

DARING CITIES Transferability Study

February 2025



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1 The Innovative Practice

1.1 Introduction

The Daring Cities URBACT IV Innovation Transfer Network brings together seven cities with the shared ambition to develop their territories in a collaborative way, mobilising citizens, a variety of narratives and data. The participating cities (Altea, Den Helder, Dunaújváros, Kragujevac, Olomouc, Piraeus and Ravenna) all share the challenges of post-industrial transformation, dismissed urban areas, demographic transitions and climate change. With its model involving collaborative urban regeneration, bottom-up data ecosystems and choral storytelling, Ravenna's European Urban Initiative-funded project DARE offers a series of methods and tools as well as a collaborative process structure for these cities to address their challenges.

DARE is an innovative urban regeneration project that, instead of focusing solely on the physical environment, invests in developing the digital culture of its inhabitants (software). This empowers them to consciously and collaboratively engage with the digital infrastructure (hardware)—not just as a source of information, but as an operational tool for interpreting data and enhancing collaboration. In the course of the project's three years and in its continuation, Ravenna has cooperated with the people living, using or interested in the Darsena to create an inclusive, accessible digital framework for the area. In Ravenna's model the active involvement of citizens and institutions means not only contributing to decision-making but also proposing and realising projects. Bottom-up data ecosystems necessitate extended data literacy and capacities to generate and capture data that can inform decision-making. Finally, Ravenna's model of choral storytelling is based on developing narratives composed by the different voices of a diversity of residents and users of the area.

1.2 The European Policy Context

In DARE, Ravenna acknowledged past failures in urban transformation and introduced a new, participatory approach that not only engages citizens in shaping regeneration but also fosters connections between communities and external stakeholders. By enabling residents to understand and influence transformation processes within their reach, the project ensures that urban development aligns with local needs and aspirations. This data-driven, narrative-based methodology strengthens the relationship between citizen perspectives and broader urban strategies, laying the foundation for an investment plan rooted in shared knowledge and lived experiences. While in Daring Cities, several Transfer Partners share this ambition to rethink urban development, this is by no means unique for the partnership. Top-down masterplans that failed to deliver much desired impact in urban transformation are omnipresent in European cities. As a response to these failed developments, many cities across Europe have explored different ways to involve community initiatives, property owners and funders in collaborative forms of urban transformation. Ravenna's tools used in DARE provide a great methodology towards these objectives.

The Daring Cities network, building on the UIA project DARE, corresponds to almost all **Cohesion Policy Objectives of the EU**:

It addresses **PO1 (a more competitive and smarter Europe)** through the collection of quality of life and the promotion of a grounded, data-based understanding of urban transformation.

DARING CITIES is also connected to **PO2 (a greener, low-carbon transitioning towards a net zero carbon economy)** through its approach to industrial heritage and the community-led adaptive reuse of vacant buildings, present in Ravenna's Darsena as well as other partner cities.

The project also touches on **PO4 (a more social and inclusive Europe)**, especially regarding some of the principles of the European Pillars of Social Rights such as education, training and life-long learning when it comes to digitalisation and digital literacy, as well as the right to set up one's own business.

Furthermore, DARING CITIES takes a strong position on **PO5 (a more social and inclusive Europe)** through its stakeholder and community engagement as well as participatory planning and vision-building processes. While it has been demonstrated that these approaches are deeply embedded in Ravenna's DARE project, they are highly relevant for the planned network's partner cities as well.

From another angle, Daring Cities is a relevant example for many partnerships of the **EU Urban Agenda**, for instance to

Sustainable Land Use, Culture and Cultural Heritage: by reusing abandoned buildings instead of demolishing them

Jobs and Skills: by creating opportunities for new enterprises and promoting social and solidarity economy initiatives

Air Quality: by monitoring air quality and other quality of life indicators through citizen science

Greening Cities and Climate Adaptation: by engaging citizens in climate action through the means of citizen science and climate-friendly urban initiatives

Digital Transition: by developing bottom-up data ecosystems and helping people develop digital literacy through digital platforms and facilitation

Water Sensitive City: by promoting more awareness and a sustainable use of urban waterways

Public Procurement: by developing collaborative urban development mechanisms in order to enable citizen initiatives to co-design the future of challenged neighbourhoods

Daring Cities is also strongly connected to the concept of **Integrated Territorial Development (ITD)**, a core principle of EU urban policies. With its strong participatory and co-governance dimension involving community initiatives and citizens at all levels of decision-making, with its cross-sectoral cooperation embracing various fields between the municipality, universities, private businesses and NGOs, and with its strong place-based focus organised around the Darsena area, DARE is an exemplary blueprint of how the place-based, multi-sectoral, multi-governance, and participation principles were translated into project design and implementation.

1.3 The Innovative Practice Description

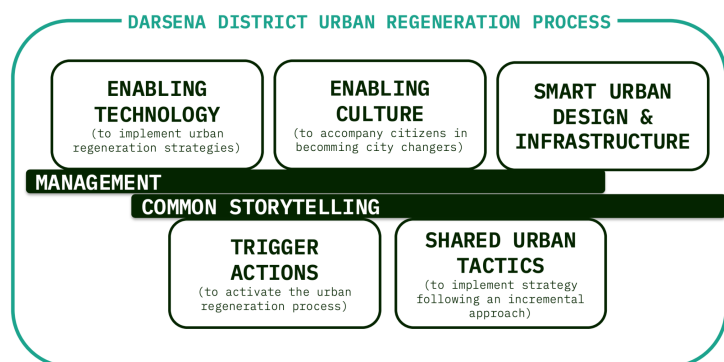
Ravenna is a mid-size city in Emilia-Romagna, Italy, that exemplifies many of the challenges European cities face today. While disposing of a unique set of cultural heritage in its centre, Ravenna also has more peripheral areas that suffer from deindustrialisation and abandonment as much as many other post-industrial areas. The future of these areas will be decisive for the future of European cities and one of the key dilemmas of urban policies today is to turn them into engines of sustainable and inclusive urban regeneration.

Ravenna's Darsena district, situated along the Candiano Canal, is one of these areas: once the productive harbour of the city with a collection of port facilities, industrial buildings and warehouses and a workers' neighbourhood developed around them, the Darsena had gradually lost its function

between the 1960s and the 1990s. However, despite having become a stigmatised area in the past decades, the Darsena has not ceased to play an important role in the urban imagination of Ravenna's citizens. This potential was recognised by the Ravenna Municipality that had engaged into several regeneration attempts and decided to capitalize and innovate the regeneration path, to turn the neighbourhood around with the help of the Urban Innovative Action-funded project **DARE** in 2020-2022.

Building on the skills and interests of the people living, using or interested in the Darsena area, DARE combined a collaborative urban regeneration process with the creation of a data ecosystem and choral storytelling, weaving different ideas for the area into a coherent regeneration process. One of the key components of the project was a **collaborative urban transformation** process that connected calls for proposals, matchmaking and deliberation at different stages of the project. DARE brought together inhabitants, civic initiatives, private companies and public officers to shape together the neighbourhood's future.

DARE methodological scheme



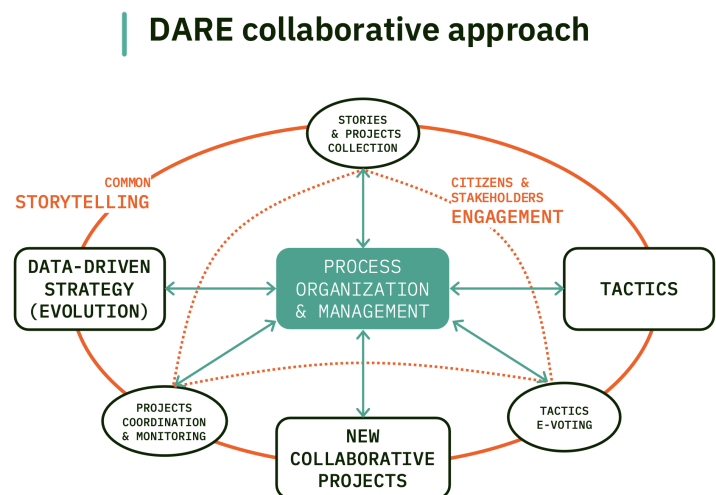
Strategic incrementalism, the methodology used by DARE to coordinate the territorial development of the Darsena, refers to an idea of urban transformation done gradually, with successive steps made towards a long-term strategy that directs these steps while also being shaped by them. Participation was a core element in this method as well: while the contribution of local stakeholders was decisive and fundamental, the process began with an analysis of the territory that helped in identifying development potentials and tries to leverage local resources and energies in order to set the first steps of the urban regeneration strategy.

One of the most central processes of DARE, the **development and selection of a tactic for the Darsena's development** had been a complex participatory process at many levels including research, planning, design and implementation. The process began with the [mapping of the Darsena](#), the **exploration of practices, projects and policies**, leading to the identification of key themes in the area with the participation of over 450 stakeholders. A series of workshops with the DARE partnership and selected local actors then transformed the mapping of the territory into planning perspectives and turned the key issues into possible planning directions for the regeneration of the area.

As a result of these workshops, **five development themes** (art & culture, work & economy, inclusion & housing, sport, sociability), **five objectives** (participation and territorial integration, proximity and social inclusion, attractiveness and neighbourhood identity, environmental sustainability, territorial economic development) and **three scenarios were defined for the Darsena**: The Darsena Laboratory (a place of knowledge and experimentation), The Cosmopolitan

Based on these scenarios, **two calls for proposals** were opened in November 2021: one focusing on new venues, spaces and the physical transformation of the Darsena district, and the other focusing on innovative entrepreneurial ideas. The proposals were published online between November 2021 and February 2022, allowing initiators to make connections and develop synergies with each other. In March 2022, an Evaluation Committee certified the formal requirements and the consistency of the proposals with the objectives and development scenarios. At this stage, the projects were grouped into three Tactics themes, aligned with the identified development scenarios: “Green Tactic”, “Cosmopolitan Tactic” and “Lab Tactic”.

tactics” was promoting mutual knowledge, alliances and an integrated approach. The project proposers were invited to take part in a “word cafe” meeting where they could get to know each other, discuss complementarities and seize the idea of an integrated approach within each one of the tactics. The following step was to refine the “project ideas and tactics” towards “Tactics based on feasible projects” characterised by readiness and sustainability.



Collecting the proposals, the three tactics and the corresponding initiatives were presented to citizens during Summer 2022, using both the Darsena Ravenna digital platform and public events, encouraging the local community to interact and comment. In September 2022, citizens of Ravenna **voted via an online democracy platform** for the “Green Darsena” as the winning tactic for the area. The green tactic for the Darsena, voted by Ravenna citizens, was composed by a series of green interventions, including the extension of the cultural centre Almagià, a bike park, and opening the Candiano canal for canoeing. Following this vote, the DARE partnership has been **supporting the initiatives** corresponding to the Green Darsena vision, by matchmaking with real estate owners or crowdfunding and other types of fundraising.

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installed in the area, to supply DARE's data management platform with data on a diversity of phenomena, including meteorological status and pollution. A number of smart objects, including benches with Wi-Fi connection and electric chargers have been installed in strategic points of the Darsena. To facilitate hybrid (offline and online) interaction with the project, a number of "totems" or digital screens have been placed in the Darsena area that give users access to the Approdo Comune platform and all its content.

This digital environment was put into action by a series of **training, education and participation activities**, designed to help the Darsena's population better understand their area, develop new skills, become protagonists of their neighbourhood and improve their quality of life. Through collecting relevant data, mapping practices, projects and policies that impact the Darsena, gathering stories and collecting ideas, the DARE consortium assured that the needs, knowledge and skills of the area's inhabitants and workers were incorporated in the area's regeneration process.

