s support for entrepreneurial initiatives.

5. Communication of the GP.

The program's communication strategy includes targeted outreach to entrepreneurs, investors, and the general public. It uses social media, local press, and the city's website to share success stories, program updates, and upcoming events. "Made IN Famalicão" also hosts public events, such as business fairs and investor roundtables, to engage stakeholders and foster community awareness of entrepreneurial opportunities in the city.

6. Results and impact of the GP.

Key outcomes and impacts of "Made IN Famalicão" during 10 years activity include:

- 6419 students involved in education for entrepreneurship programs
- 51% of all of the students of the secondary level of education (15-18 years-old) appointed to training education
- 50 institutional partners in the network
- 145 companies visited by the Mayor and the Councillor
- 75 start ups incubated
- 31 expert mentors giving support
- 4176 investment intentions registered
- 411 companies created
- 3078 new employments created
- 347 million euros of private investment made

Beyond the quantitative results, we should highlight:

- Attraction of significant investment into the city, resulting in several new businesses establishing operations in Famalicão.
- Enhanced visibility of Famalicão as a business-friendly city, resulting in increased interest from national and international investors. These results have strengthened the local economy, diversified employment opportunities, and fostered a culture of entrepreneurship within the city.
- Promotion of Famalicão in international markets by the participation in international Fairs and Events and by organizing Entrepreneurial Missions

7. Evaluation of the GP.

The program is evaluated annually through metrics such as investment attracted, businesses supported, jobs created, and participant feedback from program events. Surveys and interviews with business leaders provide qualitative insights, enabling adjustments to the program's services to better meet the evolving needs of local entrepreneurs and investors.

8. Lessons learnt and conclusion.

Lessons from the "Made IN Famalicão" program include the value of a tailored support system that meets entrepreneurs at each stage of development, the importance of building a reputation as a business-friendly city, and the need for ongoing adaptability to meet market demands. Success factors include strong municipal support, clear communication channels, and the program's ability to adapt to new economic challenges. Challenges include maintaining long-term investor interest and addressing evolving market needs. The program's collaborative governance and strategic flexibility have been essential to overcoming these obstacles, contributing to a robust entrepreneurial environment in Famalicão.

9. Pictures, images and links.

Website:

<https://www.famalicaomadein.pt/>

Social Media:

<https://www.instagram.com/famalicaomadein/>

https://www.facebook.com/famalicaomadein/?locale=pt_PT

Pictures:





In4Green URBACT NETWORK

GOOD PRACTICE SHEET

CITEVE: R&D Centre for the textile sector.

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Famalicão
Entity responsible of the GP:	CITEVE
Other stakeholders involved in the GP:	Companies, Technological and Innovation Institutions, Academic Institutions, Local and Regional Authorities
Date/s of the GP (beginning and end):	Since 1992
Budget of the GP (if known):	8M (annual)

INFORMATION ABOUT THE GP

1. General objective of the GP.

The general objective of CITEVE (Centre for Textile and Clothing Industry) is to drive innovation and competitiveness within the textile and clothing sectors through R&D, quality control, technological advancements, and sustainable practices. Specific objectives include supporting industry transformation through advanced technology, enhancing product quality, and promoting sustainable development in textiles.

2. Policy framework

CITEVE operates within the framework of policies supporting industrial innovation, quality certification, and sustainability in textiles. It is aligned with national and EU objectives for industry 4.0 transformation, circular economy initiatives, and high-tech development for competitive manufacturing.

3. Governance of the GP.

CITEVE functions as a private, non-profit organization with partnerships across the industry. Decisions are driven by collaboration with industry stakeholders, governmental bodies, and R&D partners. Citizens and communities benefit indirectly through improved industry standards, employment, and educational initiatives in textile innovation.

4. Brief description of the GP.

Established in 1989, CITEVE has grown to encompass various high-tech services, including testing for quality control, sustainability services, training, and advanced R&D in areas such as Textile 4.0 and smart retail solutions. Key activities include certification processes, consulting, pilot plants, and the operation of a Technology Campus.

5. Communication of the GP.

CITEVE communicates its activities through industry networks, training events, and collaborations with national and international partners. It also engages through digital platforms and professional events, targeting stakeholders across the textile industry.

6. Results and impact of the GP.

CITEVE's impact includes conducting over 60,000 laboratory tests annually, certifying 500 products, training over 160,000 hours, and engaging 800 active clients. It has fostered R&D in

high-growth areas like advanced composites and sustainable textiles, thereby strengthening industry standards and promoting eco-conscious innovation.

7. Evaluation of the GP.

CITEVE's projects are monitored through measurable outputs such as the number of certifications, quality tests, and training hours. Regular assessments ensure that industry standards are maintained and that sustainability objectives are achieved.

8. Lessons learnt and conclusion.

Key success factors include the ability to adapt to emerging industry trends and the establishment of robust partnerships. Challenges have included keeping pace with rapid technological changes and aligning industry practices with environmental goals. CITEVE's approach has proven successful in supporting a dynamic and evolving textile sector that meets both market and environmental needs.

9. Pictures, images and links.

Website:

<https://www.citeve.pt/>

Social Media:

<https://www.instagram.com/citeve/>

https://www.facebook.com/CITEVE/?locale=pt_PT

<https://x.com/citeve>

<https://www.linkedin.com/company/citeve/?originalSubdomain=pt>

Images:



In4Green URBACT NETWORK

GOOD PRACTICE SHEET

BE@T - Circularity Project in the textile sector.

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Famalicão
Entity responsible of the GP:	CITEVE
Other stakeholders involved in the GP:	Companies, Technological and Innovation Institutions, Academic Institutions, Local and Regional Authorities
Date/s of the GP (beginning and end):	25/05/2022 - 31/12/2025
Budget of the GP (if known):	€71 million

INFORMATION ABOUT THE GP

1. General objective of the GP.

The BE@T project aims to enhance sustainability and circularity within Portugal's textile sector. Its main goals include developing bio-based, traceable, and environmentally-friendly textiles, advancing sustainable production technologies, fostering eco-design, and promoting recycling and circular business models. Ultimately, it seeks to establish a circular textile industry focused on sustainability and responsible consumption.

2. Policy framework

BE@T is part of the PRR Bioeconomy initiative for Portugal's Textile and Clothing Industry, under PRR, receiving €71 million in funding. This initiative aligns with EU and national goals to promote bioeconomy, reduce waste, and ensure sustainability.

3. Governance of the GP.

Led by CITEVE, BE@T involves 56 beneficiaries collaborating across industries and sectors, including research institutions, governmental bodies, and private entities. Decisions are guided by sustainability principles, with involvement from diverse stakeholders to address production and environmental goals in a cohesive framework.

4. Brief description of the GP.

BE@T includes initiatives such as developing bio-materials from natural fibers (e.g., banana leaves, pineapple, and flax), recycling processes, industrial symbiosis, and eco-design. It also promotes consumer awareness about sustainable choices and aims to create a supply chain that is transparent and circular.

5. Communication of the GP.

BE@T's communication plan includes public events, newsletters, social media, workshops, and promotional campaigns. Highlights include a launch event with 400 participants, outreach through social media, and multiple press releases to engage stakeholders and inform the public about project goals and progress.

6. Results and impact of the GP.

Expected results include the creation of new sustainable products, enhancement of recycling systems, development of eco-friendly materials, and heightened awareness of circular practices. By fostering a circular approach, BE@T contributes to knowledge production and the evolution of sustainable practices within Portugal's textile industry.

7. Evaluation of the GP.

The project includes structured feedback mechanisms and reports, with evaluation metrics covering environmental footprint, use of recycled materials, and the success of eco-design processes. These metrics guide adjustments and validate the project's environmental benefits and societal impact.

8. Lessons learnt and conclusion.

Key success factors include collaboration across sectors, clear sustainability metrics, and an inclusive communication strategy. Challenges include ensuring the scalability of circular practices across the industry and maintaining stakeholder engagement. The project underscores the importance of ongoing innovation in eco-design and recycling for sustainable growth in the textile sector.

9. Pictures, images and links.

Website:

<https://bioeconomy-at-textiles.com/>

Social Media:

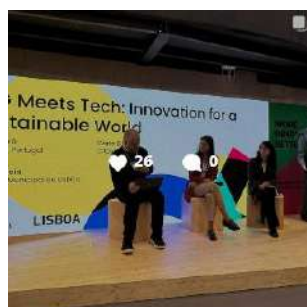
https://www.instagram.com/beat_textiles/

<https://www.facebook.com/bioeconomyattextiles/>

https://x.com/Beat_textiles/status/1862529053879672986

<https://www.linkedin.com/showcase/bioeconomyattextiles/?originalSubdomain=pt>

Images:



In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Local Strategic Planning Process

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Famalicão
Entity responsible of the GP:	City Council of Famalicão
Other stakeholders involved in the GP:	Local and regional institutions; community
Date/s of the GP (beginning and end):	2022-2030
Budget of the GP (if known):	Unknown

INFORMATION ABOUT THE GP

1. General objective of the GP

The strategic planning initiative in Famalicão aims to create a comprehensive and forward-looking framework for local sustainable development through a municipal strategic plan that mobilizes all the community (citizens and public and private entities) and their integrated actions to achieve a common desired future. The primary goal is to ensure economic competitiveness, social inclusion, and environmental sustainability, while addressing demographic challenges, through the active involvement and articulated cooperation of all the stakeholders. The municipal plan defines a common desired vision of the future, establishes the strategic projects and actions, and drives community aligned actions. The strategic plan is a continuous and dynamic process (and not a static, closed and rigid product) that seeks to position Famalicão as a thriving municipality that balances tradition with innovation, fostering a high quality of life for residents and creating opportunities for future generations. Recognizing that the city is built by and for the community (citizens and entities) the municipal strategic planning process is focused on defining a common city vision and shared goals, on aligning and integrate all the stakeholder's actions and reinforce cooperation to boost city innovation and competitiveness and guarantee a better life quality for all.

2. Policy framework

The municipal strategic plan is embedded within national and European policy frameworks, and is aligned with Portuguese development strategies and the European sustainability and cohesion policies. The plan integrates the global challenges such as climate change, demographic shifts, and economic transitions into local actions. The municipal strategy that is imbibed in the plan considers the unique and distinctive local values and seeks to add relevant added value to them. The plan articulates and converges all the existing local strategies, ensuring consistency with broader urban and regional development objectives, while addressing specific local needs. The 1st municipal strategic process occurred between 2014 and 2021, within the strategic plan Famalicão Visão'25 (Municipal strategic plan 2014-2025), and was followed by the 2nd strategic planning process Famalicão.30 (Municipal strategic plan 2022-2030), that started with local election in 2022. These plans support all the municipal strategy and actions and mobilizes local stakeholders for aligned actions.

3. Governance of the GP

The governance model for the plan is based on co-creation, collaboration and inclusivity. The City Council of Famalicão leads the initiative, working closely with public and private

stakeholders, including local businesses, educational institutions, community organizations, and technical advisors, and also guaranteeing citizens individual participation. The decision-making processes is participatory, involving consultations with citizens, stakeholders and experts to ensure that the strategy (that includes the strategic vision and projects/actions) reflects the diverse perspectives and fosters broad community buy-in. The municipal strategic plan is a strategic process that intends to continuously reinforce local multilevel and multisectoral governance - always considering that the city is the result of the joint and individual actions (citizens and entities).

4. Brief description of the GP

The municipal strategic planning process has two main moments: (1) define the strategic vision, projects and actions with the community engagement (citizens and stakeholders participate actively in the city diagnosis and in developing projects proposals); and (2) collaboratively implement and monitor the strategic projects and actions. To guarantee an effective cross-cutting, innovative and mobilizing governance model, the city implements biannual city festivals with conferences, workshops, focus groups, round tables, demonstrative sessions and street participative points. The strategic plan outlines a cohesive vision for the development of the City, focusing on economic growth, demographic sustainability, and community well-being. It identifies priority areas such as attracting investment, retaining young talent, supporting families, and promoting innovation. Specific initiatives include measures to improve infrastructures, foster sustainable practices, enhance cultural and educational opportunities, and address demographic imbalances through active aging policies and family-friendly programs.

5. Communication of the GP

Effective communication is a key component of the plan's success. The municipality uses multiple channels to engage with stakeholders, including public forums, online surveys, newsletters, and social media platforms. Regular updates are shared to inform the community about progress, gather feedback, and maintain transparency. Public consultation sessions and workshops ensure that all citizens (and entities) have a voice in shaping the strategy and aligning the action, and remain engaged throughout its implementation.

6. Results and impact of the GP

The expected outcomes of the strategic plan include an improved economic environment, better demographic balance, and a stronger sense of community. Specific impacts include increased job opportunities, enhanced quality of life for residents, and greater retention of skilled professionals. The plan also aims to make Famalicão more attractive to new residents, contributing to population growth and sustainability. As outputs of the process the Municipality has the municipal strategic plan document, and during the process emerge has 'outputs/results' the implementation of the strategic projects and the creation, activation, and dynamization of local networks and partnerships (thematic and multi-thematic). Also, as a result the city has citizens engaged with the strategic plan and actions, interested and active participants in developing critical thinking, in presenting ideas and in acting for a common desired future (in which needs are met and dreams achieved).

7. Evaluation of the GP

Evaluation mechanisms are integrated into the strategic planning process to measure progress and effectiveness. Metrics include economic indicators, demographic data, and citizen surveys. As well as street listening actions and participatory sessions to identify citizens perceptions.

8. Lessons learnt and conclusion

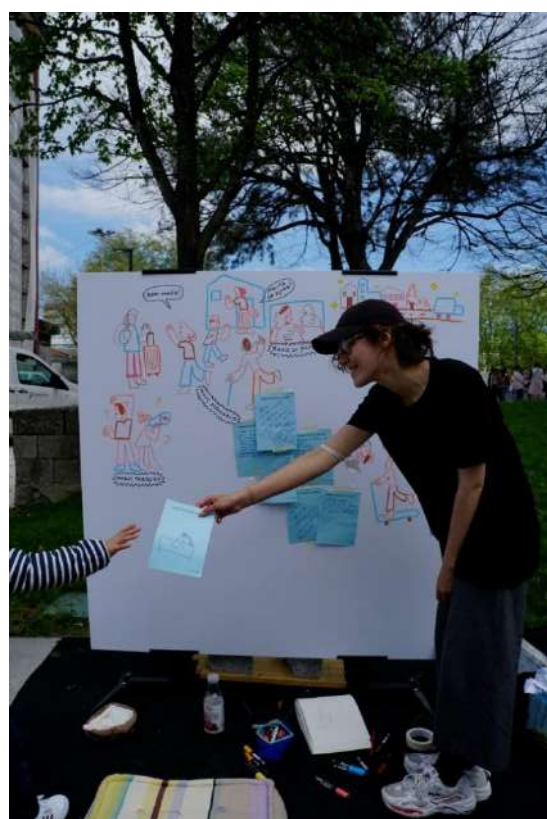
The development of the strategic plan highlights the importance of collaboration, adaptability, and evidence-based decision-making. Key lessons include the value of stakeholder engagement and the need for flexibility in addressing unforeseen challenges, such as shifts in economic or social conditions. Also crucial for this process is to guarantee the transparency, and maintain the communication clear and permanent during all the process. The initiative underscores the critical role of long-term planning in fostering resilient, inclusive, and sustainable communities. Famalicão's experience serves as a model for municipalities aiming to align local priorities with global challenges and opportunities, setting a strong foundation for continued growth and

success, based on the aligned cooperation between all the actors that are responsible for building the city.

9. Pictures, images and links

Municipal strategic planning process Famalicão.30 (2022-2030):

<https://www.famalicao.pt/famalicao-30>







Municipal strategic planning process Famalicão Visão'25 (2014-2025):

<https://www.famalicao.pt/famalicao-visao-25>

<https://www.facebook.com/famalicaovisao25>



In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Famalicão INHUB - Innovation and Technology

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Famalicão
Entity responsible of the GP:	City Council of Famalicão
Other stakeholders involved in the GP:	University of Minho; IPCA; Incubator MadeIN; TecMeat
Date/s of the GP (beginning and end):	2000-on going
Budget of the GP (if known):	

INFORMATION ABOUT THE GP

1. General objective of the GP.

Famalicão INHUB aims to foster research, innovation, and advanced education in Famalicão, creating a dynamic hub that integrates higher education, technology, research, innovation, incubation, and industry. Its primary objectives include developing a knowledge-based economy, supporting innovation in local industries, and attracting talent to enhance Famalicão's competitiveness and economic resilience.

2. Policy framework

This initiative is part of Famalicão's long-term economic and educational development strategy, supporting national goals of increasing innovation and competitiveness. It aligns with EU priorities for research and innovation, connecting Famalicão's local strengths with broader European objectives in education, industry, and sustainability.

3. Governance of the GP.

City Council leads the initiative, in partnership with regional universities, research institutions, and local industries. A collaborative governance model is established, with input from educational leaders, industry stakeholders, and policy makers, fostering a culture of cooperation that encourages innovation and responsive decision-making. Regular consultations ensure alignment with community needs and emerging industry trends.

4. Brief description of the GP.

Famalicão INHUB operates as a multi-functional center that integrates research, innovation, higher education, and industry. Activities include offering research facilities, hosting industry-academic collaborations, providing training programs, and supporting technology transfer. The center also offers resources for startups and entrepreneurs, helping bridge the gap between academia and industry.

5. Communication of the GP.

Communication strategies include partnerships with universities and industries, local media coverage, public events, and outreach through digital platforms. Stakeholders and the public are kept informed via social media channels, with a focus on transparency and community engagement to attract students, researchers, innovators and companies.

6. Results and impact of the GP.

Anticipated impacts include the upskilling, increased R&I output, enhanced partnerships between academia and industry, and growth in local startups and tech-driven enterprises. The Hub also aims to contribute to regional innovation, positioning Famalicão as a hub for knowledge and innovation in Portugal.

7. Evaluation of the GP.

Famalicão INHUB's impact and activity is evaluated through key performance indicators such as research output, number of partnerships, number of researchers, number of labs, student enrollment rates in related programs, and startup creation and scaling. Regular reviews and feedback sessions with stakeholders help assess the program's alignment with its objectives and guide future improvements.

8. Lessons learnt and conclusion.

Successful factors include strong institutional partnerships, alignment with industry needs, and robust community engagement. Challenges include ensuring sustainable funding. The initiative highlights the importance of fostering an innovation ecosystem that supports both economic development and educational advancement.

Now we are working on the conception of a requalification project to foster the energy efficiency and the sustainability of the building, as it is a late 1980's construction.

This architecture Project will also allow to created a new central building to ensure the main shared facilities for the community working and studying here.

Still, it is envisaged to enlarge the headquarters with more labs and spaces for technological start ups and spin offs.

9. Pictures, images and links.

https://www.famalicaomadein.pt/inovacao_e_ciencia











In4Green URBACT NETWORK

GOOD PRACTICE SHEET

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

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Larissa
Entity responsible of the GP:	Municipality of Larissa
Other stakeholders involved in the GP:	JOIST Innovation Park
Date/s of the GP (beginning and end):	[Date or dates of the GP]
Budget of the GP (if known):	[Total or annual budget of the GP]

INFORMATION ABOUT THE GP

1. General objective of the GP.

JOIST is an innovation park located in Larissa, Greece that is a city with a population of 120k while almost 200k live in its wider metropolitan area. Joist was designed to create the foundations for new ways for innovation, to reach individuals and businesses of diverse backgrounds and goals. It cultivates a community that ensures its members are empowered, and its unique ideas grow and thrive.

Joist was conceived to enhance knowledge distribution, boost entrepreneurial spirit, establish collaborative networks, and offer inclusive working practices. It is the port of call for academic institutions, enterprises, business-minded individuals, innovation enthusiasts, startupper, and anyone interested in developing, testing, and learning new things.

2. Policy framework

N/A

3. Governance of the GP.

JOIST Innovation Park is a purely private initiative that has not received funding from any national or European program. It was founded by Dr. Anastasios Vassiliadis as a result of the operation of the Institute of Entrepreneurship Development (iED), which is a European Center of Excellence in entrepreneurship. The iED was established in 2005 in the city of Larissa and is one of the largest organizations managing European programs in Greece.

Through collaboration with transnational partners—both public and private organizations—it became evident that although there were many resources from the EU to fund the introduction of innovation by businesses, these resources remained underutilized. Thus, the idea was born to establish an innovation hub that would facilitate the transfer of knowledge and innovation to individuals, organizations, and businesses.

Consequently, our already successful business initiative played a role in the realization of the JOIST project in the city of Larissa. Additionally, the operation of the Park in Larissa is well-suited due to its strategic geographic location, the presence of a major higher education institution, the University of Thessaly. Additionally, there are various studies conducted at the European level, which converge on the fact that regional development is accelerated and

achieved more effectively when policies are designed and developed at the local and regional level, and subsequently strengthened with horizontal central interventions.

The business operates under purely private terms in accordance with the legal framework for capital companies, and is managed by the company's administrator, whose decisions bind the other members involved in it.

4. Brief description of the GP.

JOIST Innovation Park is housed in a space of 1,800 sq.m. within the urban tissue of the city of Larissa. It is an exemplary model of adaptive reuse of a 1990s industrial building, as existing recycled and environmentally friendly materials reconstruct it with the ultimate aim of reducing the energy footprint and highlighting the industrial heritage of Larissa.

The Innovation Park meets high accessibility requirements, provides ultra-high-speed Internet and covers a significant percentage of its total energy needs from renewable energy sources (RES). The surrounding area of the building was designed to create an open social hub on a green neighborhood scale, promoting social interaction.

The new spatial formulation is designed to transform the old building into a contemporary industrial building. The new structure functions as a flexible working environment, using the organization of an ecosystem as a synthetic tool around an internal square (agora) that develops in the atrium of the old industrial building.

During construction phase the GP intensified the relationships with the post-financial crisis context of Greece by promoting circular economy and low carbon footprint. Almost 40% of the materials used for the building were upcycled.

Through the restoration and reuse process of the existing industrial equipment, dividing lines were abolished between dipoles, such as:

- Linear production in comparison with planning for synergies.
- The gap between private and public.
- The interconnection of neighborhood and city center functions.
- The reprogramming of work and leisure functions.
- The promotion of an environment that will bring together ideas such as production, research and learning.
- The coexistence of all these seemingly disparate dimensions highlights the function of JOIST.

The innovation Park hosts a hybrid building program that aspires to meet the growing demands of the post-labour era. At the same time, it is a hub for digital innovation and training that hosts cultural, social, and business events.

JOIST is accessible to disabled people, is inclusive and pet-friendly.

5. Communication of the GP.

JOIST Innovation Park was communicated to stakeholders and the general audience through a strategic and multifaceted approach. JOIST maintains a presence in both online and offline media. It has accounts on six social media platforms: Facebook, Instagram, LinkedIn, X, YouTube, and TikTok. For its communication needs, JOIST utilizes email marketing through newsletters and push notifications to its list of contacts. Additionally, it employs paid advertisements on META platforms and Google Ads to enhance its visibility.

Periodically, various media outlets, including local and national newspapers and magazines, have featured the Innovation Park. Furthermore, JOIST organizes events, such as conferences, exhibitions, tours, workshops, and networking gatherings to attract attention and generate interest among potential users and partners.

6. Results and impact of the GP.

Innovation parks like JOIST can significantly maximize their impact on the local community, especially in areas where research centers are not present. Therefore, Larissa is an ideal location for the creation and development of an innovation park.

The benefits for our region will include:

- The introduction of innovation from other countries
- The application of innovation by small local businesses
- The training of students in new technologies
- The digital transformation of businesses
- Establishing the city and the region as an attraction hub
- Mapping and collaboration of the ecosystem in our region for the first time
- Connecting our region with corresponding European Innovation Hubs

Here are some quantitative data related to JOIST's operation so far:

MEET & CONNECT Area:

From the start of the Organization's operation in May 2022 until December 2023, JOIST organized and conducted 68 events, which were attended by a total of 5,975 people. Additionally, two two-day hybrid exhibitions were held:

- Innovent Forum 2023
- InnoHealth Forum 2023

For the year 2024, 44 events are planned, with 5,000 participants expected.

PLAY & LEARN - CREATE Area:

From the start of the Organization's operation in May 2022 until December 2023, the following activities were implemented:

- 97 Group School Visits, benefiting 4,300 children.
- 32 short-term open educational programs, benefiting 530 children.
- 24 open educational programs for adults, benefiting 370 people.

WORK Area

From the start of the Organization's operation in May 2022 until December 2023, the occupancy of the offered spaces is as follows:

- 100% occupancy of the six private offices available for rent
- 224 bookings of training rooms and meeting spaces
- 32 bookings of the amphitheater for third-party events
- 13 workstations used daily in the co-working space
- 47 business tax offices registered

GROW & FUND Area

From the start of the Organization's operation in May 2022 until December 2023, the quantitative data for these two areas are as follows:

- Over 340 B2B & B2G matching meetings were conducted in person and online during the Innovent Forum 2023 and InnoHealth Forum 2023
- Funding was secured through European resources for 7 new business ideas, and more than 35 teams of young people were supported with education and mentoring services
- 9 businesses received funding for the introduction of innovation through European programs
- 12 new full-time jobs were created

- More than 14 young researchers and entrepreneurs were hosted at the organization's facilities for over three months, where they interacted with other members of our ecosystem.

7. Evaluation of the GP.

The company evaluates its qualitative and quantitative results according to internal processes which is based on the ISO 9001 standard. Its financial results are assessed by an independent firm of certified auditors.

8. Lessons learnt and conclusion.

The operation of the JOIST Innovation Park has yielded positive outcomes as:

- The park's visitor numbers have exceeded expectations.
- There is a positive opinion regarding the necessity of the park's operation, not only from the general public but also from private businesses and public organizations in Larissa and throughout the region.
- There is significant interest in the park's operations beyond the region, as recognized by the visits of political figures, including the Prime Minister of Greece.
- There is investment interest in adopting the park's model both within Greece and internationally. In 2024, a branch will be opened in the city of Ioannina, and there are advanced discussions about establishing similar parks in India and France.

What has proven to be effective is the fact that:

- The park addresses everyone (the artistic and cultural community, businesses, the public sector, universities, research organizations, students, pupils, parents, and children).
- The mix of its services. JOIST connects six major areas, which can find them individually to other business initiatives, but the park links them together, providing greater added value to the customer.
- It is a private initiative, which provide flexibility in making strategic decisions.
- With the park's launch, there were educational activities for children, which contributed to its rapid communication and publicity.

What still needs improvement is:

- Better communication of JOIST's central goal and strategy. Although the six service areas offered by JOIST constitute the park's strategic advantage, they also make it more challenging for someone to quickly understand exactly what service is being provided.

9. Pictures, images and links.

<https://joistpark.eu/en/innovation-park/>

<https://www.facebook.com/joistpark>

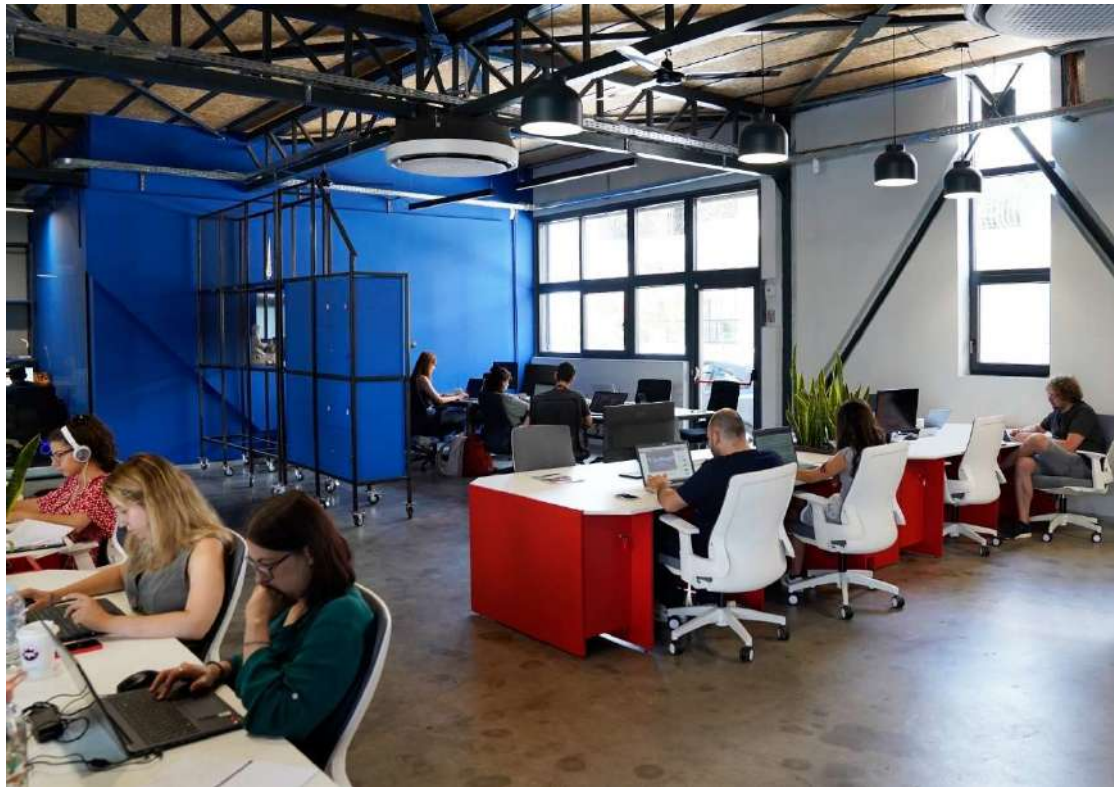
<https://www.instagram.com/joistpark/>

<https://www.linkedin.com/company/joistpark/>

<https://x.com/joistpark>

<https://joistpark.eu/vr-tour/>









In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Horizon 2020 - CLEVER Cities

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Larissa
Entity responsible of the GP:	Municipality of Larissa
Other stakeholders involved in the GP:	<ul style="list-style-type: none"> • Chamber of Commerce of Larissa • Association of Thessalian Enterprises and Industries • University of Thessaly • Local councils • Local groups and associations • Commercial Association of Larissa
Date/s of the GP (beginning and end):	Start date: 1 June 2018 End date: 30 November 2023
Budget of the GP (if known):	14.214.660,630€

INFORMATION ABOUT THE GP

1. General objective of the GP.

The main objectives of the project included citizen engagement, fostering partnerships and knowledge exchange among cities, as well as contributing to the advancement of green innovations in urban environments. The actions envisaged and implemented within the framework of the CLEVER CITIES program aim for each city to establish its own collaboration framework (Urban Innovation Partnership), through which it can develop a Nature-Based Solutions Plan (NBS Plan) for utilizing them in urban intervention areas. Each such plan tailored to the local conditions of each city (natural, climatic, social, economic, institutional) and resulted from co-design actions, with the participation of stakeholders as much as possible.

Larissa planned to replicate CLEVER Cities methods of co-creation to transform the ETHIAGE area into a public park. Located in the southern part of the city, the area has post-industrial characteristics and is currently seen as an 'urban vacuum'. It has been a long-standing demand to incorporate the development of the area into the greater city planning.

The specific objective was to involve the local community, schools, residents and other stakeholders in the discussions over the future development of the ETHIAGE area, the creation of the public park and the reuse of the warehouses.

2. Policy framework

In Greece, terms such as green interventions, bioclimatic interventions, green and blue infrastructure (mainly in guidelines in operational programmes, but not in national policies) green roofs and urban green are used.

The particular use of each term depends on the general scope and focus of the ministries' responsibilities, which are also mirrored in their sectoral operational programs and project funding.

The Greek Ministry of Environment, for instance, focuses in bioclimatic/green interventions, water and waste management, and energy as infrastructure development, while the National Ministry of Economy and Competitiveness prioritises actions for circular and green economy, innovations, and smart city solutions. The legislation for urban planning requires a certain balance between built and green spaces, however, in general, it is quite land-use oriented, connected to building rights, opposed to broader notions of urban sustainability. Interlinkages with other strategies or policies relevant for sustainability (e.g. energy and climate change policies) are very weak.

As interviewees pointed out, the term 'nature-based solutions' is neither used in regulations nor strategic documents.

The CLEVER Cities project was indeed part of a wider strategy within the European Union's Horizon 2020 program. Horizon 2020 is the EU's largest research and innovation program, aimed at fostering innovation and competitiveness across various sectors. CLEVER Cities specifically focused on the development of nature-based solutions to urban challenges, such as climate change adaptation, social inclusion, and sustainable urban development.

The policy framework of CLEVER Cities was aligned with several overarching strategies and initiatives within Horizon 2020, as well as broader EU policies related to sustainable development, urban resilience, and innovation. Some key elements of this policy framework include:

Horizon 2020 Priorities: CLEVER Cities was in line with the overarching priorities of Horizon 2020, which include addressing societal challenges, promoting excellence in science and innovation, and ensuring the EU's global competitiveness.

Nature-Based Solutions Agenda: The project contributed to the EU's agenda on nature-based solutions (NBS), which emphasizes the use of natural processes and ecosystems to address societal challenges. CLEVER Cities aimed to demonstrate the effectiveness of NBS in urban settings and promote their uptake in policy and practice.

Urban Agenda for the EU: CLEVER Cities aligned with the Urban Agenda for the EU, which seeks to promote sustainable urban development by addressing key challenges facing cities. The project aimed to contribute to the implementation of the Urban Agenda's priority areas, such as green infrastructure, climate adaptation, and social inclusion.

European Green Deal: The project also supported the objectives of the European Green Deal, a flagship initiative of the European Commission aimed at making the EU's economy sustainable and achieving climate neutrality by 2050. CLEVER Cities contributed to the Green Deal's goals by promoting nature-based solutions, enhancing urban resilience, and fostering social cohesion.

3. Governance of the GP.

In the CLEVER Cities project, the governance structure for the Municipality of Larissa involved a combination of local government leadership, collaboration with project partners, stakeholder engagement, and citizen involvement.

Local Government Leadership: The Municipality of Larissa likely played a central role in leading the implementation of the CLEVER Cities project within the city. This would involve coordinating activities, allocating resources, and ensuring alignment with local priorities and policies related to urban development, sustainability, and resilience.

Project Partners: The Municipality of Larissa collaborated closely with other project partners involved in CLEVER Cities, including research institutions, non-governmental organizations (NGOs), and other municipalities participating in the project. These partners contributed expertise, resources, and support to the implementation of project activities in Larissa.

4. Brief description of the GP.

The CLEVER Cities project aimed to co-create, implement, and manage locally tailored NBS (Nature-based solutions) to deliver tangible social, environmental and economic improvements in urban regeneration. It was committed to make the interventions in Front-runner cities (FR cities - Hamburg, London, Milan) cases for successful NBS and to prepare robust replication roadmaps in Fellow cities (FE cities - Belgrade, Larissa, Madrid, Malmo, Sfantu George, Quito), that have both NBS experience and expertise to offer.

CLEVER Cities applied a city centric approach, starting by key urban regeneration challenges and employing strong local partner clusters, to foster sustainable and socially inclusive urban regeneration locally, in Europe and globally.

As part of the project implementation, the Municipality of Larissa, in collaboration with the Department of Greenery, organized educational activities aimed at informing students about the application of Nature-Based Solutions (NBS) in urban environments. Primary and secondary school students in Larissa had the opportunity to learn about the city's flora, the production process of the Greenery Department concerning trees, shrubs, flowering plants, and aromatic herbs, and to discuss the importance and value of greenery, recycling, composting, as well as

the protection of parks and the environment in general. The activities concluded with the experiential participation of students in the flower planting process in specially designed thematic flowerbeds within the Botanical Collection area.

Simultaneously, an informative workshop presenting the project was held at the JOIST Innovation Park. During the workshop, the Municipality's participation in the project's partnership framework was presented by the Deputy Head of the Municipality's Planning Department. Also, A presentation on Urban Nature-Based Solutions (NBS) in shaping public spaces took place, and good practices from other European projects involving the Municipality of Larissa regarding urban environment and public space planning were presented.

5. Communication of the GP.

The CLEVER Cities project communicated with stakeholders and the general audience through various channels, including the local social media platforms of the partners and the project website. Here's how this communication has been carried out:

Social Media Engagement: Each project partner utilized their local social media channels to share updates, news, and events related to the CLEVER Cities project. They have posted about project milestones, community activities, workshops, and initiatives, encouraging stakeholders and the general audience to participate and provide feedback.

Project Website: The CLEVER Cities project maintained a dedicated website where stakeholders and the general public could access comprehensive information about the project. This website served as a central hub for project updates, resources, publications, event announcements, videos and contact information.

To support participatory planning actions in Larissa, 4 events for project communication, information on the actions of the Municipality of Larissa, and the involvement of interested parties (e.g., participation in events, festivals, etc.) took place during the project development.

6. Results and impact of the GP.

CLEVER Cities launched a range of results and tools including:

- Insightful factsheets;
- A pioneering NbS guidance platform, proved to be a comprehensive hub offering diverse insights and lessons to advance urban regeneration strategies globally;
- Local Innovation Screening Tool (LIST) brings a paradigm shift in the evaluation of innovation criteria, highlighting significant impacts and fostering a pioneering spirit among cities;
- CLEVER Regional Solutions Catalogue;
- Development of Roadmap of fellow cities

Project impacts were not limited to these three cities, but extended across the globe to cities like Belgrade, Larissa, Madrid, Malmö, Sfântu Gheorghe, and Quito, exchanging expertise and knowledge. These cross-city interactions facilitated adaptation of NbS interventions, making

them applicable and effective in various urban contexts worldwide. Study visits, a project highlight, brought a wide range of city representatives to Hamburg, Milan, and London, where participants viewed a wide range of resident-led urban greening initiatives. NbS projects from around the world were able to benefit from similar knowledge exchange at the CLEVER Cities Final Conference (Nature in the City), which explored social and environmental impacts of urban greening.

7. Evaluation of the GP.

Monitoring and evaluation plans in each Front Runner city were developed by the Local monitoring teams (joint effort between Front Runner cities and their LMT team leaders). The monitoring will run for at least five years post-project as part of each Front Runner Cities' Smart City systems and future University research and innovation projects.

8. Lessons learnt and conclusion.

The Municipality of Larissa, through its participation in the CLEVER Cities project, gained valuable insights and lessons in transformative urban regeneration with a focus on Nature-based Solutions (NBS).

Over the course of its tenure, CLEVER Cities laid the groundwork for community-driven transformations. Local teams comprising residents, businesses, knowledge partners, and authorities collaborated in crafting tailor-made urban metamorphoses in Hamburg, London, and Milan. Hamburg worked with the community to build a green pathway that included a natural playscape and sustainable urban drains. London sponsored community organised and led greening projects and educational opportunities. Milan invested in green roofs and facades across the city. Each approach ensured that urban rejuvenation was not just a process but a participatory journey, catering to the unique needs of each locality.

Furthermore, the following factors have been identified that can play an important part in transferring what we practice in CLEVER as well as provide a segue to ultimately mainstreaming NBS in the city of Larissa:

- participatory planning processes during the preparation of plans (although from previous experience, the public isn't completely on board in participating early on in planning, in the CLEVER/AdaptInGR workshop we were pleasantly surprised in the level of interest from the participants to provide feedback on what they'd like to see in the public space)
- enhancing the adoption of NBS practices / solutions in the design of public and private projects
- creation of living labs that will be "sustainable" after the "pilot" period (this is somewhat challenging, not only because we don't have much experience, but also because it's connected with political will)

In conclusion, the project highlighted the non-linear nature of co-creation in NbS projects, emphasising the importance of consistent terminology and citizen empowerment. The CLEVER Cities project signifies a milestone in promoting NbS for urban regeneration. While the project

concluded, its influence on urban planning remains, inspiring cities to consider nature-centric approaches for resilient and sustainable urban landscapes. The project's legacy promises to propel cities toward more environmentally conscious and connected futures, fostering thriving communities globally.

