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BASELINE STUDY



LC-FACIL

a working group to facilitate the
implementation of integrated,
sustainable urban development
according to the Leipzig Charter

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September 2009

Daniel Kampus
Bettina Burgsteiner

In cooperation with the cities of Leipzig, Rennes Métropole,
Székesfehérvár, Kirklees Metropolitan Council, Göteborg, Vitoria-Gasteiz
and Bytom

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1. Introduction

1.1 Main objectives of LC.FACIL

Although different in historic, economic, social and environmental situations European cities are currently confronted with, on the one hand, challenging and unprecedented financial/economic circumstances alongside increasing pressures to adapt to ever changing and complex demographic, cultural and migration patterns as well as social inequalities and environmental problems. On the other hand they hold the key for our future resilient economic strength and social cohesion in being the stimulus and the motor for the EU wellbeing in so many important aspects of life (they represent the economic and cultural core of a community and a focus for the provision of social educational and health services).

For fully playing this role and functions on the one hand and successfully addressing the multitude of severe challenges, cities need to organise and steer complex integrated, cross-sectoral and participative urban development processes. The Leipzig Charter as well as the Leipzig Memorandum provides an important European policy paper with core principles and guide-lines for integrated urban development processes. The common understanding of this URBACT working group proposal therefore is that the Leipzig Charter offers a clear focus to all the challenges mentioned above. However, the Leipzig Charter as a European policy document remains quite abstract and general.

The organism of cities is very complex with many layers of inter-connected functions as well as diverse relevant public and private players and thus also integrated approaches are complex and difficult in terms of governance (multi-level + cross-sectoral) and participation/involvement. This is why cities are still struggling in really putting integrated urban development processes into practice. It is absolutely necessary to further exchange on, develop and transfer successful tools for organising, implementing and monitoring integrated and sustainable programmes and processes for urban development which cut through traditional “siloes” working practices developing new multi-disciplinary structures working towards shared outcomes.

The member states have started to discuss on and elaborate a concrete reference framework on sustainable urban development and set up an Institutional Working Group (MS/I). The activities and outcomes of the IWG as well as the study made for the French presidency build a good basis for jointly working in this URBACT working group towards a real practical reference framework for processes fed by the practical experiences and know how of cities in terms of already existing planning, governance and monitoring tools as well as important success factors and for prevailing short-comings and difficulties to overcome. By this, the next step for policy makers and City administrations across Europe can be achieved and the “Leipzig Charter” as strategic frame can be transformed into an implementation action plan for sustainable urban development which can be adopted across the EU.

The concrete planning, governance and monitoring instruments need to be on the one hand innovative and on the other they need to be practical; sustainable development must not be seen as an “extra” task for re-generation practitioners but as the only way to ensure long term outcomes for the city. Therefore it is of utmost importance that existing instruments

such as monitoring systems (e.g. in Leipzig, Göteborg and Rennes) are integrated into the European discussion and are being adapted to the needs of the LC.

This Network therefore adopts the implementation of the Leipzig Charter as common goal and the recognition that we are all coming from different starting points as our basic premise. The situation of each city will be de-scribed in detail within the baseline Study which will be elaborated for each city during phase I. The Partnership is focused explicitly on a range of cities of differing scale (the scale of most European cities), context and structures to give a broad variety of situations, frameworks and also needs. It is important to mention that the results of this working group are useful for small and medium-sized European cities.

Main objectives of the working group:

1. Get a common picture of the “status-quo”
2. Two way communication with the institutional working group (IWG) and transfer of local expertise and tools
3. Constitution of test groups to experiment and further elaborate the envisaged reference framework as “Urban Laboratories”

2. Local Overview

2.1 Short description of all partner cities / regions

The following 8 partners are involved in the URBACT II Thematic Working Group “LC-FACIL - „A working group to facilitate the implementation of integrated sustainable urban development according to the Leipzig Charter”:

Lead Partner:	City of Leipzig (Germany)	Convergence
First Partners:	Rennes Métropole (France)	Competitiveness
	City of Székesfehérvár (Hungary)	Convergence
	Kirklees Metropolitan Council	Competitiveness
Additional partners:	City of Göteborg (Sweden)	Competitiveness
	City of Bytom (Poland)	Convergence
	City of Vitoria-Gasteiz (Spain)	Competitiveness