Creating a new narration for the Darsena was the third key component of DARE. **Telling the story** of the Darsena's transformation was crucial to accompany the area's physical transformation with changing the self-image of the neighbourhood. DARE's principal tool to crowdsource and showcase stories and memories of the area was the **digital platform [Darsena Ravenna Approdo Comune](#)**.

The platform was conceived with the help of contributions from most DARE partners and its visual identity was created as a result of a process of dialogue. Since the launch of the platform, [darsenaravenna.it](#) has become the major digital interface to inform the Ravennati about events in the Darsena as well as to collect materials from partners and the broader DARE community, and to share stories about the neighbourhood. DARE's storytelling was coordinated by the DARE Redazione, an editorial team involving all project partners, deciding about long-term strategies as well as the daily operation of the platform.

The storytelling of the Darsena's transition was coordinated by **DARE Redazione**, the governance body of DARE's communication activities. DARE Redazione, composed of all project partners, acted as an editorial board that connects stories, content and narration, working towards a collective narrative of the urban transformation programme of the Darsena, to involve people in the regeneration process. Using the Darsena Ravenna website as its interface, DARE Redazione assembled many voices to tell the story of urban transformation of the Darsena, serving also as a press office to provide information to the public. Through its collective, DARE Redazione also helped individual actions find their place in a broader narrative framework, thus empowering participants and helping further strengthen the Darsena's ecosystem.

One of DARE's most important objectives was to develop a shared narrative for the Darsena area with the participation of many different voices. Citizens were encouraged to develop their own stories with the help of **civic journalism** experts. Stories were collected directly from residents and they were organised according to concepts, keywords and ideas, as part of the editorial and interpretation work. Storytelling, amplified through the use of various social media channels, also helped aggregating and connecting seemingly distinct data and sets of information, allowing participants to recognise patterns and opportunities in the Darsena's transformation.

DARE's participatory logic prompted the municipality to act as a process enabler, helping its partners and communities to use their best competences in co-designing the future of the Darsena. In order to foster such shared leadership, the project experimented with the creation of a governance structure. The Municipality selected a multidisciplinary expert team, the **Process OrganizerS Team** (POST), that was meant to help connect data-based analysis, scenarios setting,

facilitating projects scouting and integration, and finally support the projects readiness and integration. During the project implementation an “Innovation process manager” was also added to the governance, an expert with hands-on experience in the field who could connect the path towards the tactics with the choral storytelling methodologies.

1.4 Transfer Potential

DARE is a complex, large-scale, multi-year project that builds on Ravenna’s specific history, geographical context and socio-cultural capacities. Nevertheless, many of its **methods and tools as well as its collaborative process structure are applicable** for other cities that face challenges of post-industrial transformation, demographic transitions and climate change and that dispose of dismissed urban areas, an active civil society and a public administration ready to open up planning and development processes to local stakeholders and citizens in general. The DARE model, focusing on collaborative urban regeneration, bottom-up data ecosystems and choral storytelling can be applied for integrated and inclusive urban transformation processes of various kinds: the DARE tools are scalable to other districts and transferable to other cities and the shared **process framework leading from strategy to tactics and investment** helps Transfer Partners deploy these tools in a coherent way, following a step-by-step path towards the definition and implementation of a transformation tactic (see Network Methodology).



2 Partner Profiles

2.1 Introduction

The Daring Cities partnership is composed of seven mid-size and small cities across Europe, counting between 23,000 and 171,000 inhabitants. Rooted Northwest Europe (Den Helder), Southwest Europe (Altea), Southeast Europe (Kragujevac and Piraeus), the Northern Adriatic (Ravenna) and Central Europe (Dunaújváros and Olomouc), Transfer Partners represent different socio-economic contexts. Nevertheless, they face similar challenges related to post-industrial transformation, demographic transitions and climate change as well as feel the need for new spaces allowing for sociability and exchange, storytelling rooted in these cities’ past, and citizen involvement to create future places. This combination of diverse contexts and shared challenges enables the Daring Cities network to test the tools and methods developed in DARE in different circumstances, allowing for a better understanding of the limits and potentials of the DARE model.

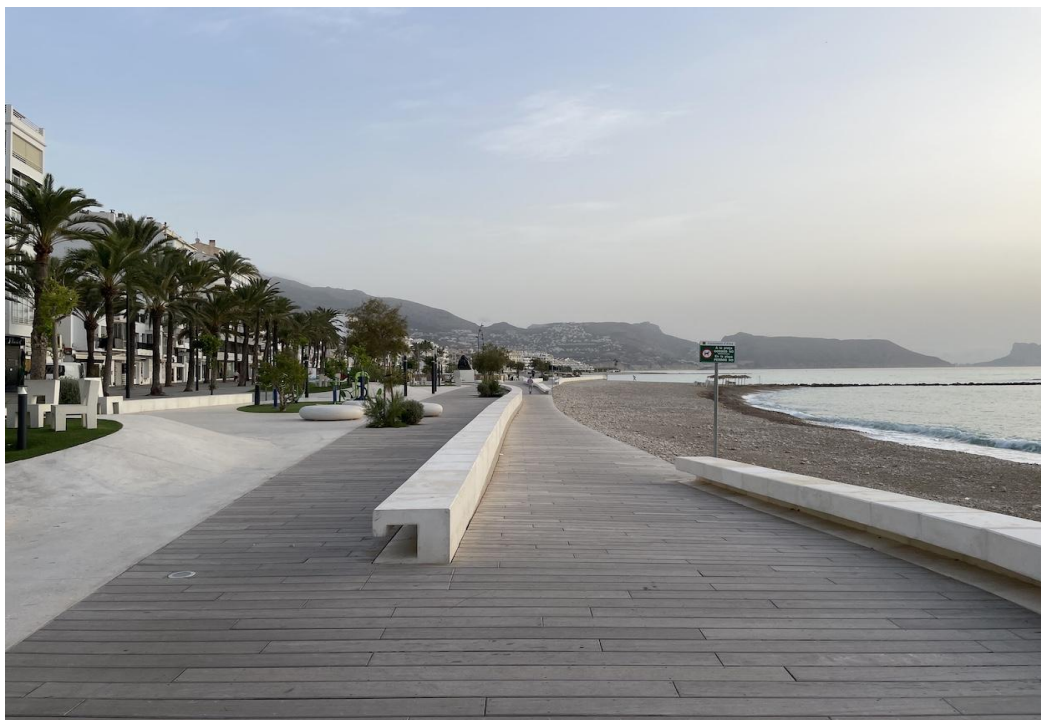
City	Altea	Den Helder	Dunaújváros	Kragujevac	Olomouc	Piraeus	Ravenna
Country	Spain	The Netherlands	Hungary	Serbia	Czech Republic	Greece	Italy
Area (km ²)	34.43	178.83 (133.42 water)	52.67	835	103.33 (1731 agglomeration)	10.9	652
Population	23,820	56,452	41,394	171,186	102,293 (393,477 agglomeration)	163,572	155,778

2.2 Partner Profiles

2.2.1 Altea

2.2.1.1 Partner profile

Altea is a small town located in the Western Mediterranean, specifically on Spain's Costa Blanca, belonging to the Valencia region and the Alicante province. A coastal municipality with a strong cultural identity, Altea has been active in developing an alternative to the region's mass tourism, with a focus on sustainability and digitalisation. With an outstanding cultural and tourism infrastructure (1,223 accommodation places, 3 blue-flag beaches, 2 marinas), the city's economy is almost entirely based on tourism and services (81.8% of active businesses) with digitalisation gaining importance in key sectors such as tourism and water management. Demographically, Altea has an ageing population, (average age 45.16 years), due to negative natural growth (-121 in 2022). The city's demographic decline is counterbalanced by migration, hence a high proportion of foreign residents (37.88%) and a population density of 692 inhabitants/km², Altea benefits from a strong and organized associative network with over 100 active [associations](#) covering areas such as culture, sustainability, sports, and tourism.



Altea's seafront. Photo by Levente Polyák

For decades, Altea has followed a model of dispersed growth, with a disjointed evolution between its historic centre and the coastal strip. This separation has been aggravated by the presence of the N-332 road and the railway line, which have acted as physical barriers, limiting connectivity between the two areas and hindering urban cohesion. Residential and tourist expansion has reinforced this fragmentation, generating mobility problems and reducing accessibility to the seafront.

The **Seafront Regeneration Strategy**, launched in 2017, marks a turning point in this model. Conceived as a comprehensive transformation, it seeks to overcome the division imposed by these infrastructures, to reclaim the relationship between the city and the sea, to expand public spaces and to promote more sustainable mobility. With this, Altea is moving towards a more compact, balanced and resilient city model, aligned with the principles of sustainability and territorial cohesion.

2.2.1.2 Relevant policy challenge and past attempts to address this

One of Altea's main challenges is the urban **fragmentation caused by the N-332 road and the railway line**, which have created a barrier between the historic centre and the coastal strip. This division has limited transversal mobility, affecting social cohesion and reducing accessibility to the coastline. The **Regeneration Strategy for the Seafront** seeks to reverse this situation, eliminating physical obstacles and promoting a more integrated and sustainable urban model.

As part of this process, Altea has promoted various initiatives, including a **competition for ideas** to explore innovative solutions to this 'urban wound'. Although a definitive solution has not yet been defined, clear lines of action have been established to guide future interventions. In particular, the aim is to improve the connection between the commercial and economic **centre of the second line of the beach** and the **historic centre**, two key areas that currently suffer from a disconnection that affects their economic and social dynamism.



Physical rupture separating neighbourhoods of Altea. Photo by Levente Polyák

To meet this challenge, Altea is drawing inspiration from international best practices, such as those applied in Ravenna, but adapting them to its local context. The regeneration of the seafront is not only intended to **reclaim public space and improve accessibility**, but also to reinforce local identity and enhance the city's tourist and cultural appeal.

In parallel to the physical regeneration of the seafront, Altea has developed a **digital transformation** strategy that allows it to **analyse and optimize the behaviour of visitors**. Currently, most tourists are concentrated in the historic centre, while other areas, such as the seafront, receive fewer visitors. This imbalance limits the economic impact of tourism throughout the municipality.

Using **data analysis tools and intelligent planning**, Altea seeks to redistribute tourist flows, encouraging greater mobility between its different urban spaces. This strategy not only contributes to improving the visitor experience, but also strengthens the local economy and favours a more equitable development of the municipality.

Urban regeneration in Altea is conceived as a **comprehensive process**, in which the recovery of public space, sustainable mobility and digitalization act together to transform the city into a more accessible, balanced and resilient environment. With these actions, Altea is moving towards an urban development model that combines **heritage preservation, innovation and sustainability**, reinforcing its position as a benchmark in the URBACT network.

2.2.1.3 Assets and barriers

Altea has a number of strategic assets that can be leveraged in the framework of the Daring Cities project, along with certain barriers that need to be addressed to maximize its impact. These assets include a **solid institutional base**, available **technical resources** and a previous **track record** in initiatives related to urban regeneration, sustainability and digitalization.

Firstly, Altea has a strong **political commitment**. The active involvement of the City Council, especially from areas such as European Projects, Citizen Participation and New Technologies, reflects a high level of institutional support for initiatives aligned with the project objectives. This is reinforced by the existence of the **EuroAltea** office, which facilitates the connection with European programs and the management of international projects, consolidating an efficient and expert administrative structure.

In terms of **technical and human resources**, Altea has a team trained in key areas such as urban planning, commerce, tourism and citizen participation. In addition, the collaboration with academic and educational institutions, such as the University of Alicante, UNED Denia and local institutes, provides expertise and innovative methodologies that will strengthen the implementation of the project. Previous experience in initiatives such as the **Sustainable Tourism Plan (2022-2027)** and the certification as a Smart Tourism Destination are concrete examples of Altea's commitment to sustainability and innovation.