9. Pictures, images and links.

www.clevercities.eu

<https://www.facebook.com/CLEVERCitiesproject>

<https://www.linkedin.com/in/clevercities/>







In4Green URBACT NETWORK

GOOD PRACTICE SHEET

ENERGY COMMUNITY OF LARISSA

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Larissa
Entity responsible of the GP:	Municipality of Larissa
Other stakeholders involved in the GP:	<ul style="list-style-type: none"> • Municipal Gallery of Larissa - G.I. Katsigras Museum • Municipal Conservatory of Larissa • Municipal Social Enterprise of Larissa • Holy Metropolis of Larissa and Tirnavos
Date/s of the GP (beginning and end):	Approval of statute: City Council Decision 178/2021 Registration in GCR: Feb 2022
Budget of the GP (if known):	-

INFORMATION ABOUT THE GP

1. General objective of the GP.

The general objective of the Energy Community is to use the produced energy (estimation 546.642kWh/y) to support vulnerable social groups (2.500-3.000 households), transition to renewable energy for municipal structures (schools, public buildings, museums, churches, etc) as well as to promote the general principles of energy transition.

The specific objectives of the Energy Community are the following:

- Production, storage, self-consumption or sale of electrical or thermal or cooling energy from RES stations or High Efficiency Heat and Power Cogeneration or Hybrid Stations installed within the Region where the headquarters of E.Com. or even within a neighboring Region for E.Com. with headquarters within the Region of Attica,
- Management, such as collection, transport, processing, storage or disposal, of raw material for the production of electrical or thermal or cooling energy from biomass or bioliquids or biogas or through energy utilization of the biodegradable fraction of municipal waste,
- Supply for the members of energy products, devices and facilities, with the aim of reducing energy consumption and the use of conventional fuels, as well as improving energy efficiency,

- Supply for members of electric vehicles, hybrid or not, and in general vehicles that use alternative fuels,
- Electricity distribution within the Region where its seat is located,
- Supply of electricity or natural gas to final customers, in accordance with article 2 of Law 4001/2011 (A´ 179), within the Region where its headquarters are located,
- Production, distribution and supply of thermal or cooling energy within the Region where its seat is located,
- Demand management to reduce the final use of electricity and representation of producers and consumers in the electricity market,
- Network development, management and exploitation of alternative fuel infrastructures, in accordance with Law 4439/2016 (A´ 222) or management of sustainable means of transport within the Region where the seat of the E.Com. is located,
- Installation and operation of water desalination units using A.P.E. within the Region where the seat of the E.Com. is located,
- Provision of energy services, in accordance with article 10 of D6/13280/7.6.2011 (B´ 1228) decision of the Minister of Environment, Energy and Climate Change.
- Attracting funds for the realization of investments for the utilization of RES or High Efficiency Heat and Power Cogeneration or interventions to improve energy efficiency within the Region where the seat of the E.Com. is located,
- drawing up studies of utilization of RES or of HEHPC or implementing interventions to improve energy efficiency or providing members with technical support in the above areas,
- management or participation in programs financed by national resources or resources of the European Union related to its purposes,
- providing advice on the management or participation of its members in programs financed by national resources or resources of the European Union regarding its purposes,
- information, training and awareness at local and regional level on energy sustainability issues,
- actions to support vulnerable consumers and address the energy poverty of citizens living below the poverty line, within the Region in which the headquarters of the E.Com. is located, regardless of whether they are members of the E.Com., such as providing or energy offsetting, energy upgrading of homes or other actions that reduce energy consumption in the homes of the above.

2. Policy framework

Legal framework: Law 4513/2018 “Energy Communities”

In Greek Law, Energy communities are defined as “Civil Cooperatives for exclusive purpose”.

- Members of an Energy Community may be:

- a) Natural persons with full legal capacity,
- b) public law legal entities other than first and second grade local government organizations or private law legal entities,
- c) 1st level of Local Authorities of the same Region in which the seat of the Energy Community is located, or their businesses,
- d) 2nd level Local Authorities of the headquarters of the EC.

- Minimum no of members:

- a) Five (5) (legal entities under public law other than the LAs or private law legal entities or natural persons),
- b) three (3) (legal entities of public or private law or natural persons, of which at least two (2) are LAs,
- c) two (2) (only 1st level LAs in island regions with a population of less

- 50%+1 of the members must be related with the area of the Energy Community (public entities headquarters in the region).

- Maximum share for partners is 20%, except LAs (max50% for LAs of island regions with a population of less than three thousand one hundred (3,100) inhabitants according to the latest census, max40% other LAs).

The Energy Community of Larissa is part of a broader strategy aimed at promoting renewable energy, fostering community engagement, and enhancing energy self-sufficiency. These communities are typically integrated into Greece's National Energy and Climate Plan (NECP), which outlines the country's targets, policies, and measures to transition to a low-carbon economy.

Overall, Energy Communities in Greece are integrated into a wider strategy encompassing national energy plans, EU directives, climate targets, and sustainability objectives.

3. Governance of the GP.

Establishment Procedure

The Energy Community of Larissa established through a formal procedure involving the formation of a civil cooperative. This process included interested citizens coming together to form a cooperative entity focused on energy generation and distribution within the Larissa region. Supporting documents, such as the cooperative's bylaws and founding documents, would have been prepared and submitted to the competent Magistrate's Court for approval.

Legal Personality

Upon approval by the Magistrate's Court, the Energy Community acquired legal personality. This involved registering the cooperative in the Energy Community Segment of the General Commercial Registry, which provided it with the legal status necessary to operate as a distinct entity.

Following its establishment, the management body have been formed to oversee the initial operations of the Energy Community. This management is responsible for making key decisions, managing finances, and setting strategic goals during the early stages of development.

Power Generation License

To generate and distribute electricity within the Larissa region, the Energy Community needed to obtain a power generation license from the relevant regulatory authority, such as the Hellenic Electricity Distribution Network Operator S.A. This license authorizes the community to produce and supply electricity to the local grid.

Infrastructure Development

Building infrastructure is a crucial step in the establishment of the Energy Community. This could include the installation of renewable energy generation facilities (such as solar panels or wind turbines), as well as the development of distribution networks to deliver electricity to consumers within the community.

4. Brief description of the GP.

The Energy Community of Larissa is a collaborative effort led by the Municipality of Larissa in partnership with other local organizations aimed at harnessing renewable energy resources, particularly through the establishment of a 3MW photovoltaic park. Here's a brief overview of the Energy Community and its activities based on the provided notes:

Legal Form: The Energy Community operates as a Civil Cooperative, reflecting its cooperative and community-driven nature. This legal structure allows for collaboration and joint ownership among its members.

Statute Approval: The Energy Community's statute was approved by the Larissa City Council through Decision 178/2021, providing a legal framework for its establishment and operation.

Members: The Energy Community includes various local organizations as members, indicating a diverse range of stakeholders committed to its objectives. Members include:

- Municipality of Larissa
- Municipal Gallery of Larissa - G.I. Katsigras Museum
- Municipal Conservatory of Larissa
- Municipal Social Enterprise of Larissa
- Holy Metropolis of Larissa and Tirnavos

Registration: The Energy Community was officially registered in the General Commercial Registry (GCR) in February 2022, granting it legal recognition and the ability to conduct business activities.

Duration: The Energy Community operates with an indefinite duration, suggesting a long-term commitment to its goals of renewable energy production and community engagement.

Activities: The Energy Community's activities encompass all mandatory and auxiliary functions outlined in its statute. This likely includes the development, operation, and maintenance of the 3MW photovoltaic park, as well as any other initiatives aimed at promoting renewable energy adoption and sustainability within the Larissa community.

5. Communication of the GP.

The Communication of the Energy Community of Larissa was communicated to the stakeholders and the general audience through the local social media.

6. Results and impact of the GP.

The Energy Community successfully brought together various local organizations, including the Municipality of Larissa, demonstrating effective collaboration and networking.

Securing approval for the Energy Community's statute from the Municipal Council indicated initial support and recognition from local authorities, laying the groundwork for future renewable energy initiatives.

The annulment of the Energy Community highlighted the importance of legal compliance and awareness of regulatory requirements for community-driven energy projects.

The involvement of multiple stakeholders in the Energy Community's activities fostered awareness and dialogue about renewable energy and sustainability within the Municipality of Larissa.

However, the change in Greek legislation posed a significant obstacle to the effort to establish the energy community. Despite the political will and cooperation demonstrated, adherence to legal frameworks ultimately dictated the fate of the initiative.

Despite its annulment, the Energy Community raised awareness about the potential of renewable energy and the importance of community engagement in driving sustainable development.

In conclusion, while the Energy Community of Larissa faced challenges and ultimately did not implement due to legal constraints, it generated valuable outcomes and impacts in terms of partnership formation, legal awareness, stakeholder engagement, and knowledge production. These results contribute to ongoing efforts to promote renewable energy and community empowerment in the Larissa region and beyond.

7. Evaluation of the GP.

The project is not being evaluated due to its annulment.

8. Lessons learnt and conclusion.

The establishment of the Energy Community of Larissa's experience offers valuable lessons and insights despite its eventual annulment. Here are the key factors contributing to its success, as well as areas where improvements could have been made:

Success Key Factors

Community Collaboration: The involvement of various local stakeholders, including the Municipality of Larissa, demonstrated strong community collaboration and commitment to renewable energy initiatives.

Diverse Expertise

The diverse expertise brought by the different members of the Energy Community likely contributed to comprehensive planning and decision-making processes, ensuring a well-rounded approach to project development.

Legal Framework Compliance

Initially, efforts were made to establish the Energy Community within the existing legal framework. This demonstrates an awareness of regulatory requirements and a commitment to legal compliance.

What Worked Well

Partnership Formation: The successful formation of partnerships among local stakeholders highlights effective networking and relationship-building efforts, which are crucial for collaborative initiatives like energy communities.

Statute Approval: Securing approval for the Energy Community's statute from the Municipal Council indicates initial support and recognition from local authorities, laying a solid foundation for the community's establishment.

What Did Not Work

Legal Compliance Oversight: The oversight regarding the legal framework governing energy communities led to the annulment of the Energy Community of Larissa. Failure to adhere to legal requirements ultimately halted the implementation of the initiative.

Inadequate Consideration of New Legislation: The decision-making process overlooked the updated legal framework introduced by Law 5037/2023, which regulates citizen energy communities. This oversight resulted in the Energy Community's non-compliance with the law.

Lessons Learned and Conclusions

It's essential for initiatives like energy communities to stay informed about relevant legislation and ensure strict compliance to avoid legal obstacles and setbacks. Regular monitoring of legal changes and adaptation of plans accordingly are significant to ensure the viability and legality of community projects.

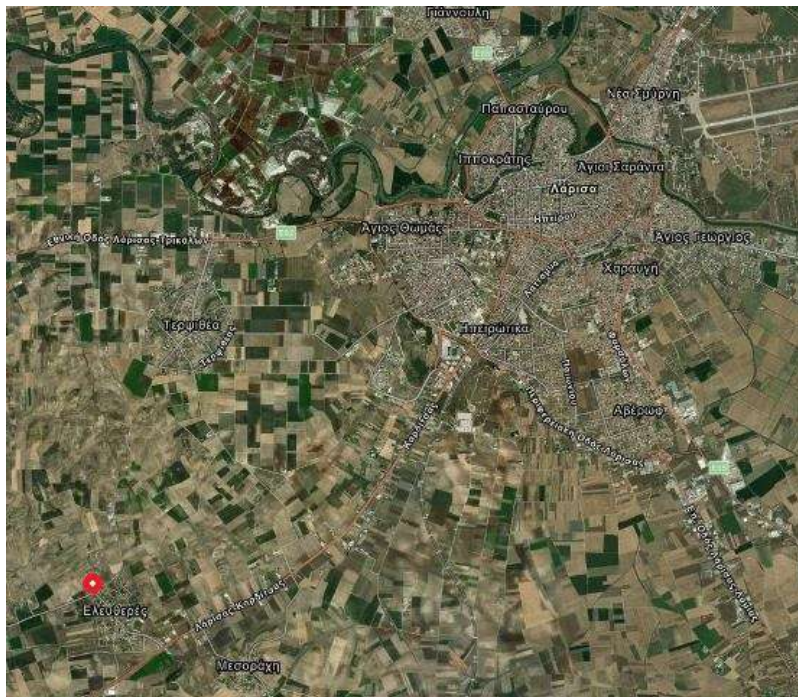
On the other hand, the change in Greek legislation posed a significant obstacle to the effort of the establishment of the Energy Eommunity. The political will and the cooperation among the local stakeholders was strong but the sudden change of the legal framework played a significant role to the annulment of the EC.

Continued engagement with stakeholders, including local authorities, is crucial for garnering support, navigating regulatory challenges, and ensuring the success of community-driven initiatives.

In summary, while the Energy Community of Larissa encountered challenges related to legal compliance, its experience underscores the importance of legal awareness, stakeholder engagement, and adaptability in the development and implementation of community-based renewable energy projects.

9. Pictures, images and links.





In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Wireless System for Automatic Telemetric Metering of Digital Water Meters in the Water Supply Network of the Municipal Water Supply and Sewerage Company of Larissa (DEYAL)

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Larissa
Entity responsible of the GP:	Municipality of Larissa
Other stakeholders involved in the GP:	Municipal Water Supply and Sewerage Company of Larissa (DEYAL)
Date/s of the GP (beginning and end):	
Budget of the GP (if known):	<p>€7,226,688.00 (Ministry of Environment and Energy - Operational Program "Transport Infrastructure, Environment and Sustainable Development" - Cohesion Fund 2014 - 2020)</p> <p>€1,981,688.00 (European Commission - Next Generation EU - National Recovery and Resilience Plan)</p> <p>Total Budget: €9,208,376.00</p>

INFORMATION ABOUT THE GP

1. General objective of the GP.

The general objective of this good practice is to protect and sustainably manage water resources through accurate monitoring of water consumption and the detection of leaks in the water network. The installation of digital water meters aims to reduce Non-Revenue Water (NRW), improve customer billing and service, and enhance efficiency in drinking water management. The system's implementation is expected to provide additional capabilities, such as:

- Leak detection in the network
- Reduction of Non-Revenue Water
- Fairer and more accurate billing and charging of customers
- Avoidance of incorrect charges, reducing customer complaints
- Elimination of the need for frequent meter readings
- Better overall water management (creation of consumption history by consumer, time, period, area, etc.)
- Reduction of data collection time and minimization of labor costs

- Detection of internal leaks in customers' networks
- Significant improvement in the level of service provided to customers and enhancement of the reliability of the DEYAL services
- Ability to apply differentiated pricing policies (by time, quantity, etc.)

2. Policy framework

This good practice is part of a broader policy framework aimed at the sustainable management of water resources and resilience to climate change. The main goal of this policy is to protect and optimize the use of drinking water through the integration of modern telemetric and digital monitoring technologies. This specific initiative is supported by two major European and national funding programs: the Operational Program "Transport Infrastructure, Environment, and Sustainable Development" from the Ministry of Environment and Energy, and the "National Recovery and Resilience Plan" under the Next Generation EU. Both programs aim to upgrade water supply infrastructure and promote the efficient use of natural resources, ensuring the sustainable development of urban area. This framework is key to fostering resource sustainability and adapting to the impacts of climate change.

3. Governance of the GP.

The good practice is implemented through the collaboration of multiple stakeholders under the leadership of the Municipal Water Supply and Sewerage Company of Larissa (DEYAL), which is responsible for the design, monitoring, and management of the project. Funding comes from the Ministry of Environment and Energy through the Operational Program "Transport Infrastructure, Environment, and Sustainable Development," as well as the European Commission under the Next Generation EU and the National Recovery and Resilience Plan.

Decisions are made collaboratively between funding agencies, technical teams from contractors, and DEYAL, ensuring the effective and timely implementation of the project. Additionally, the practice involves informing and engaging citizens through improved billing and the use of digital data for better service transparency and customer satisfaction. This governance structure ensures coordination between public and private stakeholders and promotes citizen participation through enhanced services.

4. Brief description of the GP.

The good practice involves the procurement, installation, and operation of a wireless system for the automatic telemetric metering of digital water meters in the water supply network of the Municipal Water Supply and Sewerage Company of Larissa (DEYAL). The project includes the installation of approximately 32,105 next-generation digital water meters, which allow for automatic recording and transmission of consumption data through wireless communication protocols (Wireless M-Bus and LoRaWAN). Additionally, the project includes the procurement and installation of base stations and data processing software, enabling efficient real-time management and monitoring of the water supply network.

The main goals of the good practice are to reduce water losses, ensure accurate billing, minimize Non-Revenue Water (NRW), and improve customer service. The project is expected to significantly contribute to the sustainable management of water resources, save human resources, and improve the overall operation of DEYAL.

More specifically, the good practice includes:

- Procurement and installation of a total of 32,105 ½” DN15 water meters with integrated communication systems and value display recorders. Specifically, 24,948 water meters will be installed in areas where the water network of DEYAL has been modernized, and 7,157 meters in additional areas. The offered meters will be next-generation, highly accurate, and will operate on transmission frequencies of 868MHz/433MHz or other frequencies with free usage rights in the EU, using LoRaWAN and Wireless M-Bus communication protocols for data collection via Walk-by and Drive-by systems.
- Procurement of ten (10) portable devices for data collection with local software and intermediate communication devices using the Wireless M-Bus protocol.
- Procurement and installation of a wireless low-power wide-area network (LPWAN) system, consisting of communication base stations (gateways), antennas, poles, etc., for the wireless transmission of meter data to DEYAL’s infrastructure.
- Procurement and installation of specialized network communication management software (network server), data processing and extraction software (application server), and integration with DEYAL’s billing software.
- Procurement and installation of a specialized platform for managing and visualizing water meter data (User Application) with large data management capabilities and an application for consumer integration with DEYAL’s billing software.
- Development and customization of the above-mentioned software and applications, as well as the system’s activation.
- A trial period of one to two months for the entire system after installation, including the implementation of monitoring, measurement, and maintenance schedules.
- Training of DEYAL personnel during the trial period for system operation, maintenance, and repairs.

A two-year warranty period for the entire system starting from the delivery, installation, and activation of the system.

Areas of Intervention:

- Giannouli
- Falani
- Charavgi
- Filippoupoli
- Agios Achilleios
- Nea Politia
- Ampelokipoi
- Ippokratis
- Papastavrou
- Nea Smyrni

5. Communication of the GP.

The dissemination of the good practice is carried out through informing the involved stakeholders and the wider public. DEYAL will communicate the benefits of the project to consumers through updates on the changes in the water metering and billing process, as well as by using digital applications for consumers to monitor their own consumption. At the same time, the successful implementation of the project is expected to be shared through informational events and publications in local and national media. Additionally, the project could serve as a model for the implementation of similar systems in other areas, contributing to the broader adoption of this technology. The dissemination of this practice will promote transparency and raise public awareness, positioning DEYAL as an innovative entity in water management.

6. Results and impact of the GP.

The good practice is still in the implementation phase, and there are no tangible results yet. However, based on the objectives and planned actions, significant impacts are expected on the water resource management of DEYAL. Specifically, a substantial reduction in Non-Revenue Water (NRW) is anticipated through leak detection, improved billing accuracy for consumers, and increased efficiency in the collection and processing of water consumption data. Additionally, the installation of digital water meters will allow for fairer billing, reducing erroneous charges and customer dissatisfaction. The overall upgrade of the water supply service and the improvement in transparency in drinking water management are expected to enhance public trust in DEYAL and contribute to the broader effort toward the sustainable management of natural resources.

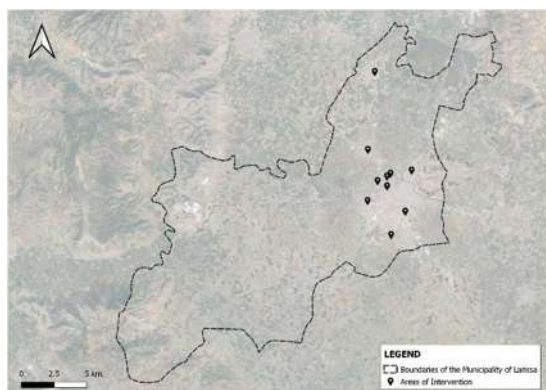
7. Evaluation of the GP.

Since the good practice is still in the implementation phase, an official evaluation has not yet been conducted. The evaluation will take place after the completion of the project and will be based on specific performance indicators, such as the reduction of Non-Revenue Water (NRW), billing accuracy for consumers, the efficiency of the telemetric system, and the overall improvement in the management of the water supply network.

8. Lessons learnt and conclusion.

The good practice of DEYAL, which involves the procurement and installation of a wireless system for automatic telemetric metering of digital water meters, represents an innovative approach to water resource management. The application of digital technology aimed at reducing Non-Revenue Water (NRW), improving billing accuracy, and optimizing the management of the water supply network is expected to bring multiple benefits to the service and its consumers. The main success of this good practice will depend on the smooth implementation of the project, the effective management of data, and the participation and training of DEYAL personnel. The key lesson highlights the importance of technological upgrades in public services and the need for continuous monitoring and adaptation of resource management in real time. Despite the challenges that may be phased during implementation, the anticipated reduction in operating costs and improvement in service quality make this good practice a model for similar actions in other areas.

9. Pictures, images and links.



In4Green URBACT NETWORK

GOOD PRACTICE SHEET

NAME OF THE GOOD PRACTICE (GP): Sustainable Urban Development Strategy

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Larissa
Entity responsible of the GP:	Municipality of Larissa
Other stakeholders involved in the GP:	<ul style="list-style-type: none"> • Larissa Chamber of Commerce • Antiquities Ephorate of Larissa • Larissa Urban Transit SA • Regional Federation of Disabled people of Thessaly • Development Organisation of Municipality of Larissa-OLON SA • Cultural & Tourism Development NGO
Date/s of the GP (beginning and end):	2021 - 2027
Budget of the GP (if known):	45.896.782,00 €

INFORMATION ABOUT THE GP

1. General objective of the GP.

The vision and the general objective of the Municipality of Larissa within the framework of the Sustainable Urban Development Strategy is to transform the city of Larissa into an attractive place for living, with modern infrastructure and better quality of life. The aim is for Larissa to become a sustainable, resilient, functional, and accessible city for everyone, with an emphasis on culture, innovative entrepreneurship, and social contribution.

The Specific Objectives of the Sustainable Urban Development Strategy (SUD) of the Municipality of Larissa were determined based on the developmental needs identified during the assessment of the existing situation in the intervention area. The Specific Objectives are supported by corresponding intervention fields of the Operational Programme "Thessaly" 2021 - 2027, to which the developmental interventions and projects of the Strategy are allocated.

The SUD of the Municipality of Larissa is structured around the following five (5) Specific Objectives (SO):

Specific Objective (SO) 1: "Functional and Aesthetic Upgrade of the Urban Environment, Infrastructure, and Improvement of Quality of Life",

Specific Objective (SO) 2: "Improvement of Urban Mobility and Accessibility",

Specific Objective (SO) 3: "Protection and Promotion of Cultural Heritage, Upgrade of Tourism Services",

Specific Objective (SO) 4: "Support for Entrepreneurship and Socioeconomic Inclusion",

Specific Objective (SO) 5: "Support for the Implementation and Management of the Sustainable Development Strategy (SUD)".

2. Policy framework

The updated Sustainable Urban Development Strategy (SUD) of the Municipality of Larissa is primarily included in Policy Objective 5 (PO5) "A Europe closer to citizens by fostering the sustainable and integrated development of all types of territories and local initiatives" of the Operation Programme "Thessaly" 2021 - 2027, specifically within Specific Objective 5.1 "Fostering the integrated and inclusive social, economic and environmental development, culture, natural heritage, sustainable tourism, and security in urban areas (ERDF)."

3. Governance of the GP.

The governance of the Sustainable Urban Development Strategy of the Municipality of Larissa involves the following key elements:

Municipal Council Decisions: The Municipal Council of Larissa is responsible for discussing and approving proposals related to the Sustainable Urban Development Strategy. Decisions are made during official council meetings, which include discussions on the current strategy, necessary modifications, and submission of proposals to the relevant managing authority.

Mayor's Authority: The Mayor of Larissa plays a crucial role in submitting proposals and managing the implementation of the Sustainable Urban Development Strategy. The Mayor is authorized by the Municipal Council to carry out necessary actions to advance the strategy, including interacting with regional and national bodies for funding and support.

Technical and Administrative Support: The implementation of the Sustainable Urban Development Strategy involves various municipal departments and technical consultants. These entities work together to update the strategy, ensure compliance with regional and national guidelines, and prepare detailed technical and economic analyses of proposed actions and projects.

Integration with Broader Programs: The Sustainable Urban Development Strategy is designed to align with the broader strategic goals of regional programs like the Operation Programme "Thessaly 2021-2027". This involves identifying and integrating projects that match the investment priorities of these programs and ensuring that the strategy is compatible with national and regional development plans.

Community and Stakeholder Involvement: The governance structure includes consultation and engagement with local community and stakeholders to ensure that the strategy meets local needs and priorities.

Also, for the effective governance of the Sustainable Urban Development Strategy, a Spatial Authority was established with the participation of all involved partners at all stages of planning, programming, and implementing actions, as well as monitoring the implementation of spatial strategies (creation of a partnership).

This Spatial Authority forms a cohesive Team with the aim of:

- Coordinating the strategy's planning and consulting with local bodies and the local community,
- Developing the action plan for the maturation of projects and the implementation of the Strategy,
- Monitoring the progress of the maturation and implementation of the strategy's actions,
- Solving problems during the implementation process.

The Spatial Authority includes the following stakeholders:

- Municipality of Larissa
- Technical Chamber of Greece (Regional Department of Central and Western Thessaly)
- Larissa Chamber of Commerce
- Antiquities Ephorate of Larissa
- Larissa Urban Transit SA
- Regional Federation of Disabled people of Thessaly
- Development Organisation of Municipality of Larissa-OLON SA
- Cultural & Tourism development NGO

In conclusion, the governance of the Sustainable Urban Development Strategy in Larissa involves collaborative efforts by the Municipal Council, the Mayor, various municipal departments, and technical consultants, all working within the framework of regional and national development programs to achieve the local sustainable urban development goals.

4. Brief description of the GP.

The Sustainable Urban Development Strategy (SUD) of the Municipality of Larissa is a comprehensive plan aimed at promoting sustainable, inclusive, and integrated development within the urban area. The strategy focuses on enhancing social, economic, and environmental aspects of the city to improve the quality of life for its residents.

The intervention area of the Sustainable Urban Development Strategy (SUD) of the Municipality of Larissa includes the entire functional urban area of Larissa, covering a total area of 19.2 km² with a permanent population of 146,595 residents (2021).

The objective is the revitalization of the intervention area to become a hub for cultural and tourism activities, as well as a space for action and visits by residents and visitors, with the aim of enhancing entrepreneurship, the cultural product, the local economy, and improving the quality of life of citizens. This includes the creation of an extended cultural route, which will connect the historical/administrative/commercial center of the city with peripheral cultural landmarks (monuments, archaeological sites, museums, contemporary culture centers, educational and sports facilities, etc.), as well as the implementation of interventions such as the creation of a sustainable mobility network, the improvement of accessibility for people with disabilities (or any other category of mobility-impaired individuals), and the improvement of environmental conditions through the utilization of open spaces and the reduction of air pollution.

5. Communication of the GP.

The Sustainable Urban Development Strategy (SUD) of the Municipality of Larissa was communicated to stakeholders and the general audience through a thorough public consultation process. Here are the key steps and methods used:

Invitations to Key Stakeholders: Formal invitations were sent to various stakeholders, including the Chamber of Commerce of Larissa, the Technical Chamber of Greece (Regional Department of Central and Western Thessaly), the Ephorate of Antiquities of Larissa, the Larissa Urban Transit SA, the Regional Federation of People with Disabilities of Thessaly, the Development Organization of the Municipality of Larissa OLON SA, and a Cultural & Tourism Development NGO to participate in the Spatial Authority Management Team.

Public Consultations: Public consultations were announced and conducted, with the details posted on the Municipality's website and the Central Union of Municipalities of Greece (KEDE) website. This ensured that the general public was informed and had the opportunity to participate.

Questionnaires: Both stakeholders and the general public were invited to complete questionnaires to provide their views and suggestions on the proposed projects and actions. In this way, a wide range of input was gathered and fostered inclusive participation.

6. Results and impact of the GP.

The implementation of the Sustainable Urban Development Strategy will have both tangible and intangible results for the Municipality of Larissa. Specifically, the results and impact can be summarized as follows:

Tangible results

- Educational and Recreational Infrastructure

- Urban Mobility and Accessibility Infrastructure
- Cultural Heritage Projects
- Environmental and Health Projects

Intangible results

- Awareness Raising and Community Engagement
- Social and Cultural Impact
- Environmental Awareness and Health Benefits

These results collectively contribute to the sustainable and holistic development of Larissa, addressing the city's physical infrastructure, economic growth, cultural heritage, resilience and social cohesion while promoting environmental sustainability and improving the quality of life for residents.

7. Evaluation of the GP.

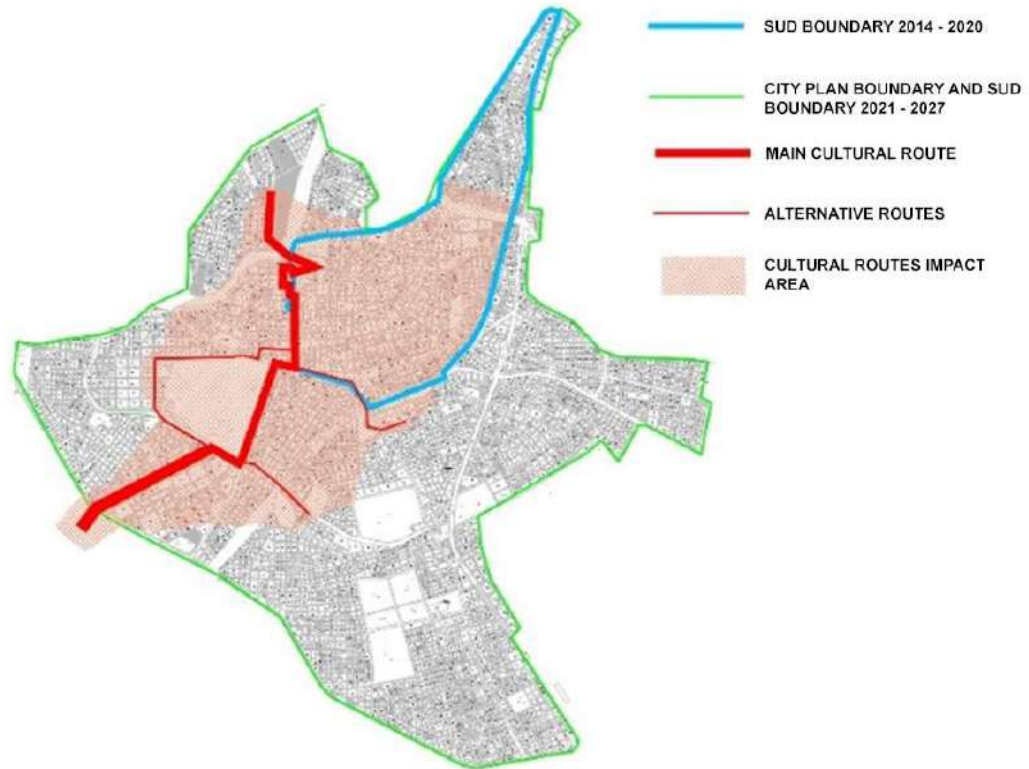
The Sustainable Urban Development Strategy (SUD) of the Municipality of Larissa was evaluated by using public consultation processes where stakeholders, including citizens, local businesses, and various organizations, provided input and feedback through structured questionnaires.

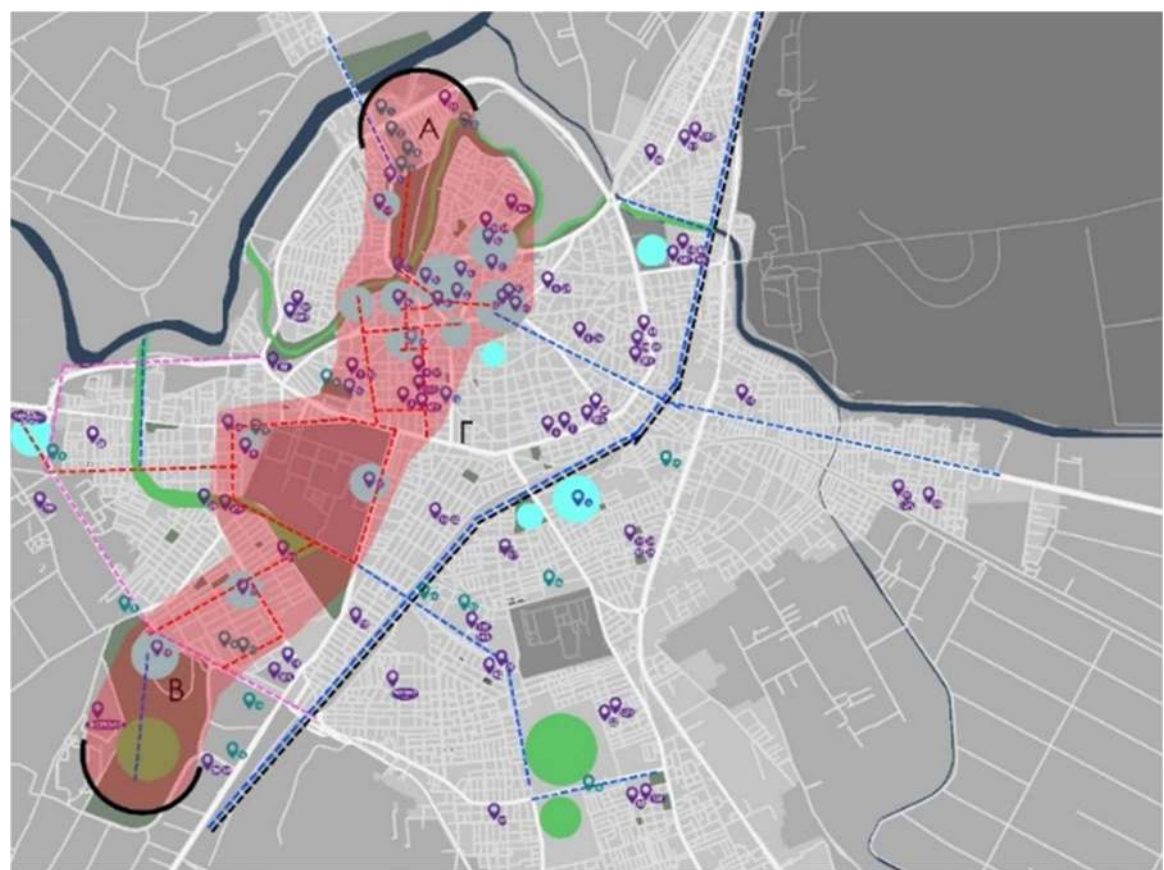
8. Lessons learnt and conclusion.

The success key factors of the Sustainable Urban Development Strategy are the effective engagement of various stakeholders, including local businesses, cultural organizations, and residents, ensured that the strategy was inclusive and addressed the needs of the community. Also, the public consultations and feedback mechanisms helped maintain transparency and gather diverse input. The selection of proposed projects that are targeting critical urban issues, such as mobility, accessibility, cultural heritage preservation, and environmental sustainability, is significantly crucial. This ensured that the interventions will have a significant and positive impact on the urban landscape of the Municipality of Larissa.

The Sustainable Urban Development Strategy emphasized the importance of a holistic and inclusive approach to urban development. By addressing key urban development areas such as mobility, cultural heritage, environmental sustainability, and community engagement, the strategy aims to improve the urban fabric and quality of life for Larissa citizens.

9. Pictures, images and links.





In4Green URBACT NETWORK

GOOD PRACTICE SHEET

GP1. Navan 2030 Integrated Public Realm and Movement Plan

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Navan
Entity responsible of the GP:	Meath County Council
Other stakeholders involved in the GP:	National Transport Authority, Transport for Ireland, Bus Eireann, urban planners, engineers, landscape architects, public realm consultants, contractors, citizens and businesses
Date/s of the GP (beginning and end):	2016 to present
Budget of the GP (if known):	€20m approximately

INFORMATION ABOUT THE GP

1. General objective of the GP

Navan 2030 is about the future of Navan. It begins now, with plans to rejuvenate the heart of the town.

It will deliver a revitalised and accessible town centre, making Navan a better place to live, work and visit.

It will strengthen economic growth in the town, supporting business, retail and tourism.

The objectives Navan 2030 are to:

- Facilitate the future successful growth of Navan;
- Create an enhanced environment for people living, working and visiting the town through public realm enhancements – encouraging economic growth;
- Enhance accessibility of the town for all;
- Create multi-functional streets that balance movement and ‘place’ and provide safety for all within a traffic calmed environment;
- Maximise connectivity – facilitating footfall around the town centre; and,
- Improve access to and from public transport services.

2. Policy framework

Project Ireland 2040

National Climate Action Plan

Navan Transport Plan 2014 to 2019

Meath County Development Plan 2021-2027

Navan 2030 Public Realm Strategy

Planning and Development, Act 2000, as amended

European Commission (EC) Habitats Directive 92/43/EEC

European Commission (EC) Birds Directive 2009/147/EC

European Communities (Birds and Natural Habitats) Regulations 2011 (SI no 477 of 2011)

3. Governance of the GP

This project is lead and undertaken by Meath County Council’s Active Travel Section, which is supported by urban planners, engineers, landscape architects, public realm consultants and contractors in carrying out works and improvements.

As Part 8 Planning permission was required, consultation was undertaken with the citizens and business owners of Navan. Public information events and meeting were held with engagement from Elected Members (councillors) of Meath County Council. Submissions were invited from all interested parties as part of the planning process.

Works are undertaken on a phased and managed basis to minimise inconvenience and disruption. Strong communication and consultation was undertaken throughout the works.

4. Brief description of the GP

Navan 2030 considers two key and related elements that are critical to supporting and promoting the development of a vibrant and attractive County Town:

1. Enhancing the physical attractiveness of the town; and,
2. Improving movement and access in and out of the town centre.

The focus of the plan is the core of the town, which is the historic centre defined by Trimgate Street, Ludlow Street, Watergate Street and Market Square, as well as the more recent Shopping Centre/Kennedy Plaza area. Achieving greater connectivity to, from and within this urban core area, particularly for pedestrians, is fundamental to the future vitality of Navan town. Outside the immediate core, connections to Railway Street, the Solstice Arts Centre, County Hall, Fair Green, Abbey Road and beyond to the Kells Road, River Boyne, River Blackwater and the residential population surrounding the town are also essential.

5. Communication of the GP

Public consultation events at various locations within Navan.

Meeting with Elected Members (councillors) of Meath County Council.

Newspaper, Newsletter, leaflet drops and social media information on works.

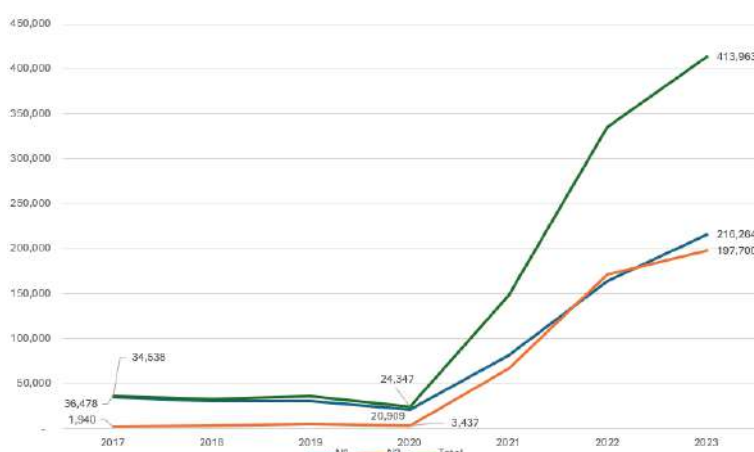
Planning Part 8 requirements public display, submissions from citizens, businesses and general audience and the publication of a CE report addressing submissions.

Monthly meetings are hosted by Meath County Council to update on progress and regular newsletters are sent to businesses.

6. Results and impact of the GP

Navan 2030 has provided the necessary components to encourage modal shift from private car to public transport, and to achieve vibrancy and vitality within Navan Town Centre, attracting people to the town, along with businesses and increased tourism. Public transportation, cycling and pedestrian movement within Navan has been greatly improved.

The graph below shows the increase in patronage since the new town bus service were introduced.



7. Evaluation of the GP

Works were evaluated as they progressed. The modal shift to public transport will be monitored on an annual basis.