On the other hand, there are **barriers** that need to be addressed. The **financial capacities** of the municipality, although backed by a consolidated budget, are limited compared to the magnitude of the challenges to be faced, especially in relation to the regeneration of urban areas and the implementation of digital technologies. This underlines the importance of European funds and of establishing strategic partnerships with local and regional actors. In addition, the need to translate strategies into concrete actions and to promote wider citizen participation remains a challenge.

2.2.1.4 City stakeholders to be involved in the ULG group

The Urban Local Group (ULG) of Altea has been conceived as a structured and balanced workspace, ensuring the participation of the most relevant actors in the urban regeneration process. Its composition responds to the need to integrate different perspectives to guarantee viable, sustainable solutions aligned with the municipal strategy.

To this end, the ULG is based on **three fundamental pillars**. Firstly, it has the participation of **municipal experts** from the areas of **town planning, tourism and European projects**, who are responsible for providing the technical and strategic knowledge necessary for the development of the project. Secondly, there are the **political representatives**, Councillors from these same areas, whose presence allows the proposals to be aligned with the priorities of the local government and ensures the coherence and viability of the interventions. Finally, the group incorporates **social actors with a specialized technical profile**, selected for their ability to enrich the debates and contribute to the definition of innovative and realistic solutions for the regeneration of the seafront.

ULG Altea does not work in isolation, but establishes strategic collaborations with external actors who, although not part of the group on a permanent basis, will be called upon according to the specific needs of the project. Among these actors, "**Ferrocarriles de la Generalitat Valenciana (FGV)**" stands out, whose railway infrastructure crosses the municipality and represents a physical barrier with a direct impact on connectivity and territorial cohesion. The participation of FGV in the project is key to integrating its infrastructure into the urban planning, studying solutions that mitigate its barrier effect and reinforcing the connectivity between the historic centre and the coastal strip. In addition, its involvement will make it possible to explore joint strategies for the regeneration of the seafront, ensuring its integration with the rest of the municipality.

The urban regeneration of Altea cannot be conceived without the involvement of the citizens. For this reason, the ULG **will promote a series of activities to socialize the project**, designed and organized by the group itself. The aim of these actions is to inform the population about the impact and benefits of the project, facilitating the understanding of its objectives and progress. In addition, mechanisms will be established to collect proposals and perceptions from local residents, guaranteeing that the regeneration of the seafront responds to their needs and expectations. Finally, a participatory process will be promoted to reinforce a sense of belonging and shared responsibility in the transformation of the city.

With this structure and working methodology, the Altea Local Government Unit becomes a key tool for the planning and execution of the project, guaranteeing sustainable urban regeneration that is participatory and aligned with the dynamics of the municipality.

2.2.1.5 Expected impact, outcome and testing actions

The URBACT project offers Altea the opportunity to move towards a more compact, sustainable and connected urban **model**, overcoming the dispersion that has historically characterized its development. For decades, the city has experienced fragmented growth, with disconnected urban areas that have generated challenges in terms of **social cohesion, environmental sustainability and efficiency in the provision of services**.

The regeneration of the seafront and the improvement of urban connectivity seek to **reverse this fragmentation**, optimizing urban spaces to reinforce community life and the population's sense of belonging. The expected impact of the project is based on the **transformation of Altea into an**

inclusive urban model, where balanced densification and the recovery of key spaces favour **closer social interactions and a more efficient use of the territory**.

A central aspect of this strategy is the **reconnection of dispersed areas with the consolidated centre of the municipality**, reducing dependence on private transport and improving accessibility to essential services. This new urban configuration will also promote a **more sustainable land management**, guaranteeing the protection of the **cultural and natural heritage** that defines Altea's identity.

The expected results include the **rehabilitation of public spaces** into dynamic centres for community gatherings, as well as the application of strategies that facilitate the integration of the municipality. These advances will be developed through **participatory processes** that involve citizens in urban planning, ensuring that the solutions respond to the real needs of the inhabitants and strengthen the social fabric. At the same time, the incorporation of **digital technologies** will enable more efficient management of the territory, optimizing decision-making based on accurate and up-to-date data.

To achieve these objectives, Altea will implement **pilot actions** that will include the **regeneration of disconnected urban areas**, the organization of **community workshops** and the implementation of **digital platforms for territorial planning**. These initiatives will not only improve the quality of life at a local level, but will also consolidate Altea as a **model of urban sustainability**, where community life and sustainable development are integrated in harmony.

Beyond solving historical challenges, this project opens up **new opportunities to strengthen resilience, inclusion and innovation** in Altea, consolidating its position within the URBACT network as a benchmark in urban regeneration and territorial cohesion.

2.2.1.6 Most relevant elements of the good practice

One of the main reasons that led Altea to participate in the URBACT programme is the need to strengthen citizen **collaboration in urban regeneration processes**, aligning them with the principles of sustainability, mobility and territorial cohesion. The **Seafront Regeneration Strategy** has introduced a more integrative approach, in which the recovery of public spaces and the elimination of physical barriers, such as the N-332 road and the railway line, require the active participation of citizens in the design, implementation and evaluation of interventions. This model makes it possible to move beyond traditional planning approaches and move towards a more livable and balanced city.

Altea has developed a strategy based on digitization and the use of data to improve urban management and decision-making. Its certification as a **Smart Tourist Destination (DTI)** and the digitization of the **water cycle** have optimized the efficiency of natural and urban resource management. In the context of the regeneration of the seafront, these tools have been applied to improve mobility, analyse patterns of use of public space and design data-based solutions that favour a transition to a more sustainable urban model. Thanks to this experience, Altea is positioned as a benchmark in the use of digital **solutions for urban regeneration**, with an approach that can be replicated in other cities in the URBACT network.

The regeneration of Altea is not only based on the physical transformation of the environment, but also on the construction of a **collective narrative** that reinforces the identity and sense of belonging of the citizens. Through a solid associative network and the strategic use of digital tools, the municipality has promoted awareness campaigns on sustainability, urban planning and mobility, fostering a change in perception of public space. Communication has been key to the social

mobilization and success of urban projects, generating a model of active participation that facilitates the implementation of the strategy and guarantees its long-term impact.

Altea will use relevant components of DARE, in the fields of collaborative urban regeneration, bottom-up data ecosystems and choral storytelling, adding complementary elements to the experience the city already has. On the other hand, **Altea can offer its expertise** in various fields such as its use of data and innovative tools in the municipal management system or the cooperation in storytelling with the city's dense associative network.

Altea Municipality is a transfer partner of a new EUI Innovative Action project led by Ravenna. The **FOOTPRINTS project**, focusing on sustainable tourism, is based on some lessons learned within DARE, and the plans foreseen by Altea will integrate both the DARE regeneration approach and the FOOTPRINTS tourism concept.

2.2.2 Den Helder

2.2.2.1 Partner profile

Den Helder is a middle size municipality and a regional capital with "large city issues" related to poverty, criminality and housing. The average capital per household is at 25% of its surrounding municipalities and at 40% of the two other regional capital municipalities overlooking a population of about 650.000 inhabitants. During the second World War Den Helder was the most bombed area in The Netherlands because of its strategic position and the presence of a Marine Naval base. After the war, the houses in the old city were rebuilt focusing on speed and quantity, this went with poor quality of construction. In the 1970's urban planning envisioned a city of more than a 100.000 inhabitants. One can still see some of the infrastructures built at that time. Currently, some of those need to be demolished to improve the liveability of the city.



Potential community venue in Den Helder. Photo by Levente Polyák

2.2.2.2 Relevant policy challenge and past attempts to address this

The key policy challenge of Den Helder is the concentration of social problems in the Visbuurt neighbourhood, combined with low quality housing and energy poverty. Visbuurt, traditionally a fishermen's neighbourhood southeast from the city centre, with historical know-how and strong links to sea-related professions, has been a victim of the transformation of local economy and fishing at the global scale. For the past decades, it has suffered from safety problems, a lack of public spaces, a bad reputation and relative geographical isolation, despite the proximity of adjacent Willemsoord with many facilities available for all ages and interests. With the lack of spaces for aggregation and with the weakening of traditional neighbourhood ties, the most exposed groups are youth and children: they are forced to stay at home after school, as streets are considered unsafe, or to go in the city centre and risk to mingle with criminal groups.

The goal of Den Helder in Daring Cities is to offer solutions for youth in neighborhoods like the Visbuurt, focusing on the following challenges:

- 1) How can activities at Willemsoord improve the quality of living of the young people in the vulnerable neighborhoods;
- 2) What are the missing activities in Visbuurt and other vulnerable neighbourhoods? Can they be found in other locations in the city?
- 3) How can stakeholders at Willemsoord be activated to intensify their activities?
- 4) How can youth in vulnerable neighborhoods be informed about what kind of activities are available?
- 5) How can youth be stimulated to actually go to the activities in these 'safe places'?



Shipbuilding workshop involving youngsters from Visbuurt. Photo by Levente Polyák

2.2.2.3 Assets and barriers

While one of Den Helder's **strategic priorities** focuses on vulnerable neighbourhoods ("Vulnerable Neighbourhoods" programme), and it has strong local, regional and national support, there is **no integrated policy** to address youth in these neighbourhoods in a holistic way. While there is cooperation between the municipality and all relevant actors in the neighbourhoods, earlier **uncoordinated activities** have resulted in broken promises and decreasing trust towards public action.

There are important **financial capacities** that can be mobilised in the form of permanent and temporary funds for the whole city. These funds need to be integrated and coordinated to have a lasting impact in improving the life quality of inhabitants in vulnerable neighbourhoods.

The city disposes of a **strong team** of policy advisors, who potentially can be assigned to this programme as well as a **wealth of data** that can be relied upon to inform interventions.

2.2.2.4 City stakeholders to be involved in the ULG group

With a history of uncoordinated interventions and broken promises in vulnerable neighbourhoods, the Den Helder Municipality is aware of the importance of getting all actors (stakeholders, policy advisors and program managers) aligned to create an integrated approach. The stakeholders to be involved can be organised into various groups:

- 1) citizens and private sector: inhabitants, entrepreneurs and small business owners, local participation platform (digital platform with around 1600 members)
- 2) political actors: city council members, city college members (mayor and aldermen)
- 3) municipal actors: policy advisors, neighbourhood- focused social teams, youth council advising the municipality.
- 4) social sector organisations: the Woningstichting (Social Housing Foundation), Mee & de Weering (social care organisation), community centres, voluntary organisations and neighbourhood platforms
- 5) educational organisations: local schools
- 6) Religious organisations: local churches
- 7) law enforcement: police
- 8) Royal Navy

2.2.2.5 Expected impact, outcome and testing actions

Den Helder's participation in Daring Cities is expected to contribute to the creation of **equal opportunities for people in vulnerable neighbourhoods**.

The related outcomes include:

- 1) Within five years, the creation of three places for meet-ups for citizens in Visbuurt;
- 2) From 2026, Visbuurt will no longer be a risk area;
- 3) In 2024, Visbuurt will score the same as other neighbourhoods on quality of life indicators.

The corresponding actions include generating political commitment, securing funding, connecting internal and external stakeholders and interests as well as involving universities.

2.2.2.6 Most relevant elements of the good practice

Den Helder has identified a series of important learning points in Ravenna's DARE project.

Storytelling and communication has been identified as the most important element that can help involve citizens in developing new narratives about their neighbourhoods, thus changing the reputation and image of their areas. Moreover, Storytelling can also be a way of sharing information locally.

Data management and digital facilitation are considered for Den Helder to be another key element of DARE. While the city disposes of a lot of data and dashboards, it remains a challenge to learn how to apply this data better and with more impact.

Den Helder can build on these two themes to create processes for **collaborative urban regeneration**, as a third important theme: with the use of data and community-based storytelling, urban transformation can be informed and shaped by citizen participation and involvement.

2.2.3 Dunaújváros

2.2.3.1 Partner profile

Dunaújváros is a new town, developed in the 1950s on the territory of a former village called Pentele. Organised around the newly established steelworks, Dunaújváros was a pioneering industrial town, exemplifying the "socialist city." The city's economy still largely depends on the Dunafer steel plant, whose future is uncertain.

Due to its careful urban planning inspired by the Bauhaus movement, seeking to provide high-quality urban spaces and services to its residents, Dunaújváros has one of the biggest proportions of green areas related to the size of the city. Despite its generally acclaimed quality of life (strengthened by a strong civil society and high level of education and competences among youth), the city has been in a downward demographic spiral in the past decades: while in 1980 it had over 60,000 inhabitants, in 2001 it had 55,000 inhabitants, in 2011 it had 48,000 and now it has 42,000.

Dunaújváros has a cultural scene atypically strong for the size of the city. With important theatres, cultural centres, an important contemporary art institute and a steel sculpture park, the city has a series of cultural assets that can be mobilised around topics like climate change, resilience or built heritage.

In the past years, the Dunaújváros Municipality has given priority to urban regeneration projects, building on the city's 70 years of experience in urban planning, and has shifted its focus toward addressing climate-related challenges, including soil degradation, air pollution, and biodiversity loss, becoming one of the first municipalities to receive an EMAS certificate (HU-000009).

2.2.3.2 Relevant policy challenge and past attempts to address this

Dunaújváros faces critical challenges stemming from its post-industrial legacy. Historically reliant on its steel industry, the city is undergoing a difficult economic transition as this industrial base has become unsustainable, highlighted by the closure of the Dunafer steelworks. This has left the city grappling with economic diversification, rising unemployment, and social inequalities, alongside environmental issues such as air and water pollution.

In response, the city has prioritised improving overall **quality of life**, fostering economic growth opportunities, and exploring sustainable urban development strategies. Efforts have included

initiatives aimed at reducing environmental pollution, modernising infrastructure, and promoting social inclusion. However, these measures have had limited impact, as they lacked the strong coordination required among public, private, and civil sectors to address these interconnected challenges effectively.



Green square in Dunaújváros. Photo by Levente Polyák

Climate change affects Dunaújváros more than other Hungarian cities and it has also become a recognised social concern. Dunaújváros is increasingly affected by **extreme weather** – prolonged droughts followed by heavy rains. Drought weakens vegetation, making it vulnerable to disease, while intense rainfall worsens soil erosion, particularly on the loess plateau. Poor soil moisture retention and inadequate drainage systems, especially in urban areas, highlight the urgent need for climate resilience. Industrial activities, especially steel production, contribute to significant **air pollution**, which, combined with climate stress, has severely degraded vegetation, particularly trees like birch and pine. This harms biodiversity and reduces the city's ability to combat air pollution and the urban heat island effect. Revitalising green spaces is essential for improving air quality and resilience. Dunaújváros' industrial legacy has left extensive **soil pollution**, particularly in brownfields, hindering green infrastructure development. Contaminated soil cannot support healthy vegetation, while invasive species further disrupt ecosystems. Restoring soil health is critical for the city's resilience and sustainable urban planning. The dominance of concrete and steel infrastructure worsens the **urban heat island effect**, intensifying heat stress in densely populated areas. The lack of well-maintained green spaces exacerbates this issue, making revitalisation crucial for urban cooling, biodiversity, and public recreation. Despite all these issues facing Dunaújváros, the broader public has **scarce general knowledge** about climate change and its effects. The mobilisation of citizens and local communities needs to be a transversal priority, at the centre of the city's strategy.

Through **integrated urban development strategies and community engagement**, Dunaújváros is committed to reducing CO₂ emissions and enhancing its resilience to climate risks. For the coming two years, Dunaújváros plans to adopt a **more collaborative and integrated approach to urban regeneration**. The city aims to leverage partnerships with local businesses, community

organisations, and external stakeholders to enhance economic resilience and address environmental concerns. A focus will be placed on **green infrastructure development and renewable energy solutions** to reduce pollution and attract sustainable investments. Additionally, the municipality intends to create **participatory governance frameworks** to engage citizens in decision-making processes, fostering a sense of ownership and trust.

Building on lessons from past efforts, the city recognises the necessity of a **multi-sectoral approach** that integrates economic, environmental, and social objectives. Through stronger partnerships and a commitment to sustainability, Dunaújváros aims to transform its post-industrial challenges into opportunities for long-term resilience and prosperity.

2.2.3.3 Assets and barriers

Over the years, Dunaújváros has built a **strong focus on nature-based solutions, climate-change adaptation and mitigation**. Dunaújváros has implemented several EU-funded projects (URBACT, EUI, LIFE, EUCF), aimed at enhancing green infrastructure and raising environmental awareness. The city has a **strong track record in transnational cooperation**, participating in Interreg projects like waterways forward and DAHAR, focusing on sustainable waterway management and climate resilience. The experience of various municipal offices in EU projects will guarantee the necessary competence for Daring Cities.

Dunaújváros has used **storytelling** to address the city's particular past and built heritage, turning it from a stigmatised architectural stock into a source of pride for local citizens. The city developed programmes to make the city's heritage more visible through the Socialist Realist heritage tour, for instance, as well as through events and cooperation with various cultural institutions in the city. The city's 75th anniversary in 2025 creates a good opportunity for heritage-based storytelling.

Community engagement is a key motivation for Dunaújváros. The city is committed to involving local stakeholders in the project's planning and implementation phases and opening a **green office** where e.g. sensors, best practices, and green kits will be shared. This office, while hosting ULG meetings and generating synergies between EU projects, will also function as an open space offering citizens capacity building and dedicated events to share their experiences and viewpoints. This engagement process ensures that the adaptation strategies are not only effective but also embraced by the community, fostering a collective effort toward building resilience. Engaging citizens in co-designing green spaces will promote greater environmental awareness and stewardship.

2.2.3.4 City stakeholders to be involved in the ULG group

While the process will be led by the **Municipality**, Dunaújváros will involve a series of stakeholders in Daring Cities. **Neighbourhood Associations, Parents' Associations and Elderly organisations** are important actors as they will own the actions undertaken in different neighbourhoods of the city and they can mobilise broader communities. **Shopkeepers** will be invited to contribute to a greener city with their actions, communication and use of spaces and resources. Finally, **universities and art and education institutions** will bring to the project their knowledge and know-how related to climate change, urban transformation and placemaking.

2.2.3.5 Expected impact, outcome and testing actions

Dunaújváros aims at using Daring Cities to support the municipality's policies on the green and digital transitions, to **improve the city's reputation and enhance its quality of life**, as well as to reduce outmigration. Using the Daring Cities methodology, Dunaújváros wants to **engage citizens** in climate change adaptation and mitigation through community building, more targeted communication, more inclusive storytelling and a more accessible data ecosystem.

The newly established **green office** can act as a catalyst in both citizen engagement and data collection, potentially working towards a repository of trees and animals in the city. Using **digital platforms, libraries and online databases** can enhance the collection and sharing of memories and data, contributing to awareness and activism related to local environmental and heritage issues. **Placemaking actions** can be directed towards urban squares as well as the riverbank, in order to improve quality of life in the city and better connect it with the Danube.



A barrier between the centre of Dunaújváros and the Danube. Photo by Levente Polyák

2.2.3.6 Most relevant elements of the good practice (DARE Ravenna)

Dunaújváros can use a series of elements from the DARE project as inspiration. Each of the key components of Daring Cities (collaborative urban regeneration, bottom-up data ecosystems and choral storytelling) will be relevant for Dunaújváros. While DARE's **collaborative trajectory** can inform the way citizens are actively engaged and invited to make proposals, it also offers instruments to prioritise urban interventions. Ravenna's **inclusive and interactive data management** mechanisms can encourage the new green office to engage citizens in collecting, interpreting and using data. The **storytelling** processes developed for Ravenna's Darsena can advise Dunaújváros's takes on how to collect memories, generate new narratives and change the image of the city by giving voice to a broader diversity of people.

2.2.4 Kragujevac

2.2.4.1 Partner profile

Kragujevac's historical significance lies in being the first capital of a just liberated Principality of Serbia, between 1835 and 1841. The city is well known for its industrial tradition of two centuries, an openness to adopt new ideas and businesses, experienced and industrious workers, educated young people, a rich cultural heritage, and optimism, above all. Kragujevac is at the crossroads of major national and regional roads, next to the railroad and Corridor 10 that connects Kragujevac with other parts of Serbia and Europe. Kragujevac is not far from the largest airports in Serbia, only requiring from forty minutes to two hours of driving.

Today, Kragujevac is a leader of economic development of the Šumadija region. With its important geostrategic position, Kragujevac is one of the leading and most developed economic centers in the Balkans, whose industrial development is based on high technologies. The city has an export-oriented economy with a developed system of innovative small and medium-sized enterprises especially in intensive and specialized agricultural production. The city has a developed offer in the field of cultural, historical, urban and rural, recreational and business tourism with highly developed catering facilities. University and other scientific and educational institutions, which make the city a suitable place to live and the work of young scientists, are a generator of highly qualified and competitive workforce, whose competencies meet the needs of the economy.



In front of the Zastava factory in Kragujevac. Photo by Levente Polyák

Kragujevac is a recognised cultural and sports centre, rich with cultural heritage and sports facilities adapted to all ages. With its modern traffic network, developed communal and business infrastructure as well as clean water and air and a recognisable city centre with protected heritage buildings, Kragujevac positions itself as a green and smart city. The City of Kragujevac is a macro-

regional centre with a developed network of institutions and an intensive international cooperation in which the public, private and civil sectors act proactively on the basis of mutually developed partnerships. The urban centre of Kragujevac has had a strong influence on the socio-economic transformation in its agglomeration, rapidly changing in the past 30 years. While around 8,000 people commute daily to Kragujevac from the surrounding municipalities, the positioning of Kragujevac in industry and tourism makes neighbouring towns attractive for investors as well.

2.2.4.2 Relevant policy challenge and past attempts to address this

The urban area of Kragujevac city and the municipalities of Batočina, Lapovo, Rača, Knić, Topola and Arandjelovac are characterised as the territory of Central Serbia rich in cultural-historical and industrial heritage, including objects and areas of national and international importance. The heritage has a great development potential and represents a base of investment locations for local, national and international investors. The objects are subject to different ownership and management models of local and national owners. Responsible institutions have different scopes and areas of responsibilities and authority. The main challenge is the **lack of integrated approach in planning and management**, so that the heritage be valorised to contribute to overall territorial development. The situation in the field most often demonstrates the lack of collaboration of institutions which are in charge of different aspects of heritage and investment, legal and financial aspects, social and economic impact. It particularly stands for intermunicipal projects and investments. For the effective utilization of potentials and generating economic and social growth, it is necessary to provide a joint and integrated management model through cross-sector and institutional cooperation.