8. Lessons learnt and conclusion

Ongoing communication and consultation with the public and stakeholders have been key in the successful delivery of the project to date, which commenced construction works in 2019.

Planning Consent (Part VIII) was required, process required further communication and consultation in advance of the works and during the construction phase has achieved majority support from both the public, businesses and elected representatives.

9. Pictures, images and links

[Navan Public Realm Strategy | Meath.ie](https://www.youtube.com/watch?v=Mn8GFpayNPo)

<https://www.youtube.com/watch?v=Mn8GFpayNPo>



Plans to rejuvenate the heart of Navan will deliver a revitalised and accessible town centre making Navan a better place to live, work and to visit.



1 Village Street
Village Street will be a safe and enjoyable walk to work and school. It will also encourage local businesses to thrive as it becomes a more attractive place to visit.



2 Station Street
New and improved pedestrian crossings will make pedestrian crossings through the town centre safer and more convenient.



3 Railway Street
Railway Street will become a more attractive place to visit.

4 Railway Plaza
There will be improved pedestrian crossings on Railway Plaza and a new bus stop. Converting all roads to one-way streets will improve the safety of the town centre.



5 Market Square
There will be improved pedestrian crossings on Market Square and a new bus stop. Converting all roads to one-way streets will improve the safety of the town centre.



6 Old Cornmarket
A new and improved pedestrian crossing will be installed on Old Cornmarket. This will improve the safety of the town centre and encourage more people to visit.



7 Lifford Street
Traffic flow on Lifford Street and Bridge Street will be improved.



8 Park Street
The new street will be upgraded to provide an attractive, safe and modern gateway to the town centre.





Figure 4: Navan Town Centre, with the Retail/Commercial Quarter and the Cultural Quarter either side of the historic town centre.

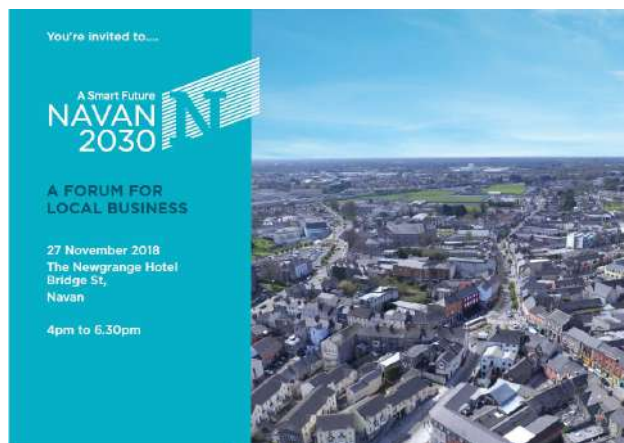


Forum for Local Business



Our Process - of Listening





NTA
Údarás Náisiúnta Iompair
National Transport Authority

Public Transport Services • Taxi/SPSV • Planning & Investment • Publications & PQs • News • More •

Meath County Council Completes Bus Stop Infrastructure for Navan Town Services

Customer numbers increase four-fold thanks to new bus services
17 December 2021

Share this

Meath County Council is delighted to confirm the recent completion of construction works associated with the delivery of new bus stop facilities in Navan. The works, funded by the National Transport Authority (NTA), has included the delivery of 53 new wheelchair-accessible bus stops along with signage and information display units. Minor refurbishment work to 13 existing bus stops within the town has also been completed.

The new stops are located to facilitate N1 and N2 Navan town bus routes that were introduced a year ago this week. The services are operated by Bus Éireann and funded by NTA.

The people of Navan have responded very positively to introduction of N1 and N2 one year ago. In 2018 and 2019, the town services attracted about 4,000 passengers each four-week period. The figure now, is over 16,000 which is a major jump in patronage.

These new stops form a network that facilitates convenient travel across the town on the N1 and N2, and also support the planned expansion and development of Navan into the future. The new bus infrastructure and services facilitate new ways to get to work, schools, healthcare facilities, civil amenities and leisure activities.

<https://www.nationaltransport.ie/news/meath-county-council-completes-bus-stop-infrastructure-for-navan-town-services/>



<https://www.transportforireland.ie/news/minister-ryan-opens-bus-interchange-in-navan-town-centre/>

Home News Sport Arts and Culture Politics Marketplace ePaper Obituary Form Contact Us

Search for topics

Meath Chronicle



Sally Harding

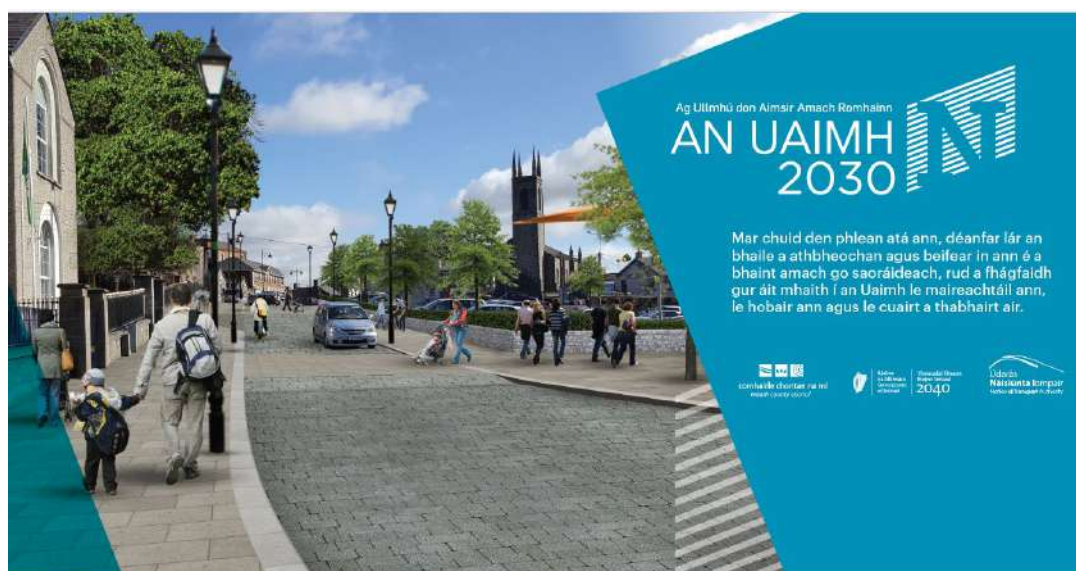
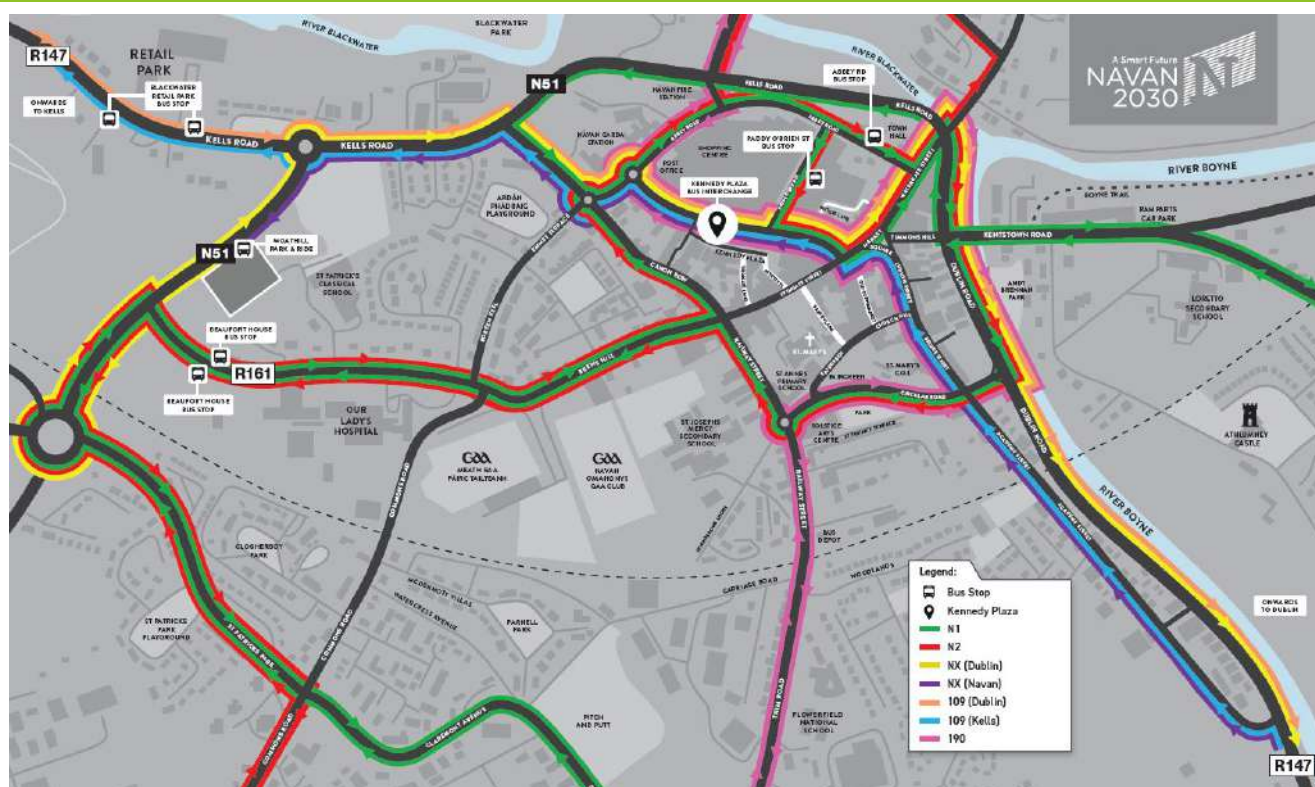
Published: Fri 30 Dec 2022, 12:31 PM

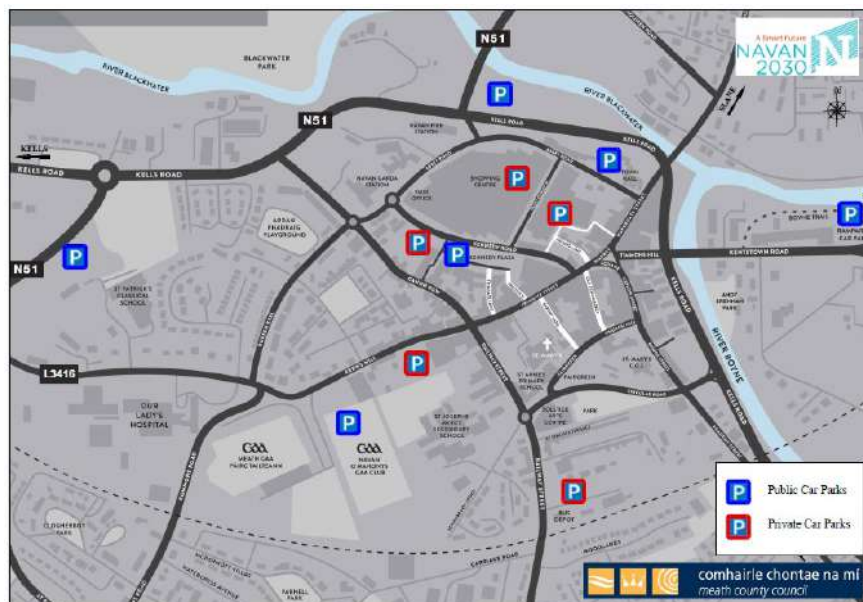


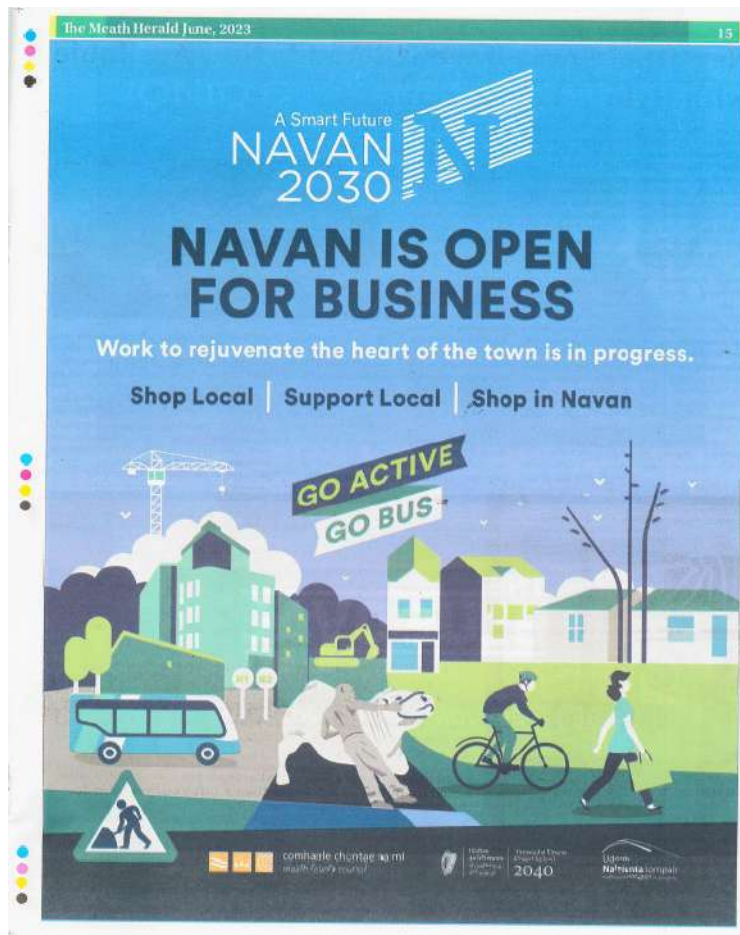
Navan town bus service sees 750% increase in passenger numbers in 2022

The Navan Town Bus Service has accounted for the largest increase in Bus Éireann passenger journeys in 2022. Navan saw a completely new town service funded by the National Transport Authority grow passenger numbers by 750% compared to the more limited service available in 2019.

<https://www.meathchronicle.ie/2022/12/30/navan-town-bus-service-sees-750-increase-in-passenger-numbers-in-2022/>







In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Sustainable Energy Communities (SEC) Programme

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Navan
Entity responsible of the GP:	Meath County Council
Other stakeholders involved in the GP:	Sustainable Authority of Ireland (SEAI); Community and Business Groups across County Meath
Date/s of the GP (beginning and end):	2019 - ∞
Budget of the GP (if known):	Initiative supported and grant funded by SEAI through a Service Level Agreement with Meath County Council

INFORMATION ABOUT THE GP

1. General objective of the GP.

The Sustainable Energy Communities (SEC) Programme is a funding and support programme, which enables communities to work together to develop sustainable energy systems. In doing so, an SEC aims to use less energy by improving efficiency within the community, incorporating renewable energy and adopting smart energy solutions. An SEC also connects sustainable energy to local economic development and public wellbeing.

The objective of this programme is to provide communities with a pathway to achieve the national energy targets and reduce society's environmental impact - 50% improvement in energy efficiency and 51% reduction in greenhouse gas emissions by 2030.

Benefits of a SEC

There are many benefits, including to:

- Achieve financial and energy savings;
- Enhance comfort and health from energy efficient buildings;
- Boost local employment;
- Support community development;
- Build capacity and access funding;
- Access to a range of supports from SEAI for energy projects;
- An integrated community approach;
- Contribute to national energy targets and reduce society's environmental impact.

2. Policy framework

The Sustainable Energy Communities (SEC) Programme links into the national energy targets and reduce society's environmental impact - 50% improvement in energy efficiency and 51% reduction in greenhouse gas emissions by 2030. Other policy framework linkages include:

- Project Ireland 2040
- Delivering Effective Climate Action 2030 (DECA 2030)
- National Climate Action Plans
- Meath County Council's Corporate Plan
- Meath County Development Plan 2021 – 2027
- Meath County Council's Climate Action Plan 2024 – 2029
- Meath County Council's Climate Action Charter
- Meath County Council's Local Economic and Community Plan (LECP)

3. Governance of the GP.

SEAI provides grant funding and the availability of a dedicated local mentor to bring the SEC through the process from application to funding applications.

Meath County Council provide funding for the completion of an Energy Master Plan; promote and support the SEC community programme and network and provides training to community members as to how they can progress with energy upgrades.

An SEC is a partnership approach between public, private and community sectors. Partnerships make it possible to share local resources, knowledge and experience. This enables long-term mutual benefits for all involved.

While each SEC is unique, they are likely to include some or all of the following attributes:

- A mix of activities and sectors in the community;
- A geographically defined area or common field of interest;
- Strong stakeholder commitment;
- A defined organisational structure;
- A balance between energy-efficiency projects and development of renewable energy supply.

Therefore, an SEC may include a range of different energy users in the community such as homes, sports clubs, community centres, schools, churches and businesses.

4. Brief description of the GP.

- Once the community establishes the SEC;
- Dedicated local mentor provides guidance through the three stages of the programme; 'Learn', 'Plan' and 'Do'.
- SEC Partnership Agreement formed and signed;
- Community Charter which represents the SEC's vision and goals is developed;
- Energy Master Plan along with a register of opportunities is developed and published.

Note: Competencies development and dedicated local mentor support operates throughout the full process as outlined below.



Information and advice on funding is given to assist with the implementation of the energy projects, including:

- Building fabric upgrades, such as insulation;
- Technology and system upgrades, such as heat recovery systems;
- Integration of control systems, e.g. full zone controls on your space and water heating;
- Integration of renewable energy systems, such as solar PV panels.

Residential	Home Type	Funding %
	Private energy poor	Up to 80%
	Private non-energy poor	Up to 35%
	Local Authority homes	Up to 35%
	Private Rented Homes	Up to 35%
	Housing Association homes	Up to 50%
Non-Residential	Not-for-profit / community	30% up to* 50% (may be available subject to State aid rules and SEAI approval in advance)
	Private and public sector	Up to 30%
	EV charging points	Up to 30%

5. Communication of the GP.

Comprehensive communication is undertaken with all stakeholders and in particular community groups, sports clubs, community centres, schools, home-owners and businesses. Public events in-person and on-line are hosted with information available from Meath County Council, the local dedicated mentor and SEAI. Communication is also achieved via social media and joint discussion forums.

6. Results and impact of the GP.

Since the start of the SEC Programme, 33 No. communities has signed up to become SECs, these are at varying stages of the 'Learn', 'Plan' and 'Do' SEC Programme:

- Energy Master Plan Complete – 8 No.
- Energy Master Plans in Progress – 2 No.
- Learning Stage – 20 No.
- Newly Joined – 3 No.

Many retrofits to private homes have been carried out, also many sports clubs have used the scheme to upgrade its facilities including better heating systems and more efficient lighting for their sports grounds.

Trim SEC is a particular success story Having completed an Energy Master Plan and the retrofitting of several homes in the community, they are now progressing to develop a community-owned renewable energy scheme – a **5MW Solar Farm** with an estimated output of 4,818MWH per year.

Meath SEC's (Energy Master Plans (EMPs) complete) Data

SEC	EMP ID	Estimated Properties Upgraded	Approx. Amount Funded	Individual Energy Grants	Fully Funded Energy Grants	One Stop Shops Energy Grants	Community Energy Grants
Batterstown SEC	EMP068	67	€140,000	61	5	0	1
Kilmainhamwood	EMP153	639	€1,108,000	585	53	0	1
Athboy SEC	EMP233	351	€964,000	295	56	0	0
Ashbourne SEC	EMP249	1,110	€2,208,000	1,020	88	1	1
Gormanston SEC	EMP154	54	€143,000	45	9	0	0
Bettystown TT SEC	EMP178	1,169	€2,026,000	1,068	96	3	2
Trim SEC	EMP125	751	€1,838,000	651	96	1	3

7. Evaluation of the GP.

Reporting is in three stages from each individual SEC:

1. Interim Report; 2. Annual Impact Assessment; 3. Progress Report for Payment.

Meath County Council and SEAI report on an annual basis.

8. Lessons learnt and conclusion.

The most successful SECs established a strong integrated community approach.

Communication on the achievement of financial and energy savings along with strong messaging on enhanced comfort and health has the strongest attraction for individuals, communities and businesses.

Keep communication and updates relevant and current, communication is two-way but it is also important to remember that individuals are mostly volunteers within their communities.

9. Pictures, images and links.

[Sustainable Energy Communities | Meath.ie](#)

<https://www.youtube.com/watch?v=Qm0YodsOt2w> Laytown SEC, Meath

[Batterstown Sustainable Energy Community \(seai.ie\)](#) Batterstown SEC, Meath

Sustainable Energy Communities | SEAI



Core



Additional



In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Boyne Valley to Lakelands County Greenway

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Navan
Entity responsible of the GP:	Meath County Council
Other stakeholders involved in the GP:	Irish Rail; Cavan County Council
Date/s of the GP (beginning and end):	2013 - 2024
Budget of the GP (if known):	€7,000,000

INFORMATION ABOUT THE GP

1. General objective of the GP

To re-purpose a disused rail line into an outdoor recreational facility for all and the communities which it links. The specific objectives were:

- To create a tourist attraction of scale to attract visitors to the area for activity tourism set in a destination steeped in history and heritage within Ireland's Ancient East.
- Encourage visitors to stay longer in the Boyne Valley rather than use it as a transit zone to Northern Ireland or Dublin.
- To connect counties within Ireland's Ancient East
- Make better use of an existing, disused transport corridor.
- Create a first class walking and cycling facility.
- Create a tourist attraction that can contribute to the economic development of the local communities and the wider region.
- Encourage use of a sustainable mode of transport which interlinks with local amenities, services and existing public transport.
- Promote the National Cycle Policy Framework and support the National Recreation Strategy.

2. Policy framework

The policy framework for developing greenways in Ireland is outlined in the Strategy for the Future Development of National and Regional Greenways. This strategy, launched by the Irish government in 2018, aims to strategically develop nationally and regionally significant greenways in appropriate locations. The Navan to Kingscourt Greenway is also part of the Greater Dublin Area (GDA) Cycle Network Plan, which was adopted in January 2023 as part of the GDA Transport Strategy 2022-2042. The scheme is also an objective in Meath County Council's Development Plan.

3. Governance of the GP

The scheme was managed by Meath County Council from inception through the feasibility, planning, design and construction stages. A Project Manager was appointed to oversee the day to day management and designers and contractors were procured as required to design and construct the scheme. A Section 85 Agreement was entered into with Cavan County Council which allowed Meath County Council to deliver the 2km section of the greenway within the Cavan County Council administrative area. Citizens were involved during the statutory planning process for the project which requires the scheme to be put on public display and allows the public to comment on the proposals before a decision is made to approved or reject the scheme. Stakeholders were managed on a case by case basis, the single most important being Irish Rail to enter in to a license agreement for the lands required for the greenway. Engagement with other stakeholders in relation to funding took place to put the necessary resources in place to deliver the scheme.

4. Brief description of the GP

The GP is the Management and delivery of the Boyne Valley to Lakelands Greenway. The greenway is 30km in length and follows the route of the disused Navan to Kingscourt railway.

5. Communication of the GP

There has been a high profile of the opening of the scheme and the scheme is marketed through the Discover Ireland 'Ireland's Ancient East' Brand and Discover Boyne Valley. Links to the scheme are on the Meath County Council and Discover Ireland website. Information boards have been provided along the route at points of interest.

It is acknowledged that the Greenway brand mark needs to be a strong. National Guidelines are being followed to market the scheme.

6. Results and impact of the GP

The greenway has attracted a healthy number of users. There has already been the development at BEO Park in Wilkinstown which is directly linked to the greenway and which offers a stop off for users of the greenway and provides bike hire. Plans for a complimentary facility at Whitewood Lake with a link to the greenway are also being developed. Links to local communities and ancillary measures to park safely at access points are also being developed.

7. Evaluation of the GP

Counters are currently being installed to capture the numbers of users to the greenway. The next step will be to monitor and evaluate the performance and impact of the greenway on an ongoing basis, this will be undertaken by carrying out periodic sentiment surveys.

8. Lessons learnt and conclusion

- The importance of collaboration and partnership among different stakeholders, local authorities, community groups, businesses, landowners and users.
- Have a strong local advocate for the project.
- Have strong policy support for the scheme.
- Be ready to avail of funding opportunities by having agreements, detailed design, contract documents and planning approval in place.
- Have a plan and funding for ongoing maintenance, promotion and to link and include other attractions and complimentary developments that may happen along or close to the route of the greenway.

9. Pictures, images and links.

https://www.discoverboynevalley.ie/plan-your-visit/things-to-do/boyne-valley-lakelands-greenway?utm_source=discoverireland_ie&utm_medium=referral&utm_campaign=failteireland&utm_content=visit_website_button

<https://www.gov.ie/en/publication/05a197-greenway-design-and-brand-guidelines/>







Core



Additional



In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Municipal Leading towards a Sustainable Future

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Navan
Entity responsible of the GP:	Meath County Council
Other stakeholders involved in the GP:	Citizens, Local Communities, Government Organisations, Meath County Council Directorates, Businesses, Capital Providers, Environmental Bodies, Semi-State Bodies, Environmental NGOs
Date/s of the GP (beginning and end):	∞
Budget of the GP (if known):	Operation (Revenue) and Capital Budget

INFORMATION ABOUT THE GP

1. General objective of the GP

Meath County Council is actively translating national climate policy to local circumstances, with the prioritisation and acceleration of evidence-based measures. Meath County Council has established 9 decarbonising zones within the County, to reduce greenhouse gas emissions, and adapt its own assets and infrastructure whilst taking on a broader role of enabling and influencing others to meet the climate objective. This will ensure the environmental, social and economic benefits that come with climate action to be fully realised.

2. Policy framework

International Climate Change Policy
Climate Action and Low Carbon Development (Amendment) Act 2021
National Climate Objective and National Climate Action Plan
National Adaptation Framework and Sectoral Adaptation Plans
Meath County Council County Development Plan 2021 – 2027
Meath County Council Climate Action Plan 2024 – 2029

Climate Action Targets

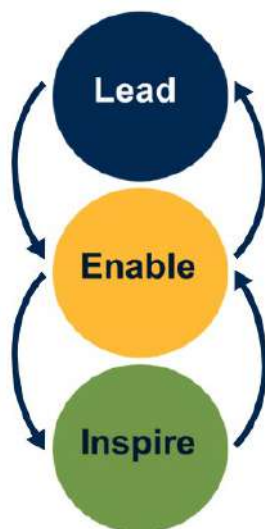


3. Governance of the GP

Meath County Council are bringing forward adaptation and mitigation measures in a coherent manner across County Meath whilst providing a strong emphasis on a place-based approach to climate action.

ENABLE

- Enable, facilitate and support sectors, business, communities and individuals, in the delivery of local climate actions.
- Co-ordinate efforts with all stakeholders e.g. Decarbonising Zones, communities and businesses on local climate actions.
- Co-ordinate efforts with all stakeholders to maximise effects and creating interactions.



LEAD

- Deliver on climate action within MCC's remit: including LA own assets, services and infrastructure.
- Build resilience to the negative impacts of climate change, within our County, through the range of services and functions provided.

INSPIRE

- Increase awareness, communication and engage in open dialogues on climate related issues and responses.

Meath County Council as a Municipal has an important role in the delivery of both climate mitigation and adaptation and has prepared a Climate Action Plan, specifying the measures to be adopted.

The Climate Action Plan 2024 – 2029 development and implementation is occurring over 3 sequential phases; the plan is valid for 5 years:

Phase 1 Establishing the evidence base, resource requirements, delivery of the National Climate Action Plan focusing on the delivery of three main objectives:

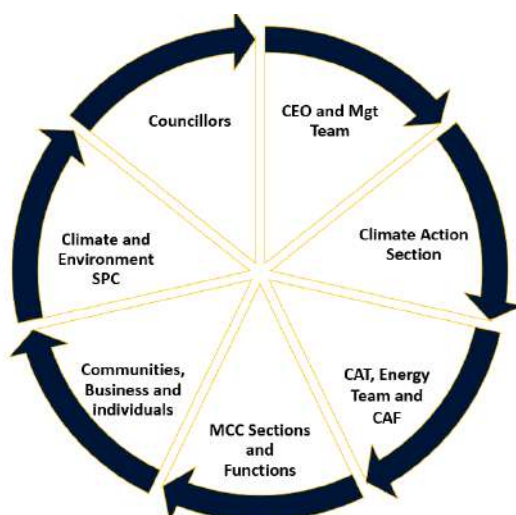
- Organisational support and governance, stakeholder engagement
- Translating the national climate action plan actions into local actions
- Building the evidence base for both adaptation and mitigation at a county level

Phase 2 Development of a Climate Action Implementation Plan focused on the development, submission and adoption of the plan by the Elected Members of Meath County Council.

Phase 3 Implementation of the Climate Action Plan is informed by and linked to reporting requirements and Key Performance Indicators.

Supports and Networks

The implementation of this Climate Action Plan requires a whole-of-Council and society approach which will be co-ordinated by the Climate Action Section.



Climate Action Section

Meath County Council's Climate Action Section was established in 2022 and includes:

- Climate Change Co-ordinator;
- Climate Action Officer;
- Community Climate Action Officer; and
- Energy Efficiency Officer.

The role of this Section is to drive climate action within the Council, to deliver specific actions (including the Community Climate Action Fund), to support and monitor the implementation of the actions, and to co-ordinate the reporting and evaluation of the Plan following its approval by the Elected Members. The Climate Action Section is supported by each action holding department and lead representatives across Council departments. The Climate Action Section will also be the point of contact for engaging and informing citizens, communities, and businesses on climate action.

Also promoting and supporting in the delivery of this Climate Action Plan is the Climate Action Forum, which is comprised of cross-party Council Elected Members. The Climate Action Forum encourages community leadership, citizen engagement and enhances a two-way climate action conversation between Meath County Council and citizens.

4. Brief description of the GP

Meath County Council will bring forward adaptation and mitigation measures in a coherent manner across County Meath providing a strong emphasis on a place-based approach to climate action.

Vision

Meath aims to be a climate resilient, biodiverse rich, environmentally sustainable and climate neutral economy that supports healthy lifestyles and jobs growth.

Strategic Goals



Built Environment & Transport



Governance & Leadership



Natural Environment & Green Infrastructure



Communities: Resilience & Transition



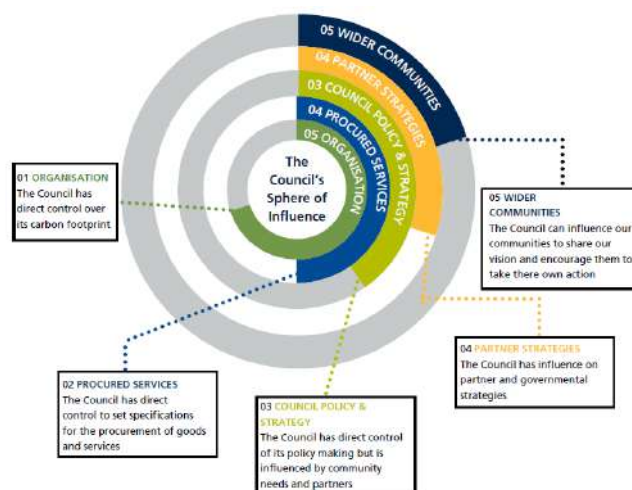
Sustainability & Resource Management

The Climate Action Plan 2024 – 2029 includes a range of actions aimed at reducing emissions and adaption actions aimed at improving the resilience of Meath to the impacts of climate change.

The plan sets out 71 actions across the following 5 strategic goals:

1. Governance and Leadership
2. Built Environment and Transport
3. Natural Environment and Green Infrastructure
4. Communities: Resilience and Transition
5. Sustainability and Resource Management

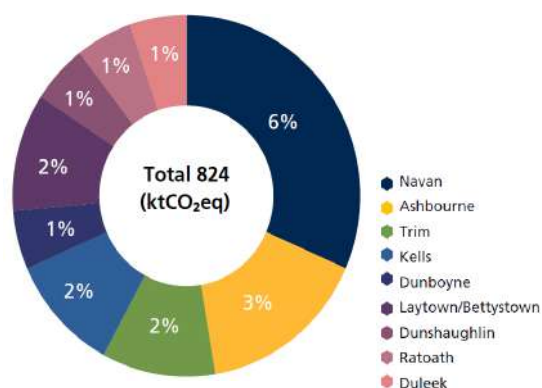
Meath County Council's Sphere of Influence



Decarbonising Zones

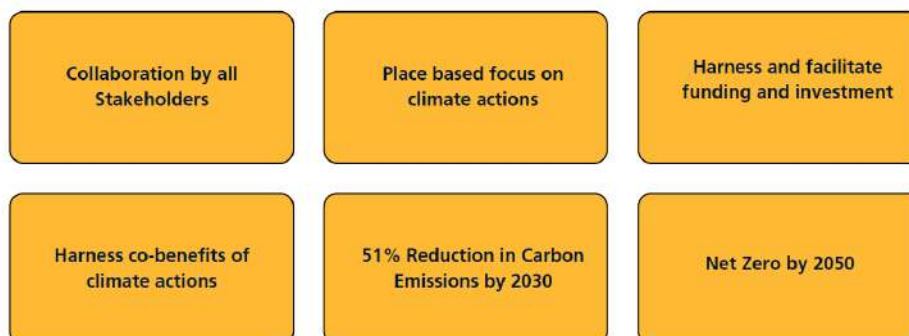
Decarbonising Zone is a designated area where climate mitigation, adaptation and biodiversity measures are identified and implemented addressing low local carbon energy, greenhouse gas emissions and overall climate needs to contribute to national climate actions targets. Decarbonising Zones provide a snapshot or test bed of what can be achieved through decarbonisation and climate action at a local community level to help realise national climate targets.

Meath has identified nine Decarbonising Zones within the County and account for 19% of the total emissions, totalling 824ktCO₂eq. A baseline emission inventory (BEI) has been completed for each of the Decarbonising Zones.



By looking within the community for ways to live, work and play more sustainably, these zones can find local solutions to global problems, such as reducing greenhouse gas emissions, improving air quality, saving energy and reducing waste.

The target and Purpose of the Decarbonising Zones



Individual Decarbonising Zone Implementation Plans will be co-created in consultation with local communities and stakeholders and will include:

- Developing a Public Engagement Plan.

- Establishing key stakeholder groups within each Decarbonising Zones made up of representatives from the local community, businesses, transport and, energy sectors.
- Co-creating a list of prioritised actions, expanding on the strategic interventions and register of opportunities.
- Developing a governance framework for the Decarbonising Zones.
- Supporting the delivery of the Implementation Plan to achieve the Decarbonising Zone vision for 2030.

5. Communication of the GP

Communication and consultation was undertaken throughout the Climate Action Plan development:

Phase 1 Pre-Draft Consultation

- Social media platforms (Facebook, twitter and Instagram), utilized which were refreshed regularly
- Public engagement undertaken via in-person (24No.) and on-line meetings (10No.)
- Engagement Survey undertaken
- Invitation to complete submissions via Meath County Council's www.consult.meath.ie

Phase 2 Statutory Consultation

- Notice published in the Meath Chronicle including a press release
- Online public notice through Meath County Council's www.consult.meath.ie
- Public engagement undertaken via in-person (15No.) and on-line meetings (10No.)
- Notice of the public consultation period was advertised on MCC's website and on all social media platforms, which were refreshed regularly
- Hard copies of the Draft Plan were made available to the public to view and copy in Buvinda, Ashbourne Library and Kells Library

Following phase 2 statutory consultation, a CE Report and Revised Draft Climate Action Plan circulated to elected members Full Council 29th January 2024 for statutory adoption.

Communication and consultation and engagement is ongoing across communities and businesses. Engagement workshops and events are organised throughout the County with a particular focus on the 9 decarbonising zones. Communities and businesses can stay informed on the progress of County Meath's Climate Action Plan, climate action information, and initiatives by visiting the climate action section of www.meath.ie.

6. Results and impact of the GP

The implementation of the climate action plan 2024 – 2029 has just begun so we are at a very early stage of implementation. Empowering communities starts by helping them understand these co-benefits and opportunities, which go beyond just reducing greenhouse gas emissions and increasing climate resilience.



7. Evaluation of the GP

The implementation of the climate action plan 2024 – 2029 has just begun so we are a very early stage of implementation. Meath County Council will monitor and report on the implementation of this plan, oversight of implementation will continue through a number of existing mechanisms in place:

- Internal Monitoring and Reporting
- SEA Environmental Monitoring and Reporting
- Sectoral Performance

8. Lessons learnt and conclusion

The implementation of the climate action plan 2024 – 2029 has just begun so we are a very early stage of implementation, however we are aware of the potential issues particularly on the framework of actions required.

Implementation of climate action at a local level is a complex process influenced by numerous elements including human and financial resources, relevant expertise, involvement of stakeholders, organisational priorities, motivation, and support. It is important to note that the delivery of actions contained in this plan will be dependent upon several factors including:

Stakeholder buy-in: To deliver the actions contained in this plan, stakeholder buy-in will be essential. Examples of stakeholders include residents, community organisations, businesses, and public sector bodies.

Available Funding: Actions often require funding outside of the local authorities' assigned budgets and the availability of funding / grants from external government and non-governmental sources will be a key determinant in the delivery of some actions contained in this plan.

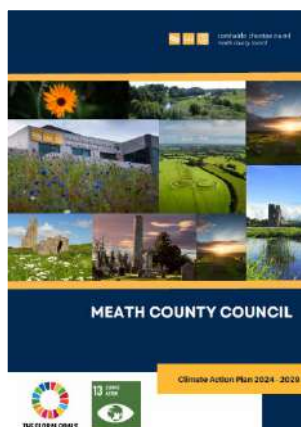
Prior/Prerequisite actions: Actions contained in this plan can be dependent on the delivery of prerequisite actions e.g., feasibility studies may be required prior the installation of renewable energy technologies.

On a positive note we have found communities and businesses to be engaged and wanting to move forward on their climate action journey. The Elected Members (councillors) of Meath County Council have contributed to this effort and are very active within their respective areas.

9. Pictures, images and links



[Climate Action | Meath.ie](https://climateaction.meath.ie)



In4Green URBACT NETWORK

GOOD PRACTICE SHEET

GP 5 Community Climate Action Programme Funding

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	County Meath
Entity responsible of the GP:	Meath County Council
Other stakeholders involved in the GP:	Department of Environment, Climate and Community (DECC), Community Groups
Date/s of the GP (beginning and end):	December 2023 - December 2025
Budget of the GP (if known):	€811,000

INFORMATION ABOUT THE GP

1. General objective of the GP

Working together to create a climate resilient, biodiverse rich, environmentally sustainable and climate neutral economy that supports healthy lifestyles and jobs growth

The Community Climate Action Programme Fund aims to support small and large, rural and urban communities to tackle climate action at a local level and empower communities to shape and build low carbon, sustainable communities.

The overall objective is to provide finance to community groups interested in undertaking projects which help to shape and build low carbon communities under 5 specific themes.

2. Policy framework

International Climate Change Policy

Climate Action and Low Carbon Development (Amendment) Act 2021

National Climate Objective and National Climate Action Plan

National Adaptation Framework and Sectoral Adaptation Plans

Meath County Council County Development Plan 2021 – 2027

Meath County Council Climate Action Plan 2024 – 2029



3. Governance of the GP

Meath County Council administers this programme fund and partners with community groups. Community organisations in Meath with an interest in helping to address climate action in their local areas can apply for programme funding. The elected members of Meath County Council supported and assisted community group with information on this programme fund.

€811,000 has been allocated to partner with community groups to run projects that will contribute to the national climate and energy targets.

The programme funding is for investment in community projects in partnership with local non-profit and voluntary groups, based on the tiered approach and allocated across small, medium and large scaled projects that address the following five themes:

Tiered Allocation			Themes
Project Scale	Project Value	% €811,000 Projects	
Small Scale Projects	Up to €20,000	10%	Community & Energy Travel Food & Waste Shopping & Recycling Local Climate & Environmental Action
Medium Scale Projects	€20,000 to €50,000	40%	
Large Scale Projects	€50,000 to €100,000	50%	

Community Groups must be:

- Not-for-profit Community Groups/organisations
- Based in County Meath
- Registered with Meath PPN, Wheel, Tidy Towns and/or community groups with Articles of Association or Constitution.

The programme fund governance operates under the following headings of Memorandum of Understanding and term and conditions, governance code, agreed actions and milestones, expenditure drawdown and reporting requirements.