This main challenge of Kragujevac is composed by several elements:

- 1) Low level of utilisation of brownfield investment locations, particularly those related to cultural-historic and industrial heritage of the City of Kragujevac and broader urban area and their limited valorisation towards economic and social development goals;
- 2) Underdeveloped urban identity of the territory and recognition of the potentials of that identity to become a driving force of development and attractiveness of the territory, as one of the main causes to the above challenge;
- 3) Lack of integrated mechanisms for planning and management of valorisation of the cultural-historic and industrial heritage of the urban area of Kragujevac City and municipalities of Šumadija district;
- 4) Underutilised opportunities and resources of creative, educational and business sectors in the integrated territory for applying innovative and integrated approaches, contributing to territorial development, and extending international cooperation;
- 5) Inadequate infrastructural and technical conditions of education institutions on high school and University levels;
- 6) Low awareness of ecological footprint of the community and systems; lack of educational programs on the topics such as circular economy in industry, particularly creative industries.
- 7) Low awareness about opportunities in the sectors of creative industries and tourism for vulnerable groups such as women and youth including persons with disabilities, for their better quality of life and employability.

In Daring Cities, Kragujevac will focus on the area of the **Military-Technical Institute**, which, being the largest brownfield zone in the city, represents a cultural and historical space of exceptional

importance at national level. Today's space includes several buildings, some of which have changed their former purpose, e.g. "Old Foundry" museum. Throughout history, the space has endured various threats, from industrial pollution to devastation and mechanical destruction. One of the buildings is the former Second Technical School with exceptional historical and architectural value. The school was the first vocational education school in Serbia, constructed for the purposes of military industry and education of arms industry workers. It is the first school of the kind in modern Serbia, and throughout centuries it never changed the educational purpose. However, it has been out of use since 2018, due to changes in the secondary education system and eventually for security reasons. Besides the problem of the space being out of purpose, the cultural heritage asset is being further damaged and endangered. Negative impacts extend to educational and cultural sectors, as restricted educational space and performance of educative and creative programs.



Abandoned industrial building in Kragujevac. Photo by Levente Polyák

2.2.4.3 Assets and barriers

Kragujevac's ambition to **regenerate the Military-Technical Institute** is supported by a series of planning documents. The DEVELOPMENT PLAN OF THE CITY OF KRAGUJEVAC 2021-2031 identifies goals such as the **creation of a recognisable cultural identity** through cultural programmes and the reconstruction of cultural heritage and **improving the quality of education** through expanding spatial capacities by upgrading existing facilities and constructing new ones.

The CULTURAL DEVELOPMENT PLAN OF KRAGUJEVAC 2021-2025 aims at **positioning Kragujevac as a supra-regional cultural centre**, improving the quality of life for the residents of Kragujevac, and providing visitors with high quality cultural content. In order to achieve this goal,

objectives include improving institutional and management capacities in culture, protecting and valorising cultural heritage, addressing needs through cultural production, ensuring equal participation in cultural life, improving international cooperation and the promotion of culture through digitalisation.

The regeneration of the MTI complex is subject to identifying the best strategy and tactic for the area, developing the right technical documentation and finding the adequate funds. While the area benefits from a central location and heritage protection, this also represents restrictions in the future renovation process, further complicated by the complex property status and the central government's leverage over the area.

2.2.4.4 City stakeholders to be involved in the ULG group

In the spirit of the Quadruple Helix Model of innovation, Kragujevac aims to include a variety of science, policy, industry, and society actors, including:

- 1) local municipality representatives (decision makers, urban planners, architects, engineers and IT experts);
- 2) Regional Economic Development Agency for Šumadija and Pomoravlje as the actor of regional social and economic development;
- 3) Local university faculties (12 faculties) and the Institute of Information Technologies;
- 4) Industry and managed service providers as drivers of online communication, key for campaigns like crowdfunding;
- 5) Local tourism organisations like the City Tourist Organisation Kragujevac (GTO);
- 6) Media organisations (local media and representatives of national media in Kragujevac);
- 7) Cultural institutions of the City of Kragujevac (11 institutions);
- 8) NGOs of Kragujevac and municipalities of Šumadija district that deal with culture, art, environmental protection, tourism, youth, education, social inclusion, issues of persons with disabilities;
- 9) Youth – through the Youth Office and student organisations;
- 10) Active citizens.

2.2.4.5 Expected impact, outcome and testing actions

The participation of Kragujevac in Daring Cities is conceived to contribute to the **revitalization of the MTI complex** as an attractive and prosperous area, to **strengthen the urban identity** of the territory through preservation of the cultural and historical heritage, and to **valorise the area** through culture, education, economy, creative industries, innovations and tourism. More specifically, Kragujevac aims at reconstructing the MTI complex in order to establish a new educational-creative hub, including cultural and educational venues as well as new urban public spaces, attracting visitors and students.

Future actions include developing a strategy and a tactic for the area, creating a pre-feasibility study involving all stakeholders, project assignments and technical documentations, fundraising, procurement for reconstruction works, a campaign for a new urban identity and engaging future users.

2.2.4.6 Most relevant elements of the good practice

Kragujevac is interested in learning from various dimensions of Ravenna's DARE project: the city aims at using storytelling and visual assets to strengthen its urban identity, potentially through digital platforms and interactive maps. Furthermore, Kragujevac is committed to develop a collaborative approach to the urban transformation of the Military-technical Institute area, with the involvement of citizens and various stakeholders.

2.2.5 Olomouc

2.2.5.1 Partner profile

Olomouc is the sixth largest city in the Czech Republic, with 102,000 inhabitants. The city was historically the capital of Moravia and now is the leading city of the Olomouc agglomeration consisting of 174 municipalities. The city is well known for its historical city centre, an important part of which is protected heritage, including the Holy Trinity Column that was classified as UNESCO World Heritage for its exemplary baroque architecture. The city enjoys a rich natural topography, between hills and four rivers and streams that cross the city.

Demographically, the city has witnessed a downward trend, losing almost 5000 inhabitants between 2017 and 2021. This change, partially caused by increasing suburbanisation, corresponds to an aging population, with an average age of 42,5 years, despite the 20,000 enrolled students at the city's university. These tendencies also correlate with important economic transformations in the region. Olomouc has an important industrial past but the industrial base shrank in the 1990s, leading to a tertiarisation of the local economy. Besides the post-socialist transformation, the green transition also challenged the region's economy connected to the German automobile industry, with the most important industrial hubs in the accommodation located in Přerov and Prostějov. Today the most important employers of the region are the FNOL hospital and Palacký University, both with around 3000 employees.



At the walls of Klášterní Hradisko in Olomouc. Photo by Levente Polyák

2.2.5.2 Relevant policy challenge and past attempts to address this

In the past decade, Olomouc has streamlined EU investment mechanisms in the agglomeration, mostly through the ITI instrument. However, with decreasing funds from EU Cohesion Funds, the city feels growing pressure to **develop integrated territorial development solutions** in the functional urban area based on multiple funding sources.

Olomouc and its agglomeration still cope with post-industrial transformation. While important urban regeneration projects took place in recent years, focusing on the MILO factory and the former military engineering warehouses, most renovation projects were implemented on an ad-hoc basis, **without an integrated approach**.

This ambition corresponds with the need for a **strategic project with impact on the agglomeration level** with relevant pilot projects at the city level. This strategic project needs to be based on data analysis to support decision-making about the prioritisation of projects, focusing on larger possible multiplication effects. The key theme at the agglomeration level is mobility and if data-based decision-making and participatory governance can be established at this level, this can benefit local administrations as well.

At the local level, there are several sites in the agglomeration whose regeneration needs a participatory and data-based strategy and tactic. The **Místní Nádraží - local railway station in Prostějov** is one of the potential target sites: when the local municipality announced the demolition of the station, the local community launched a successful petition to protect the centuries-old station building from demolition. Following the monumental protection of the building, it was envisioned to accommodate a start-up and innovation office but the project was badly budgeted and abandoned. With the transfer of ownership from the national post office to the municipality, the station building and its surroundings become an area of important development potential where citizen initiatives and businesses could be accommodated through a participatory process.



The Prostějov local train station in the Olomouc agglomeration. Photo by Levente Polyák

Another potential site is an area in the north of the city of Olomouc, near the significant cultural monument and military hospital, **Kláštevní Hradisko**. This area, mostly owned by the city of Olomouc, is largely unused and contains old military buildings. Part of the site is currently used as a storage space by a private company. The area was included in an urban study from 2022, but its proposals have not yet been implemented. Burdened by a negative reputation and a problematic history, this site requires revitalization that would incorporate public participation, a narrative approach, and data-driven evidence.

2.2.5.3 Assets and barriers (strategic priorities, level of political support, available resources, financial capacities)

The Olomouc agglomeration has well-established managing structures consisting of a controlling committee and six working groups with specialists from different areas. The biggest challenge of the administration is the decentralised structure that limits the transferability of good practices and tools despite the potential impact on the whole local partnership. However, there have been many attempts to coordinate and synchronise work within the agglomeration. Olomouc has a contract with smaller cities in the agglomeration that – according to the number of their inhabitants – contribute to a common fund to cover expenses that are not eligible in the Operational Programme for Technical Assistance. These expenses include, among others, shared communication and data management in the agglomeration: the agglomeration now has an employee focusing on data interpretation for more data-driven planning.

The metropolitan governance structure gives an important basis for inter-municipal cooperation in the agglomeration and for **joint data management** and participation practices. While several cities in the agglomeration are establishing open data repositories, cities in the agglomeration need to improve and synchronise their handling of different data sources. Data needs to be collected and shared, to connect data sets developed by often ad-hoc research projects.

While the City of Olomouc is currently implementing **public participation** processes in planning current projects and the City of Prostějov has a participatory budget, most cities in the agglomeration have limited experience with public participation. New tools, digital platforms could facilitate this cooperation at the agglomeration level, also including smaller municipalities that have no resources to develop such tools.

The agglomeration disposes of an integrated territorial investment strategy 2021- 2027, which is being implemented. DARE methods will be used for the preparation of the new strategy, the **Strategy 2028+**, that could finance new projects, involving national funds and allowing cooperation between municipalities within the Olomouc agglomeration.

2.2.5.4 City stakeholders to be involved in the ULG group

Olomouc aims to involve stakeholders on two levels. On the agglomeration level, the ULG will be composed of the managing committee, which includes representatives of the cities within the agglomeration as well as other key stakeholders in the area (e.g. university, chamber of commerce, NGO representative etc.). At the local level, regenerating the **Místní Nádraží railway station in Prostějov** will involve the local municipality, the railway company, private landowners, civil society organisations, neighbouring schools, sports facilities, playgrounds and other recreational facilities. In the case of the site near the **Hradisko Monastery**, local stakeholders will include the military

hospital, private companies utilizing the area, the city of Olomouc, and the owners of adjacent private gardens.

2.2.5.5 Expected impact, outcome and testing actions

The impacts expected from participating in the Daring Cities network are manifold. Olomouc aims to develop a **tool to facilitate political decision-making** based on high-quality and credible data, meeting stakeholder needs and suitable for integrated planning of agglomeration development. Such a tool, using data and citizen inputs to prioritise actions, will be an important asset when negotiating future development projects in the area. This means **standardising data systems and integrating participatory processes** in the agglomeration.

This methodology and tools should ideally rely on **pilot projects in two locations** in the agglomeration, including a big city and a smaller regional centre. The pilots then can be replicated at other locations and at the agglomeration scale and address themes as diverse as mobility or waste management. Olomouc nurtures the ambition to improve integrated planning in the agglomeration and in specific localities, based on relevant and high-quality data, instead of emotions and impressions. Investment plans should therefore be used to negotiate the future of development policy in Olomouc agglomeration.

2.2.5.6 Most relevant elements of the good practice

Several elements of DARE can be transferred to Olomouc. At the **agglomeration level**, integrated data management and data-based decision-making, the common use of quality of life indicators and the use of digital platforms for decision-making, storytelling and communication are all relevant methods.

For the local pilots of the **Místní Nádraží railway station in Prostějov** and the site near the **Hradisko Monastery**, the collaborative process with stakeholders, data-driven decision-making, the use of digital platforms as well as storytelling are all important means to implement the urban regeneration processes.

In turn, Olomouc also has a series of potential learning points for Ravenna and the other cities. Transferring Ravenna's good practice and methodology to an agglomeration level can inform other cities about how to use such methods at a broader spatial level, be it a metropolitan area or functional area.

2.2.6 Piraeus

2.2.6.1 Partner profile

Piraeus, situated in the Greater Attica region of Greece, stands as a prominent port city facilitating the nation's maritime trade activities. It serves as a focal point for major enterprises and institutions, such as universities and hospitals, contributing to its status as a metropolitan hub. Covering a total area of 10.9 km² and with a population of 163.572 (census 2021), the municipality of Piraeus lies 12 kms away from the heart of Athens, the capital city. The number of people employed in the Piraeus Region amounted to 225.2 thousand, with a very slight decrease from 2019, as the pandemic affected the region's economic activity.

The number of businesses in the Regional Unit of Piraeus in 2020 is close to 36 thousand, while turnover reached €11.0 billion. While the activity of most businesses is retail trade, over the past few years Piraeus has gained global recognition as a vibrant blue economy hub, acting as a crucial link along the Silk Road, connecting Greece to the broader East Mediterranean region.

Besides its vibrant nightlife and night-time economy including a variety of bars, clubs, and restaurants that cater to both locals and tourists, Piraeus is also home to one of Greece's most established academic institutions, the University of Piraeus, which stands as the oldest academic institution dedicated to the exploration of marine and maritime activities.

2.2.6.2 Relevant policy challenge and past attempts to address this

Piraeus faces a series of key challenges connected to Ravenna's DARE project.

1) Piraeus disposes of important abandoned premises that can provide space for new initiatives. A great desire of the Municipality is to **redevelop an old, disused railway station** and the connected land into a multi-purpose space that will have 2 kilometres of pedestrian and cycle path. According to the municipality's plans, a rebetiko (local musical style) museum will be created to host many events and musical performances.



Abandoned train station in Piraeus. Photo by Levente Polyák

2) Piraeus, like the rest of the Athens agglomeration, faces significant difficulties with **climate change** that result in an ever increasing number of tropical nights, heatwaves and intensified heat island effect in various parts of the city. As a response to this challenge, the municipality has the ambition to **create a Climate Change Laboratory** in which local stakeholders could cooperate to find solutions and ideas for climate change-adaptation and mitigation measures.

3) Piraeus has an important experience in **working with schools** on disseminating climate change knowledge and implementing climate protection actions. Seen as entrance points to neighbourhoods through pupils and their partners, schools are also municipality-managed premises with potential spaces for greening. Therefore, one of the objectives of Daring Cities is to contribute

to turn schoolyards into climate gardens, building on data about heat islands collected through citizen science.

4) While Piraeus disposes a vast amount of space to be transformed in a more friendly environment for local citizens and the strategic programme offers a framework for their regeneration, **financial support is scarce** and implementation is slow: all agreements for financial support must be approved by the regional program which is very bureaucratic and time-consuming.

2.2.6.3 Assets and barriers

Piraeus has relevant **experience in European projects**. The current EUI Innovation Action project BeSecure-FeelSecure aims at establishing Piraeus as one of the safest cities in Greece, despite its systemic corruption and criminality. The other currently running URBACT project Cities after Dark explores the different dimensions of municipal action in the night-time economy and governance, including new services and jobs, in order to make the city more vibrant at night.

The earlier URBACT project BlueAct has made a significant impact on public policies in Piraeus: as a result, the municipality established the Blue Lab, the first centre to promote and support business innovation exclusively for blue growth in Greece, aims to be the starting point for the development of new ideas and products using state-of-the-art technology. Another project spin-off is the [Pop-Machina](#) maker space, promoting circular processes in order to enhance innovation-driven blue growth and urban regeneration.

Other related projects include "Actions for supporting Start-ups and innovation entrepreneurship in the Municipality of Piraeus," offering activities to empower start-ups through accelerator, mentoring and incubation programmes in the blue economy, with the aim of establishing a blue economy-focused [Innovation Hub](#). Additionally, the Piraeus Development Agency is implementing the URBACT project [C4TALENT](#), aiming to attract and retain talented young professionals with the help of co-working spaces, incubators and offering the city as a testbed for innovative solutions.

2.2.6.4 City stakeholders to be involved in the ULG group

Daring Cities will mobilise a series of stakeholders in Piraeus:

- 1) Municipal services, including the sustainable development, urban planning and environmental management departments, working at regional level on sustainable urban development, and building experiences such as [ClimatePiraeus](#)
- 2) Academic and research institutions, including the University of Piraeus, with expertise in research on climate change, sustainable cities and social innovation, the National Technical University of Athens as well as the National Research Centre for Physical Sciences "Demokritos" or the Centre for Renewable Energy Sources (KAPE).
- 3) Private sector organisations including technology companies (specialised in smart cities, IoT, and sustainable solutions, e.g. smart mobility app development companies), shipping companies, renewable energy companies.
- 4) Local schools, educational programmes and their students (in order to raise awareness about climate change).
- 5) Local communities and citizens (in order to contribute to data collection and to co-design climate-adaptation solutions), including [organisations](#) with significant experience in citizen science.

2.2.6.5 Expected impact, outcome and testing actions

With the help of Daring Cities, Piraeus aims at preparing and developing a series of actions. One focuses on **transforming a former railway station and its surroundings into a cultural centre and a park**, building on citizen inputs and initiatives. Another important set of actions will concentrate on **citizen science and the collection of climate change-related data**, with a focus on heat waves, heat islands and urban vulnerabilities, leading to an important dataset that can inform decision-making in urban development and transformation. Third, Piraeus will work with local schools, selected with the help of heat island-related data, to **turn schoolyards into climate gardens** where it can positively impact local microclimates. These actions will be woven together with the help of DARE's overall procedural framework.



Abandoned railway area in Piraeus. Photo by Levente Polyák

2.2.6.6 Most relevant elements of the good practice

Piraeus can use DARE's methodologies in a variety of ways. The overall procedural framework to build a strategy, tactics and implement one tactic will help rethink the abandoned railway area to be transformed with the help of citizen inputs and initiatives. New forms of data management to collect and handle data related to climate change and urban vulnerability will be an important step building on the city's experience with citizen science. Storytelling will be an important tool to position the transformed railway area in public consciousness and to create a choral story about migration, travel, climate change and other important segments of Piraeus history.

2.2.7 Ravenna

2.2.7.1 Partner profile

Ravenna is a city in Northern Italy, located on the Adriatic sea. While its population corresponds to a mid-size city with 155.778 inhabitants, geographically it is the second largest municipality in Italy after

Rome. This corresponds to a great variety of sites within the municipal boundaries: the historical city, about 11 kilometers from the Adriatic Coast; the coast including the industrial and Port Area; the beaches; and the inner rural area.

Ravenna's **demographic trends** reflect those of Northern Italy in general. With Emilia-Romagna being the most attractive region for internal and external immigration (ISTAT, 2023), and the cities a pull factor for internal immigration, the first decade of the 2000s registered a significative increase of the Ravenna's resident population (roughly +19 thousand inhabitants from 2000 to 2010), while nowadays the trend is stable, slightly increasing residents year by year. As the mortality rate nowadays is double of the birth rate, the slight increase in the resident population is to be attributed to immigration. Migratory flows are stable, with a greater immigrant (foreigner) population in the city (12%) than at the national level (9%), similarly to other cities in Northern Italy.

Ravenna's attractiveness is enhanced by the University of Bologna that has several faculties in the city and **attracts many students** from across the county. With its rich cultural offer and dense cultural infrastructure, Ravenna has also been found to be one of the most attractive cities for youth in Italy.

Ravenna is mostly known for its **unique world heritage**, including Byzantine basilicas and mosaics, the tomb of Dante and numerous architectural jewels. However, the city's heritage coexists with an important **industrial past and presence**. Ravenna has one of the most important ports in the Mediterranean, also shaping the city's industrial fabric. The most important industrial district of Ravenna is located along the Candiano Canal, connecting the inner city with the port and the Adriatic Sea. In a sensitive constellation, the industrial area is adjacent to touristic areas along the coast and to highly important natural ecosystems around the Po Delta Park.



Site visit in Ravenna's Darsena area. Photo by Levente Polyák

As a legacy of Ravenna's former port and related industries, the city's **Darsena** area near the Candiano Canal has been the subject of decades of urban regeneration processes and also the focus of the UIA-funded project DARE. For decades, the Darsena area has been a delicate spot on the city's map. It was once the city's productive harbour with a collection of port facilities, industrial buildings and warehouses from the 1800s. To support the port's operation and industrial production in the area,

a workers' district had evolved around the canal, with its social housing and pavilions. However, the area remained disconnected from the rest of the city: the road grid was designed for industrial, commercial and military purposes, while most civilians lived on the other side of the railway tracks. Between the 1960s and the 1990s, the whole harbour moved to a new site, further out on the way to the sea. As a consequence, many buildings in the Darsena area that contributed to the harbour's daily operation lost their function. With the Candiano Canal no longer navigable, warehouses and companies that used water for transport also shut down their activities, prompting the municipality – in charge of urban planning, environmental preservation and urban regeneration, as well as of the organization and management of the public services and the health and wellness of its citizens – to search for new uses for the area.

2.2.7.2 Relevant policy challenge and past attempts to address this

The municipality has been engaged with the regeneration of the Darsena for several decades. In 2004, the prominent architect Stefano Boeri created a masterplan for the Darsena but it was considered too ambitious and was not approved by the city council. Following the creation of a public-private agency for the promotion of real estate investment in the area, a participatory planning was launched, with a focus on the architecturally most interesting waterfront area. The municipal masterplan that came into force in 2015 and expired in March 2020, provided for the conversion of industrial spaces into residential buildings at the waterfront, but only with partial results, resulting in classical housing projects. While the masterplan failed to bring the desired change to the area, the impact of the few built private architectural projects have remained modest, forcing the municipality to look for another logic of regeneration.

In the last ten years, the Darsena district has been the subject of **active participation processes** and the **involvement of citizens and stakeholders**, evolving into a laboratory for urban development. The first participation projects asked citizens to draft ideas and proposals that were collected in the framework of the "Darsena I would like" process, launched in 2011, culminating in 2015 with the approval of the POC for the "City Darsena". Later direct citizen involvement in the co-design of spaces and solutions was stimulated, through initiatives such as collaboration agreements, co-design for the management of services, spaces, and initiatives related to public housing and street art. These efforts gradually shaped the Darsena district into a collaborative ecosystem.

In 2019, the **UIA project DARE** was launched to further stimulate the active initiatives of citizens and the neighbourhood, promoting the process "Towards the tactics 22-23". The participatory process helped to select an urban regeneration tactic for the Darsena, the **DARSENA VERDE**, a shared urban regeneration strategy that responds to citizens' expectations and incorporates ideas and projects that are genuinely feasible for the neighbourhood. The process, supported by regeneration experts, led to three strategies presented in June 2022 during a public debate and offered to citizen vote. Among them, **DARSENA VERDE** was chosen with 420 out of 812 votes. This tactic envisions a space for sustainable lifestyles and outdoor activities, collective space use and animation, sports activities, energy efficiency in buildings, and the enhancement of water and biodiversity.

The implementation of DARE project has been touched by two very specific factors regarding:

- Online participation and digital transition. On one side the pandemic emergency that led to a redefinition of the participation mainly in digital terms, and accelerated the citizens digital transition with such an unexpected rapidity;

- Availability of public resources and public projects. In 2021 the implementation of the NEXTGenEU programme started and consequently the Municipality had the chance to submit investments projects under the National Recovery and Resilience fund. Moreover the Municipality was implementing a regeneration project funded by national funds.