4. Brief description of the GP

The Community Climate Action Programme Fund aims to support small and large, rural and urban communities to tackle climate action at a local level and empower communities to shape and build low carbon, sustainable communities.

The overall objective is to provide finance to community groups interested in undertaking projects which help to shape and build low carbon communities under 5 specific themes.

Summary of Programme Fund Process

Programme Introduction - Applications opened 6th Dec 2023

Information sessions and individual meetings with community groups - Dec 2023 – Feb 2024

Evaluation – Application period closed on 28th Feb, with 64 applications received

MCC evaluation period March – April, with 25 projects approved

Communication – Applicant Community Groups notified 10th July with further communications to elected members

Queries from unsuccessful applicant groups returned

Project Initiation – Signed MOUs, deliverables and milestones returned 22nd Aug

Projects start date – 2nd Sept 2024 with an end date 1st Feb 2026

5. Communication of the GP

Communication on this programme fund was undertaken via social media, press releases, open day events, drop in clinics, workshops and also via the elected members of Meath County Council.

6. Results and impact of the GP

Awareness and information sessions were run across County Meath facilitating a conversation on sustainability and climate action with various audiences.

The programme fund allocation was €811,000, Meath County Council received applications to the values of over €2.6 million demonstrating an appetite amongst the community groups of County Meath.

Small Scale Projects (10% of €811,000 = €81,100 available)	Medium Scale Projects (40% of €811,000 = €324,400 available)	Large Scale Projects (50% of €811,000 = €405,500 available)
24 No. Applications made (€259,435 value of applications)	24 No. Applications (€891,894 value of applications)	16 No. Applications (€1,457,333 value of applications)

Meath County Council formed an evaluation panel which contained a range of expertise from across Meath County Council, with experience in the following areas: climate action and energy efficiency, biodiversity, finance/ procurement, community and enterprise, planning and development and water quality.

Upon evaluation, 25 of the 64 applicant projects were approved:

	No. Approved	Total budget
Small Projects	11	€112,078.96
Medium Projects	10	€339,551.23
Large Projects	4	€359,277.98
Total	25	€810,908.17

Projects approved will help to shape and build low carbon communities under the 5 specific themes.

**Summary of
projects receiving
funding by theme –
25 No. valuing
€810,908.17**



7. Evaluation of the GP

Mid Year Report: This report will be prepared in respect of the first 6 months of the project implementation, detailing the work carried out to deliver the project and will include an assessment of the work and details of expenditure.

Annual Report: Monitoring of the programme, projects and individual project delivery, status, and identify any issues or risks.

Final Report: Details all elements of expenditure relating to the programme fund and all project outcomes and outputs and will demonstrate the impact of the programme implementation. The final report should include a post-project review and photographic evidence of project completion.

Site visits will be conducted throughout the lifetime of the projects.

Corporate reporting and final project summaries will be issued via communications.

8. Lessons learnt and conclusion

Pre-funding – There was some confusion on how the funding would work with pre-funding and vouched expenditure.

Quotations and Procurement - The requirement for 5 x quotations for medium and large-scale projects was regarded as overly onerous by community groups. Community groups expressed concern over the quotation amount becoming invalid by the time the project commences, leading to potential financial difficulties.

Timelines - The length of time the programme was open to the announcement of successful applicants was too long e.g. 6 other funding programmes opened and closed during this time-period. Meaning that applicants potentially applied for more than one funding programme.

9. Pictures, images and links

[Community Climate Action Programme Funding Streams | Meath.ie](#)

[Climate Action | Meath.ie](#)



Core

Additional



In4Green URBACT NETWORK

GOOD PRACTICE SHEET

GP6. County Development Plan

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	County Meath
Entity responsible of the GP:	Meath County Council
Other stakeholders involved in the GP:	Members of Public, Adjacent Local Authorities, Government Departments, Businesses and Business Representative Groups, Environmental Bodies, Semi-State Bodies, Environmental NGOs
Date/s of the GP (beginning and end):	3 rd November 2021 - 02 nd November 2027
Budget of the GP (if known):	Not Defined

INFORMATION ABOUT THE GP

1. General objective of the GP

The Meath County Development Plan 2021-2027 sets out the land use policies and objectives and the overall strategy for the development of County Meath over the plan period 2021-2027. Specific objectives relating to strategies for housing and residential development, economic and employment, movement, infrastructure, community building, cultural and natural heritage, rural development, climate action (adaptation and mitigation) and development management within the county.

2. Policy framework

The Meath County Development Plan 2021-2027 has been carried out in accordance with the provisions of the Planning and Development Act 2000 (as amended). The County Development Plan must also be consistent with the National Planning Framework (NPF) which is a high-level strategic plan for shaping the future growth of the County and the Eastern and Midlands Regional Spatial and Economic Strategy, which is the strategic plan and investment framework for the region to shape development up to 2031 and beyond.

3. Governance of the GP

The Planning Authority and Elected Members (Councillors) of Meath County Council is responsible for the preparation of the County Development Plan. The Office of the Planning Regulator operates in an oversight capacity to ensure that Meath County Council implements Government Planning Policy.

The stakeholders listed above have three opportunities to engage with the plan-making process and make submissions to the County Development Plan:

1. Pre-draft stage where the Planning Authority invites submissions from stakeholders on issues that should be considered in the County Development Plan.
2. Public consultation period is carried out following the publication of the Draft Plan
3. Public consultation is carried out on amendments to the Draft County Development Plan.

Each phase of consultation requires the production of a Chief Executive's Report which assesses all submissions and provides recommendations on any changes that should be incorporated into the County Development Plan. These recommendations are further considered and voted upon by the Elected Members (Councillors) of Meath County Council.

On adoption, Meath County Council is responsible for implementing the Meath County Development Plan.

Monitoring on implementation and reporting is undertaken on the Plan, which is presented to the Elected Members (Councillors) of Meath County Council. A two year progress report is published [Meath County Development Plan | Meath.ie](#)

4. Brief description of the GP

The Meath County Development Plan 2021-2027 sets out the land use and spatial planning policies and objectives for the development of County Meath. This includes strategies for housing and residential development, economic and employment, movement, infrastructure, community building, cultural and natural heritage, rural development, climate action (adaptation and mitigation) and development management within the County.

5. Communication of the GP

On adoption, a newspaper notice is published in a local newspaper notifying members of the public of the adoption of the County Development Plan and listing where the plan is available for inspection. The Office of the Planning Regulator and all Prescribed Bodies are also notified of the adoption of the Plan. The Plan is then made available online for viewing in an interactive format on the Meath County Council Website [Meath County Development Plan | Meath.ie](https://www.meath.ie/development-plan)

6. Results and impact of the GP

The results and outcome of the Meath County Development Plan is measured in the 2-year progress report. A link to the full 2 year Progress Report is available here: [Two-Year Progress Report Appendices.pdf \(meath.ie\)](#). This measures the objectives that have been achieved, the objectives that are partially achieved and outlines the timeline for achieving objectives not yet achieved. The County Development Plan is a comprehensive document that covers a land mass of 2,342 km², this being the entirety of County Meath. Due to the volume of objectives, Appendix 1 contains the entire list of objectives and progress to date. In accordance with the Development Plan Guidelines for Planning Authorities 2022, Meath County Council are required to carry out an Annual Core Strategy (housing permissions and delivery) and Commercial Development Monitoring (retail, office, warehousing and industrial permitted and developed floorspace) and produce and present a report on same to the Elected Members (Councillors) of Meath County Council.

7. Evaluation of the GP

As outlined above, the County Development Plan is evaluated after two years to assess its progress. This is provided to the Elected Members (Councillors) of Meath County Council. and the Office of the Planning Regulator in the form of a Two-Year Progress Report. The Two-Year Progress Report is a statutory requirement that must be carried out in accordance with Section 15(2) of the Planning and Development Act 2000 (as amended). This requires the Chief Executive, not more than 2 years after the making of a development plan, to give a report to the Elected Members (Councillors) of Meath County Council on the progress achieved in securing the objectives. The requirement for annual monitoring of the Core Strategy and Commercial Development in the County is also detailed under Item No. 6 above.

8. Lessons learnt and conclusion

Key successes recorded to date can be viewed in the images attached below (extracts from the Two Year Progress Report).

9. Pictures, images and links

[Meath County Development Plan](#) | [Meath.ie](#)



Chapter 3: Settlement and Housing

Public Realm Plans are being prepared and implemented for various settlements including:

Ashbourne
Dunshaughlin
Trim
Oldcastle
Kells
Slane
Athboy
Navan
Laytown/Bettystown



Joint Local/Urban Area Plans have commenced for Drogheda and Maynooth

Background work commenced for the Navan LAP

Draft consultation completed on the Enfield Town Centre First Plan



955 social housing units have been delivered since 2021

Settlement Capacity Audit (SCA) has commenced to identify fully serviced land which can deliver future zoning



Residential Zoned Land Tax

326ha of A2 New Residential and 68 ha of Town Centre/Mixed Use lands included on the Final RZLT map which will encourage the delivery of additional housing units in Meath.

comhairle chontae na mí
meath county council

Chapter 4: The Economy



Proposed Dublin-Navan Rail Line included in the NTA Strategy 2022 and out for design tender

Proposal for new 'world class' deepwater port at Bremore



Establishment of the Meath Economic Forum to guide and steer the Economic Strategy

Production of a marketing brochure to promote the 12 Strategic Employment Sites

Further economic promotion via marketing videos



Successful establishment and growth of enterprise including: Amazon, Boann Distillery, Boyne Valley Food Hub, and Ashbourne Film Studios.

10 Remote Working Hubs established in Meath since 2021



Engagement with local, national, and international businesses to assist in business establishment and expansion in the county

comhairle chontae na mí
meath county council

Chapter 5: Movement

Royal Canal Greenway Completed

Boyne Valley to Lakelands Greenway will be completed in 2023

Preferred Route for Boyne Greenway announcement in Q4 2023



Active Travel Office Established

Various Active Travel Schemes progressing including Navan, Ashbourne and East Meath

Navan 2030 - Construction underway and at an advanced stage

Park and Ride facilities provided at Garlow Cross and Moatlands (Navan)

Bus interchange facility at Kennedy Place nearing completion



Dart + Coastal North and West progressing towards enhancing rail services in the county

comhairle chontae na mí
meath county council

Chapter 6: Infrastructure

National Broadband Plan has delivered high-speed internet to 3423 more premises.

Work is progressing to connect another 12,607 premises by mid 2025



Ashbourne Flood Alleviation Scheme complete



Mornington/Bettystown Flood Alleviation Scheme commenced.

Coastal Flood Study underway to assess risk and recommend defence measures

Mornington Dunes Visitor Access and Conservation Management Plan on public display

Blue Flag Application underway for Bettystown 2024



Four derelict properties acquired within CDP lifetime



2022 Derelict Site Levies - €34,291



New Navan Water Main Project will begin in Q1 2024

comhairle chontae na mí
meath county council

Chapter 7: Community

Official opening of Trim Library and Cultural Centre

Completion of Enfield Library and Working Hub

Bettystown Library to be complete in Q3 2024

5 existing branches upgraded to provide 'My Open Library' access at;



Ashbourne, Kells, Nobber, Slane and Trim.

Kells Courthouse Tourism & Cultural Hub capital works complete with funding under RRDF



Sawmills Studios acquired for development as Kells Printing Works & National Centre for Typography.

New education facilities permitted including;



New primary school in Ashbourne which is near completion

New secondary school in Enfield under construction

Advanced Proposals for new Dunboyne College of Further Education facility



Replacement burial grounds in Trim and Stamullen and extensions in Dunboyne and Navan

Provision of Columbarium walls is being pursued in 5 burial grounds

Upgrade works to Nobber and Dunshaughlin Fire Stations completed



Funding received for the design of a linear park in Duleek

Refurbishment of Dunboyne playground and skatepark

Completion of community facility at St. Kenneth's Church, Ballivor

Approval for new playground in Stamullen

Laytown Public Park application lodged

New park and playground in Clonee



comhairle chontae na mí
meath county council

Chapter 8: Heritage

Since 2021, 100 heritage projects (built, natural and cultural) have been delivered through grant allocations of over €2 million awarded to Meath County Council from the Department of Housing, Local Government and Heritage and the Heritage Council.

Conservation Management Plan published for Navan Town Walls

The Columbanus Annual Cultural and Heritage Festival was held in Clonard in 2022.



Meath County Council working in partnership with DKIT and Blackfriary Archaeology Field School to provide accredited certificate courses in archaeology at Black Friary Trim

Tara Conservation Management Plan published in September

Biodiversity and Habitat Management Plan for Balrath Woods has been completed

Draft Meath Heritage Strategy 2023-2030 was published



Appointment of Biodiversity Officer in 2023



National Heritage Week Awareness Events
2023 – 65
2022 – 55



Burial Grounds Grants

€31,759.07 allocated in 2023



Proposed Brú na Bóinne National Park announced
40,000 attendees for Púca Festival 2023



Heritage Surveys Completed in 2022:

Meath Industrial Heritage survey

Survey of Holy Wells

Thatched Structure survey



comhairle chontae na mí
meath county council

Chapter 9: Rural

Meath Made Craft and Creatives Collective Strategy launched, promoting Meath as a high-quality craft destination and assisting its members to develop their businesses



Native Tree Area Scheme - Engagement with Teagasc and landowners to support the creation of small native forests on farmland

Successful reuse of former NEC site in Ballivor by Gaelform

39,680 sq.m. of commercial Floor Space granted permission in rural areas since 2021



The Kilcloon Community Development won the 2023 Irish Planning Award for the Sustainable Communities and Placemaking category

Serviced Sites Initiative - project has commenced, assessing potentially suitable sites for affordable housing in Tier 5 and 6 Villages and Rural Nodes



Irish language pop up events, classes, and Ciorcal Comhrá Mór events

Meath Co.Co. participated in National Hedgerow Week event with Teagasc at Grange in September 2023



Ongoing consultations between Meath County Council and Údaráis na Gaeltachta regarding schemes and supports available through Údaráis for companies based in the Meath Gaeltacht.



comhairle chontae na mí
meath county council

Chapter 10: Climate Change

Climate Action Plan 2024 – 2029 currently on display and to be adopted February 2024

The plan aims to create decarbonising zones throughout Meath and improve the county's climate resiliency



A dedicated Climate Action Team has been established to strengthen energy management across the Council

Trim Air Quality Project commenced to raise awareness of the importance of air quality

6 sustainable communities established and supported by Meath County Council



Housing Department are converting 40-50 houses per annum to Air-Water Heat Source Pumps

All new builds by the Housing Department are using Air-Water Heat Source Pump systems



Sustainable Development Goal Workshops with primary schools

Energy Expo Event hosted by the Council

New water filling stations installed in Ashbourne, Trim, Navan and Ratoath.



MCC has erected 345 solar panels on the roof of Buvinda House which reduces the council's demand on the national grid by 30%



comhairle chontae na mí
meath county council



Core



Additional



In4Green URBACT NETWORK

GOOD PRACTICE SHEET

CAFÈ AVENTURA - FOSTERING ENTREPRENEURSHIP AND SUPPORTING SMEs

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Sabadell
Entity responsible of the GP:	Economic Development and City Promotion Area
Other stakeholders involved in the GP:	Organization and execution in charge of PES , financed by PES and <i>Diputació de Barcelona</i>
Date/s of the GP (beginning and end):	Annually held since 2013
Budget of the GP (if known):	12.000

INFORMATION ABOUT THE GP

1. General objective of the GP.

Promoció Econòmica de Sabadell (PES) annually organises the *Cafè Aventura* (Adventure Coffee). A unique morning session, in a forum-contest format, dedicated to foster entrepreneurship. The aim of the forum, not only is to showcase business projects through the contest, but also to encourage the meeting between promoters of business projects, managers of already consolidated companies, agents of innovation such as research and technological centres, investors, etc.

The event aims to give impetus and visibility to new companies, especially the more innovative and technologically based ones which often gathers start-ups profiles, to reward the creation and development of new business activities, especially those related to the territory smart specialization focused on design and technologies applied to the industry, and to facilitate contact between the various participants and access to economic and technological resources among others.

2. Policy framework

The *Cafè Aventura* emerged as an action to boost the innovation ecosystem of the territory. In line with the city innovation strategy to promote local innovation and smart specialisation, PES has been deploying different actions to make visible the local entrepreneurship. Thus, every year the city celebrates the Week of the Entrepreneurship where multiple activities take place, all of them focused to foster entrepreneurship and new entrepreneurs with key conferences, free workshops and the celebration of the *Cafè Aventura*.

3. Governance of the GP.

The *Cafè Aventura* is fully designed and organised by PES and 60% funded by the *Diputació de Barcelona* (the provincial government) and 40% funded by PES.

Given the nature of the event, the forum-contest requires a set of competition rules which need to be approved in an annual basis. Thus, the legal framework and operating procedure are established to comply with the general principle of legal security.

The competition rules include the conditions required to the business projects interested in participating, the selection procedures and the various phases of the competition and the prizes.

Moreover, a Qualifying Commission for the *Cafè Aventura* is set up, comprising three people from the technical team of PES and chaired by the mayoress or by a delegated member of the board of directors.

The Commission is in charge of evaluating the projects registered in the open call (launched 5 months in advance) according to several criteria indicated in the regulatory bases.

4. Brief description of the GP.

The *Cafè Aventura* supports new enterprises and business projects through the celebration of a contest consisting in 2 different categories:

- Business idea category: entrepreneurs and/or students with an innovative, creative business idea with potential for execution.
- Company category: companies with a business trajectory equal to or lower than 3 years at the time of submitting the application (documentation must be provided to its verification).

The contest is organised as it follows:

1. Open call to receive the participants' projects. In both categories the executive summary of the project and the CV of the promoting team must be provided.
2. After the reception of the projects, the Qualifying Commission evaluates the projects registered in the call according to different criteria such as: technical, commercial and economic-financial viability of the project, innovation level of the project, job creation potential, etc.
3. The Qualifying Commission selects the 15 best rated projects.
4. PES will offer to the 15 selected projects a specific training on effective business communication techniques (pitch elevator). This training will be voluntary for the participants selected in the company category and mandatory for the participants selected in the business idea category. Moreover, selected participants from both categories will have to attend to a mandatory practical training session. In the event that any of the accepted projects does not participate in the mandatory training, it will be excluded from the award process and the vacancy will be offered to the next participant better rated on the list.
5. Celebration of the *Cafè Aventura* to present the projects. Projects presentations will be rated by the Qualifying Commission. The score obtained in a 3' pitch presentation will be summed to the previous score obtained.
6. Awards ceremony is held at the end of the *Cafè Aventura*. 3 different prizes are awarded according to the category:

Business idea category

-Winner (1st position)-

- Award of 2,000 euros for the winning project.
- Use of an incubation space free of charge for 6 months in one of the municipal business accommodation spaces.
- Individual advice by professional experts in the business areas in which the winner needs more support, with the aim of accelerating the business.

Company category

-Winner (1st position)-

- Award of 4,000 euros for the winning project.
- Use of a coworking space free of charge for 6 months in one of the municipal business accommodation spaces.
- Access to the mentoring programme for 1 year approximately, with the assignment of a mentor who will help to accelerate the company.

-2nd position-

- Award of 2,500 euros for the 2nd ranked company.
- Access to the mentoring programme for 1 year approximately, with the assignment of a mentor who will help to accelerate the company.

5. Communication of the GP.

Communication is annually done through PES official webpage and official social media channels. Communication is done during the different stages of the event: recruitment, celebration and post-celebration.

Moreover, local mass media reports on the event.

Results and impact of the GP.

- 11 Cafè Aventura editions held.
- A total of 370 projects received from which 160 projects have been selected to participate in the contest.
- The 11 editions sum a total of 700 attendees.
- A total amount of 90.000€ distributed among the winners:
 - 59.000€ in cash awards
 - 15.000€ in bonus
 - 22.200€ in mentoring

6. Evaluation of the GP.

The GP has been qualitatively and quantitatively evaluated:

- Cafè Aventura acts as a lever to get the projects and startups moving towards other specific investment forums.
 - Some of them have been awarded in other Catalan Forums (regional level) only 2 or 3 year later.
- Mentoring awards are really appreciated by the winners since they help them to narrow down the projects.
- The Cafè Aventura is perceived as a very interesting event where networking also plays a key role among investors and project/startup owners.

7. Lessons learnt and conclusion.

- Support during the seed stage is very appreciated by the entrepreneurs since a good decision can make a difference.
- The quality of the elevator pitch is crucial for the participants: a good structure and idea construction, a problem-solution approach, market analysis...are needed.
- The empowerment of the participants with solid information about the functioning of the innovation ecosystem is very necessary.
- The importance of networking during the event.

8. Pictures, images and links.

Pictures and links: <https://www.sabadellempresa.cat/suport-empresarial/cafe-aventura>

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

ENLARGEMENT AND CONSOLIDATION OF THE INNOVATION ECOSYSTEM, WORKING ON PUBLIC ENGAGEMENT AND HOW THE 4H COULD HELP TO ADDRESS SOCIETAL CHALLENGES

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Sabadell
Entity responsible of the GP:	Economic Development and City Promotion Area - <i>Promoció Econòmica de Sabadell</i> (PES)
Other stakeholders involved in the GP:	FUNDIT-ESDI, UAB, Sant Quirze del Vallès Municipality, Hospital Parc Taulí, Barberà del Vallès Municipality, Castellar del Vallès Municipality, Diputació de Barcelona (provincial government) and Generalitat de Catalunya (regional government).
Date/s of the GP (beginning and end):	2018-2023
Budget of the GP (if known):	Total budget: 3.276.719,60 € Sabadell budget: 327.672 €

INFORMATION ABOUT THE GP

1. General objective of the GP.

The involvement of the quadruple helix (4H) to address societal challenges through the exploration of new participatory formulas, and the participation in different European projects to promote the engagement of the 4H.

2. Policy framework

Sabadell's current aim is to promote projects encouraging innovation, new technologies and knowledge, and activities associated with industry. It is committed to the revitalisation of the local economy, based on a strategy focused on four main areas: healthcare, research and technology, aeronautics, and design and fabrics, with sustainability cutting across these processes.

However, innovation inception has not always integrated the 4H. Traditionally, it was promoted by academia and research centres only. Later, business and industry participated in the innovation process as they were considered to be key players in product development. In the past few decades, local and regional governments have actively retained and promoted innovation in their territories. Therefore, this has been one of the main objectives of the *Promoció Econòmica de Sabadell* (PES), which is fully committed to creating a solid and dynamic territorial innovation ecosystem.

But the involvement of civil society in Sabadell's innovation ecosystem is still complicated. This is why PES has been involved, during the last decades, in different European projects focused on promoting the involvement of the 4H to overcome societal challenges. Among them, it is interesting to highlight the following one: 'Vallès Industrial' Specialisation and Territorial Competitiveness Project (PECT Vallès Industrial).

3. Governance of the GP.

‘Vallès Industrial’ Specialisation and Territorial Competitiveness Project (PECT Vallès Industrial).

The project was co-financed 50% by the Operational Programme Catalunya ERDF 2014-2020, and 25% by the Diputació de Barcelona.

The governance of the project was composed by a partnership of 5 beneficiary partners (PES, FUNDIT-ESDI, UAB, Sant Quirze del Vallès Municipality, Hospital Parc Taulí) and 2 non-beneficiary partners (Barberà del Vallès Municipality & Castellar del Vallès Municipality), ranging from local administrations to one technological centre, one university and one hospital through its innovation unit, working together to improve innovation in the domain of industrial systems design. The partnership was constituted as a Local Support Group that met regularly to discuss the project’s progress.

PES, in representation of the City Council of Sabadell, was in charge of the technical and financial coordination of the project. Moreover, it was in charge to coordinate the socio-economic stakeholders to advance towards an innovative territory.

4. Brief description of the GP.

Over the past few years, the city of Sabadell has been engaged in the deployment of R&I strategies for smart specialisations (RIS3), in the circular economy, active ageing and intelligent design in industry, which are intended to develop a competitive economic advantage.

However, universities, companies, local and regional administrations, and citizens (termed the ‘quadruple helix’ in the literature) need to come together to plan and innovate in the different fields, creating and promoting a valuable innovation ecosystem.

PECT Vallès Industrial aimed to create opportunities for technological design, innovation and experimentation at different levels. The project run from 2018 to 2023 and was conceived to:

- Activate new possibilities of growth according to the real capacities and possibilities of the territory.
- Create a territory more competitive through specialization and innovation.
- Allow companies to specialize, innovate, and create new business opportunities being more efficient.
- Connect common interests, links and alliances between private and public stakeholders of the territory.

The Project was divided in 5 operations and all of them were led by a different partner :

- Operation 1: Coordination of the project (PES)
- Operation 2: Observatory of competitive intelligence (UAB)
- Operation 3: Tecnodesign (FUNDIT-ESDI)
- Operation 4: Design and Industrial Innovation in Active Ageing. (Parc Taulí)
- Operation 5: Circular economy in the industrial systems (Sant Quirze del Vallès Municipality)

All the operations promoted public engagement, through collaborative projects and the execution of different actions, and aimed to strengthen the local innovation ecosystem in the smart specialisation process.

5. Communication of the GP.

Communication was done through PES and Sabadell Municipality official webpages and official social media channels. A webpage fully dedicated to the project was also created <https://ininvalles.cat/>

Communication was done during the different stages of the project.

Results and impact of the GP.

Some interesting impacts on the 4H engagement in the project are:

- **Creation of the senior lab: “S-àvies/is: Laboratori d’Idees”**

The operational line 4 entitled “Industrial design and innovation at the service of active ageing in Vallès” lead by The Parc Taulí Research and Innovation Institute (I3PT), was focused on creating an inclusive space where elderly people could discuss about the product design according to their own needs. A first multi-actor approach was done in terms of active ageing in the territory. Thus, the creation of a senior lab was conceived as a place where elderly people could directly participate in the creation of new products and services focused on them. A place where all their needs could be gathered and be transformed into future product ideas.

At the moment, the Senior Lab was created and placed in a recovered old industrial building next to the hospital Parc Taulí. Several meeting with the 4H were held and first steps towards product design were done.

- **Creation of a Circular Economy Living Lab:**

The operational line 5 entitled “Circular economy in the industrial systems” lead by The Municipality of Sant Quirze del Vallès, was focused on the definition of a Living Lab on Circular Economy though the participation of the 4H. Several participatory meetings were held in order to define the Living Lab, and to advance in the creation of a space dedicated to the knowledge exchange and promotion of circular economy and sustainability in the city.

6. Evaluation of the GP.

The GP has not been evaluated yet.

7. Lessons learnt and conclusion.

- The project emerged from a collaborative and shared process among the stakeholders involved in the GP, which was previously aligned with the territorial strategy. This fact was very valuable since it created confidence among the stakeholders to develop the project and allowed to produce other projects’ synergies in parallel.
- Despite the project exceeded the project deadline, it was an excellent experience to get to know all the stakeholders in depth and to push the activation of common interests and shared challenges, and to improve the ecosystem cohesion.
- The tight collaboration among the stakeholders of the project allowed to create new collaborative projects. A good example is the collaboration emerged between a university dedicated to industrial design and a hospital, which joined efforts to create new products.
- The governance of the project was very complex since the economic and technical management of the European funds were managed by a regional administration. This intermediate administration delayed several processes of the project, making a more complicated governance of the project among the stakeholders.

8. Pictures, images and links.

Pictures and links: <https://ininvalles.cat/>

In4Green URBACT NETWORK GOOD PRACTICE SHEET

DATA COLLECTION - INDUSTRIAL SYMBIOSIS PROJECT

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Sabadell
Entity responsible of the GP:	Economic Development and City Promotion Area
Other stakeholders involved in the GP:	Municipality of Barberà del Vallès, Municipality of Sant Quirze del Vallès and Diputació de Barcelona
Date/s of the GP (beginning and end):	2024
Budget of the GP (if known):	2.000€

INFORMATION ABOUT THE GP

1. General objective of the GP.

Industrial Symbiosis is a project led by Sabadell, Barberà del Vallès and Sant Quirze del Vallès that has been active since 2014.

The 3 municipalities work together to spread and raise awareness on circular economy and the importance of collaboration among industries to contribute to reevaluate and reduce the waste generated.

Some examples of the actions and activities deployed during these years:

- A travelling exhibition on-site companies to raise awareness about circular economy and its benefits.
- Industrial Symbiosis web page with industrial companies experiences and best practices on circular economy and zero waste.
- Workshops related to the current regulation framework.
- A joint collection service of organic fractions coming from canteens of industrial companies.
- A shared experience on the reuse of wood packaging at schools and municipal venues.

The efforts during these years have been focused mostly to identify and collect best practices on circular economy. This objective has been accomplished successfully, however the purpose to identify synergies among industries or implement specific actions to promote the optimization of waste has been complicated specially due to the lack of appropriate information.

So, the objective of the GP is to create from scratch a database that provides a global but specific view of the territorial metabolism to identify opportunities on circular economy in the industrial areas.

2. Policy framework

Europe is currently involved in an unprecedented green and digital transition where local governments play an important role on making it possible. Industries and companies will need to shift their processes towards greener ones while ensuring their daily activity. In this sense, innovation appears as a strategic axis to ensure regional and local development.

The Municipality of Sabadell, and more concretely, the Economic Developing Agency of Sabadell (*Promoció Econòmica de Sabadell*) is clearly committed in the deployment of smart specialisation strategies aligned to find innovative solutions to societal challenges like climate

change. Thus, *Promoció Econòmica de Sabadell* has been working in the local and regional innovation ecosystem to create new activities and processes related to green economy:

- Competitiveness and industrial innovation (including industrial symbiosis, green economy jobs creation, smart specialisation strategies).
- Green energy (including energy efficiency, reduction of greenhouse gas emissions, renewable energies, energy communities in industrial areas).

In 2024 a new programme has been deployed, **SBD Indústria Sostenible**, (Sabadell Sustainable industry) with the aim, not only to promote the circular economy, but also to foster the ecological transition and sustainability in general in the industries. The Industrial Symbiosis project has become part of this new programme that includes further objectives to encourage green energy generation, optimise energy and water consumption, spread the green transition in general and the CO2 emissions reduction in the industrial areas.

Some of the activities and services included in this new programme are:

- Energy consultancy services to optimise consumption and promote green energy generation
- Sustainability thematic workshops and training
- Deployment of regenerative water among industries
- Identify specific opportunities on circular economy

3. Governance of the GP.

The Municipality of Sabadell has been involved in the development and deployment of the Industrial Symbiosis since 2014, together with the Municipality of Barberà del Vallès and the Municipality of Sant Quirze del Vallès (the current project leader) and with the support of the regional government Diputació de Barcelona.

All these administrations monthly meet to work together to spread and raise awareness of the Industrial Symbiosis concept among the companies of the Industrial Areas, and to contribute to revaluing the surplus resources generated by the companies.

4. Brief description of the GP.

The exercise we are sharing has consisted mainly on specific data collection.

For this purpose first we needed to define the scope of the data:

- Industries
- Global view but also local and industry view
- Tones of waste
- Types of waste
- Type of treatment
- Energy consumption
- Energy generation (deficit/surplus)
- Water consumption
- Water wells available and used

And then to identify the owners of this data and tools available.

For this purpose collaboration with other administrations and agents in the territory has been key (Waste Agency of Catalonia, Diputació, Water company in Sabadell, internal departments in the Municipality as Ecological Transition or License, among others).

Next step:

Take profit of this data and maximize it to identify opportunities in the territory to foster circular economy and the ecological transition in the industrial areas.

Strengthen the collaboration with industries, waste agency and waste management companies.

5. Communication of the GP.

Not yet communicated.

6. Results and impact of the GP.

A consolidated and updated database to analyse the information and identify opportunities and specific collaborations among industries.

This information brings opportunities to:

- Identify sectors and companies top waste generators to identify opportunities on circular economy.
- Identify types of waste that have no valorization.
- Identify top sectors that use waste as a subproduct.
- Identify sectors and companies that have more water consumption to explore water reuse opportunities.
- Identify sectors and companies with more energy consumption to propose autoconsumption options and aggregate demand.
- Identify if there is a lack of local infrastructures to treat properly the waste generated.

7. Evaluation of the GP.

The GP has not been evaluated yet.

8. Lessons learnt and conclusion.

- Everything is easier when you have data.
- Sometimes you have to pay for the data.
- All data must be kept in a single place.
- Manual data is difficult to keep updated.
- Automatic data is necessary, next step.

9. Pictures, images and links.

Pictures and links: <https://simbiosiindustrial.com/>
<https://sabadellempresa.cat/industriasostenible>

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

PROMOTION OF THE CREATION OF BUSINESS ASSOCIATIONS IN INDUSTRIAL AREAS

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Sabadell
Entity responsible of the GP:	Economic Development and City Promotion Area - <i>Promoció Econòmica de Sabadell</i> (PES)
Other stakeholders involved in the GP:	2 Industrial areas business associations (performing for 4 out of 7 industrial areas in the city)
Date/s of the GP (beginning and end):	2008-on going (2 created but working in progress for 2 industrial areas with no representatives)
Budget of the GP (if known):	50.000 €/year (1 person)

INFORMATION ABOUT THE GP

1. General objective of the GP.

To foster collaboration and cooperation among businesses and between businesses and local administration, avoiding one to one relation. The goal is to create a supportive environment that helps businesses succeed and contribute to the development of the industrial area.

This is very important as usually, when dealing with business areas issues, many companies address to local administration with several points of view, and it is very difficult to give answers in a one-to-one mode. Having an association, the interests of the companies and discussions with government ensure that the needs and concerns of businesses are heard and addressed.

2. Policy framework

The city of Sabadell, like the region, has an important business fabric made up mainly of small and medium-sized companies, in general, located in the economic activity areas of the municipality and rooted in the territory.

Sabadell, being the fourth municipality in the region in industrial area, has recently experienced a clear increase in the demand for new installations and it is necessary to update and modernize the obsolete industrial landing areas with more deficiencies and with clear potential.

Today, Sabadell has 7 economic activity zones which embrace 1400 companies.

The economic activity zones are spaces that generate wealth, economic dynamism and opportunities for the municipality and for the citizens; are essential for the economic development of the city,

For years, Sabadell City Council has been aware of the role of economic activity zones and the companies that are in this space as generators of wealth and well-being in the municipality.

Even so, as in many other municipalities in Catalonia, we cannot forget that during the second half of the last century these areas were forgotten by municipal policies in general and the appropriate improvements were not carried out.

Coordination and collaboration between local administration and companies was needed to foster improving actions in these areas.

Since 2008, numerous actions have been carried out in Sabadell industrial areas both in terms of the improvement and maintenance of their infrastructures and the launch of programs to boost the competitiveness of companies, attract new companies to the territory and identify new opportunities.

3. Governance of the GP.

The initiative was firstly commanded by the Sabadell city council through Economic promotion agency based on the decision of creating an Industrial Areas project of revitalization in 2008.

Later on, business associations took centre stage and were created with municipal support in the process. It resulted in 2 industrial areas associations

Nowadays, the governance is based on working committees (Sabadell city council- business associations) devoted to deal with association needs, discussions of development projects in these areas, exposing problems affecting the industrial parks, etc.

The committees work in a regular basis of meeting 3-4 times a year, could be more if projects demand contrast of an idea, or plan.

4. Brief description of the GP.

For some years now, the dynamism and improvement of Sabadell's economic activity zones has been a strategic objective of the municipality and as such a priority when defining actions and dedicating resources

From the economic promotion of the Sabadell City Council, a program of Revitalization of industrial areas/parks was articulated in 2008 when there was little data and information on the state of conservation of the areas.

And this turned out to be crucial as business development areas generate a significant percentage of the municipality's employment and bring together the largest number of companies that contribute to territorial competitiveness.

This program, endowed with the figure of the technician for Revitalization of economic activity estates, has not been interrupted in these 16 years, and it has led to considerable progress in the knowledge and improvement of some industrial areas.

This program ensures the improvement of the environment of the estates and aims to collect, manage and promote revitalization actions that strengthen the positioning and competitiveness of both the estates of economic activity and the companies that are located there.

On the first period 2008-2012 work consisted of discussing with companies, identifying the more active ones and identifying leaderships as well. Creating a map of each industrial area, pointing out its singularities and needs and getting close to companies.

Can Roqueta Industrial Area Association, (AEPCRO) is the association of companies of the Can Roqueta economic area and it established in 2017 and, like the south industrial areas' association, seeks a competitive improvement of the estate by identifying deficiencies and communicating with the administration to claim improvement actions.

It is with these associations that local administration plans to carry out Joint Projects and make collaboration between companies, administration and other agents (water company or others) a reality.

5. Communication of the GP.

Communication is done through PES and Sabadell Municipality official webpages and official social media channels. Also, one of the associations has its own homepage <https://www.aepcro.cat/ca/centre-empreses-industrials> where the association shows also some municipal resources at companies disposal.

Communication has been done during the different stages of the project and still.

6. Results and impact of the GP.

Looking back to 2007, we have improved some interesting facts:

- ✓ We have today 2 associations, covering 4 industrial areas and 1000 companies. It is today much easier to discuss on the common interests of their members and addresses its needs to new projects.
- ✓ There is today a sense of community among businesses, leading to a more cohesive and supportive business environment.
- ✓ Several common projects have arisen based on sharing resources
- ✓ The areas have been improved by modernisation projects which have led to a modernised and much more attractive areas to investors and new businesses, boosting the economic development of the area. The percentage of occupation of the areas has increased and new investments are being made. New companies' settlements and interests take place in these areas.

7. Evaluation of the GP.

The GP has not been evaluated yet.

8. Lessons learnt and conclusion.

Lesson learned:

- Sometimes it is not easy nor quick to gain trust from companies when playing on local administration side
- It is very important to identify a true leadership among companies and it is very useful to put this intelligent leader at the front issues with local administration
- Clear and constant communication between members is crucial to ensure that everyone is aligned and committed. So, periodic meetings are very recommendable
- Active engagement and participation of members is critical to the success and sustainability of the relation between the associations and the municipality.
- It is useful to find common objectives (modernise the area, as it is a plus for the competitiveness of companies -having to do with image- but also for the municipality as the area is an attractive landing site for new investments)
- From time to time, disagreements will arise, so it is important to have strategies to manage and solve conflicts constructively.

9. Pictures, images and links.

Pictures and links:



November 2017 agreement of collaboration between the new Can Roqueta association and the City council

<https://radiosabadell.fm/noticia/es-crea-lassociacio-dempresaris-i-propietaris-de-can-roqueta-acostar-les-reivindicacions-de>

<https://web.sabadell.cat/actualitat/notis/item/acord-entre-l-ajuntament-i-l-associacio-d-empreses-i-propietaris-del-poligon-de-can-roqueta-per-afavorir-la-competitivitat>



July 2018 presenting the 2,2M€ can Roqueta's improvement project

<https://www.diaridesabadell.com/2018/07/12/la-rehabilitacio-de-can-roqueta-costara-22-milions-deuros/>



July 2021, visiting the results of the overall improvement project of the industrial area with the Mayoress and the Can Roqueta industrial business area's president

<https://web.sabadell.cat/actualitat/notis/item/completada-la-modernitzacio-del-poligon-de-can-roqueta-per-impulsar-economicament-l-area-industrial>

<https://radiosabadell.fm/noticia/lajuntament-presenta-les-obres-del-poligon-de-can-roqueta>



March 2024, session on water management organised by the city council together with the Can Roqueta association

<https://www.diaridesabadell.com/2024/03/13/empresaris-can-roqueta-riu-ebre-sequera/>



March 2023, Presentation of the big infrastructure which will give access to the south industrial areas. Mayoress, president of South industrial areas association and regional politicians

https://www.sabadell.cat/ca/?option=com_content&view=article&id=168405

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

SABADELL'S ECONOMIC DEVELOPMENT AND COMPETITIVENESS COMMITTEE

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Sabadell
Entity responsible of the GP:	Economic Development and City Promotion Area
Other stakeholders involved in the GP:	Sabadell Chamber of Commerce Trade Unions (CCOO and UGT) CIESC (federation of business associations from industrial, commercial and service sectors) PIMEC (The Catalan SME employer's organisation)
Date/s of the GP (beginning and end):	Spring 2021 - ongoing
Budget of the GP (if known):	No budget assigned to the Committee. Actions are funded by public sector.