This led to an important volume of projects that could perfectly integrate and support the GREEN DARSENA, making it effective, but at the same time led by public initiatives.

The continuity plan design will be a path towards the next tactic for Ravenna. As the DARE project proposed this path needs to be repeated over time to continuously update or change the tactics. Moreover Ravenna will implement this new participatory exercise within a partly new strategic framework (new urban plan) and without the specific factors mentioned above.

For its **continuity plan**, Ravenna has moreover identified the following challenges still persisting in relation to the Darsena's regeneration process:

- 1) The current **data management system** is not integrated enough in decision-making: there is a need to strengthen the motivation in using data as a policy decision instrument; to assure political commitment during and after the political transition the city will face in 2025; and to integrate the data collection system and repository.
- 2) The current **data education**, both internal and external to the city administration, needs to be improved.
- 3) The **identity of the Darsena district** needs to be consolidated by enhancing local citizens' belonging to a collaborative ecosystem.
- 4) The **collaborative urban regeneration process** of the Darsena needs to be continued and reinforced.
- 5) Considerations about **climate change** and its impact in the Darsena need to be integrated in the area's urban regeneration strategy, with particular focus on air quality, rising sea levels and extreme weather events.

2.2.7.3 Assets and barriers

Political support to the Darsena's regeneration process and to its methods needs to be reconfirmed, considering the change in the local political scene the city will face in 2025. The new mayor, the mayoral team and the council will be engaged in the Daring Cities process to share the project method and to confirm the strategic objectives of the Tactics. The process will be implemented thanks to the ITN - DARING cities resources, easing synergies with other projects actually implemented by the municipality. Ravenna will propose the activation of the DARE's RADAR (Real Estate Forum) instrument to support project proposers to find tools and resources to implement the projects.

2.2.7.4 City stakeholders to be involved in the ULG group

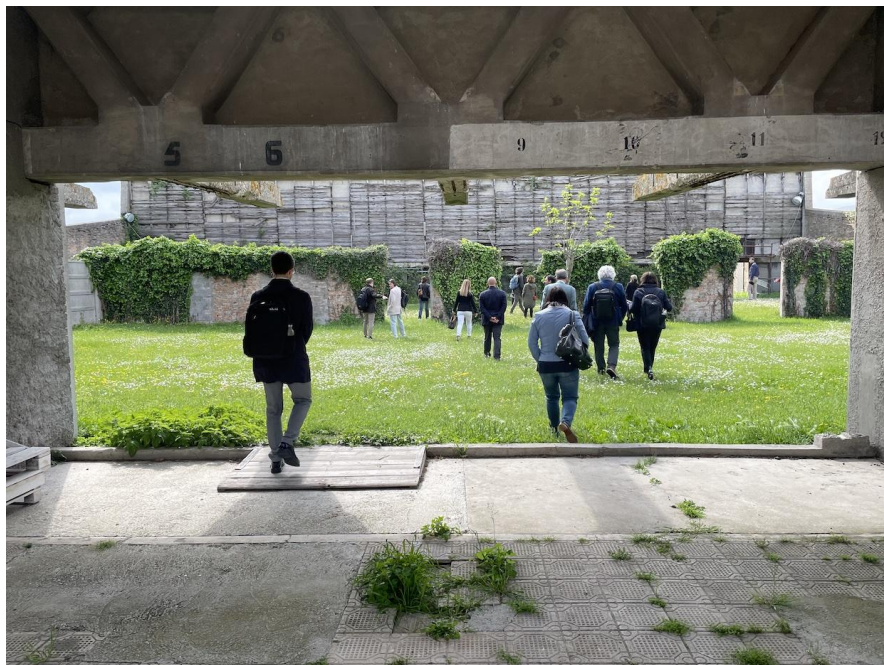
In Daring Cities, Ravenna will rely on the partnership and stakeholders of the DARE project. The ULG will be organised in **three working groups**, focusing on data management, storytelling and physical urban transformation.

The different working groups will involve a different set of stakeholders. The **data management group** will reactivate the data management process, bringing together different parts of the public

administration that produce and manage data: the goal here is to harmonise data from different sources to make them compatible and manageable. A specific focus will be put here on civil protection and data related to climate change and extreme climate events as well as mobility and tourism, mobilising various service providers and initiatives that are relevant in these fields.

The **storytelling group** will re-establish the relationship with stakeholders and work on a coordinated communication process, with a focus on better telling the story of the Darsena area and its opportunities.

The **transformation group** will re-activate the collaborative and participatory process of urban regeneration in the Darsena district. It will tackle several aspects and dimensions, bringing together key stakeholders such as land and properties owners, ongoing projects owners, new projects proposers and investors. The group will focus on already existing and ongoing projects undertaken in the Darsena and new ones (planned or project ideas), while mapping the properties located in the area with the aim of facilitating a strategic matchmaking between the involved stakeholders and creating synergies.



Visiting a dismissed area in Ravenna's Darsena. Photo by Levente Polyák

2.2.7.5 Expected impact, outcome and testing actions

In the continuation of the DARE project, Ravenna aims at focusing on **quality of life and collaborative culture**. The desired impact of Daring Cities for Ravenna is to improve the quality of life of the neighbourhood through collaborative culture, the active involvement of citizens promoting processes and the creation of a data management system to support them.

In terms of outcomes, Ravenna aims to revise its tactic for the Darsena as well as to review the DARE projects in the light of new challenges, the new urbanistic plan and the new needs of citizens. To facilitate new collaborations, new modes of storytelling will be introduced and a new version of the RADAR Real Estate Forum will be organised. Furthermore, by data engagement and citizen science actions, Ravenna will pursue a further integration of the data management system to consolidate its structure, enlarge the data collected and improve the access to data platform and analysis, including the improvement of the hardware and software infrastructure to ease data flows

and analysis. In order to advance the case of projects in the Darsena, new financial instruments will be identified.

Besides sharing the good practice of DARE, **Ravenna will also learn from other partners**. In Phase 1, several potential learning points have been identified. For example, a focus on citizen science and climate change emphasised in Dunaújváros and Piraeus will be highly relevant for Ravenna. The focus on tourism-related data and behavioural change connects Ravenna with the challenges of Altea. Moreover, the agglomeration scale explored in Olomouc can bring important insights to expanding DARE to a broader area in Ravenna.

2.3 Assessment of the Transfer Potential

While DARE is a project focusing on a site in Ravenna with its specific history, the procedural framework will allow Transfer Partners to follow a step-by-step path in which they can create a strategy, tactics and implement a selected tactic. In this framework, the various elements of DARE can be used and adapted to the local circumstances.

Project partners (see partner profiles) all identified interest in

- 1) understanding and re-discovering the past of places with the help of choral storytelling, serving as a basis for co-creating the future of these places;
- 2) developing a new collaboration methodology among diverse partners and stakeholders to create new places and initiatives in the transformation area;
- 3) using data management and digital tools for the collection, organisation and dissemination of diverse data, available for decision makers, professionals and citizens to understand the evolution and potential of transformation areas and to measure the quality of life of citizens.

Besides these shared overall pillars, partners also share many specific challenges and situations about which they can also exchange tools and insights horizontally.

Partner	Local initiatives	Placemaking	Climate adaptation and citizen science	Schools and youth involvement
Altea	Strong associative network	Connect lower and higher parts of town	Tackle heatwaves	Youth associations and educational institutions
Den Helder	Social work organisations	Create new spaces for encounters		Offer activities to children and youth
Dunaújváros	Neighbourhood organisations	Greening areas	Protect trees	Keep youth in town
Kragujevac	Educational organisations	Former military institute		Strong university presence
Olomouc	Active citizens	Former railway station and other sites		Strong university presence
Piraeus	Active citizens	Former railway area	Tackle heatwaves and heat islands	Turn schoolyards into climate gardens

3 Synthesis, transferability and methodology outline

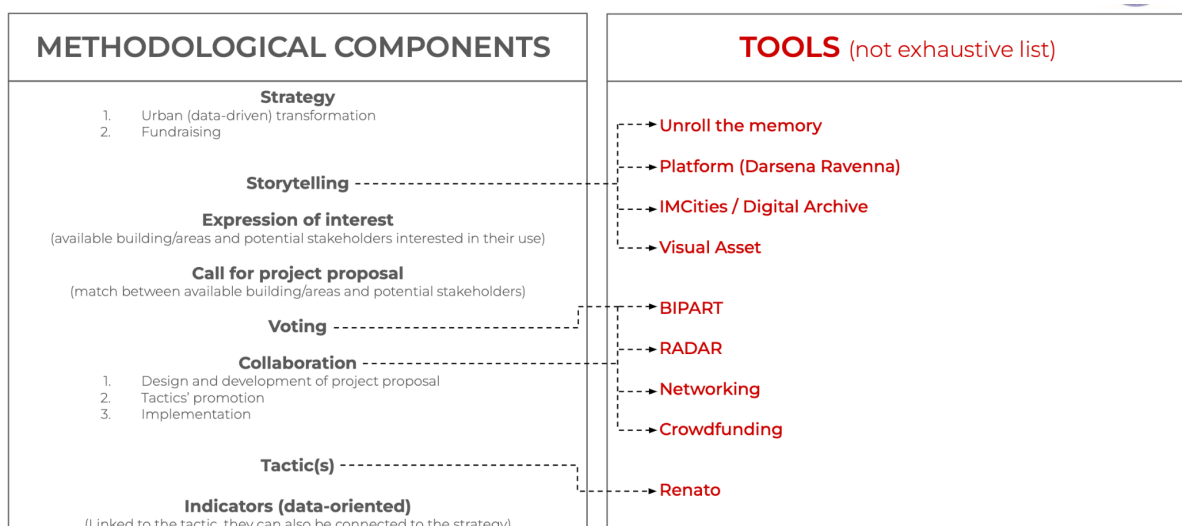
3.1 Introduction

The Daring Cities transfer methodology relies on the **DARE project's logic and methodology**. DARE approached the urban regeneration of Ravenna's Darsena area by combining collaborative urban regeneration, bottom-up data ecosystems and choral storytelling. The DARE process was structured by a framework that led Ravenna and its stakeholders through a step-by-step path leading from the creation of a strategy and a set of tactics to the definition of a selected tactic and its implementation. The Network Methodology allows partners to follow this path and combine tools that are relevant for them towards the strategy, the tactic and its implementation.

3.2 Network Methodology

The **Daring Cities Network Methodology** builds on the components and tools developed and implemented in DARE (see diagram below). Participating cities will work on processes of collaborative urban regeneration, bottom-up data ecosystems and choral storytelling with a series of **methodological components and tools**. All Transfer Cities will use the integral components of the DARE methodology:

- Strategy (building a holistic vision for an area, addressing a set of specific challenges and mobilizing diverse funding solutions to turn vision into reality)
- Storytelling (bringing together diverse voices and narratives to weave a collective story that reflects an area's identity, daily life, and ongoing transformation)
- Expression of interest (stakeholders interested in reusing available spaces) to engage in a "reinforced" participatory path, where stakeholders are not called to give advice, or consensus, or generic wishes, but rather at becoming protagonists of the regeneration with own project proposals (participating by doing);
- Call for project proposals (matchmaking between available spaces and stakeholders), to further stimulate stakeholders to bring up project ideas, from the smallest activity to the larger development plan, and work together in a tactic mind-set;
- Collaboration (Design, development, and implementation of project proposals, guided by the collective narrative framework that connects actions to local needs and shared visions)
- Tactics (possible directions to pursue for the progressive and incremental implementation of the strategy)
- Voting (creating the conditions that enable citizens to choose which tactic to pursue in the short-to-medium term, guided by the narrative of each tactic and its associated projects)
- Indicators (based on data collected institutionally and through citizens engagement to develop a tailor-made set of indicators that reflect the unique needs of an urban context.)