INFORMATION ABOUT THE GP

1. General objective of the GP.

Sabadell's current goal is to promote projects encouraging innovation, new technologies, knowledge, and activities associated with the industry. It is committed to the revitalisation of the local economy, based on a strategy focused on five main axes: healthcare, logistics, research and technology, aeronautics and design and fabrics, being sustainability a cross-cutting vector in these processes.

Thus, improving the quality of the productive ecosystem of Sabadell with the aim to create an attractive and desirable environment for companies already established in the city, but also for those activities that are looking for a new location to set up and grow, is particularly relevant.

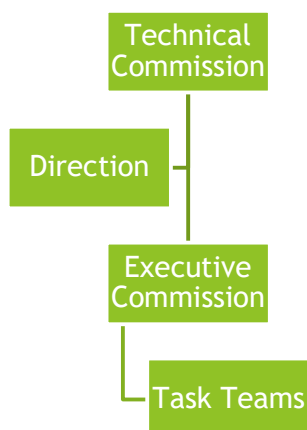
To reach this goal, the participation of key territorial stakeholders is crucial, being public-private cooperation essential to set up the economic development of the city, paying special attention to industrial areas.

The Economic Development and Competitiveness Committee emerged as the tool to set the dialogue among public and private stakeholders.

2. Policy framework

The committee emerged because of the economic reactivation plan that Sabadell City Council deployed to deal with the economic and social consequences caused by COVID-19. The committee was foreseen as a tool to create a long-term strategy to face future economic development challenges in the best possible way.

3. Governance of the GP.



The committee is governed by the **Executive Commission (EC)**. The EC is in charge of coordinating and officially represent the committee. It is compounded by 9 members:

- 4 elected members of Sabadell municipality (including the Mayoress of Sabadell).
- 1 representative the CCOO Trade Union.
- 1 representative the UGT Trade Union.
- 1 representative of CIESC (federation of business associations from industrial, commercial and service sectors).
- 1 representative of PIMEC (The Catalan SME employer's organisation).
- 1 representative of the Sabadell Chamber of Commerce.

The EC meets regularly every four months. It oversees the work plans approval and the tasks performance review. Its members can be assisted by technical support (with voice and without vote) when they think necessary.

The committee proposals are developed by the **Technical Commission (TC)** which is compounded by the coordinators of the different task teams. The TC meets regularly every two months. The TC supports and raises proposals to the EC, it makes sure the execution of its agreements and proposes the work plan for its approval. Proposals must be adopted by consensus.

Task Teams (TT) are the working force of the committee. Five TTs were initially created but only three became stablished based upon real interests showed by the EC:

1. Promotion of the city, strategic investments attraction, and Next Generation EU Funds.
2. Modernization of the Economic Activity Areas and entrepreneurship boost.
3. Digitization, administrative simplification and agility, and innovation.

Currently, the three TTs have merged into one which meets in a regular basis. Occasional key stakeholders can be invited to participate in the TTs.

Promoció Econòmica de Sabadell (PES) oversees the **direction and the technical secretariat** of the committee. It coordinates, under the guidelines of the EC, the activities promoted by the committee. It also plays a role as a facilitator of the meetings and in the deployment of actions.

4. Brief description of the GP.

Sabadell's Economic Development and Competitiveness Committee works in the following areas:

1. Promotion of the city and attraction of strategic investments. Internationalization plan of the city.
2. Agility and administrative simplification in the procedures that affect industrial and commercial economic activities.
3. Modernization and promotion of the economic and industrial areas.
4. Promoting the creation of quality jobs and training linked to new technologies and economic specializations.
5. Innovation hub - University and research hub (Gran Via del Coneixement).

6. A plan to boost entrepreneurship in innovative activities (including financing instruments).
7. Fostering energy efficiency among city companies and in the industrial areas of the city. Promotion of the circular economy.

5. Communication of the GP.

Sabadell's Economic Development and Competitiveness Committee has become a tool for public private collaboration in the development of strategic economic development projects in the city. There was a proposal by agents and private entities that has been adapted together with the council to obtain the formula for the Economic Development Table. So, it was a working together process. The GP was communicated to the general audience through the websites of Sabadell Municipality and PES, as well through press releases to the local press.

6. Results and impact of the GP.

Arising from the working areas several actions have been developed, which were previously discussed in the Committee and the organisations involved. It is interesting to stress the following actions:

- 3 studies run on aeronautics, main sectors opportunities and city promotion. The studies had a cost of 15.000€, 30.000€ and 30.000€.
- Invest in Sabadell: a webpage dedicated to the business attraction to the city <https://www.investinsbd.com/?lang=en>
The web is funded by public administration. Business attraction and web contents are done by PES.
- Urban Campus of Life and Health Sciences: a large-scale project that includes a set of training, research, innovation and business creation actions. Among the projects that will be carried out, a recovered old factory will host a large part of the UAB degree in Nursing, as well as new studies and complementary services related to healthcare. All the actions done in this project are mainly assumed by public sector. However, some actions are run and funded by private sector. Thus, this project represents a good example of public-private cooperation.

7. Evaluation of the GP.

The GP has not been evaluated yet.

8. Lessons learnt and conclusion.

Lesson learned:

- Unity makes strength, especially during tough times (like COVID pandemic).
- It is difficult sometimes to keep a balance between public and private.
- Strategic projects must be agreed among main stakeholders.
- Task teams (TT) need to represent real interests. The creation of 5 TT allowed us to include a wide scope of topics. This was essential to detect the main interests but also to discard less relevant topics. At the end, the 3 current TT were selected and prioritised by all the stakeholders involved in, since they represent their main interests and concerns.

9. Pictures, images and links.

Pictures and links: <https://www.vaporllonch.cat/inici-taula>

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

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

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	SALERNO
Entity responsible of the GP:	CONSIGLIO NAZIONALE DELLE RICERCHE
Other stakeholders involved in the GP:	UPPSALA UNIVERSITET HAUTE ECOLE ICHEC - ECAM - ISFSC UNIVERSITY COLLEGE LONDON TECHNISCHE UNIVERSITEIT EINDHOVEN UNIwersytet Warszawski ICLEI EUROPEAN SECRETARIAT GMBH (ICLEI EUROPA SEKRETARIAT GMBH) FACILITYLIVE OPCO SRL VÄSTRA GÖTALANDSREGIONEN GRAD RIJEKA COMUNE DI SALERNO INIZIATIVA CUBE SRL
Date/s of the GP (beginning and end):	1st dec 2017 - 31st aug 2021
Budget of the GP (if known):	€ 4.957.033,00

INFORMATION ABOUT THE GP

1. General objective of the GP.

The overarching goal of the CLIC trans-disciplinary research project is to identify evaluation tools to test, implement, validate and share innovative "circular" financing, business and governance models for systemic adaptive reuse of cultural heritage and landscape, demonstrating the economic, social, environmental convenience, in terms of long lasting economic, cultural and environmental wealth." The specific objectives of the CLIC PROJECT are the followings:

1. To synthesize existing knowledge on best practices of cultural heritage adaptive reuse making it accessible to researchers, policy makers, entrepreneurs and civil society organizations, also through direct dialogue with their promoters
2. To provide a holistic ex-post evaluation of the economic, social, cultural and environmental impacts of cultural heritage adaptive reuse, stressing on the importance of appropriate conservation and maintenance approaches able to highlight the integrity and authenticity of heritage

3. To provide EU-wide participated policy guidelines to overcome existing cultural, social, economic, institutional, legal, regulatory and administrative barriers and bottlenecks for cultural heritage systemic adaptive reuse
4. To develop and test innovative governance models and a set of evidence-based, participative, usable, scalable and replicable decision support evaluation tools to improve policy and management options/choices on cultural heritage systemic adaptive reuse, in the perspective of the circular economy
5. To validate the CLIC circular financing, business and governance practical tools in 4 European cities/territories representative of different geographic, historic, cultural and political contexts
6. To design and implement a stakeholders-oriented Knowledge and Information Hub to make tools and information accessible, useful and usable and test them with policy-makers, entrepreneurs, investment funds and civil society organizations
7. To contribute to the creation of new jobs and skills in the circular economy through cultural heritage adaptive reuse

2. Policy framework

A large part of the European cultural heritage, particularly minor and diffused heritage both tangible and intangible, is currently in state of abandonment or underuse, due to the lack of interest and/or financial resources for its recovery and maintenance. Public and private resources and capacities should be mobilized for cultural heritage “active” conservation, identifying new functional uses for the abandoned assets, thus turning heritage from a “cost” to an “investment” for the society. The CLIC project aims to identify new evaluation methods to support informed choices of conservation vs. transformation/adaptation of cultural heritage / landscape, developing innovative circular business, financing and governance models for the adaptive reuse of cultural heritage as a way in which the CE can be practically implemented in the territorial dimension.

3. Governance of the GP.

All partners have wide experience in developing and testing CLIC proposed tools, ensuring the effective and time-constrained achievement of all the above-mentioned specific goals. The integration of sectorial knowledge, tools and methods will be achieved through a trans-disciplinary approach promoting partners and stakeholders’ cooperation, co-creation of knowledge and co-delivery of outcomes.

4. Brief description of the GP.

The municipality of Salerno is located in southern Italy and covers an area of 59.22 km² with a population of about 130,000 inhabitants (2020). Salerno is home to the Salerno Medical School, the oldest and most illustrious medieval institution in Western Europe for teaching and practicing medicine. Most of Salerno’s cultural heritage is located in the historical city centre but, unfortunately, some assets are in a state of abandonment/degradation/disuse. The CLIC project supported a participatory process for adaptive reuse of cultural heritage through HIPs (Heritage Innovation Partnerships), which helped improve local knowledge, ideas, skills and cooperation, and provided tools to co-create Salerno’s Local Action Plan (LAP) and its implementation strategies and projects. The participatory process revealed, also through the Historic Urban Landscape workshop, the major critical issues and opportunities for reuse processes at the different cultural, political, and regulatory levels.

Salerno LAP Objectives

Objective 1: Enhance the dialogue and collaboration between citizens and Municipality, empowering the local community to take action for the care of cultural heritage through a shared and transparent circular governance model;

Objective 2: Co-develop and plan concrete actions for the adaptive reuse of abandoned and underused cultural heritage, especially related to large historic buildings abandoned in the city centre (Edifici Mondo);

Objective 3: Enhance the coordination of different municipal departments to promote heritage-led urban regeneration and facilitate public-private-people cooperation and partnerships;

Objective 4: Enhance the attractiveness of Salerno for potential public, private and social/impact investors in the adaptive reuse of cultural heritage;

Objective 5: Promote Salerno as exemplary Circular City in Southern Italy starting from the adaptive reuse of cultural heritage.

5. Communication of the GP.

The project aims and results were disseminated through:

Project website, Project leaflet and brochure, Databases of indicators data in pilot cities

2 series scientific publications, Database of best practices , Project video, Final Conference

6. Results and impact of the GP.

The Salerno pilot elaborated an innovative Regulation that addresses shared management of cultural heritage as “common good” during the HIP process. The Regulation aims to establish a regulatory, transparent and impartial framework to define actions for care, shared management, and re-generation of urban common goods implementable through “Collaboration Pacts” between citizens and public administration. Through the “Regulation for the Shared Management of Cultural Heritage as Common Good”, critical issues related to heritage management and an often top-down approach may be overcome. Moreover, the City of Salerno launched a public consultation to experiment with a potential circular governance tool that aimed to collect implementable proposals for the re-use of “Edifici Mondo” in the perspective of circular economy, through the collaboration between public administration, professionals and active citizens. Fourteen proposals were submitted; ten of them were selected by the City to participate in the Business Model Workshop (hosted by ICHEC - Brussels Management School, CNR-IRISS and the City of Salerno). Of the ten participating proposals, four went on to a pre-feasibility study phase.

Another result of the project is the CLIC Knowledge Information Hub (KIH), which is a platform that was developed to encourage and inspire community members, funders, entrepreneurs and civil society organizations to co-create new ideas and projects. It is an online database that aims to share information on cultural heritage in order to facilitate potential investors, active citizenship, social enterprises and other local actors to easily find information. The LAP also identifies innovative actions, like the specific action for the valorisation of the ancient Medical School of Salerno to enhance its value as cultural identity and to “brand” Salerno as a city of health and wellbeing. “Scuola Medica Salernitana” is Europe’s oldest and most eminent medieval institution for medical education and practice. Linked to this, specific activities are planned, such as the application for the “European Cultural Routes” of the Council of Europe Programme and the UNESCO intangible heritage list.

7. Evaluation of the GP.

The high number of scientific publications, business models and innovative approaches resulting from the project, represents a unique database, which can be considered a common and shared good for future projects, being produced and appreciated by a large number of professionals from different territories of Europe.

8. Lessons learnt and conclusion.

The first lesson learned is undoubtedly to adopt a new approach that should be place-based that means to connect single points/areas in the space into a network of built and natural heritage, connecting them through synergies and cooperative activities.

Other one is about the governance: it's is fundamental to adopt a long term perspective, in connection with natural system of life and among people, assuming that innovative governance is grounded not only on new financial economic, administrative tools but also on culture for becoming really effective and to sustain from bottom-up the initiatives (rules, investments, plans) coming from top down by institutions.

The tirth one regars the the financial innovative circular models that could mobilize provate capital flows with positive impacts for both investors and communities.

9. Pictures, images and links.

<https://www.clicproject.eu/>

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

URBACT BLUACT

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Salerno
Entity responsible of the GP:	Municipality of Salerno
Other stakeholders involved in the GP:	Piraeus - Greece Burgas - Bulgaria Galati - Romania Matosinhos - Portugal Mataro - Spain Ostend - Belgium
Date/s of the GP (beginning and end):	06/04/2018 - 01/06/2021
Budget of the GP (if known):	599.924,40

INFORMATION ABOUT THE GP

1. General objective of the GP.

The BluAct transfer network is an urban action initiative that intends to support an improvement and transfer of good practices in the field of Blue Growth innovation (BGP) and entrepreneurship as implemented by the City of Piraeus. Partner cities include Piraeus (GR), Mataro (ES), Ostend (BE), Galati (RO), Matosinhos (PT), Burgas (BG) and Salerno (IT). Engaging key stakeholders in each city to form a Urbact Local Support Group that can support the design and implementation of the urban action. The Blue Growth Initiative's vision is to:

- Strengthen the traditional economic activities related to the maritime economy with innovative business ideas.
- Inspire and help young entrepreneurs realize the innovative concepts relating to marine and freshwater resources.
- Create new jobs and promote a new innovative ecosystem, posing the sea in the forefront of economic development.

2. Policy framework

BLUACT Network is an URBACT Transfer network of 7 European port cities. The URBACT Programme is a European Territorial Cooperation (ETC) programme which aims to foster sustainable integrated urban development in cities across Europe. Urbact is an instrument of EU Cohesion Policy, co-financed by the European Regional Development Fund, the 28 Member States, Norway & Switzerland. The BLUACT NETWORK is one of 25 Transfer Networks funded between 2019-2021 which focus on the adaptation and transfer of established good practices amongst EU cities. These networks are led by cities that have been awarded the URBACT Good Practice label.

3. Governance of the GP.

The network is composed by 7 cities; in each city is organized a Local Support Group that has the aim to support the activities of the Program and acts as an advisory board. The Program is about the active involvement of the local population (especially who is involved in education, research, work and - above all - students) to find out innovative solutions for strengths in the marine and maritime economy. For the event, Salerno set up the city's first ULG, in collaboration with other institutional actors, to increase local involvement and make the action plan not only integrated but also more efficient and representative of territorial instances.

4. Brief description of the GP.

By the establishment of a URBACT Local Support Group - wich involved Confindustria Salerno, Chamber of Commerce, University of Salerno and Central Tyrrhenian System Authority - and in constant dialogue with stakeholders BluAct Salerno has the objective to promote the blue economy and to boost innovation and new job opportunities through the organization of start-up competitions focused on the marine and maritime economy.

A special category was inaugurated within the "Best Practices Award" event, annually organized by Confindustria (Industrial Union) Salerno, on the Blue Economy. the event is made up of different categories and every year hosts a large number of companies, startups, research centers and attracts many participants.

The event "SviPro Cup 2020" a competition that seeks to create business ideas for the maritime economy sector, has been completely organized and implemented in virtual mode, due to the epidemiological situation related to the spread of the COVID-19 virus. This online event represented a great innovation challenge for our institution which was the first local institution to organize not only a competition of business ideas but also an entirely virtual-one in Italy.

The winning team of the SviPro Cup 2020 was given the opportunity to present their idea during the final European event which was held in Piraeus on 27 and 28 May 2021 and which due to the health emergency took place online. During this event, the Project Leader launched the Blue Economy Forum telematic platform, created to keep the various actors of the partner cities involved in the project in contact with each other and generate, at the same time, an extensive, long-lasting and stable European ecosystem for facilitate the meeting between demand for innovation and innovation in the blue economy.

5. Communication of the GP.

The Municipality developed a competition website (<http://www.bluaactsalerno.unisa.it/>), which was produced by a University Student.

6. Results and impact of the GP.

With this project, Salerno launched a startup competition to promote business ideas relating to the local sea and aquatic resources through a range of environmental, economic and social responsibility initiatives.

Teams registered for the competitions: 30
 Hackathon participants: 80
 Participants in the events: 1249
 Organized award ceremonies: 3
 Organized events/workshops: 7
 Mentors recruited: 6
 Business ideas incubated: 4

Organizations represented in the local support group: 13

Organized meetings with the local support group: 10

People who participated in transnational activities: 11

Participation in national Urbact point events: 5

Presentation of the BlueAct at external events or conferences: 9

The start-ups and companies winning the best practices award were supported through: promotion in a dedicated edition of the newsletter of the national technological cluster blue Italian growth

The presentation of the BluAct Salerno project in an international context

Being part in a European platform for the promotion of the maritime economy created at the end of the project by the lead organization

Description of their project on the project site

The teams selected and awarded as part of the SviPro Cup 2020 were supported through:

- Palazzo Innovazione selected and helped a team in valorising the idea which was then presented in an international context and received signals of interest and questions for further information from event participants from the rest of Europe
- At the end of the project the same team was selected and helped by Sellalab in the creation of the business plan
- The Green Hub dedicated a complete incubation path at its facility to the selected team (training, coworking and support)
- Manageritalia created an incubation process which involved the drafting of a business plan, the processing and sending of questionnaires with analysis of the responses, the market evaluation of the elements of the project
- the Municipality of Salerno rewarded the overall winning team with the participation and presentation of their idea as part of the final event of the project

1. Evaluation of the GP.

Salerno have been successful in generating a good number of business ideas for their competition, they envisage it will be a challenge to transfer these into good quality businesses. The reasons for this are complex but include the nature of the ideas (i.e. early stage research) but also because of the lack of a free, integrated incubation offer in the city (there are incubators, but not necessarily targeted at 'early stage' businesses).

2. Lessons learnt and conclusion.

This project has contributed to creating a strong harmony between the stakeholders of the maritime economy, involving many actors and developing innovative ideas. The comparison of experiences and good practices between those who share common characteristics always represents an added value. The city has successfully integrated local experiences with international ones, fully capturing the spirit of the BlueAct project

3. Pictures, images and links.

<https://bluactsalerno.unisa.it>

<https://signaturegr.wixsite.com/bluact>

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Urban regeneration project (D'AGOSTINO PARK)

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	SALERNO
Entity responsible of the GP:	COMUNE DI SALERNO
Other stakeholders involved in the GP:	
Date/s of the GP (beginning and end):	30/12/2021 (Act of allocating)
Budget of the GP (if known):	€ 22.000.000,00

INFORMATION ABOUT THE GP

1. General objective of the GP

Through the urban regeneration project related to the D'Agostino Park area, it plans to redevelop an important area of the city that we can currently define as being in a state of decay, characterised by the presence of dilapidated industrial buildings, a natural landscape compromised by the quarry's past mining activities, and an overall state of neglect and non-usability. This area will be returned to the city, in the form of an extensive green area, where it will be possible to practice sports, take walks and outdoor activities and enjoy the lake. Today, the former D'Agostino quarry is what remains of a large clay extraction area for the production of bricks and ceramics until the mid-1980s. The most impactful structures (such as changing rooms and services) will be built, in part, underground, so as not to affect the natural view. The others will be dedicated to sports, entertainment and wellness, such as various sports fields and trails.

2. Policy framework

The goal of the investment is to provide municipalities (with populations greater than 15,000 inhabitants) with the contributions required to invest in urban regeneration, to reduce marginalised situations and social decline, while also improving the quality of urban decorum along with the environmental setting. Moreover, the investment also aim to:

- maintenance for the re-utilisation and re-functionalisation of public areas and existing public facilities for the purposes of public interest, including the demolition of illegal works performed by private citizens, in the absence of -or total breach of- a building permit and arrangement of relevant areas.
- improvement in the quality of urban decorum, as well as in the environmental and social fabric, also through the renovation of public buildings, specifically as regards the development of social, cultural, educational and didactic services, or the promotion of sports and cultural activities.

3. Governance of the GP.

The project is entirely financed by The National Recovery and Resilience Plan (Piano Nazionale di Ripresa e Resilienza, NRRP) - that is part of the Next Generation EU (NGEU) programme - under Mission 5 (Inclusion and Cohesion), Mission Component 2 (Social Infrastructures, Families, Communities and Third Sector); Investment 2.1 (Urban regeneration projects aimed at reducing marginalisation and social degradation).

The whole project is the responsibility of the Municipality of Salerno, which will follow its correct management and implementation

4. Brief description of the GP.

The area subject to intervention is located in the municipality of Salerno. The overall extension of approximately 300.000 m² makes this area one of the largest abandoned areas within the city, connected to the urban center only by two secondary roads. The intervention area of this project is approximately 70,000.00 m².

The area is actually characterized by a plateau to the west, by a large quarry front that surrounds the entire area from north-east to south-east, by an artificial lake, in the center of the area.

The project includes the following interventions:

1. recovery and redevelopment of the existing landscape with the creation of pedestrian paths connecting the different areas and the planting of new vegetation to integrate the existing one;
2. new outdoor and indoor sports facilities, located in different areas of the area;
3. infrastructure serving sports facilities and the landscape.

The main infrastructures will be built in the flat area between the lake and the city. In this area its planned the construction of a rugby/soccer field surrounded by an athletics track. Close to the field it will be built the services/changing rooms (underground) and a gym.

Above the underground services/changing rooms, will be built the bleachers, with a total capacity of approximately 500 seats.

The pitch is sized for the professional category for both rugby and football, with dimensions of 100x68m, with a grass surface, on a top soil base (peat and sand). The athletics track has 8 lanes for a total length of 400m, with latest generation multi-layer sports flooring.

The gym building is dedicated to indoor competitions (basketball, volleyball, handball) with a field which, in compliance with current legislation on the matter, has dimensions of 19x32 m with a minimum internal useful height of 7 m and will be equipped with two stands for the public for a total of 100 seats

In the northern part of the area it is planned the construction of a basketball court and two paddle courts close to its changing rooms/services.

The sloping and geologically compromised areas will be stabilised; and the whole green-area will be subject to reforestation with the aim to recreate the Mediterranean scrub ecosystem.

The vegetation project involves the use of native species with the insertion, for example at the intersection of paths, or in significant points, of exotic species already established in Salerno.

The western shore of the lake, where the shore is less steep, becomes the arrival point of the route that accompanies the visitor from the entrance, and also the easiest and widest point of approach to the water, with the construction of a floating deck and of a small cafe.

5. Communication of the GP.

The procedure is currently underway. The works were awarded according to national and community legislation. All documents relating to the procedures can be found on the municipality's website. The same portal hosts a section dedicated to the project, where it is possible to find the report on the project, the floor plan and some photographs.

Furthermore, there have been several public events on this topic, and it is possible to find a wide selection of press articles online.

6. Results and impact of the GP.

The project is ongoing.

The entire area will be affected by a general improvement which involves the construction of various residential units.

The considerable size of the park and the various sports and recreational functions introduced are certainly of urban and extra-urban interest, moreover the presence of existing buildings and future constructions around it will also make the Park an important neighborhood resource. The area, which actually cannot certainly be defined as the "heart of the city", will be highly redeveloped and will attract a growing number of people having and high impact on the economy of the neighbourhood.

7. Evaluation of the GP.

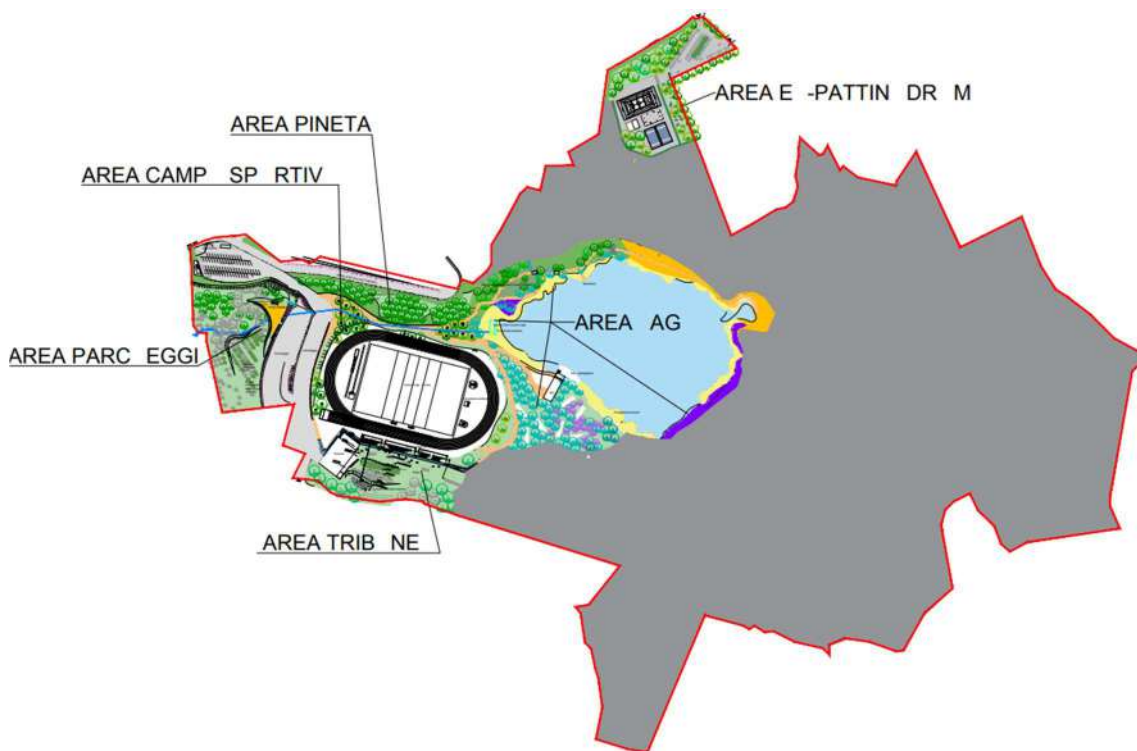
The project is ongoing

8. Lessons learnt and conclusion.

The project is ongoing

9. Pictures, images and links.

<https://www.comune.salerno.it/documenti/parco-naturalistico-e-riqualificazione-area-ex-dagostino>



In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Revitalization of the City Centre: Ex Chiesa Monte dei Morti

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Salerno
Entity responsible of the GP:	Comune di Salerno
Other stakeholders involved in the GP:	
Date/s of the GP (beginning and end):	Start 25/06/2021
Budget of the GP (if known):	€ 231.518,00 (for building work)

INFORMATION ABOUT THE GP

1. General objective of the GP.

The historical centre of the city of Salerno has a characteristic triangular shape: the ancient city walls, resting on the coast, point towards the mountain on top of which stands the Arechi Castle, one of the symbols of the city, the first traces of which date back to the 5th century. Within the triangle we find the ancient centre of Salerno, which is an extraordinary example of an urban fabric that has preserved several historical stratifications that have followed one another over the centuries, still perfectly legible today. These stratifications include houses, fortifications, amphitheatres, places of worship and other buildings from different historical periods.

Our work concentrated on the Church of San Sebastiano al Monte dei Morti, a rare example of late Renaissance architecture, probably built on the basis of an early Christian church, dating back to at least the year 994. The Church was located in a strategic position, serving as a crossroads for the roads that anciently led to nearby towns.

The goal of intervention was to restore the Church in order to highlight the traces of the different eras that the walls of the structure have imprinted on them, and at the same time to give the City of Salerno a place that can serve as a hub for cultural activities.

2. Policy framework

After the earthquake of Nov. 23, 1980, repair and rehabilitation works were initiated in the historic center of Salerno, in order to reacquire and re-functionalize historic buildings without changing the structure and social functioning of the old city center. This redevelopment process, resulting from the earthquake, has led and is slowly leading to a growing recovery of the area, activating a turnover of inhabitants and generational renewal.

The restoration of the Church of San Sebastiano al Monte dei Morti is part of the restoration work in Salerno's historic center.

3. Governance of the GP.

The design methodology was geared toward achieving the environmental goals set forth in the Action Plan for Environmental Sustainability of Consumption in the Public

Administration Sector. In the drafting of the executive project, all technical specifications related to the Ministerial Decree 11-10-2017 "Minimum environmental criteria for the awarding of design services and works for the new construction, renovation and maintenance of public buildings" were complied with. The planned design solutions were defined because of the achievement of the minimum performance levels required by the CAMs for a sustainable building, referring also to other CAMs already adopted by the Ministry of the Environment. Specifically, the articles of the standard involved in the project were as follows:

Naturalistic and landscape integration, Conservation of morphological characters
Specific criteria for building components, Recovered or recycled material

4. Brief description of the GP.

The intervention, with a fine conservative renovation, as well as a restored exterior, delivered a fully functional building with renovated rooms.

Immediately after the end of the renovation works, the City of Salerno launched a call for tenders to assign some spaces to local social promotion associations. The objective was to foster the involvement of local communities in urban regeneration processes aimed at improving the quality of cultural and socio-economic dynamics, experimenting and disseminating innovative and inclusive methodologies capable of developing a sense of identity and belonging to places, improving services, fruition and cultural functions also through the involvement of institutions, professionals, artists, citizens and active subjects in the area.

5. Communication of the GP.

The different phases of the project were well highlighted on the relevant institutional sites (City of Salerno and partners). Local media reported on the various steps of the project over time, informing the local population about the status of the project.

6. Results and impact of the GP.

With a change of use and in collaboration with the City of Salerno, which owns it, the no longer consecrated 16th-century church is now being transformed into the city's first cultural production centre with a social vocation: iMorticelli. In a process that has been active since 2018 and which is now restarting with greater planning, after winning the public notice Creative Living Lab promoted by the Ministry of Culture's General Directorate for Contemporary Creativity and entrusting the asset with a new loan for use.

The first phase of reuse of the former church took place with the SSMOLL (San Sebastiano del Monte dei Morti Living Lab) project in collaboration with the City of Salerno and DiARC - Department of Architecture of the Federico II University of Naples. Following this, a new step saw the property transformed into a Community Point, thanks to the support of architect Vincenzo Tenore of +tstudio, who coordinated the co-design workshop and the creation of new fittings for the gatehouse, with a dynamic set where visitors and new citizens could enjoy a coffee or herbal tea, and be welcomed. Now, the former church is in the hands of the BLAM Collective, an association led by young people who are bringing innovation and urban regeneration with avant-garde initiatives.

Thanks in part to a new governance and a values manifesto collectively developed, the association is testing four lines of action, four 'construction sites' in collaboration with different professionals: the cultural hub with the Performance and wonder site; the Future site for children and the under-16s; Workshops and training; and finally the one dedicated more properly to proximity, with the concierge, the neighbourhood info point and the

social cafeteria.

7. Evaluation of the GP.

The local population expressed great satisfaction with the renovation of the church and the establishment of associations for cultural activities. Numerous articles in local and national newspapers and many interviews with the citizens confirmed that the interventions had a more than positive impact. The Morticelli Church has also become a tourist destination, attracting an increasing number of visitors.

8. Lessons learnt and conclusion.

We have seen that it is possible to renovate historic buildings while maintaining their historical and cultural integrity and at the same time making them fully usable to the public. We have seen that the citizenship is happy to use these places, and respects them, especially if they are used for everyday activities for the citizenship, such as services and dissemination of culture. We learnt that such interventions can be an asset for the local community if they are well planned and then returned to the community.

9. Pictures, images and links.



<https://www.vita.it/storie-e-persone/a-salerno-una-chiesa-sconsacrata-e-diventata-una-casa-per-la-comunita/>

<https://www.elledecor.com/it/arte/a46027440/a-salerno-unex-chiesa-del-cinquecento-diventa-una-portineria-sociale-per-tutti/>

<https://www.blamteam.com/la-storia-dei-morticelli-a-salerno/>

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

EBRIS. European Biomedical Research Institute of Salerno.

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Salerno
Entity responsible of the GP:	Comune di Salerno
Other stakeholders involved in the GP:	Scuola Medica Salernitana, Mass General Hospital of University of Howard
Date/s of the GP (beginning and end):	2012 (beginning)
Budget of the GP (if known):	-

INFORMATION ABOUT THE GP

1. General objective of the GP.

The evident complexity of the issues related to the revival of the old town, and especially those related to the northern part of it, has led to the organization of several initiatives aimed, on the one hand, at solving the urban planning problems of connection with the city (accessibility and parking), and on the other hand, at an architectural solution for the recovery of some disused building complexes.

The goal of this intervention was to restore the historic “San Nicola della Palma” convent, in order to highlight the traces of the different eras that the walls of the structure have imprinted on them, and at the same time to give the City of Salerno a place that can serve as a hub for cultural activities.

2. Policy framework

After the earthquake of Nov. 23, 1980, repair and rehabilitation works were initiated in the historic center of Salerno, in order to reacquire and re-functionalize historic buildings without changing the structure and social functioning of the old city center. This redevelopment process, resulting from the earthquake, has led and is slowly leading to a growing recovery of the area, activating a turnover of inhabitants and generational renewal.

The restoration of the historic “San Nicola della Palma” convent is part of the restoration work in Salerno's historic center.

3. Governance of the GP.

Following the renovation of the convent of 'San Nicola della Palma', the City of Salerno selected the EBRIS Foundation as the assignee of the concession to occupy the historic building.

The EBRIS Foundation (European Biomedical Research Institute of Salerno) was established in 2012 through the coming together of the Salerno Medical School

Foundation and the Mass General Hospital for Children of Harvard University.

The Foundation, together with its research laboratories, is located in the historic Convent of 'San Nicola della Palma' in Salerno, where it has several rooms (conference, library and briefing rooms) as well as a cloister and a terrace overlooking the city.

4. Brief description of the GP.

The EBRIS Foundation, in partnership with the Municipality of Salerno, the University of Salerno, the Salerno Medical School Foundation and other important actors, carries out research activities of excellence that focus on the in-depth analysis of the interaction between nutrition and health status, i.e. the mechanisms by which nutrition is able to influence the pathogenesis of autoimmune diseases and certain diseases of the nervous system.

The institute's main core business is multidisciplinary scientific research and dissemination activities on topics related to human wellbeing, health, food safety, research, innovation, science and technology.

Celiac disease, diabetes, autism, oncotherapies, depression, and neuroscience are just some of the research projects in which the Foundation is engaged: all are geared towards understanding the molecular bases of human diseases and identifying innovative therapeutic protocols and, above all, prevention strategies for the most widespread diseases of our time that can improve the quality of life of patients and, in general, move towards overall human wellbeing.

Exhibitions, conferences and presentations of cultural activities are often organised inside the structure. The idea, in agreement between the ebris foundation and the municipality of salerno, remains to open up the site as much as possible to the contribution of the community, so that a recovered public space can be fully enjoyed.

5. Communication of the GP.

All of the many activities conducted by EBRIS Foundation and its partners were and are communicated through institutional websites and social networks, receiving a good response from the public.

6. Results and impact of the GP.

Renovating a historical site and assigning it to a medical and cultural foundation has made it possible, over a period of ten years, to accommodate and carry out various projects that otherwise would not have been able to express themselves. Staff have been recruited over the years to work on these projects. Partnership agreements have been forged with other entities such as universities, hospitals and research bodies, enabling the Ebris Foundation to act as a hub for these activities and bringing prestige to the city of Salerno.

7. Evaluation of the GP.

The local population expressed great satisfaction with the renovation of the convent and the establishment of the EBRIS association and its activities. Numerous articles in local and national newspapers and many interviews with the citizens confirmed that the interventions had a more than positive impact. Events organized by the EBRIS association and its partners are often sold-out. Even during the pandemic period, some findings from the foundation's research activities were recognised at an international level

8. Lessons learnt and conclusion.

The Foundation's activities are also geared towards creating international and multidisciplinary networks, connecting the world of research with schools and universities, with institutions (local, national and European) and businesses, creating links between the territory and institutions, and bringing science and technology closer to young people.

9. Pictures, images and links.



<https://www.ebris.eu/>

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

SUSTAINABLE URBAN DEVELOPMENT - PICS

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Salerno
Entity responsible of the GP:	Comune di Salerno
Other stakeholders involved in the GP:	
Date/s of the GP (beginning and end):	17/10/2017 - 31/12/2023
Budget of the GP (if known):	€ 30.432.065,81

INFORMATION ABOUT THE GP

1. General objective of the GP.

The European Commission with Decision No. C (2015) 8578 of 01 December 2015 approved the Regional Operational Programme Campania FESR 2014/2020 (POR FESR 2014/2020) for the support of the European Regional Development Fund under the objective "investment for growth and employment".

The Salerno City Council administration therefore decided to promote a new urban regeneration programme centred, in line with the principles, strategies and objectives outlined in the regional planning, on four focuses:

- Fighting poverty and hardship
- Improving accessibility to services for citizens
- Enhancing the city's cultural and tourist identity
- Improving urban security

2. Policy framework

The European Commission with Decision No. C (2015) 8578 of 01 December 2015 approved the Regional Operational Programme Campania FESR 2014/2020 (POR FESR 2014/2020) for the support of the European Regional Development Fund under the objective "investment for growth and employment".

The Campania Region has decided to valorise the experience made by medium-sized Cities (with more than 50,000 inhabitants), also providing for programmes dedicated to Urban Development in the programming of EU funds 2014/2020, recognising the Cities a driving role in the achievement of objectives and values for urban areas, and with Regional Council Resolution no. 758 of 20 December 2016 has confirmed, for the implementation of the 2014/2020 PO FESR, the 19 Intermediate Bodies (Medium-sized Cities), including the City of Salerno, which have already played this role in the 2007/2013 programming period, establishing that the assignment of the delegation of functions is subject to the verification of the requirements provided for by the EU regulations in force.

By Resolution of the Regional Council of Campania No. 314 of 31/05/2017 the "GUIDELINES ON

URBAN DEVELOPMENT" were approved for the implementation of Axis X of the PO FESR CAMPANIA 2014/2020, aimed at guiding the activities for the preparation of the Strategic Orientation Document (DOS) and of the Integrated Sustainable City Programme (PICS) of the Medium-sized Cities.

The Municipality of Salerno has provided for the start of the procedures for the elaboration of the integrated planning to be validated on the resources of Axis X of the PO FESR 2014/2020, confirming, in continuity with the 2007/2013 programming, the Community Resources Sector as the organisational structure in charge of the implementation and management of the new Integrated Sustainable City Programme (PICS).

3. Governance of the GP.

The Public Funding Research and Management, NRP and Management Control Department of the Municipality of Salerno established a Management, Coordination and Implementation Authority, carrying out all the functions related to the activities necessary to fully implement the PICS.

As part of the normal activities, the Monitoring Unit, the Communication and Information Unit, and the Secretariat Unit were supported, providing for the regular execution, management and implementation of the planned interventions.

The Sector organised periodic discussions with the competent structures of the Entity for the reconnaissance and verification of the interventions included in the PICS programme.

The Technical Assistance group coordinated the activities, and was in charge of the monitoring, control, and management of the interventions within the PICS.

During the initial phase of drawing up the programme of interventions, citizens, associations and those interested were invited to make suggestions and proposals through a special questionnaire available on the City of Salerno's website.

The activities of the PICS were carried out through special calls for tenders to identify the executors of the works and calls for tenders to recruit experts from various fields to contribute to the activities.

The refurbished works were subsequently entrusted, through public tenders, to organisations that carried out cultural activities for the benefit of citizens.

4. Brief description of the GP.

The Municipality of Salerno has identified four lines of intervention:

- Interventions for the protection, valorisation and networking of the cultural heritage: The programme has provided for seven interventions for the recovery and cultural and tourist valorisation of buildings of the City's historical and cultural heritage.

- Adoption of technological solutions to reduce the energy consumption of lighting networks: The programme envisaged an environmental recovery and energy saving operation, aimed at encouraging a reduction in the costs currently incurred for public street lighting, through the upgrading and adaptation of the existing public lighting network with efficient LED systems, based on the Smart City model.

- Accessibility of services for citizens and reorganisation of the access welfare network: the programme envisaged the strengthening of facilities dedicated to socio-educational services for early childhood within the Premuda, D'Allora and Vernieri kindergartens, the construction of a play structure in the Mercatello park, the functional recovery, for social entertainment activities, of the theatres of the Costa and Conti schools, of spaces inside the Giovanni XXIII school, and of the former churches of Monte dei Morti.

- Digitalisation of citizen services: the programme envisaged the creation of a digital platform to improve social inclusion and communication between the municipality and citizens. The interventions facilitated access to digital services by breaking down all social and cultural barriers to the use of new technologies, intercepting the widest range of citizens including the elderly, the visually impaired and members of the non-digital generation.

5. Communication of the GP.

All activities were continuously communicated on the City of Salerno's website.

When the work was completed, the media (local TV and newspapers) devoted ample space to the results achieved.

A special web space was dedicated on the Salerno City Council website where all activities were grouped and reported.

Printed material was printed with the most relevant information on the programme, in order to inform citizens. The programme of activities was also presented at one of the most important tourism exhibitions in Italy.

6. Results and impact of the GP.

The final list of interventions consists of the following projects:

- Environmental rehabilitation and regeneration interventions
- Pier Paolo Pasolini Theatre - Renovation work for the cultural tourism use of the building
- Museum and Multimedia Library Palazzo Fruscione
- Salerno Medical School Virtual Museum - functional recovery of the building
- D'Allora Nursery School - Functional upgrading for socio-educational activities
- Premuda Nursery School - Functional upgrading for socio-educational activities
- Vernieri Nursery School - Functional upgrading for social and educational activities
- Redevelopment of Mercatello Park
- Integrated Citizen Services Platform
- Osvaldo Conti" school complex theatre - functional renovation for public and social activities
- Giacomo Costa" school complex theatre - functional recovery for public activities and social animation
- Former Monte dei Morti church - functional recovery for public activities and social animation
- Giovanni XXIII School Space - functional recovery for public activities and social animation
- Municipal offices_reduction of primary energy consumption through the replacement of the cooling/heating system
- Environmental requalification and regeneration works
- Piazza Pasolini
- Renovation and upgrading of LPT line with electric buses
- Restructuring and functional adaptation of the "Alcide De Gasperi" municipal football field
- Restructuring and functional adaptation of the 'Rinaldo Settembrino' municipal football field
- Redevelopment of tourist routes and places of interest_lungomare
- Upgrading of tourist routes and places of interest_historic centre lift
- Tourist enhancement of the town centre_interventions under the framework maintenance agreement
- Renovation of municipal sports facilities

7. Evaluation of the GP.

A whole series of interventions in Salerno have had a major impact on the city, thanks to the 20 million euro funding from the PICS programme with POR Campania FESR 2014/2020 funds.

The initiatives covered much of the Salerno area, from the historic centre to the seafront. Right next to Piazza Libertà, where a redevelopment plan has been carried out, stands the Pierpaolo Pasolini theatre, which, thanks to a sum of 500,000 euro in PICS programme funds, has been restored with work on the exterior façades and two interior rooms. The redevelopment of the theatre building led to a real restoration, as it is a historical building, bringing back to light the building's original features. Another important intervention was certainly the central part of the Umberto I complex, a collection of convents and buildings located in the upper part of the historic centre, and this portion of the complex was transformed into an auditorium. The façade of the conservatory was also part of the restoration and renovation work in this project, which cost around EUR 3 million.

Another completed project in Salerno's city centre concerns the redevelopment of the Virtual Museum of the Salerno Medical School located in the Church of San Gregorio Magno. The work, which cost around €230,000, mainly involved the restoration of the walls, the recovery of the hypogeum inside the nave, and a series of technological equipment to showcase the history of the Salerno medical school.

The Auditorium, the Pierpaolo Pasolini Theatre and the Virtual Museum of the Salerno Medical School are not the only redevelopment works included in the PICS project; in fact, other works are in the pipeline and will be completed in the coming months. The entire redevelopment programme will serve to promote Salerno on a tourist, cultural, social and environmental level.

Through surveys and interviews conducted in the local press, we can state that the citizenship is satisfied with the interventions carried out by the municipality through the PICS programme.

8. Lessons learnt and conclusion.

We have seen that it is possible to renovate historic buildings while maintaining their historical and cultural integrity and at the same time making them fully usable to the public. We have seen that the citizenship is happy to use these places, and respects them, especially if they are used for everyday activities for the citizenship, such as services and dissemination of culture. We learnt that such interventions can be an asset for the local community if they are well planned and then returned to the community.

9. Pictures, images and links.





<https://porfesr.regione.campania.it/it/news/coesione-in-corso-1bfs/pics-salerno-salerno-riqualificazione-dal-centro-storico-al-lungomare?page=1>

https://www.youtube.com/watch?v=5EOAKCUYL_k

<https://www.comune.salerno.it/node/4121>

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

MASTERPLAN SALERNO COAST (ERDF)

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Salerno
Entity responsible of the GP:	Comuni di Salerno, Pontecagnano-Faiano, Bellizzi, Battipaglia, Eboli, Capaccio-Paestum, Agropoli and Santa Maria di Castellabate
Other stakeholders involved in the GP:	-
Date/s of the GP (beginning and end):	04/05/2022 (start)
Budget of the GP (if known):	-

INFORMATION ABOUT THE GP

1. General objective of the GP.

The territories of the master plan call for an overall redesign of the coastline through the introduction of highly environmentally sustainable projects that can outline a unitary perspective and a coordinated development that respects the balance between man and nature that is very often compromised due to phenomena linked to squatting and inappropriate land use. On the other hand, the strategies of the master plan are structured starting from the unbuilt territories as elements of great environmental quality that surround and delimit the urban areas, intersecting with the agricultural countryside in this area that is very fertile and that can be the flywheel for a renewed urban and environmental quality.

The Sele plain, from this point of view, represents one of the most important agricultural districts in the region, having combined within it both productive agriculture and livestock farming, creating for the former a greater sectorialisation to the north of the Sele river and for the latter a greater localisation in the southern part of the river shaft. These elements define two very distinct landscapes: to the north the territory is strongly characterised by the presence of greenhouses for 4th range agricultural production, while to the south the agricultural landscape is distinguished by the punctual presence of livestock farms surrounded by predominantly monoculture agricultural production. The master plan seeks to combine the 2 macro-landscapes through a common key, that of environmental sustainability and energy production from renewable sources, a theme of great topicality and social sensitivity that, precisely through the master plan, will be able to find spaces for experimentation and application.

2. Policy framework

The Masterplan for the enhancement of the coastline south of Salerno is part of the second phase of the development and redevelopment of the Campania coast launched by the Region in 2016; the objective of the Masterplan is to rethink and relaunch the

territories through strategies and actions capable of positively affecting positively on the short and medium-term planning of local local administrations.

3. Governance of the GP.

The Municipality of Salerno has set up the Joint Office, which will serve precisely to coordinate actions for the revitalisation of the coastal strip from Pontecagnano Faiano to Castellabate.

The project encompasses eight municipalities (Salerno, Pontecagnano-Faiano, Bellizzi, Battipaglia, Eboli, Capaccio-Paestum, Agropoli and Castellabate), covering a total of 480 square kilometres, along 50 km of coastline and with a population of 310 thousand inhabitants, in an area characterised by a strong historical and naturalistic imprint thanks to the presence of archaeological sites - such as Paestum and Pontecagnano - as well as areas of environmental value, such as the Cilento Park and the Sele Plain.

Sponsor companies include: EAV, GE.S.A.C. società Gestione Servizi Aeroporti Campani, Autorità di Sistema Portuale del Mar Tirreno Centrale, ANCE Campania, ACEN Napoli, Est(ra)Moenia.

4. Brief description of the GP.

The Masterplan concluded with the development of 7 pilot projects that could serve as a model for the application of the strategic actions. The projects are:

- Salerno: Hub Porta Nord;
- Pontecagnano - Faiano: Coastal Park of Sustainable Tourism;
- Battipaglia: Park of sport, culture and intermodality;
- Eboli: River park of energy innovation;
- Capaccio Paestum: Archaeological park of culture and entertainment;
- Agropoli: Port and renaturation park
- Castellabate: Hub Porta Sud

5. Communication of the GP.

Salerno's southern coastline is a subject close to the hearts of its citizens, which is why the intervention was much publicised both on TV and in online publications.

Public meetings and round tables were organised with representatives of the Province of Salerno and the municipalities concerned.

6. Results and impact of the GP.

The Masterplan proposes a unitary vision to enhance the coastal system and at the same time regenerate the existing agglomerations by intervening on the stretch between Salerno and Castellabate starting from 5 general thematic areas: mobility, energy, environment, urban regeneration and tourism. Specifically, the Plan's strategy intervenes on the territory both by working on the potential of the built-up area and on new environmental implementations: from the reactivation of the ecological networks of the coastal landscape to the introduction of new sustainable mobility networks, from the redevelopment of the agricultural supply chains and the urban fabric to the use of renewable sources to make the territory self-sufficient. The Plan also aims to contain land consumption, reduce social and housing hardship and activate new forms of land governance and public-private partnerships.

More specifically, the mobility project envisages the strengthening of the railway system with the construction of a light rail line identifying twenty-four new stations between Salerno and Agropoli, thus including a territory that is strongly isolated in terms of peri-urban connections. In this regard, a 300 km cycle-pedestrian mobility network, currently practically non-existent, is also implemented, as well as a rapid transport line from Salerno to Paestum along the coast. Other interventions concern the road network, reorganising and redesigning the two main arterial roads with specific interventions to make traffic flow through secondary connections, as well as enhancing the coastal territory by increasing permeable areas by 50 per cent.

Particular attention is devoted to the issue of energy, with a study of existing potentials, to be implemented with innovative solutions: among these, greenhouses, impacting the landscape and the environment, are rethought as clean energy hubs. In addition to this, strategies aimed at large-scale energy self-sufficiency envisage converting livestock waste into a resource, partly by converting it into biomethane - to be fed into the domestic gas grid - and partly by transforming it into soil composting.

The sea, an essential territorial element for the entire Campania region, also plays an important role in the production of clean energy, thanks to the exploitation of the wave motion generated by the presence of new breakwaters to reduce coastal erosion.

In terms of environmental protection, again along the coastline, the project focuses on the de-artificialisation of the coastline, through the enhancement of the 270-hectare pine forest, upgraded and systemised with new ecological corridors along the river channels, to improve the quality of the landscape and contain the expansion of urban areas.

7. Evaluation of the GP.

The numbers of the project

- 8 municipalities
- 480 square kilometres of project area
- 310,000 inhabitants
- 50 km of coastline
- + 2600 ha of regenerated areas
- + 1000 ha coastal areas for tourism services
- + 250 ha of reforested areas
- + 150 km of river parks
- + 70 km of tree lines
- + 35 km of soft barriers
- + 300 km of cycle and pedestrian paths
- + 35 km of rapid transport line (BRT)
- + 7 Metrò del Mare landings
- + 1.5 mln MW/h per year electricity from agri-voltaics
- + 3,750 MW p installed power from photovoltaic greenhouses

The local media have given the Masterplan high visibility because of the impact it will have on the area.

8. Lessons learnt and conclusion.

The aim is that the emblematic projects, each representative of the strategic actions of the master plan, can constitute a model for the future development of the area.

9. Pictures, images and links.



<https://www.salernotoday.it/social/masterplano-costa-sud-salerno-stefano-boeri-presentazione.html>

<https://porfesr.regione.campania.it/it/progetti-e-beneficiari/masterplan-litorale-salerno-sud>

<https://porfesr.regione.campania.it/assets/documents/2022-03-31-mp-salernosud-preliminare-rev4.pdf>

<https://www.stefano-boeriarchitetti.net/project/masterplan-litorale-salerno-sud/>

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Sustainability Strategy Solingen

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Solingen
Entity responsible of the GP:	City of Solingen
Other stakeholders involved in the GP:	civil society, local economic & scientific actors
Date/s of the GP (beginning and end):	2016-2018
Budget of the GP (if known):	/

INFORMATION ABOUT THE GP

1. General objective of the GP.

As part of the pilot project "[Globally Sustainable Municipality NRW](#)" (see policy framework), a sustainability strategy for the city of Solingen was developed and unanimously adopted by the city council.

The sustainability strategy focuses on the year 2030 and defines deliberately ambitious and concrete goals: It describes a desired vision of the future - pointing the way for the people of Solingen and for Solingen's partners in the world.

And it sets out the first stages in the form of projects and measures to get closer to these goals over the next three to five years. Feasibility and financial viability play a central role in this.

2. Policy framework

The sustainability strategy was conducted within the project "Globally Sustainable Municipality NRW": In this participatory project, actors of urban and civil society together, through their actions, contributed to a sustainable development in the sense of an ecologically intact, economically successful and socially equal municipality. To this responsibility they were committed locally and globally, adapting and 'translating' the SDGs to the municipal level.

3. Governance of the GP.

Central to the successful development process of the Solingen sustainability strategy was the well-coordinated, very committed work and cooperation of the working committees established at the beginning of the project: the **core team**, the **project coordination** (administration) and the **Steering Group** of the Global Sustainable Municipality

The **core team** is made up of employees from all as well as from the group's three major subsidiaries (municipal utilities, technical operations, municipal hospital). Together with the project coordination, they have done a large part of the substantive work and were or are also responsible for coordination and feedback with the relevant services and departments. In the course of the work process, other employees were also called in to the meetings on a topic-related basis. It proved to be advantageous that the members are familiar with integrated, cross-sectional work, that they often have many years of administrative experience and that

most of them work with networks of urban and civil society themselves. There were many further dialogues and consultations within the administration.

The organizational and content-related **project coordination** is located directly in the office of the Mayor, in the Department of Strategic Planning (Strategy Area Sustainable Development), and is supported by the City Service Human Resources and Organization. In addition to this central anchoring, the very close coordination and explicit backing of the Mayor was and is also decisive for the development process.

The **Steering Group** of the Globally Sustainable Municipality, which met under the chairmanship and close collaboration of Mayor Tim Kurzbach, was made up of around 30 members from politics, business, civil society, science and administration. It was important to broaden the content of this body, to take into account all relevant stakeholder groups, but also to maintain a workable size. The tasks of the steering group, the development and discussion of the Solingen sustainability goals as well as the programme of measures, were carried out by the members actively, intensively and committedly, so that a broadly coordinated and supported work result was created.

Solingen's sustainability strategy is based on a long-standing sustainability process in which many stakeholders from urban and civil society are actively involved. It was therefore crucial to include **public dialogue and participation steps**. In 2016, a participatory campaign on the Global Sustainable Development Goals took place at the festival "Life needs diversity" under the motto "My One World", which met with a great response from the visitors. In 2017, two public sustainability conferences followed, to which all interested and committed parties from politics, business, urban and civil society, science and administration were invited. They were integrated into the overall process in such a way that they took place before the start of the central work phases.

1. The first sustainability conference (end of February 2017) served to present the project-related inventory to the public as well as to take up the ideas and objectives of urban and civil society and to include them in the subsequent development of the Solingen guidelines and goals. The invitation was accepted by more than 200 participants from a wide range of social groups, who worked very hard at the 14 World Café tables, among other things.

2. At the second sustainability conference (mid-September 2017), the interim results of strategy development (guidelines as well as strategic and operational target drafts) were presented to the public. In thematic workshops, work was also carried out on the development of measures and projects that contribute to the implementation of the goals. The highly concentrated and fruitful work of the approximately 150 participants initiated the development of the programme of measures.

4. Brief description of the GP.

The Solingen Sustainability Strategy consists of two parts:

The overall concept (Part 1) explains the project framework in NRW and Solingen and the target system: guidelines, strategic and operational goals in the six prioritized fields of action. The fields of action are (1) societal participation, (2) natural resources and environment, (3) climate and energy, (4) mobility, (5) labour and economy, (6) global responsibility and 'One World'.

Part 2 contains the more detailed programme of measures for the Solingen sustainability strategy, where the six fields of action are split up into more concrete policies.

5. Communication of the GP.

With a view to decisive, broad implementation, dialogue and cooperation with the city and the Civil Society, Business, Science and politics is sought to be expanded.

The "Guidelines for Citizen Participation", are an important basis for the GP's communication strategy. The guidelines are summed up in the following guiding principles, which are also for the dialogue and participation process on the sustainability strategy important and taken into account should be:

1. We engage residents in decision-making by the municipality.
2. Good citizen participation requires quality, qualification and resources.
3. Citizen participation comes to the people.
4. Transparency, reliability and early information form an important basis.
5. Everyone can bring in ideas, suggestions and suggestions.
6. From project to professional participation quality is assured.
7. An Advisory Board for Citizen Participation accompanies the implementation of the guidelines and clarifies open questions.
8. Citizen participation is constantly evolving and learns from experience.

These guiding principles and their design thus ensure that a new culture of participation and collaboration with citizens as partners/for the implementation of the sustainability strategy is implemented.

6. Results and impact of the GP.

Material results (examples):

Energy efficiency: After largely stagnating until 2000, annual final energy consumption has since fallen by 20.3% (compared to 2000) by 2020. Compared with 1990, this represents a saving of about 21.9%.

CO₂-emissions: With the exception of weather-related increases in individual years, a steady decrease in GHG emissions can be seen to approximately 858 thousand tonnes of CO₂ equivalents in 2020. This represents a decrease in emissions of about 44.7% compared to 1990.

Immaterial results (examples)

- By drafting a sustainability strategy, all involved stakeholders are on the same page regarding the goals and necessities of the city's development trajectory.
- participation and co-creation have contributed to awareness, knowledge and a feeling of citizenship

7. Evaluation of the GP.

While monitoring requires regular observational stocktaking of measures, the evaluation is an impact study and root cause analysis. The results are based on empirical data. The evaluation takes place every two years.

The following questions can be used in the future in order to streamline the evaluation process structure:

- To what extent have the municipal starting conditions changed?
- Have the thematic priorities of the municipality changed? Should other thematic areas be treated as a matter of priority?
- Should other or further measures be defined in order to achieve the goals of the sustainability strategy?
- How often did the committees (core team and steering group) meet? Have meaningful
- Results been achieved? Has the composition of the committees changed? If so, how and why?

8. Lessons learnt and conclusion.

Solingen's sustainability strategy has contributed to awareness raising in the population and binds decision makers and companies to tangible goals. The participative drafting process was a great success and contributed to an identification of the citizens with the sustainability strategy.

9. Pictures, images and links.

<https://solingen.de/inhalt/gemeinsam-fuer-die-zukunft-wirken-nachhaltigkeitsstrategie>

Nachhaltigkeitsstrategie Solingen Leitlinien und strategische Ziele

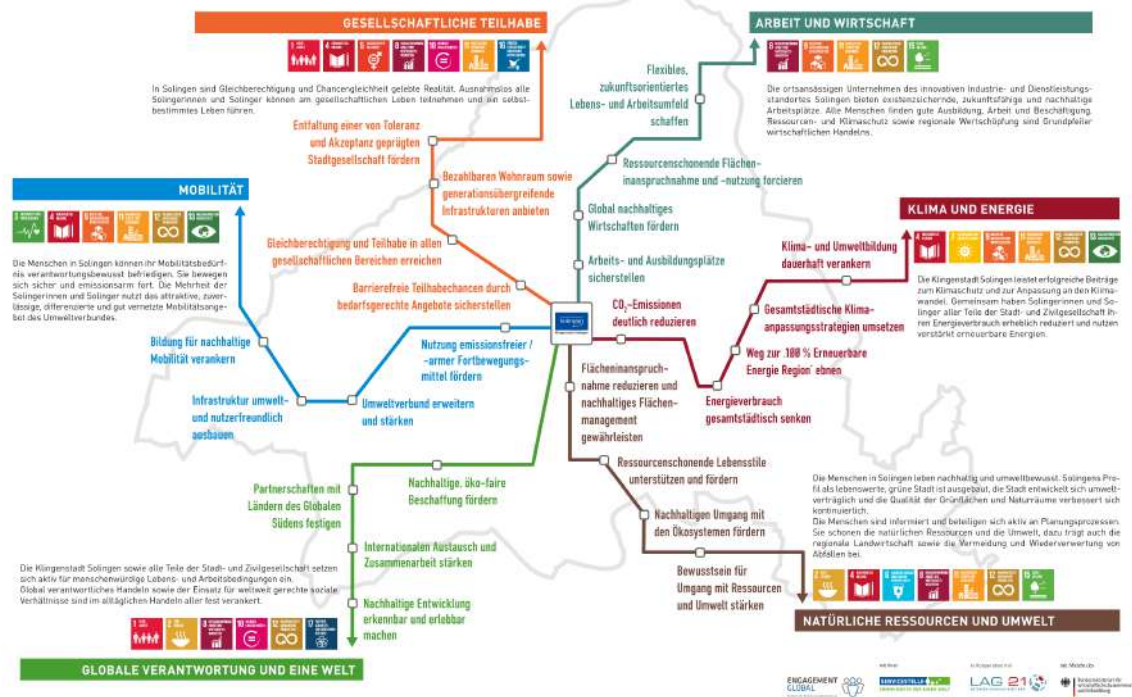
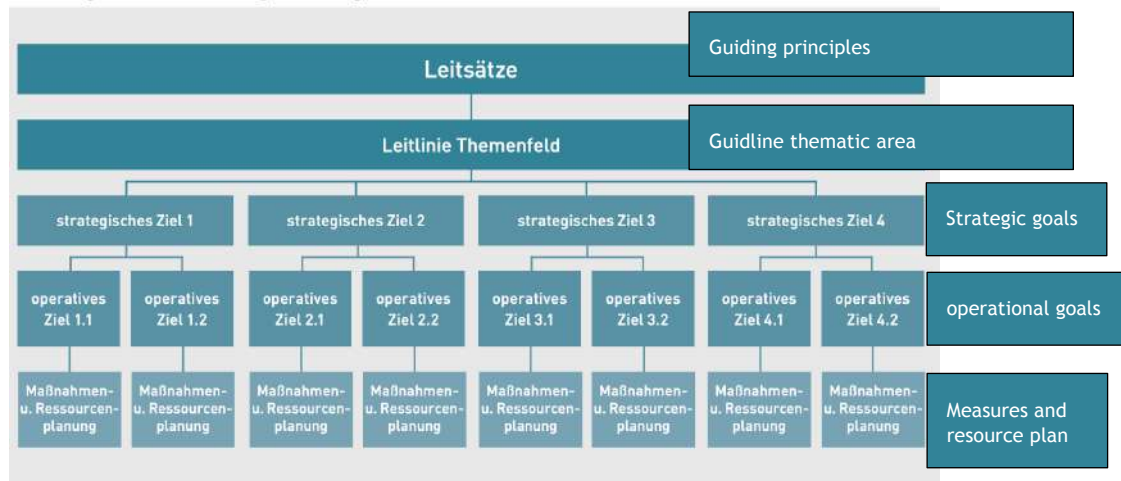


Abbildung 17: Aufbau Nachhaltigkeitsstrategie



© LAG 21 NRW

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Waste-to-Energy plant (WTE): District heating using urban waste as fuel

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Solingen
Entity responsible of the GP:	Municipal Technical Facilities of Solingen (Technische Betriebe Solingen)
Other stakeholders involved in the GP:	City of Solingen
Date/s of the GP (beginning and end):	1969 - ∞
Budget of the GP (if known):	n/a

INFORMATION ABOUT THE GP

1. General objective of the GP.

The general objective of the Solingen Waste-to-Energy plant (WTE) is to convert various forms of waste, particularly municipal solid waste, into usable energy. The Solingen WTE plant utilizes the energy content of the waste through the process of combustion. This process converts harmful components of the waste into harmless ones. This conversion not only helps in waste management but also contributes to the generation of electricity or heat. The overarching goal is to provide a sustainable and environmentally friendly solution to both waste disposal and energy production.

Furthermore, specific objectives are waste reduction and land use optimization: The process of combustion reduces the volume of waste that needs to be landfilled. Some resources, e.g. metals, can be recovered from the slag. The slag is used as a resource in road construction.

The Solingen WTE contributes a constant and resilient content to renewable power supply.

2. Policy framework

The policy framework has 2 main components: The waste management laws and the emission control regulations.

The circular economy legislation (Kreislaufwirtschaftsgesetz, KrWG) sets the framework in the waste law. It describes the waste hierarchy. It prioritizes waste prevention, reuse, recycling, and energy recovery over disposal in landfills. The Solingen WTE plant comes into play as a preferred option for waste that cannot be recycled.

The Framework for the emission control regulations is set by the federal immission control act (Bundesimmissionsschutzgesetz, BImSchG). The BImSchG incorporates the concept of Best Available Techniques (BAT), encouraging the use of the most advanced and environmentally friendly technologies in industrial processes to minimize emissions.

The ITAD (Interessengemeinschaft der Thermischen Abfallbehandlungsanlagen in Deutschland) is an Energy-from-Waste association. ITAD serves as an association for waste treatment and waste-to-energy companies in Germany. It plays a role in coordinating and representing the interests of the industry for the wider plan and strategy.

Apart from that the plant's operation is aligned with the local sustainability strategy (GP1) that refers in its climate&energy section to the strengthening of decentral energy concepts and affordable and local energy provision.

3. Governance of the GP.

The Technische Betriebe Solingen (Municipal Technical Facilities of Solingen) is in charge of the Solingen WTE plant. It is a part of the "enterprise City of Solingen".

4. Brief description of the GP.

The waste-to-energy plant of Technische Betriebe Solingen (TBS) essentially consists of two incineration lines (MK1 and MK3), the flue gas cleaning system (RRA1 and RRA3) and the water-steam circuit, which is followed by three steam turbines for power generation and heat exchangers to supply the district heating network.

The waste for incineration is transported by the existing crane systems into the hoppers of the MK1 and MK3 waste boilers and reaches the furnaces with a dosing system.

The thermal energy released during incineration is used to generate steam. The conversion takes place in a steam boiler, the flue gas heat is transferred to the water medium through a pipe system and high-pressure superheated steam (approx. 40 bar, 400 °C) is generated by a downstream superheater system. The superheated steam is used to generate electrical energy through the generator coupled steam turbines. In the steam turbines, the steam produced is expanded to the required condensation pressure. The exhaust steam produced is condensed in closed, dry air condensers and returned to the feed water tank. Some of the steam produced can be extracted from the turbines at a low pressure level and used to supply the district heating network by means of heat exchangers designed as condensers. In the first pass of the MK1 and MK3 steam generators, urea is injected (SNCR = selective non-catalytic reduction) in order to achieve a reduction in the nitrogen oxides produced during the combustion process below the legally permissible emission limits.

The flue gas cooled by the steam generator is routed to the flue gas treatment systems. While the flue gas from waste boiler MK3 is fed to the flue gas cleaning system RRA1, the flue gas from waste boiler MK1 is fed to the flue gas cleaning line RRA3. In the first stage of the RRA, the acidic components are separated in a spray absorber by means of quasi-dry flue gas cleaning using milk of lime. In the second stage of the RRA, which is designed as an entrained flow process, calcium hydroxide (hydrated lime) and activated carbon are injected. The loaded adsorbent and the flue dust are separated in a fabric filter.

The storage of the absorbents calcium oxide (quicklime, CaO), calcium hydroxide (hydrated lime, slaked lime, Ca(OH)₂) and activated carbon takes place in corresponding silo systems, each of which is equipped with a suitable exhaust air filter. Intermediate storage of the reaction products from flue gas cleaning also takes place in corresponding silo systems, each of which is equipped with a suitable exhaust air filter.

The cleaned flue gas from both combustion lines is discharged into the environment by a common chimney. For continuous monitoring of the flue gas emission values, the Solingen WTE plant is equipped with a large number of suitability-tested measuring devices on the clean gas side.

5. Communication of the GP.

As a part of the public service in the town of Solingen is a emphasis public participation and awareness to ensure transparency and acceptance projects related to our WTE plant. The parties and the local community often have a say in decision-making processes. The BImSchG emphasizes public participation in decision-making processes related to environmental permits. This involves providing information to the public and allowing them to express their opinions on proposed projects.

6. Results and impact of the GP.

The existing permits currently allow the incineration of 20 Mg/h of waste. Because of the maintenance yearly 140.000 Mg of waste are utilized to produce energy. The waste is largely household waste and commercial waste from Solingen and the district of Viersen, which has contractually agreed quantities of waste disposed of in Solingen. In 2020, around 8,000 tonnes came from private deliveries by Solingen citizens who disposed of their bulky waste in the waste-to-energy plant. According to the Guarantee of Origin Register, the biogenic share of the electricity generated was around 51 percent in 2020 due to the organic waste and waste wood contained in residual waste.

The yearly electrical energy production is 75.000 MWh. The energy need of the district heating network varies and depends on the needs of the customers. Around 40.000 MWh thermal energy is provided to the district heating network each year. Various public and individual private buildings are connected to the municipal district heating network, including the Vogelsang school centre, the theatre and concert hall and the town hall.

The operation of the Solingen WTE plants creates employment opportunities in the areas of waste collection, plant operation, maintenance, and monitoring. The Solingen WTE counts 70 employees.

7. Evaluation of the GP.

The efficiency of the Solingen WTE plant is evaluated every year to make sure the energy content of the waste is utilized enough. The regulatory compliance is checked by externals in many different ways.

8. Lessons learnt and conclusion.

Success Key Factors for the Solingen WTE plant are optimized operations, economic viability and environmental compliance.

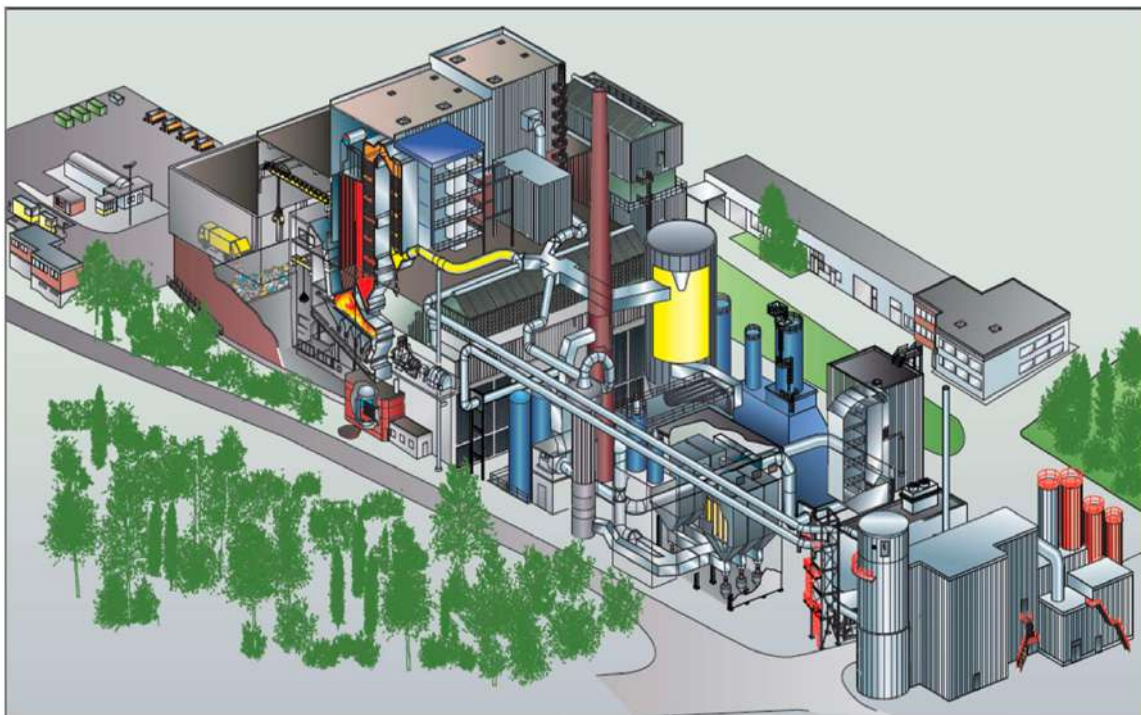
Well worked the change to use the sewage in the flue gas cleaning process. The used lime milk is made with sewage. In Combination with the almost dry flue gas cleaning the Solingen WTE operates sewage free.

The integration of local facilities to the district heating network gives the Solingen WTE plan the opportunity to have a bigger heat energy output. A constant need of heat energy is good to have a plannable energy output.

Not well worked to operate the Solingen WTE plan with temperatures above 450°C. In this temperature range happens high temperature chlorine corrosion.

A Challenge in the market dynamics with depressed energy prices, competition from alternative energy sources, and volatile waste market.

9. Pictures, images and links.



<https://solingen.de/inhalt/verzeichnis/product/1056>

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Master Plan "Labour and Economy" - reactivating brownfield sites Based on the example of "Stöcken 17"

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Solingen
Entity responsible of the GP:	Solingen.Business (Business Development Agency - BVA)
Other stakeholders involved in the GP:	AAV - Association for land recycling and remediation of contaminated sites measure
Date/s of the GP (beginning and end):	2015 - 2027 (without completion of the marketing phase)
Budget of the GP (if known):	AAV - Association for land recycling and remediation of contaminated sites measure: approx. EUR 4.2 million, BVA: approx. EUR 6 million (main items)

INFORMATION ABOUT THE GP

1. General objective of the GP.

Solingen.Business has decided that from 2030 onwards, no more industrial sites will be built on on unsealed areas and that existing brownfield sites will instead be reactivated and developed in a future-oriented manner.

To achieve this vision, the **Master Plan for Work and Economy** for Solingen - developed by CIMA Consulting + Management GmbH (cima) - serves as a strategic foundation and actionable framework for the medium and long-term viability of the city as an economic hub. Published: 4th Quarter 2023.

By 2025, up to two hectares of brownfield land are to be reactivated each year on the basis of an updated brownfield land register. The aim of the master plan is therefore to identify ways in which the economic development of companies can be at least partially decoupled from the use of new open spaces. For selected industrial areas and development sites, approaches were identified with regard to future profiling and sustainable, future-oriented development.

The general objective of the master plan is the provision of commercial space by counteracting the shortage of such space in a sustainable manner:

- Revitalisation and valorisation of brownfield sites
- Active environmental protection through remediation of contaminated sites incl. professional disposal/landfilling
- Securing and creating jobs
- High architectural and urban development qualities in the future industrial estate
- Preservation of the listed buildings
- Integration of the sites into the overall urban structure of Solingen
- Sustainable and innovative energy and mobility concept

The future industrial park "Stöcken 17" is one of three places of change in the so-called "InnovationBelt Solingen". This comprises three commercially significant development areas for the near future in Solingen with different focus and reference areas. Stöcken 17 will become

the change campus, focusing on the topics of intelligent production, sustainability, circular economy and new mobility.

Stöcken 17 will become the location for industrial companies, regional stakeholder, research projects and regional exchange on the topic of circularity. Even during the first strategic planning of the vision of the area, Stöcken was the subject of several research projects in the fields of mobility, sustainability and circularity.

2. Policy framework

The background and occasion for drafting the Master Plan is the sustainability strategy adopted by the city of Solingen in 2018 (see also GP 1). Goal 3.2 of the sustainability strategy formulates the need to develop an urban commercial development plan (master plan) by 2023 that promotes innovative, high-quality, space- and resource-saving and ecological commercial construction.

The Master Plan for Work and Economy is intended to implement strategic goal 3.2 of the sustainability strategy, which does not require new use of unsealed open spaces for commercial use from 2030 onwards. The aim is to use the land in a way that conserves resources, for example by reactivating brownfield sites. The Master Plan for Labour and Economy was released in the second quarter of 2023.

The aim of the master plan is thus to identify ways in which the economic development of companies can be decoupled, at least in part, from the new use of open spaces. On the other hand, the master plan is also intended to form a basis for maintaining the economic basis of the city of Solingen.

The Master plan approaches the following questions:

- What are the defining structural features of Solingen's economy? What future profile of the Solingen economy should be the basis for the master plan?
- How will companies' future demand for space develop in both quantitative and qualitative terms?
- How can the function of the existing areas be safeguarded and how can existing land potentials in the existing buildings be mobilised?
- Which areas taking into account the goals of the sustainability strategy?
- Which locations can serve as models with regard to the formulated goals of the master plan?
- What is the general design, urban planning and architectural requirements for the future development of commercial locations?

Solingen.Business as implementing organisation is the contact point for the more than 9,000 companies based in Solingen and those interested in Solingen as a business location. We advise and support all companies interested in and located in Solingen, develop and find attractive commercial sites and provide support for entrepreneurial changes, including funding opportunities. Sustainable land management through the reactivation of brownfield sites is a particular focus. We can offer attractive sites in almost all locations, whether at Solingen's ICE railway station, in the city centre or on the outskirts. The revitalisation of brownfield sites is one of the core tasks of Solingen.Business and is covered by the articles of association.

3. Governance of the GP.

The Master Plan was drafted by CIMA Consultancy + Management GmbH, tasked by Solingen.Business (Agency of Economic Development of Solingen) and the city of Solingen. Companies were interviewed in the process and geographical and economic data gathered to draft concepts for the development of city space. The survey of companies aimed not only to identify immediate or planned changes related to land use but also to discover alternative solutions or innovative approaches that can reveal the potential of existing assets. Additionally, it raised numerous questions about initiatives to increase energy efficiency,

sustainably use available properties, or introduce work processes that could exemplify best practices.

The overall project was approved by the political committees of the city of Solingen. The Economic Development Agency (Solingen.Business) is the owner of the site and the private developer. Marketing is also carried out by the Economic Development Agency. In particular, the core administration (urban land-use planning) and other subsidiaries of the city of Solingen (Technical Operations Solingen (TBS), municipal utilities (Stadtwerke and Solingen Netze) are involved in the project. The project sponsor for the demolition work, contaminated site remediation and site levelling was AAV.

Governance includes close connection to related project settings that are not institutionally connected to the development site: study to connect city and regional biking lanes / (mobility) target vision development with different target groups within the [project move2035](#) / student hackathon to develop a circular industrial park ([Circular Insights](#)) / combining processes in neighbouring industrial parks (Dycker Feld). This is where the good regional ecosystem has a decisive role in identifying synergy effects between different projects in order to maximize the potential of all projects for the region.

4. Brief description of the GP.

As part of the “InnovationBelt Solingen” the industrial park “Stöcken 17” will become the **change campus**, focusing on the topics of **intelligent production, sustainability, circular economy and new mobility**. With a size of around 6,5 ha, the area has the largest commercial space potential in the entire city. This is where the vision of the industry sectors of the future is to become reality and a newly created location for promising industries. “Researching and producing together” is the guiding principle for the area. Synergies between the different companies, research institutions and regional organizations are increasingly coming to the fore. In marketing, greater attention is paid to ensure that the companies to be located here do justice to this image and the intention of a future-oriented industrial area.

Stöcken 17...

- isn't a place to work, but place to live.
- offers industries of the future space
- is digital and autonomous
- reinterprets mobility from the ground up
- is modular, circular, flexible
- is a good example of climate and environmental protection

The specific measures that have been realized and those that are planned on site are described in chapter 6 - results and impact of the GP.

5. Communication of the GP.

The master plan was developed together with local companies and is distributed through the Agency of Economic Development of Solingen.

Communication channels that have been established and used:

- Resolutions in political bodies (public)
- Active neighbourhood participation (meetings, letters, etc.)
- Regular press work since beginning of the idea
- Social media postings on the profile of Solingen.Business (LinkedIn)
- Homepage with material, documentation (films) etc. (<https://www.stoecken17.de>)
- from 1 March 2023 on-site office
- Case study at the student hackathon “Circular Insights 2022” on circular business parks

- Implementation of development plan procedure with public participation
- On-site visit with the Ministry of the Environment of North-Rhine-Westphalia

6. Results and impact of the GP.

We are currently pursuing our goals as part of project implementation. Results cannot yet be definitively measured as the project has not yet been completed. Comprehensive remediation of the contaminated site has already been achieved. In addition, the existing properties have been sold to an investor. Work on the former buildings is nearing completion (occupation 04/2024). Around 800 jobs are to be created on the Change.Campus through relocations and new settlements.