Transfer Cities will be encouraged to use tools developed in DARE, according to their needs and own capacities. These tools include a series of storytelling tools, including a

- Collection of memories (like DARE's [Unroll the memory](#) initiative),
- Digital platforms ecosystem (like [Darsena Ravenna](#)),
- Digital archives (like [IMCities](#)) and
- Visual Assets (like DARE's [Visual Assets](#)).

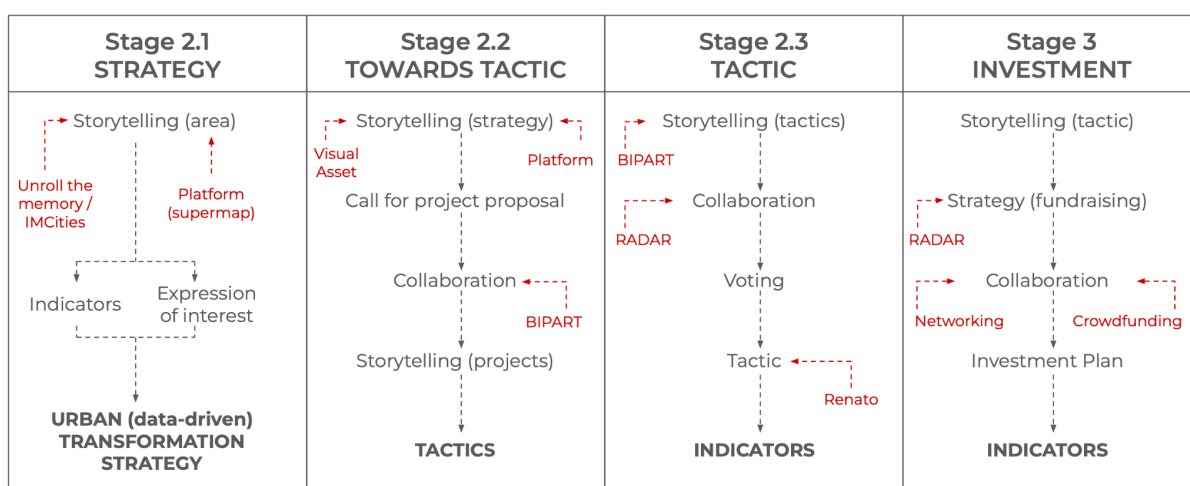
The DARE project also disposes of a set of tools for digital and analogue democracy (voting) and collaboration, including

- The [BIPART](#) platform used throughout the 'Towards the Tactic' path: from project proposal development, to tactics refinement, and tactic selection.,
- The [RADAR](#) Real Estate Forum to help matching initiatives, spaces and funders,
- Networking supported by the process innovation manager to facilitate dialogue and align objectives among stakeholders in area transformation (e.g., public authorities, owners, developers, third sector, and citizens)
- [Crowdfunding](#) platform page set up to host campaigns that support and finance projects in the Darsena

Finally, DARE's tactics are supported by a range of tools collected in the

- [Renato](#) toolbox.

These methodological components and tools will be mobilised in order to help Transfer Partners address their own challenges related to collaborative urban regeneration, bottom-up data ecosystems and choral storytelling. Daring Cities will take Transfer Partners on a trajectory from an urban and societal transformation strategy through a tactic (the incremental implementation of the strategy) to an investment plan (see diagram below).



In Stage 2.1, focusing on **Forming a Strategy**, Transfer Partners will use mapping, memory collection, visioning, data collection, expressions of interest and the storytelling of an area to create an urban transformation strategy for that specific area. In Stage 2.2, **Towards the Tactics**, the consortium will use digital platforms, open calls for placemaking and transformation projects, the storytelling of the strategy and of potential projects, as well as a collaborative process in order to define a selection of “tactics”, understood as sets of initiatives constituting different but complementary scenarios of urban development. In Stage 2.3, **The Tactic**, Transfer Partners will further develop the tactics conceived for the area, build storytelling around the tactics, develop synergies between different initiatives, organise matchmaking processes between different relevant stakeholders, establish indicators for data-informed evaluation and organise a vote to invite citizens to select the tactic that will be the focus of Stage 3, **Investment**. It will focus on developing a detailed Implementation and Investment Plan for the projects that make up the selected tactic, through identifying different actions and related funding sources, supported by networking and matchmaking activities. This Network Methodology, derived from DARE, serves as a scheme that will be adapted to local needs and circumstances, and filled with actions by Transfer Partners.

In order to accompany partners through this trajectory, the Daring Cities transfer methodology **combines the Carousel and the Radial Models**. The Carousel Model stands for a modality where every Transfer Partner joins every transnational meeting, and the meetings are held in all partner cities, one after another. This approach is combined with the Radial Model, foreseeing that the Lead Partner and Lead Expert provide specific, tailor-made support to each partner city, based on their needs and challenges. The common context-specific challenges, such as governance and collaboration, the involvement of schools and youth, climate adaptation and physical urban divisions (railways, highways, etc.) will allow cities to organise **horizontal exchange** as well.

3.3 Network Roadmap and Outputs

In Daring Cities, Network activities are organised around **Transnational Meetings**. Transnational Meetings are integral steps of the learning trajectory, designed to generate a continuous flow of knowledge between the transnational and the local level for the appropriate transfer of knowledge between the UIA practice holder and the Transfer cities, to help them in building new strategic, tactical and implementation frameworks and in shaping the local thinking and proposals that will be reflected in partners’ Investment Plans.

Transnational Meetings will also correspond to different stages of the project (see 3.2 Network Methodology) and represent milestones of Transfer Partners in the process. Each Transfer Partner moves along the same framework at the local level in parallel with the other cities, adapting the framework to their specific needs and circumstances. In order to create stronger connections between Transfer Partner teams and create a more efficient and hands-on exchange between them, all Transnational Meetings are planned as physical, on-site meetings.

Stage 2.1 (March-May 2025) will be concluded at the Den Helder meeting in June 2025, with the identification of a Strategy in every Transfer Partner city. Stage 2.2 (June-October 2025) will lead to the Altea meeting in October 2025, with the preparation of an open call in all Transfer Cities, while Stage 2.3 (October 2025 - February 2026) will culminate at the Piraeus meeting in January 2026, marking the clustering of initiatives in tactics in each city. Stage 3 (March-August 2026) will build on the Dunaújváros meeting in April 2026, focusing on selecting one tactic and conclude with the Olomouc meeting in July 2026 to complete the project cycle with an Investment Plan.

In addition to signalling milestones in the learning trajectory, Transnational Meetings will also serve to highlight different aspects of the work undertaken by Transfer Cities, creating opportunities for the host municipality not only to share its solutions but also to review its own challenges, such as youth involvement in Den Helder, urban fractures in Altea, citizen science and dismissed infrastructure in Piraeus, cultural heritage in Dunaújváros and mobility at the regional scale in Olomouc. Each meeting will include Peer Review Sessions that allow partner cities to offer instant reactions and insights as a response to the host city's challenges. Furthermore, each meeting will highlight various knowledge components needed to implement the envisioned urban transformation strategies and selected tactics. Each meeting will combine successive steps in the placemaking, storytelling and data management themes and represent a step in the partner cities' trajectory towards designing interventions and the Investment Plan. Between Transnational Meetings, Transfer Cities will work on a series of tasks ("homework") in order to proceed in all three thematic fields along the learning trajectory, towards the Investment Plan.

	Den Helder meeting	homework 1	Altea meeting	homework 2	Piraeus meeting	homework 3	Dunaújváros meeting	homework 4	Olomouc meeting	homework 5
placemaking	Essentials of placemaking and adaptive reuse	map spaces, ideas and potential interest	Preparation of "call for action" with forms of public-civic partnership	design call and invite initiatives	Clustering initiatives and building synergies for adaptive reuse	cluster initiatives and build synergies towards tactics	Defining the one tactic and test actions to activate places	define governance model and select tactic	introduction to different funding sources	investment plan
storytelling	Essentials of storytelling and tools for storytelling	collect memories and ideas and identify comms platforms	Storytelling the "call for action" towards defining tactics	invite narratives / communication	Narration of the collected projects and creating synergies	connect narratives to tactics	Storytelling tactics and testing actions	support tactic with narrative	Storytelling to support fundraising	stories to support the investment plan
data management	Essentials of data management and quality of life indicators	Establish life quality indicators and map available data	Data management system based on indicators	create a data management system	Using citizen science to support new activities and spaces	call for citizen data	Data education: how to bring citizens closer to data	organise a data education process	Indicators and data supporting the investment plan	data to support the investment plan
local theme	youth placemaking + mapping + storytelling + missing services + relevant data		reconnecting areas + gender perspective + investment plan draft		citizen science + adaptive reuse of railway area		cultural and natural heritage + tree cadaster + local festivals		regional scale + mobility + railway spaces	

Transnational meetings will also be connected to local processes. **ULG meetings** follow the structure of Transnational Meetings. Each partner city will organise a ULG meeting before and another ULG meeting after Transnational Meetings. Each ULG will receive a summary of the Transnational meetings from the local project coordinator after the meetings. Moreover, ULGs receive an input by the Lead Expert via the project coordinators with the key issues to be discussed at the next Transnational Meeting, including internal deliverables and suggestions for the ULGs work. These inputs are conceived to assure that ULG work is “synchronised” with the Transnational Meetings and the results of local work inform and shape the Transnational Meetings, and the other way around, thus creating a continuous **dialogue between the international and local levels**.

This feedback loop between ULGs and project partner teams and the project coordination will allow the Lead Partner and Lead Expert to tackle challenges and **adapt the learning trajectory** according to emerging needs. Feedback from the ULGs allows the Lead Partner and Lead Expert to **fine-tune the Transnational Meetings’ schedule**, taking into account the knowledge needs, challenges and perspectives of all local stakeholders. Furthermore, based on feedback and demand from ULGs and project partner teams, the Transnational Meetings and local ULG sessions can be complemented with (online) bilateral meetings, helping cities and their local stakeholders in developing stronger links and exchange about more specific policy issues with their counterparts.

3.4 Communications and Dissemination

The communication activities of Daring Cities aim at **disseminating knowledge** about the UIA project DARE and the exchange and learning process within Daring Cities; as well as strengthening stakeholder engagement in the partner cities. The various communication products will provide **visibility** to the overall project as well as to the local activities by creating easy access to the project outputs and local stories. Moreover, through sharing case studies and methodologies, the project’s communication will also aim at **advocating** for a better recognition and wider use of collaborative urban regeneration, bottom-up data ecosystems and choral storytelling. The daring partners (ULGs coordinators) and communication managers will learn and test choral storytelling approach and techniques at project transnational level.

Communication outputs include a communication plan, a communication kit, a regularly updated project page at the URBACT website, regularly maintained social media accounts (Facebook, Twitter and Medium); as well as articles on different phases of the transfer process. Partners and ULG members will be invited to share their insights and stories with each other via a closed FB group as well.

The **Final Event** of Daring Cities in Olomouc will also act as a communication output, sharing the network’s key findings, journey and learning, focusing on dissemination, impact and project sustainability, addressing local and international audiences and showcasing the potential for implementation of the Investment Plans.

At the end of the project, a **Final Network Report** will be published that will document the key milestones of the transfer process as well as assess the results and long-term impact of the transfer. The Final Network Report will also include a series of case studies from the local pilots, as well as a critical reading of the learning trajectory and its outcomes. The Final Network Report’s objectives are to share the trajectory and findings of the Daring Cities network as well as to advance the case of the commons and the co-management and co-governance of public properties.