The following list shows the results and impact that are to be created on Stöcken 17 in the future:

Circular Construction:

- The buildings within the Stöcken 17 area are constructed using certified Cradle to Cradle (C2C) wood materials, emphasizing sustainability and recyclability.
- Additionally, old bricks salvaged from demolitions are repurposed as intermediate walls, reducing waste and minimizing the environmental impact of construction activities.
-
- Approximately 28,000 tons of construction waste were produced during the demolition of the building substance, a small part of which was deposited according to its classification and the majority of which was reinstalled on site, as this material could be classified as harmless on the basis of laboratory tests.
- Companies moving into the area should be obliged to use circular construction methods through the development plan, etc. (currently being investigated)
- Additional ideas for regional raw material storage via research projects are being developed

Heat concept:

- The area utilizes an innovative heat concept featuring a heat pump with an ice storage system (ice energy storage). This technology efficiently harnesses and stores thermal energy, reducing reliance on traditional heating sources and decreasing carbon emissions. Functions by storing excess thermal energy in the form of ice during periods of low demand and utilizing it for heating or cooling when needed. This is achieved through a process where water is frozen into ice during off-peak times and then thawed to release stored energy during peak demand periods. The key lies in the phase change energy of water, which allows for efficient storage and utilization of thermal energy over extended periods. This technology offers a sustainable and cost-effective solution for heating and cooling in buildings.

Solutions developed at the Hackathon 2022:

- a digital platform (Circular Smart Hub) to assist in planning and select companies in a way that fosters synergies.
- By **fostering synergies between the companies**, resources are expected to be used and saved more efficiently. The by-products of one company can be reused as raw materials in the next company. This creates a location where resources are optimally utilized.

- A shared organizational structure among otherwise independent companies is intended to ensure efficient energy provision through photovoltaics and geothermal energy.
- participation and cooperation are central to the circular redesign of the Stöcken 17 industrial area. Cooperation between the settled companies is promoted through shared spaces such as an innovation workshop or a community garden.

New Business Ventures:

- introduction of pioneering companies such as Wijld, specializing in wooden fashion, promotes circularity by fostering a market for sustainable products and materials within the industrial ecosystem.

Surface Water Management:

- Surface water is conserved and utilized efficiently within the area, contributing to water resource sustainability.

Green Roofs and Facades & PV Installation:

- Mandatory regulations outlined in the purchase contracts and textual assessments of the development plan mandate the incorporation of green roofs, facades, and photovoltaic (PV) installations. These measures enhance energy efficiency, promote biodiversity, and reduce the environmental footprint of the industrial zone.

Mobility Hub:

- The implementation of a mobility hub facilitates sustainable transportation options and reduces reliance on private vehicles.
- Features such as shared mobility services, corporate mobility management, electric mobility infrastructure, micro mobility enhance accessibility while minimizing carbon emissions. Self-service parcel lockers, and revamped last-mile logistics further optimize transportation efficiency, with delivery personnel accessing the mobility hub to deposit packages, which are then distributed within the area using cargo bikes.
- Additionally, a centralized parking facility concentrates car parking spaces, ensuring an attractive, largely car-free public space. The capped parking provision reduces overall traffic volume, alleviating congestion at key junctions. The calculation of parking requirements adheres to NRW's parking regulations, with 90% of the demand met through innovative solutions, resulting in a significant reduction in land use by approximately 9,500 square meters.

The main goals within the development of Stöcken 17 are:

- Attract companies involved / open minded in transformation processes
- Development according to the principles of the circular economy and sustainability
- Active environmental protection through remediation of contaminated sites incl. professional disposal/landfilling:
- Preservation of the listed buildings (former administration building and training building of the company "P.D. Rasspe & Söhne": Steel products such as table knives, butcher's knives and saw knives have been manufactured here since 1868.)
- Combination of science and business in one place
- Integration of the sites into the overall urban structure of Solingen
- Sustainable and innovative energy and mobility concept
- Event venue
- Gastronomic offerings, childcare, sports & leisure facilities

Even during the first strategic planning of the vision of the area, Stöcken was the subject of several research projects in the fields of mobility, sustainability and circularity.

7. Evaluation of the GP.

The project is not (yet) being evaluated.

8. Lessons learnt and conclusion.

Lessons learned and conclusions cannot yet be drawn as the project has not been completed. However, it is worth mentioning that the revitalization of brownfield sites presents one of the few opportunities to acquire "new" marketable commercial and industrial areas.

Background: In line with the sustainability strategy, no further greenfield industrial estates may be developed from 2030 onwards. Revitalization projects are typically financially challenging and only become viable through the attraction and retention of new businesses. Adequate financial resources must, therefore, be made available. From an environmental perspective, however, the balance of a revitalization project is undoubtedly positive, as contaminated soils and materials are professionally removed and disposed of, significantly minimizing harmful environmental impacts.

Moreover, it is important to note that the Master Plan for Work and Economy views the future development of economic areas in Solingen as a collaborative effort involving various municipal departments, the municipal economic development agency, the urban development company Solingen, as well as private sector stakeholders such as resident companies, landowners, and the real estate industry.

Given the future trends described, systematic consideration of the concerns of these stakeholders is crucial to achieving economically viable and sustainable development in Solingen. For instance, establishing and maintaining network structures between the Agency for Economic Development (Solingen.Business) and private actors, and fostering close cooperation to develop synergies and pursue common goals, are paramount.

Furthermore, involving the business community in the process of economically developing land ensures they find conducive framework conditions for their businesses, fostering long-term retention. This, in turn, provides job security and creates new economic opportunities. Additionally, engaging chambers, associations, unions, and manufacturers is essential to incorporating expertise and improving business processes.

Given its status as a sustainability authority in North Rhine-Westphalia, it is crucial for the city of Solingen to prioritize sustainable development concerns and integrate them into the development of commercial areas. Urban planning plays a significant role in this regard, as it is responsible for creating suitable infrastructures to promote innovative and growing economic sectors, as well as ensuring sustainable and attractive urban development.

The holistic approach to creating a circular and sustainable industrial area is a long-term process that requires a lot of preparation and time for development. The involvement of various projects such as Circular Insights and move2035 have contributed significantly to forming a strategy and generating innovative visions. In addition to the students' results of Circular Insights, a Master's student was recruited for a thesis on the exact topic of the case. This demonstrates the importance of leveraging existing contacts within an ecosystem and linking research projects with strategic considerations in the context of transformation processes.

The industry park of the future is not a self-sufficient economic unit, but is functionally integrated into the city as a whole. It offers open space qualities, spaces for encounters, is open and inviting for the urban community. Stöcken 17 creates an environment that is not only a place of value creation, but one that creates living space for employees and visitors.

The combination and the proximity of knowledge and its application is essential. The combination of knowledge-intensive and technology-oriented uses with traditional manufacturing industry not only creates a spatial dynamic, but also links value chains and generates synergies - research and production take place in the same place. The regional economic network in which Stöcken 17 is located offers enormous potential for attracting promising industries through innovation. Attracting the most suitable companies, which in the

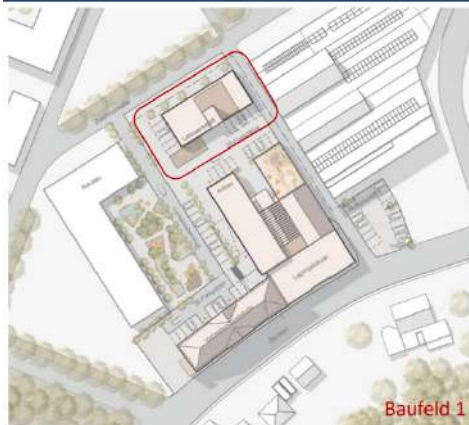
best case can create synergies through their processes, residues or energies etc., will be the next challenging task to be mastered.

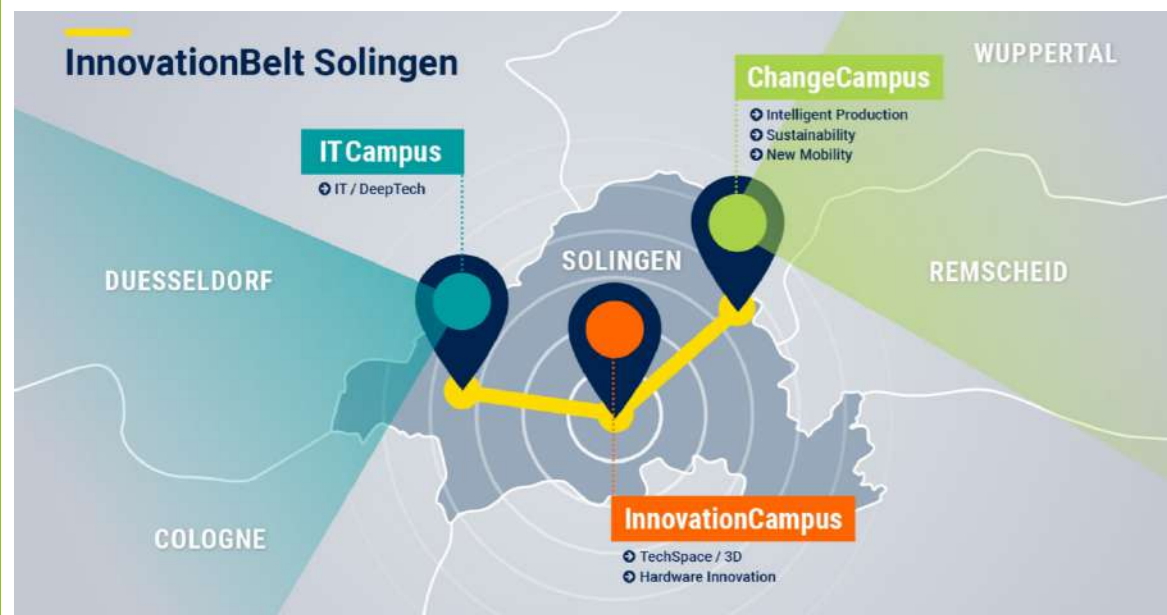
9. Pictures, images and links.

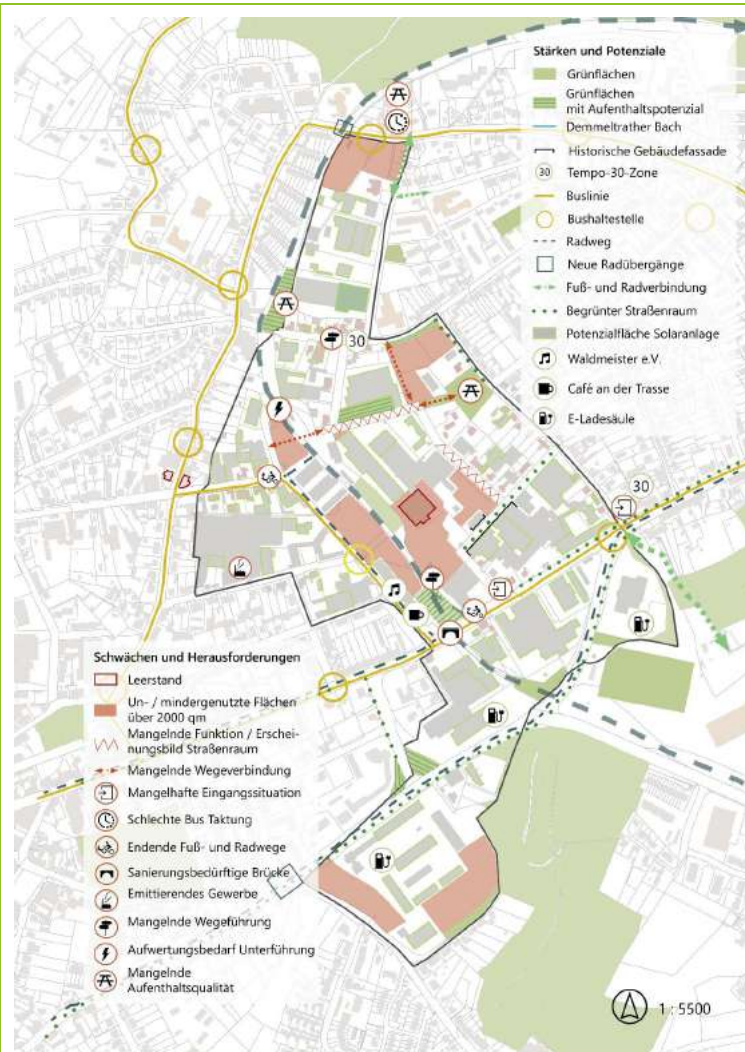


Change.Campus

INVESTOR
BAUCONZEPT®
Brückenstraße 10, 09350 Lichtenstein/Sa.







SWOT-Analysis of a Solingen business neighborhood

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

"Reimagine Initiative" (#Umdenken)

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Solingen
Entity responsible of the GP:	Solingen.business (Office of Economic Development of Solingen)
Other stakeholders involved in the GP:	Over 60 local SMEs
Date/s of the GP (beginning and end):	03 2020 - 04 2022/ongoing
Budget of the GP (if known):	/

INFORMATION ABOUT THE GP

1. General objective of the GP.

During the unprecedented Pandemic times, Solingen Economic Development has been proactive in launching initiatives for businesses to ensure their economic resilience through periods of quarantine and reduced working hours. For business-related inquiries during these challenging times, Solingen Economic Development offers guidance and support through consultations, resources, and tailored advice. Many businesses are reevaluating their business models in the current critical times. Is there anything that can be improved? How do I implement such improvements? As part of the #REIMAGINE project, we offer a platform for mutual support during the COVID-19 crisis. The project brings together those seeking help to sustain their businesses and experts from companies that successfully adapted to the new circumstances.

2. Policy framework

The project was designed as a part of the wider municipal response to the Covid pandemic.

The [Bergisch Innovativ](#) network also offers guidance on the innovation and digitalisation projects for small and medium-sized enterprises funded by the state of North Rhine-Westphalia as well as support in planning, implementation and financing with regionally and professionally differentiated consulting services. It can be seen as a flanking measure of the project and is actively advertised on the project's website as a source of further funding.

3. Governance of the GP.

The project is located in the Office of Economic Development of Solingen that bring together experts and SMEs to master the effects of the Covid crisis and other future crises.

4. Brief description of the GP.

The economic effects are clearly felt far beyond the Corona restrictions. The economic stimulus package has been adopted and promises to improve the economic climate. But there are many business areas in which companies have to realize - often through no fault of their own - that their business will not be able to survive in the market of the future without adjustments and strategic realignment. That's why #UMDENKEN was created: Solingen's new network for collective innovation. More than 60 cross-industry experts from a wide range of disciplines provide knowledge and ideas free of charge and support Solingen entrepreneurs in questioning and optimising their business model for the time before and after the crisis.

Our experts, who have been specially recruited for the #UMDENKEN initiative, will develop solutions for entrepreneurial actions. The interdisciplinary teams consist of consultants, scientists, lawyers and lateral thinkers and invest around 40 hours of advice in a company's request. This will shed light on their questions from different perspectives.

The experts should support companies with their approaches in rethinking their situation and taking action with regard to possible solutions. However, they are not liable for their suggestions. This is all about constructive impulses and speed. It's about quickly and easily showing companies ways and possibilities to stay successful in business.

5. Communication of the GP.

The project was communicated with an own hashtag through the online channels of the Office for Economic Development and uses the business network of Solingen.Business to reach out to local SMEs. The website features testimonials by participating firms. There were Youtube Videos and 17 podcast episodes produced to allow for a distribution of the topic during the pandemic.

6. Results and impact of the GP.

- Over 60 local SMEs were involved
- 17 podcast episodes have been produces
- 9 best practices of SMEs that adapted their business models during COVID

7. Evaluation of the GP.

Although the project is not systematically reviewed because of its ad-hoc nature, there were several examples of firms participating that show the relevance of the initiative.

8. Lessons learnt and conclusion.

The project succeeded in bringing together experts and struggling businesses during trying times and managed to buffer the effects of the crisis to some extent. Because of its ad-hoc nature, the projects did not reach as many firms as possible, but nonetheless managed to start some projects with positive impacts (see Good Practice 9). The personal connections of the Office of Economic Development of Solingen to local firms made it easier to secure businesses during the pandemic. An open ear to SMEs' concerns was crucial to ensure the crisis did not overwhelm them. These lessons are valuable also to other future crises and can strengthen long-term resilience in these SMEs and thereby in Solingen's economy.

9. Pictures, images and links.

<https://umdenken-solingen.de/>

<https://www.youtube.com/watch?v=LHZAJRQXigE> (automatically generated subtitles in English available)

<https://umdenken-solingen.de/category/umdenken-podcast/> (only available in German)

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Flood and torrential rain management for climate adaptation

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Solingen
Entity responsible of the GP:	City of Solingen
Other stakeholders involved in the GP:	Municipal Technical Facilities of Solingen (TBS)
Date/s of the GP (beginning and end):	2011-2013
Budget of the GP (if known):	/

INFORMATION ABOUT THE GP

1. General objective of the GP.

The aim of the climate adaptation report is to initiate a process in which the cities of Solingen and Remscheid deal with the consequences of climate change. To this end, the adaptation strategy identifies key framework conditions and influencing factors, identifies current and future challenges for cities, and identifies possible courses of action.

In order to bundle the different interests and responsible parties into a city-wide coordinated flood prevention, the TBS has in recent years further developed the "classic general drainage planning" with the sole consideration of the runoff in the sewer network to "integral drainage planning" with consideration of the surfaces. The basis for this is the improved availability and processing of data.

Due to the development of urban drainage in recent years, much more realistic simulations (coupled runoff simulation) are available for sewer network verification but also for flood simulation, which meets the challenges of heavy rainfall. Following the development of new water management methods, the focus is now on implementing measures. From a technical point of view, water-sensitive measures such as infiltration, drainage and receiving water are part of the core business of urban drainage.

2. Policy framework

The flood and torrential rain protection management relates to the city's adaptation strategy, that was developed together with the neighboring city of Remscheid which shares many water bodies with Solingen (the river Wupper being a part of the border of the two cities).

The climate protection concept "Adaptation to climate change for the cities of Solingen and Remscheid" was funded by the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety as part of the Federal Government's National Climate Initiative.

In the Germany-wide competition of the Federal Environment Agency for an exemplary approach to climate impacts, the innovative concept for urban drainage was convincing: It was awarded the "Blue Compass" in 2018.

In addition, the report serves as an expert contribution to the regional plan of the Düsseldorf district government.

3. Governance of the GP.

The adaptation strategy was developed together with the neighboring city of Remscheid which shares many water bodies with Solingen, and the Bergische Struktur- und Wirtschaftsförderungsgesellschaft (the regional organisation for economic and structural development of Solingen, Remscheid and Wuppertal). It was co-authored by experts from the RWTH Aachen, a nearby technical university as well as an engineering bureau from Wuppertal.

4. Brief description of the GP.

Almost nowhere else in Germany does it rain as much as in Solingen. The city owes a lot to its abundance of water. In the Middle Ages, numerous blade sharpeners had their sharpening stones driven by the many small streams in the hilly urban area. And so, to this day, nine out of ten knives made in Germany come from the city in the Bergisch region.

With industrialization and the triumph of the car, the city began to suppress its special relationship with water. In order to create building land and asphalt roads, the city sealed and piped many of its streams. The water disappeared from the cityscape and with it the greenery. As a result, heavy rainfall leads to flooding on slopes and in depressions because the sewer system cannot absorb the water quickly enough. This contributed to Solingen being hit hard by the big flood of 2021 where one person lost their life and many families were displaced from their homes.

While in the past attempts were made to divert all water via the canal system, it is now clear that this is technically and economically not possible for intensive heavy rainfall. To this end, various research projects were accompanied and carried out by the TBS. The concept is therefore to guide unavoidable drainage routes without damage (e.g. over roads). To this end, when renovating or building new roads in Solingen, it is always checked whether protective measures can be implemented.

Heavy rainfall runoff is no longer to be drained off via the sewer network alone, but is to be retained, for example, via unpaved green areas or open drainage troughs or fed into stream valleys. Retention areas reduce the superficial runoff and thus the runoff peaks. In suitable urban green spaces (e.g. playgrounds), water should be retained without damage during heavy rainfall. Through an early "initial assessment", flood prevention was established in urban land-use planning. The consistent implementation of DIN 1986-100 requires flood proof for larger construction projects and creates retention volumes that protect one's own property and the surrounding area. The TBS are obliged to prove the function of the drainage (the sewer network) at regular intervals. Due to the new approach of guiding water to the surface, an innovative approach is also chosen for this. Here, both the sewer network and the surface and their interaction during heavy rainfall are mapped and verified in models. This approach can also be used to check the effectiveness of planned measures. With these models, the city is quite a bit ahead of the rules of technology.

5. Communication of the GP.

As part of an inventory, the knowledge available in the cities on fields of action and problems relating to climate adaptation was compiled. The most important means of achieving this were four topic-related workshop discussions, in which the topics of "heat waves", "heavy rain and floods", "vulnerability of trade and infrastructure" and "creeping climate change" were discussed with relevant stakeholders from the Bergisch city triangle.

The findings lead to a catalogue of recommendations for measures, which, prepared as profiles, provide the various actors with information on how to implement adaptation measures. On the one hand, it addresses the city administrations with their various specialist services, in-house operations and subsidiaries. They are called upon to make progress in climate adaptation in their various roles as motivators, "consumers" and planners in the sense of a "city as a role model". But other social actors, i.e. citizens, companies, associations and organisations, are also called upon to work for a livable, climate-adapted city.

The concepts are disseminated using workshop discussions, expert discussions, kick-off and closing events, newspaper articles, internet, presentation at conferences/reference to

adaptation strategy in supra-regional adaptation networks and the strategy itself as an openly available plan for climate adaptation.

The City of Solingen established an office for integrated drainage planning that is easily reachable for citizens.

6. Results and impact of the GP.

Green infrastructure (green roofs, trees, bushes) that is conducive to flood prevention also has positive side effects for cooling the city down during heatwaves.

With the increase in heavy rainfall events and flooding in recent years, the Technical Operations Solingen have found that the sewer network is often not overloaded at all during heavy rainfall, although flooding has occurred on the surface.

This apparent contradiction (flooding despite residual capacity in the sewer) can be explained by a closer look at the interfaces between the surface and the sewer network. Surface drainage systems on private property or in public roads are not able to completely feed the rainwater that falls on the surfaces into the sewer during heavy rainfall, even for the layman. If this is true, hydraulic sewer rehabilitation is often ineffective.

In a research project funded by the state of North Rhine-Westphalia, the performance of the rust runs was investigated by the Technical Operations Solingen together with the University of Wuppertal. The final report is available on the university's website (https://izw.baw.de/publikationen/dresdner-wasserbauliche-mitteilungen/0/30_Heft_50_Straßeneinläufe.pdf). It scientifically proves that, depending on the amount of water flowing in and depending on the longitudinal gradient of the road, up to 20% of the rainwater flows through the rust inlet and not into the sewer under ideal conditions in the laboratory.

This is in contrast to the classic assumption of the sewer network calculation that all the rainwater from a holding area enters the sewer regardless of the rain event. The fact that, as can be seen in Figure 2, the 20% from the laboratory can easily be exceeded under real conditions has led to the continuation of the cooperation with the University of Wuppertal. In the next few years, more realistic performance capabilities of the overall road drain system for the flow condition and for congestion will be investigated on test tracks under various conditions (backwater, relocation, etc.). On the part of a manufacturer of sewer simulation programs, the new coupled sewer simulation programs have already been adapted with regard to the interface between the sewer network and the surface on the basis of the investigations carried out by the University of Wuppertal.

Since 2014, the drainage area in Solingen has been successively simulated with the coupled runoff models, in which the surface model is irrigated and runoff at the surface is simulated depending on soil parameters. When the surface runoff meets interfaces, i.e. road inlets, there is an inflow into the canal that depends on the capacity of the road runoff.

With this model, all rain events, even those with higher intensity, can be simulated more realistically, so that in addition to the drainage hydraulics in the sewer network, floods and flow paths on the surface are also depicted. Thus, the coupled simulation is currently the most accurate way to predict flooding in residential areas

7. Evaluation of the GP.

In order to maintain an overview of the existing activities in the medium term, it is recommended in the adaptation strategy that a progress report on climate adaptation in the cities of Solingen and Remscheid be prepared at regular intervals of two to three years, in which the proposed measures are reviewed for their implementation status. It is recommended that this progress report be prepared by a Climate Adaptation Coordination Unit to be appointed. When preparing the progress report, the coordinating body can draw on the existing experience with certification procedures already carried out, such as the German European Energy Award. On the basis of a highly structured survey, the various actors can be specifically asked about the status of climate adaptation

8. Lessons learnt and conclusion.

On a purely technical level, more frequent and more intense floods require the surfaces in addition to the sewer network. In order to be able to generate effective flood protection, the

sewer network operator lacks direct access to the surfaces. On the basis of this fact, the sewer system operator can only be solely responsible for flood protection to a limited extent. The rainwater, which has never seen the sewer due to the limited capacity of the surface systems, is not the responsibility of the sewer system operator. Part of the responsibility therefore goes back to the municipality as a whole, where it demands the land managers of a municipality, such as road construction authorities, green space offices and urban planning. This shows the central role of policy integration across different organisational units to be able to respond to these overarching challenges.

Climate change already affects many areas of activity, e.g. flood protection, urban drainage, health care, forest conversion and nature conservation, which are being dealt with at varying degrees by the competent authorities. However, these existing approaches are poorly communicated and coordinated in order to achieve cross-disciplinary effects. Cities will not be able to avoid dealing much more closely with climate change in the future, because not only climate protection, but also climate adaptation has already found its way into many laws, standards and guidelines in recent years: e.g. in construction and planning law.

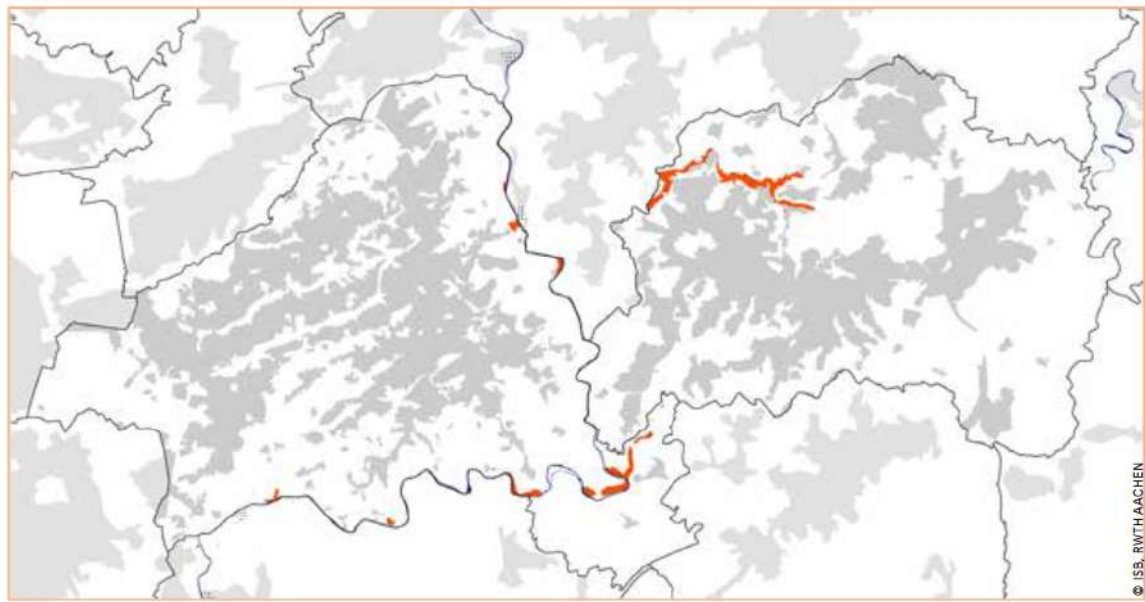
As a result of municipal services of general interest, municipalities are obliged to warn their citizens and, if possible, protect them. Despite the limited financial situation, municipalities must be enabled to use the financial and infrastructural resources available to them effectively, sensibly and economically for flood protection. Until now, there has been a strict budget separation of tax-financed and fee-financed measures. Fee-financed measures are only assigned to a specific municipal sovereign purpose. Above all, the previous narrow interpretation of the earmarking of the wastewater charge inhibits the implementation of effective flood protection on the surfaces.

The implementation of flood protection measures is a joint task. It is important to strengthen this awareness among colleagues in other departments, although they naturally rarely understand drainage concerns as part of their own task. Therefore, it is ultimately essential to convince the city leadership of the broad responsibility and to obtain the "political power of attorney" to demand areas for flood protection. If at all, municipalities have only reacted after their own flooding experiences. Only then were interdisciplinary working groups or integrated planning approaches organized and procedures adapted. The aim must be for the municipalities to clarify responsibilities and the distribution of tasks, to recognise the risk and, ideally, to have developed measures before the next event.

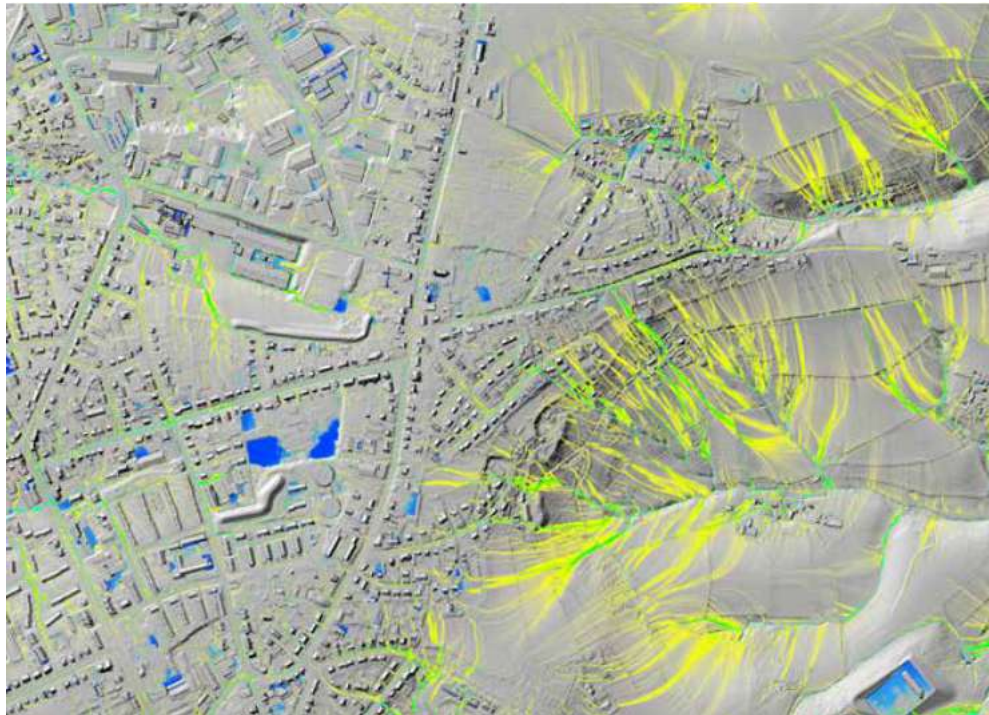
The strategy defines 12 abstract success factors for climate adaptation that can be taken as examples to take away from this GP:

1. Take stakeholders with you and use your strengths
2. Strengthen individual responsibility
3. Identify the numerous fields of action and develop individual concepts
4. Embrace existing concepts and partnerships
5. Use climate adaptation as a positive side effect
6. Weigh the costs and benefits
7. Strive for robustness and flexibility
8. Weigh the costs and benefits
9. Aim for robustness and flexibility
10. Start at the right level
11. Name "caretakers"
12. Learn from role models

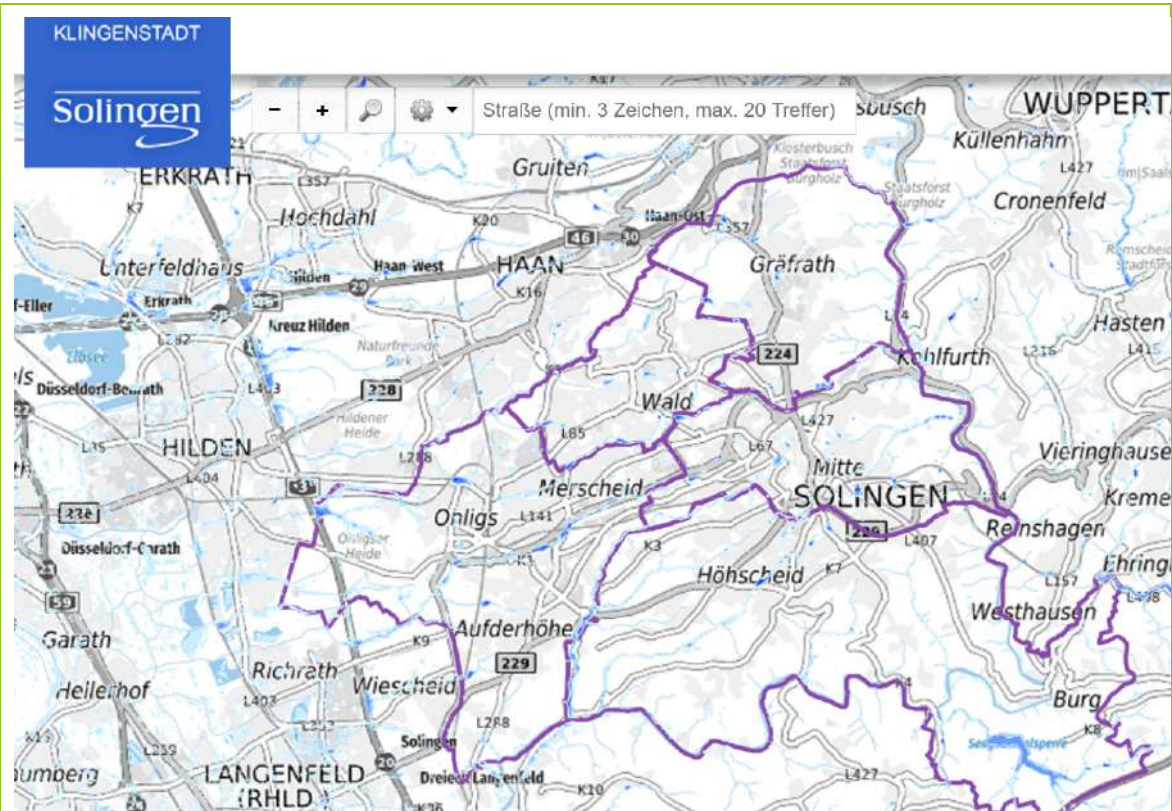
9. Pictures, images and links.



Orange: Territorial units which are intensively used (residential, mixed-use and functional areas, industrial and commercial areas, traffic areas with a flood risk) and that have with a flood risk
Grey: Areas at general risk of flooding



Example of modelling of troughs and flow paths (Source: RWTH Aachen (technical university))



Municipal map service for torrential rain vulnerability



The area of Burg an der Wupper hit by the 2021 floodings



Rebuilding the area of Burg an der Wupper

Video of the project:

https://www.youtube.com/watch?v=11MYEFM_-qM (automatically generated English subtitles)

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

"Transparent Workshop": promoting sustainability, circularity and local production in the city centre	
GENERAL DATA OF THE GOOD PRACTICE (GP)	
City:	Solingen
Entity responsible of the GP:	City Development Agency of Solingen (SEG)
Other stakeholders involved in the GP:	Collaborating Centre on Sustainable Consumption and Production (CSCP), Solingen.Business (Office of Economic Development of Solingen), Forum for social innovations (FSI), Trade Federation North Rhine-Westphalia
Date/s of the GP (beginning and end):	2021 - ongoing
Budget of the GP (if known):	[Total or annual budget of the GP]
INFORMATION ABOUT THE GP	
1. General objective of the GP.	
<p>The Transparent Workshop is a place of a special kind: it presents and sells products from the region that are characterized by value and durability, such as cutlery and tools. It demonstrates craftsmanship and high-tech, shows what quality is all about. It invites you to try things out and experiment.</p> <p>It's the perfect venue. This is where education is imparted, ideas flow together, networks are established. It is a future workshop for society, a meeting place for people who are committed to a good, sustainable life.</p> <p>Urban experts are certain that the city of the future will once again be a city of production. In the meantime, numerous new production facilities are being built for creative crafts, for resource-saving food production or manufactories that produce high-quality niche products.</p> <p>The Transparent Workshop started as a subproject of the projekt "Urban Production". The aim of this project was to create demonstration sites in every city that would provide positive development incentives for the economy, society and the district - a kind of regional innovation system that would produce further project ideas.</p>	
2. Policy framework	
<p>The project "Urban Production in the Bergisch City Triangle - Competitiveness, Innovation and Neighbourhood Development" was funded by the European Regional Development Fund (ERDF) and the State of North Rhine-Westphalia.</p> <p>The project consisted of seven individual projects:</p> <ul style="list-style-type: none"> - Transparent Workshop - InSym (industrial symbiosis): cooperation on industrial production level to use resources in a symbiotic way. The production waste of company A is the raw material for company B. - Regress: industrial symbiosis extended by an efficient regional management of resources. 	

- **smiths of urban manufactures:** Coworking space for knowledge sharing. A place to create new ideas for local manufactures, founders, start-ups or SMEs.
- **new urban production:** digital platform to call attention to urban manufactures like artists, workshops, restaurants or coworking spaces.
- **Tool Lab:** Space for extracurricular education (especially for craft activities) to offer professional orientation. #skills shortage
- **Close the Loop for new urban food:** development of a circular food production (e.g. aquaponic farm) in the middle of Wuppertal.

3. Governance of the GP.

In practice, SEG coordinates the renovation and implements the concrete furnishings of the Transparent Workshop. A Cologne-based architectural firm is developing the kitchen and "cubes" as presentation areas and a reception area with display cabinets. Two of the cubes will be exhibited as "ambassadors" in nearby public buildings in the city centre until the opening, inviting visitors to join in and create. The participating entities are:

- City Development Agency Solingen GmbH & Co. KG (SEG)
- Klingenstadt Solingen (City of Solingen)
- Office of Economic Development Solingen GmbH & Co. KG (Solingen.business)
- Collaborating Centre on Sustainable Consumption and Production gGmbH (CSCP), Wuppertal
- Forum for Social Innovation gGmbH (FSI), Solingen
- Trade Federation Nordrhein Westfalen Rheinland e.V. (HVR)

4. Brief description of the GP.

The Transparent Workshop is a place for **quality and sustainability** in Solingen and in the Bergisch city triangle. It stands for **regionality, innovative thinking and networking** that opens up new paths. It is to become a **city laboratory**, a creative place for volunteers, start-ups and established companies, a marketplace for urban production.

With workshops, tools, presentation areas - as a central place to **tackle, try out and imitate**. For example, it is about experiencing the combination of craftsmanship and high-tech, understanding the joy that a product conveys that is of quality, valuable and sustainable.

In a figurative sense: The Transparent Workshop is to become a **social workshop for the future**. A hub where a wide range of ideas and technologies come together, where interested and committed people creatively complement each other and network. The goal: to open up new paths and act responsibly, oriented towards the common good.

And above all: With its concept, the Transparent Workshop stands for new beginnings. With new ideas, she is reviving a large, central property **in the heart of the city** that has stood empty for many years. In this way, she is an example and role model: We have to break new ground so that the city centre can once again become a "place to live".

In the Transparent Workshop, people present, explain, demonstrate, experiment and invite people to try things out, exchange ideas and enjoy, and offer space for lectures, theme days and workshops. The general opening hours offer the opportunity to get to know the place, to watch product presentations, to purchase quality, to find out about sustainability topics, to learn more about the event program.

The Transparent Workshop is alive and inviting. But it's not finished. Many ideas are born and develop. The Transparent Workshop is a process, it thrives on participation, creativity and change.

5. Communication of the GP.

Theme days provide the framework for a dense network of activities. The Transparent Workshop is located in the centre of Solingen and thus has a direct communication effect. In this way, the

Transparent Workshop can become a presentation venue for new urban manufactories, show how sustainable production can be carried out and thus provide impetus for sustainable economic development as well as for technology and knowledge transfer.

In the first workshops, companies, citizens, associations and interested parties were invited under Corona conditions, i.e. via video conferences, to contribute their visions and ideas, for cooperation and against an imposed construct.

6. Results and impact of the GP.

The Transparent Workshop raises awareness of a new quality:

The Transparent Workshop is a place where companies temporarily present themselves with their work and products. They allow interested parties to participate in the creation of high-quality products. In addition to the pure exhibition of a "temporary workshop", there are also events to which the companies invite: lectures, shows, exhibitions, cooking events.

In doing so, they generate a new, very contemporary awareness of quality: what is shown there is high-quality and at the same time sustainable, appealing and functional, durable and recyclable.

The Transparent Workshop also creates a creative milieu by bringing together traditional companies, start-ups, creatives and consumers. In this way, services may also be created.

Initially mainly used by the Solingen blade industry, presentation areas, similar to compact exhibition stands, are open to all trades and manufactories. However, the Transparent Workshop is also open to other topics. It is not only about the things we need every day, but also about how we want to live together in the future and how we will deal with existing resources. In order to grasp this, four headings have been formulated, under which needs are discussed, solutions are developed and associations and committed people get involved:

- Cosmopolitan and fair
- Living together
- Energy, climate and nature conservation
- Mobile and active

The effects: a mix of uses, vital neighbourhoods, new, ecological material cycles, cities of short distances, a rediscovered appreciation for locally produced products. The city is becoming more economically resilient in view of the uncertainties of the world market.

7. Evaluation of the GP.

As a part of a funded research project "Urban Production in the Bergisch City Triangle - Competitiveness, Innovation and Neighbourhood Development", the Transparent Workshop is evaluated on a regular basis by members of the wider project team. The regular workshops with the local population also serve as fora for feedback and evaluate the project's workings on a more fine-grained, person-to-person level.

8. Lessons learnt and conclusion.

As a place for quality and sustainability, the Transparent Workshop places a special focus on the future viability of the products, services and events offered.

Ecological crises as well as social grievances and inequalities cannot be overcome by meeting legal requirements alone. We therefore support companies and products that use their innovative power to combine high-quality products with sustainable and transparent production and ecological/social added value. The most important guiding principles can also be understood as lessons learned:

Regionality and proximity to the provider

As a workshop in the Bergisch region, we would like to provide insights into the development of products. This includes ensuring that important production steps take place in the Bergisch city triangle or in the immediate vicinity. We support the development of creative formats to convey relevant production steps and quality knowledge to visitors - or to let them participate directly in the production process.

Socially and ecologically oriented production

In order to maintain innovative strength and access to relevant resources in the long term, it is imperative to take on holistic responsibility in one's own company and beyond. Providers in the Transparent Workshop therefore have a deeper understanding of their social and ecological opportunities and risks, implement appropriate measures and make them transparent.

Quality and sustainable use

Both the way it is produced and its longevity determine how sustainable a product is. In the Transparent Workshop, you can not only buy high-quality, durable and timelessly beautiful things, but also suitable knowledge, assistance and service to maintain the high quality in the long term. At the end of sensible use, there are prospects for take-back and recycling.

Real added value through innovation

The Transparent Workshop stands for products that contribute to a good, sustainable and healthy life for those who use them - also through decisive functional and/or special aesthetic design advantages. Opportunities for individual co-design or redesign, as well as new digital solutions, can help to ensure that products are adapted to changing needs and remain attractive in the long term.

Collaborative learning and development

Ecological crises as well as social grievances and inequalities require a rethink and courageous participation of all social groups. The Transparent Workshop wants to promote the change in values in the direction of sustainability. To this end, in addition to innovative, sustainability-oriented providers, we also support voluntary and civil society initiatives that actively support this goal. In order to break new ground in the direction of sustainability, we are looking for people who are open to dialogue and cooperation.

Since its opening in autumn 2022, the Transparent Workshop has developed into a versatile and lively place in the heart of Solingen's city centre. It presents and sells products from the region that are characterized by value and durability. It demonstrates craftsmanship and high-tech and shows what quality is all about. It invites you to try things out and experiment. And it's the perfect venue. This is where education is imparted, ideas flow together, networks are established. It is a future workshop for society, a meeting place for people who are committed to a good, sustainable life.

The "heart" of the Glass Workshop is the large market hall on the ground floor, which invites you to stroll, explore and shop. Directly at the entrance there is a reception desk with an information point and shop, and mobile presentation rooms made of light wood, the so-called cubes, are distributed throughout the room. From here it goes to the modern blade grinding workshop and the creative workshop. The cooking area and marketplace characterize the upper floor, and there are also presentations in the cubes. The innovation room in the basement offers space for workshops and many other formats.

This is to show that a versatile, modular workshop can serve many uses and thereby revive city centres beyond the focus on mere consumption.

9. Pictures, images and links.

Project website: <https://www.glaeserne-werkstatt-solingen.de/> (in German only but automatically translatable in the browser)

Overarching project self-evaluation: https://bergische-gesellschaft.de/wp-content/uploads/Urbane_Produktion_Bericht_Web_komp-1.pdf (in German only)





In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Bergisch Circular: Inter-Municipal Circular Economy

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Solingen (+Wuppertal and Remscheid)
Entity responsible of the GP:	Neue Effizienz gGmbH (project coordination)
Other stakeholders involved in the GP:	Wuppertal Institute (scientific coordination), City Development Agency of Solingen (SEG), Technical Operations Solingen
Date/s of the GP (beginning and end):	June 2021-June 2024 (extension till September 2024)
Budget of the GP (if known):	~140.000 € per organisation

INFORMATION ABOUT THE GP

1. General objective of the GP.

The aim of the project is the development and establishment of inter-municipal circular structures and cycle-promoting adaptations in the local governments of the regional city triangle ("Bergisches Städtedreieck").

2. Policy framework

bergisch.circular is a three-year research project funded by the German Federal Ministry of Education and Research (BMBF). As part of the REGION.innovativ funding programme initiated by the BMBF, the ministry is strengthening regional associations - such as *bergisch.circular* - for the creation of a sustainable circular economy.

With the REGION.innovativ programme of the Innovation and Structural Change programme family, the Federal Ministry of Education and Research (BMBF) supports regional alliances throughout Germany in addressing new research and innovation topics and working together with new partners. With the second round of funding for the circular economy, the BMBF is supporting regional associations in establishing a **sustainable regional circular economy** and strengthening local value creation. Various actors from business, science, society, politics and administration are to work together across their professional and administrative boundaries and promote new forms of cooperation. These include, for example, better knowledge management between the municipalities, the removal of institutional hurdles or newly developed instruments in the municipalities

3. Governance of the GP.

In the course of the project, the project participants [Neue Effizienz](#), the [City of Remscheid](#), the [City of Solingen](#) (including the Technical Operations Solingen), the [Urban Development Corporation Solingen](#), the [City of Wuppertal](#), and the [Wuppertal Institute](#) will work together in a joint process to develop, test and optimize appropriate solution proposals and formats.

4. Brief description of the GP.

In the field of circular economy, cities and municipalities are of particular importance. With municipal waste management and public procurement, they have key levers for reducing resource consumption and recycling waste efficiently. By incorporating circular economy

principles in these areas, waste can be avoided, products and components can be used for longer, materials can be recycled efficiently, and thus primary raw materials (and associated emissions) can also be saved. The implementation of such principles therefore offers many advantages: the pressure on the environment is reduced, the supply of (secondary) raw materials is ensured and the promotion of innovation, growth and employment is also accompanied by this.

In particular, the construction sector, which is highly relevant for cities and municipalities, is of particular importance due to high (primary) resource consumption and high waste volumes, which account for around 55% of the total amount of waste in Germany. Circular economy approaches within the sector, such as circular construction, can achieve significant results in reducing waste. In addition, this sector and associated industries (including the cement industry) are responsible for a significant proportion of greenhouse gas emissions in Germany. Consequently, there is also great potential in terms of climate protection to minimise the negative impacts with the help of circular approaches.

During the project, new joint communication and working structures as well as regional solution concepts are to be created. From a municipal, and also a regional economic perspective, the aim is to **strengthen cooperation** in terms of the circular economy. Administrative structures that have evolved over decades need to be innovated. The project partners are tackling this complex challenge using the **Design Thinking** method. By using creative methods to solve complex problems, the agile handling of transformation processes in the city administration is initiated and facilitated.

5. Communication of the GP.

The project is promoted through a blog on the [project website](#) that regularly publishes updates on the project's status (see section 9).

bergisch.circular supports the three municipalities on their way to implementation. To this end, it is necessary to open up the view to a circular economy within the project period and to create perspectives for new work processes and processes that promote circulation at the inter-municipal level.

To make this possible, bergisch.circular relies on support services, such as further training, exchange or excursion formats on the topic of the circular economy.

In addition, promoting and presenting the project at regional and national thematic events, such as exchange formats, trade fairs or panels is crucial in the public relations activities of bergisch.circular.

6. Results and impact of the GP.

The primary aim of the project is to **raise awareness** among municipal staffs regarding the circular economy and the associated need for cooperation. Bergisch.circular places the topic within the administration, politics and relevant stakeholders.

Raising awareness for the circular economy and demonstrate the significant role of cities within this topic, as well as the integration of circular-promoting behaviours into the operational processes of the municipalities are the primary aims of the project. The intensified cooperation, networking and the knowledge created about bergisch.circular also promote the transfer of the experience gained to other areas of topic and responsibility. The final result is therefore the publication of a "Blueprint". As a guideline, this provides orientation and ideas for local authorities throughout Germany.

In addition the implementation of "next practices" in the areas of waste prevention, circular construction or public procurement can be financed by additional subsidies and creates further competencies as well as positive examples of a successful regional circular economy.

7. Evaluation of the GP.

As a final result of the project, a standardised "blueprint" for inter-municipal circular administrative structures as well as practical solutions in the three main topics will be drawn up. This approach makes it possible to transfer the knowledge gained to other municipalities in the long term and evaluate the project results.

8. Lessons learnt and conclusion.

Circular construction

An important factor in circular construction is the use of homogeneous and healthy materials that can be recycled without major additional costs for pollutant remediation and processing. Materials such as gypsum, asbestos or wood preservatives such as lindane should be avoided at all costs. In addition to the choice of materials, it is crucial that all components and materials required for construction are designed, planned and installed in such a way that they are accessible to future generations in the same quality level.

Local governments can take action on circular construction, for example by increasing the recycling of building materials from their own demolitions, buildings and renovations, thereby activating the market for recycled building materials. Furthermore, municipalities can influence the way they build. This gives them the opportunity to integrate sustainability criteria into procurement procedures for building materials and services. Circularity in the (public) construction sector can contribute to a more healthy indoor climate, e.g. through the use of health-promoting materials. Sharing principles (co-working/co-housing/co-living possibilities) and modularity enable optimized use of building space and multifunctionality. By reducing the consumption of resources, it contributes to the protection of natural raw materials through the use of secondary materials and causes fewer greenhouse gas emissions. Last but not least, it is an opportunity to improve air quality, to enhance the value of the building and to increase economic efficiency by saving materials.

Circular public procurement

In Germany, around 500 billion euros are spent annually on the procurement of goods and services from the public sector. As a result, it not only has a dominant role as a buyer, but also has a major influence on innovations on the demand side. With the quantities demanded in public procurement, it can ensure that the supply of sustainable goods and services on the market is strengthened. However, this sometimes requires appropriate procurement practices to promote sustainable procurement.

Anchoring such practices in municipalities is a major challenge, as procurement affects almost all municipal fields of action. In view of the thematic diversity of public procurement, there are also large overlaps with the topics of "waste" and "construction" considered in *bergisch.circular*, for example with regard to the use of sustainable building materials or the handling (reuse, repair) of used products or "(construction) waste" in the municipalities.

Circular public procurement can contribute to fairer supply chains and healthier, more environmentally sustainable consumption. Through sustainability criteria, public bodies can set incentives for private actors to follow suit. Sustainable procurement and the use of secondary materials can contribute to less resource use and thereby to less emissions. Finally, new business models and -fields are possible (Leasing, Sharing) that have the potential for monetary savings.

Circular waste management

The top priority in the waste hierarchy is waste prevention, the other stages are preparation for reuse, recycling, other recovery, especially energy recovery and backfilling, and in fifth and last place disposal.

At the same time, the extraction and use of secondary raw materials offers opportunities to strengthen economic resilience by promoting independence from primary raw materials and their price development as well as supply availability. This makes it all the more important to establish an understanding of waste as a valuable raw material, also at the municipal level.

At the municipal level, waste advisory services are already carrying out important information and educational work in municipalities. Among other things, they provide information on ways to avoid waste, extend the useful life and repair of products, sorting instructions to ensure recycling and the proper disposal of non-recyclable waste. In this way, potentially existing initiatives in municipalities such as second-hand department stores or repair facilities, as well as regional offers and cooperations, e.g. reusable and deposit systems or an exchange and gift

exchange, can be supported and sensitization of topics of waste avoidance and circular economy in the municipality can be promoted.

By expanding services for the common good (sharing, repair cafés, FabLabs, zero-waste shops, etc.) circular projects can raise social awareness, which can decrease consumer pressure and result in a reduced resource consumption and waste. Understanding waste as a "new" raw material and sorting waste by type, the protection of natural resources through the use of secondary materials comes within reach. New ideas like material / building component storages or soil remediation were discussed with relevant stakeholders within [bergisch.circular](https://bergisch.circular.de/). Extended product life cycles can result both in reduced greenhouse gas emissions and in monetary savings potential. New business areas (sharing, repairing, etc.) can spur innovative business model development. Lower dependencies on raw materials can strengthen economic resilience in times of insecure supply chains.

Inner-regional synergies for circularity

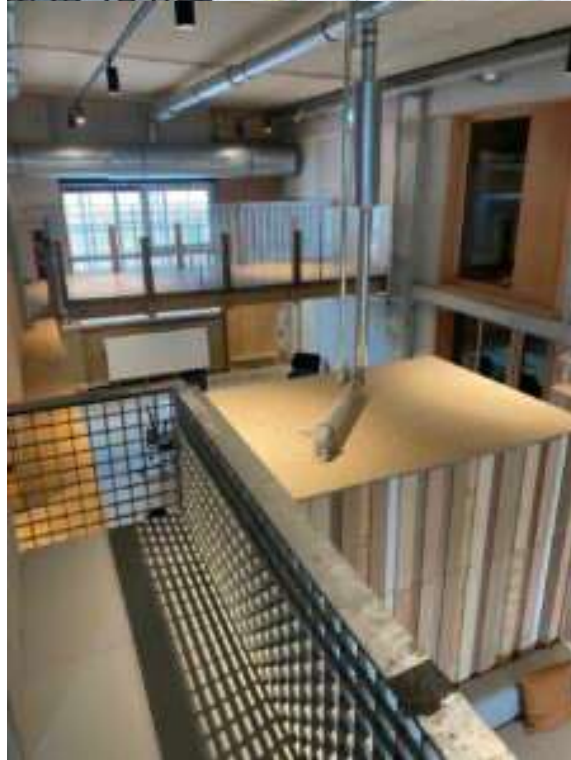
The regional amalgamation of the three cities as the Bergisch City Triangle also offers great potential for increased inter-municipal cooperation. It is precisely this that can be an opportunity for the establishment of a sustainable city in the sense of the circular economy. In this way, inter-municipal action enables the use of synergy effects and economies of scale, facilitates the exchange of (knowledge) and can provide boosts and opens up a wide range of new options for action. Challenges that are too big for a single municipality can be tackled together - through mutual support, joint learning, avoidance of duplicate structures, pooling of competences and resources or shared responsibility. Many forms of cooperation are possible here. In addition, inter-municipal cooperation can be an opportunity to give topics more strategic weight

9. Pictures, images and links.

[bergisch.Circular blog](https://bergisch-circular.de/blog/): <https://bergisch-circular.de/blog/> (German only but translatable)

Pictures: ©Neue Effizienz







In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Exclusively local industry use of local deadwood

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Solingen
Entity responsible of the GP:	Solingen.Business (Agency of Economic Development of Solingen)
Other stakeholders involved in the GP:	City of Solingen, Technical Operations Solingen (TBS), City's Environmental Service and Forestry Department
Date/s of the GP (beginning and end):	2021 - ongoing
Budget of the GP (if known):	Not specified

INFORMATION ABOUT THE GP

1. General objective of the GP.

Wood processing must be designed differently, especially when large amounts of monocultures are under pressure from climate change and therefore bark beetles. Instead of exporting the wood to the world, the city of Solingen wants to use it entirely within city limits. The Solingen Economic Development Agency and the city's Environmental Service initiated a corresponding RETHINKING process in 2022. Together they analyzed how wood processing could be designed differently. The result is a bold change of strategy - as far as possible, all wood from Solingen should only be used locally.

The catalyst was the extensive mortality of spruce trees resulting from bark beetle infestation.

2. Policy framework

The project is one of the projects under the "Reimagine Initiative" (see Good Practice 4), which was designed as a part of the wider municipal response to the Covid pandemic.

The Solingen City Council supports the goal.

3. Governance of the GP.

The Project was initiated jointly by the Solingen Economic Development Agency with the city's Environmental Service and Forestry Department. In addition, the Technical Operations Solingen, who have the necessary infrastructure (carpentry, vehicles, etc.) were involved as well.

The specific uses that wood can and should have for a meaningful and sustainable use are currently being worked out in workshops with experts on site. These include, among others, the Institute for Product Development and Innovation Management in Solingen's Südpark, the Institute of the University of Wuppertal, Neue Effizienz, the Bergisch structural and economic development society and many more.

Citizens have also been informed about the change in strategy and can contribute their ideas.

4. Brief description of the GP.

Solingen is a green city. A good half of the entire urban area consists of forests and agricultural land. These are large urban and freely accessible areas for all citizens for their local recreation and the preservation of their local environment. Wood is an elementary natural product that does not stop growing back. In forestry, strict care is taken to ensure that the oxygen-rich material is handled sustainably. This means that the ratio of felling and offspring is always in balance and only as much wood should be used or taken from the forest as it can grow back.

Our Solingen Forest fulfils functions in the areas of water drainage, nitrate filtration, retention (flood protection), erosion control, CO₂ adsorption, O₂ production, dust filtering, noise protection, settlement value (increase in land value), recreation, recreational facilities, species protection and biodiversity.

The most important tree species in our forests include **spruce, pine, beech and oak**. Unfortunately, "heard" has to be left in the spruce stand due to the massive bark beetle infestation. Felling trees is therefore an important part of healthy forest management. Before trees, such as the spruce trees at the moment, threaten to break, fall over or even become diseased, the trees must be felled in order to preserve the forest as a recreational area for the citizens on the one hand and to be able to (still) use the wood obtained from it sensibly. This is a completely natural and sustainable process, because new trees grow back with sustainable forest management. There is much more wood in the forest than can be marketed. The quantities cannot be recycled at all under the current conditions. As a result, the wood that "must" be taken from the forest lies there and rots unused. In the next few months/years, as much spruce wood as possible is to be saved in city of Solingen in order to cut it to commercially available squared timber sizes and use it for sustainable local use after the necessary drying season: "Solingen wood: From us, for us"!

For this purpose, the Solingen Forestry Office has provided the Solingen Economic Development Agency with spruce wood that can no longer be sold. This was transported from the forest to the only sawmill in Solingen where it was cut to size. Subsequently, it was taken to the site of the Municipal Technical Operations (TBS) for drying. With this first wood, TBS has started a pilot project in its own carpentry workshop in order to be able to better analyze the processes for further projects. A first project is the production of about 100 raised garden beds for the Solingen kindergartens, which will also be filled with mulch from the TBS.

Many other sustainable concepts will be able to be implemented in Solingen in the future on the basis of these experiences, if the committees will also agree to this change in strategy. Solingen has thus set out to be the first municipality in Germany to consistently implement this change in strategy. The lighthouse project makes visible the sustainability strategy adopted by the city council of Solingen. The use of sustainable resources is not only preached in Solingen, but lived.

5. Communication of the GP.

The project is communicated via the City's and the Solingen Economic Development Agency's websites, YouTube videos (see section 9) and newspaper and online articles.

Citizens have been informed about the change in strategy and can contribute their ideas.

6. Results and impact of the GP.

Over the next few months, we will save as much spruce wood as we can, cut it to commercially available squared timber sizes and use it for sustainable use for local use after the necessary drying time. In other words, for correspondingly sensible projects for the citizens of the city of Solingen, because: The costs are there anyway and the future sensible local use beats all other alternatives.

Our Solingen forest holds a monetized value of approximately 31 million euros per year. However, this value is offset by timber revenues amounting to around 200,000 euros for the Solingen forest alone, and approximately 365,000 euros for the entire forest cover.

Our Solingen Forest fulfils functions in the areas of water drainage, nitrate filtration, retention (flood protection), erosion control, CO₂ adsorption, O₂ production, dust filtering, noise protection, settlement value (increase in land value), recreation, recreational facilities, species protection and biodiversity. The forest ecosystem therefore provides numerous services, of which human, the citizens Benefit directly and indirectly.

The valorization illuminates the services provided by the forest and underscores the significance of the ecosystem. Typically, the focus solely on timber revenue significantly understates the forest's multifaceted contributions. This prompts a fresh perspective on the forest and the matter of timber revenue for all stakeholders.

A variety of projects have been initiated and implemented. The first series of knives with wooden handles made from Solingen wood was produced. The first 3 tiny houses were made from Solingen wood and are used in the Solingen startup campus. Over 100 raised beds were made from Solingen wood and placed in public spaces and kindergartens. The first playground equipment was built from Solingen wood. In the long term, it is planned that Solingen wood will be used in new urban buildings.

Additional ideas to be further developed:

- Mass production of tiny houses, carports, etc.
- Regional distribution of premium woods to carpentry businesses
- Sustainable tourism
- Value chain: wood chips, pellets, ...
- New opportunities through drying and refinement processes...

7. Evaluation of the GP.

The project is ongoing, so there is no systematic external evaluation yet.

8. Lessons learnt and conclusion.

The spruce trees, which are the majority of spruce trees that have now been attacked by the bark beetle, must be felled and stored within the next 1 to 3 years. This has to be done in any case, because otherwise the "dead" trees would snap off at some point and thus pose a threat to forest visitors. This means that the associated costs must be incurred in any case. So it's a cost anyway. In "normal" times, spruce wood could be sold at market prices. This would mean revenues that have led to acceptable revenues in the past, depending on the state of the market. However, this is no longer possible due to the oversupply of spruce wood. It is not possible to generate more revenue than in the past. The wood is no longer marketable under market economy conditions. The proceeds from the sale are less than the expenses.

At most, it could still be sold as timber to China at a price of 20 to 23 €/cubic metre. This means that wood is sold at a very low price and at the "environmental price", which means that this wood is also transported by heavy fuel oil-powered ships and has to travel long distances. In a real sustainability perspective, such a scenario can only lead to the conclusion that this cannot be an acceptable solution. In a serious sustainability perspective, this local spruce wood can and should therefore only be used locally in a meaningful way.

To this end, the joint and regional marketing of Solingen wood must then be promoted in order to achieve better benefits and expand the regional value chain. A regional value chain has various advantages:

- Shorter transport distances
- Possible jobs
- new business models
- Regional or local cooperations ("Made in Solingen")
- Regional brand (quality)

9. Pictures, images and links.

Youtube video of the project: https://www.youtube.com/watch?v=Sm_WG-51EOY
(automatically generated subtitles in English available)

Newspaper article: <https://solingenmagazin.de/solinger-holz-soll-in-der-klingenstadt-bleiben/>
(translatable in browser)

Online article / TV report: <https://www1.wdr.de/nachrichten/rheinland/pilotprojekt-klimawandel-regionale-holzverwertung-100.html> (translatable in browser, video only in German)







In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Smart parks for the future - Blue-green industrial park

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Žďár nad Sázavou
Entity responsible of the GP:	Municipality Žďár nad Sázavou
Other stakeholders involved in the GP:	CzechInvest, Ministry of Industry and Trade
Date/s of the GP (beginning and end):	2019-today
Budget of the GP (if known):	5,5 mil. EUR

INFORMATION ABOUT THE GP

1. General objective of the GP.

The town of Žďár nad Sázavou built the industrial zone Jamská I in 2003-2007. This zone has been fully occupied since 2018. In order to offer new land to companies, the town decided to build a new industrial zone Jamská II. This should contribute in particular to the further development of local companies with innovative production and higher growth potential and an influx of companies that will further shift the supply of jobs towards higher-skilled and higher-wage jobs.

The construction work took place from the end of 2019 to November 2020. The preparation consisted of building roads, utility networks, fibre optic lines for high-speed internet, etc.

The well-prepared land is being offered by the city to local entrepreneurs who want to develop their activities here, and to other investors who would suitably complement the business activities at the site and come up with an interesting production programme or research and development. Warehousing uses are not supported unless they are activities associated with manufacturing. On the other hand, higher value-added production, based on higher skills or offering interesting conditions for employees, as well as R&D, focus on health, green technologies, IT, etc., are strongly encouraged. Similarly, technology and service centres and shared service centres are also welcome.

At the same time, the city will implement blue-green measures in both industrial zones, ideally with the support of the Smart Parks for the Future (MIT) programme.

2. Policy framework

Local level policies:

The need to expand the existing capacities of the industrial zone is based on the Development Strategy of Žďár nad Sázavou 2016-2028). Based on this strategy, a study was prepared in 2019 and an application for a subsidy was submitted to the Ministry of Industry and Trade of the Czech Republic. It was also decided that this entire new industrial zone would be innovative in its approach to working with the surrounding landscape, while at the same time selecting companies to work towards the transition to a knowledge-based economy.

National level policies:

As mentioned, the construction was made possible by a grant from the Ministry. In terms of government policy, this is the "Smart Parks for the Future" subsidy, which aims to meet the "Innovation Strategy of the Czech Republic 2019 - 2030". The programme focuses on the

development of existing industrial zones in terms of improving infrastructure, including measures to reduce negative climate impacts, regeneration of brownfield sites and the preparation of business parks with a smaller area only in locations where there is a prevailing societal importance for their implementation.

3. Governance of the GP.

GP governance is very straightforward from the point of view of the organizational structure. The preparation of project documentation and conditions was created by the city, based on consultation with the Ministry of Industry and Trade and the state investment agency CzechInvest.

The project is implemented on town properties, the "construction" part of the infrastructure was implemented by the local company PKS, which is located in the adjacent part of the industrial zone.

4. Brief description of the GP.

Based on the need to expand the capacities of the industrial zone, a project was created in 2018, and a request was made to build it from the funds of the Ministry of Industry and Trade of the Czech Republic. Subsequently, in the period 1/2019 to 12/2019, the infrastructure of the new industrial zone was built (10 ha). The cost of the investment was approximately EUR 4 million. Half of these costs were subsidized.

In parallel with this process, leading experts in the Czech Republic were approached on the issue of blue-green infrastructure, and networks were prepared for the future construction of company premises. Based on these findings, supporting documents were created for the city and for future investors with the aim of informing them about the basic requirements.

List of requirements:

Fields of operation:

- Industry 4.0
- Carbon neutrality and low-emission economy
- Software Technologies
- Advanced industry technology
- Medical, pharmaceutical, biomedicine and biotechnologies
- Nanomaterial
- Research and Development companies
- + Exceptions: Construction and services related to construction

BGI requirements:

- The minimum area representation of greenery on the terrain is 25 %
- 5 % greenery on the structure (green roof, green façade,...)
- connection of the company to the water absorption system in the industrial zone and the use of rainwater
- economical and ecological energy management (FVE, heat pumps, low-emission mobility) (Optional)

While the city is in the process of gradually filling the industrial zone, which was significantly affected by the impact of COVID-19, several other follow-up projects took place, such as the revitalization of the pond network in the area with the aim of achieving water retention in the landscape. The price of this investment taking place in the period 08/2022-06/2023 was approximately EUR 0.5 million.

At the moment, the project is in the communication and marketing phase with the aim of gradually filling the entire industrial zone.

5. Communication of the GP.

The main target group of the communication are potential investors intending to settle in Žďár nad Sázavou. For this reason, several means of communication have been developed to reach them:

Invest in Žďár document: https://www.zdarns.cz/media/files/prumyslova-zona/invest_in_zdar.pdf

- summarizes basic facts about the town and the local business and civic environment

Conditions: To simplify the implementation of the blue-green infrastructure, an accompanying document INDUSTRIAL ZONE II / CONDITIONS FOR DEVELOPMENT AND SUSTAINABILITY OF THE AREA was created:

<https://www.zdarns.cz/media/files/prumyslova-zona/podminky-rozvoj-udrzitelnost.pdf>

- The document summarises the basic background for the implementation of the BGI and also defines the conditions

Active outreach and communication: the regional branch of CzechInvest, which is also an important stakeholder of the whole project, tries to actively market the new industrial zone to potential Czech and foreign investors. The outreach is based on inquiries and requests sent by investors to CzechInvest.

Plans for future communication: in the context of URBACT IV in addressing the main challenges of the project, the plan is to offer active cooperation in the form of PPP in the implementation of BGI also in existing industrial sites. The city will offer know-how and partly finance, companies will offer space and synergies to build blue-green infrastructure.

6. Results and impact of the GP.

It is too early to assess the overall impact of the GP. However, apart from winning the Czech award for second place in the "Inspiring Region" competition in 2021, the project can be summarised as follows:

- a complete and complex network of 10 hectares has been built, and the downstream pond network has been revitalised with the help of subsidies
- the basis for the long-term development of a new industrial zone and for the implementation of the new BGI knowledge in the current industrial zones in order to create a coherent BGI-based industrial zone in the town
- Approximately half of the area is currently reserved, and preparations for construction projects are underway
- It is already clear that the set quota of 250 employees was a rather large target given the demand-focused companies
- Based on best practices, preparations are underway to extend the knowledge to other parts of the industrial zones
- In the context of the region, this project has gained quite a lot of media space due to its environmentally friendly approach to the landscape and nature

7. Evaluation of the GP.

The Ministry of Industry and Trade of the Czech Republic set the key indicator for measuring the project's success as the number of newly created jobs in the defined areas. This value was 250 new employees in the whole industrial zone (10 ha).

Half of this indicator is currently fulfilled in the phase of the investors' promise as part of the investment plan. Part of these investments will be implemented by companies already based in the city—for example, the expansion of the production capacities of the company ICE Industrial Services, which specializes in the development of 3D printing technologies in the construction industry. Another part was filled by companies in the construction industry. These companies are already doing business in the territory of the industrial zone. Other investors are evaluating their plans.

On the other hand, it is already clear that, due to the geopolitical situation and the transformation of industry and employment, the project and the target indicator will need to be reevaluated.

8. Lessons learnt and conclusion.

1) The search for investors for the new industrial zone started during a period of full lockdown due to the COVID-19 pandemic. Thus, many companies that initially considered building new investment projects in early 2020 are still waiting for the internal economic situation to improve. Another wave of interest outflow took place as a result of the energy crisis caused by the start of the war in Ukraine in 2022.

2) On the other hand, dozens of companies operating mainly in the warehousing sector were rejected. From this sector, the demand for new space in Žďár nad Sázavou is enormous. However, due to the city's policy and the requirements for the focus of the companies, these companies were rejected.

3) Setting a limit of 250 new jobs turned out to be a relatively high target given the business areas of the companies in demand and especially given the changes in the industry over the past 5 years. Meeting this goal (by 2026) will be problematic. Based on these findings, the Ministry of Industry and Trade of the Czech Republic is currently reassessing the set national goals. The original strategy was prepared in 2019, i.e. just before the aforementioned crises in the last 4 years.

4) The acquired experience and knowledge in the field of BGI creation proved to be very and easily transferable not only in the territory of the city of Žďár nad Sázavou, but also give the potential for easy transfer to other cities in Europe with similar geographical attributes as Žďár nad Sázavou.

9. Pictures, images and links.







Links:

Basic information: <https://www.czechinvest.org/cz/Sluzby-pro-municipality/Priklady-dobre-praxe/Priklady-dobre-praxe-seznam/Prumyslova-zona-Jamska-II-Zdar-nad-Sazavou>

List of requirements of the industrial zone: <https://www.zdarns.cz/mesto-zdar/prumyslova-zona>

Town profile for investors: https://www.zdarns.cz/media/files/prumyslova-zona/invest_in_zdar.pdf

In4Green URBACT NETWORK

GOOD PRACTICE SHEET

Municipal heat distribution company, decarbonization of heat supply and new heat supply (GP)

GENERAL DATA OF THE GOOD PRACTICE (GP)

City:	Žďár nad Sázavou
Entity responsible of the GP:	SATT a.s.
Other stakeholders involved in the GP:	Town Žďár nad Sázavou
Date/s of the GP (beginning and end):	1. Phase (2022-ongoing) 2. Phase 2024 - 2026
Budget of the GP (if known):	+250 000 000 CZK / +-10 000 000 EUR

INFORMATION ABOUT THE GP

1. General objective of the GP.

General objective:

Complete reconstruction of the “Libušín” heating plant to replace the old inefficient coal source with new modern technologies.

Background of GP:

The town of Žďár nad Sázavou was rebuilt in the 1950s to 1970s. The basis of the reconstruction was the construction of the ŽĎAS foundry, around which the town's infrastructure was built entirely new. This new infrastructure included the solution of heat management. A heating plant with coal-fired boilers was built in ŽĎAS. The heat from this heating plant was used both for its purposes and for the production of foundry products and for heating almost the entire town.

After the political changes in Czechoslovakia (now the Czech Republic), 90% of this heating system was transferred to the ownership of several owners within the framework of the joint stock company SATT a.s. In addition to the town of Žďár nad Sázavou, other neighboring towns and several other smaller owners were also co-shareholders of this company. In 2019, due to the decision to buy all shares by the town of Žďár nad Sázavou, the town became a 100% owner of the joint stock company SATT. Thanks to this purchase, the town, together with SATT, will be able to provide the necessary expertise and stability for the systematic transformation of its heat management.

Due to the city's commitment to decarbonise the central heat supply and the unsustainable heat supply system from ŽĎAS, it was decided to create new sources of heat and electricity. The purchase of 100 % of the shares was also due to the different views of the majority shareholder (the town of Žďár nad Sázavou) and the minority shareholders (the surrounding towns) on the challenges of the future, which were not so pressing for the surrounding towns. The town of Žďár nad Sázavou would be almost without a supply of heat in the event of a heat failure from the main supplier of Žďas.

Current situation: Existing source - coal boiler 43 MW (output also for ŽĎAS), coal boiler for transitional period 22 MW, 2x 12 MW gas boilers for summer operation

Future situation: 3x gas boilers (4+6+8 MW), 5 MWe CHP units, 4 MW electric boilers, 2.5 MW heat pump as an option

2. Policy framework

Good practice is based on the town's strategy - the Sustainable Energy and Climate Action Plan (SECAP) for the year 2030. According to the policy, the town should decrease its greenhouse gases by 40 % by 2030 in comparison to the year 2000. According to this strategy, the primary goal is to decrease energy consumption and thus help reduce emissions by effect.

Measures with quick paybacks and uncomplicated decisions, such as the insulation of buildings or the change of fuel at Žd'as and installation of buildings with PV, have already been taken. The analysis shows that the following critical decision has to be the replacement of brown coal used for central heat production. **The intention is to decarbonize the entire central heat supply and move away from coal-fired power by 2027.**

Emissions reductions are reported for the entire city, and citizens and businesses must get involved. The level of their involvement will rightly be proportional to their benefit. It is the role of the city management to inform everyone about possible measures and to prove that they are worthwhile. Then, citizens' and companies' natural interest and involvement can be expected.

3. Governance of the GP.

Planning and management of the entire decarbonisation process is managed by the management of SATT a.s.

4. Brief description of the GP.

The aim of the project is not only to build new gas boilers, but also to increase the efficiency of heat production and reduce the environmental impact. This is a total change in the operation of the entire heat supply system, i.e., increasing the efficiency of heat transfer at the end nodes of the network, reducing distribution losses, and increasing the share of production and use of electricity (not only from RES). This includes the modernisation and digitisation of end nodes.

5. Communication of the GP.

A comprehensive communication plan has not yet been drawn up due to the gradual preparation of the project. Decarbonization plans have been continuously presented to the town's political representatives and subsequently approved by the company's board of directors (composed of political representatives). Communication with customers is carried out through electronic networks, letters and joint discussion forums.

6. Results and impact of the GP.

The impacts will be known after the reconstructed Libušín heating plant is put into operation. Partial results of the modernisation of the heat exchanger stations are already evident today, with efficiency increases ranging from 30%-38%.

7. Evaluation of the GP.

For the time being, there has been no overall assessment of the GP and/or savings.

8. Lessons learnt and conclusion.

Enhancing efficiency across the entire heat production, distribution, and consumption chain is crucial for achieving significant energy and environmental improvements. Modernizing only one segment of this chain, without addressing the others, results in minimal benefits. For instance, upgrading the heat production facilities to more efficient technologies while neglecting the distribution system and end-user efficiency can lead to continued high energy losses and limited environmental gains. Conversely, focusing solely on improving end-user efficiency, such as better

insulation or more efficient heating systems, without upgrading the production and distribution systems, does not fully capitalize on the potential for energy savings and emission reductions. Therefore, a holistic approach, addressing each part of the chain from production through distribution to consumption, is essential for maximizing energy efficiency and minimizing environmental impacts. This comprehensive strategy ensures that investments in modernization lead to significant and measurable improvements in energy efficiency, cost savings, and environmental protection.

9. Pictures, images and links.



Figure 1 Libušín heating plant before reconstruction (Q4/2023)



Figure 2 End-user notes reconstruction and digitalisation

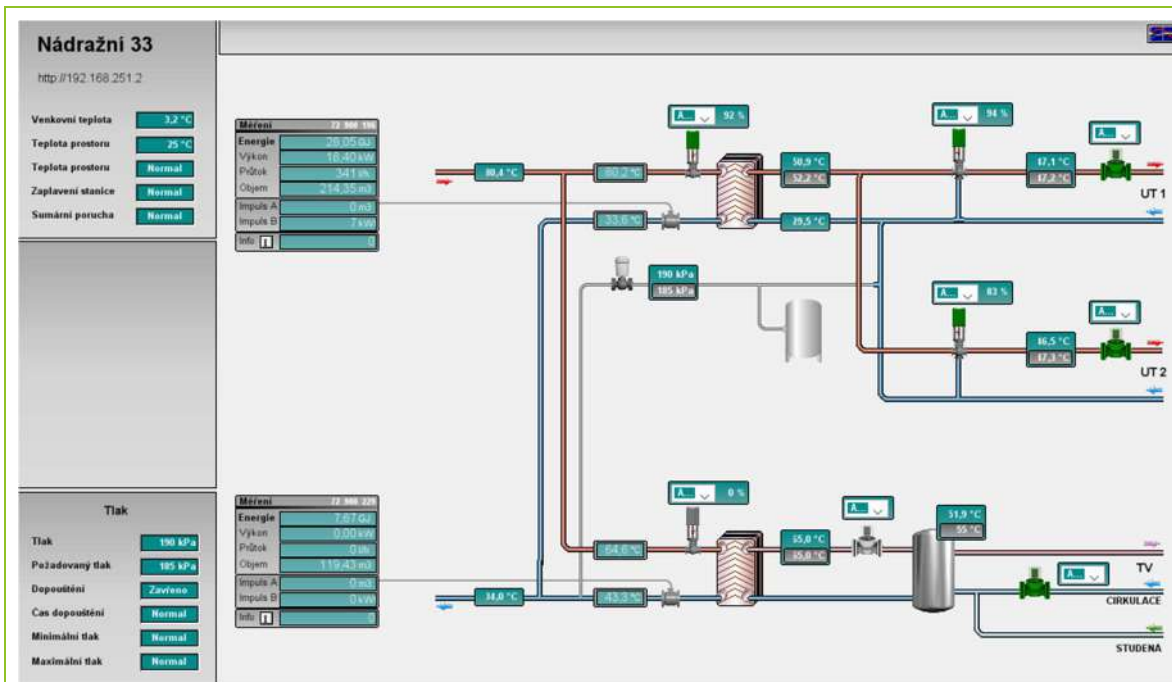


Figure 3 Digitalisation of end-note, automatization resulting in 30-38% increase in efficiency