2.2 General information on each partner city

During the months of July and August 2009, the network’s expert visited the participating cities in order to achieve a better impression of the main issues and challenges of the cities / region, especially in the field of integrated urban planning according to the Leipzig Charter. Due to the strict timetable and the holiday season, it was not possible to visit the City of Székesfehérvár, but a later visit is foreseen to assist them at the coordination with the Local Support Group and at the elaboration of the Local Action Plan. On basis of these visits, an additional questionnaire and the two workshops in Leipzig and Rennes, the following section shows the main data of the partner cities of LC-FACIL.

2.2.1 General Information

Due to the fact that each city has different methods to gather statistic data, not all figures are directly comparable.

City of Leipzig	Rennes Métropole	City of Székesfehérvár	Kirklees Metropolitan Council	City of Göteborg	City of Bytom	City of Vitoria-Gasteiz
515,469 inhabitants	395,000	101,000	400,000	501,429	183,829	236,525
15.2% Unemployment rate	6.8%	5-6%	4.8%	9.0%	13.5%	9.6%
€ 12,060 income per capita net	€ 24,000 average income per household in 2005	€ 7,668	€ 21,616	€ 22,090	€ 8,272 (brutto)	€ 35,960 (GDP per capita)
<ul style="list-style-type: none"> ▪ Continuous decrease of population since 1933, accelerated loss of inhabitants after 1989/90 ▪ slight growth since 2001 	<ul style="list-style-type: none"> ▪ From 1990 to 1999, the population growth of Rennes Métropole was 1.3 % per year. ▪ This trend has been confirmed with the last statistics 1999-2007. 	<ul style="list-style-type: none"> ▪ Highest life expectancy in Hungary ▪ Younger population than the average in Hungary ▪ Labour cost differential with Budapest: 47% ▪ Econ. activity rate: 59.5% 	<ul style="list-style-type: none"> ▪ 8th largest population of all the Local Authority Districts in GB ▪ Growing population set to increase by 60,000 by 2026. 	<ul style="list-style-type: none"> ▪ Increasing annually with about 4,000 ▪ 21% of the population is born abroad, of which 37% live in the North Eastern part of the city. 	<ul style="list-style-type: none"> ▪ Since 1990 the population in Bytom has been decreasing continually: ▪ 231,206 people living in Bytom in 1990; ▪ Trend will continue. 	<ul style="list-style-type: none"> ▪ +1.3% per year (2009) ▪ Increasing tendency since the seventies
<ul style="list-style-type: none"> ▪ <15 years: 10.2% ▪ 15-65 yrs.: 67.7% ▪ >65 yrs: 22.1% (increasing, in future, especially age group > 80) ▪ average age: 43.4 years (increasing) ▪ migrant population: 6.5% 	<ul style="list-style-type: none"> ▪ < 20 yrs: 25.2% ▪ > 60 yrs: 16.2% ▪ foreign citizens: 3.5 % 		<ul style="list-style-type: none"> ▪ <14 yrs: 19% ▪ 15-24 yrs: 14% ▪ 25-64 yrs: 52% ▪ >65 yrs: 15% 	<ul style="list-style-type: none"> ▪ <16 yrs: 16% ▪ 16-64yrs: 69% ▪ >65 yrs: 15% 	<ul style="list-style-type: none"> ▪ < 17 yrs: 16.9% ▪ 18-64 yrs: 65% ▪ >65 yrs: 18.1% 	<ul style="list-style-type: none"> ▪ <14 yrs: 12.78% ▪ 15-64 yrs: 70.8% ▪ >65 yrs: 16.38% ▪ positive migration since 1,999 ▪ 2.008 rate: +0.95 % (2,399 people) ▪ 9.3% of immigrant population

2.2.2 Key characteristics

CITY OF LEIPZIG

Location:

Leipzig is one of three large cities in Saxony (Dresden with 512.234 and Chemnitz with 243.880 inhabitants), which is independent in its administrative boundaries from the surrounding counties. (Kreisfreie Stadt). Together with the neighbouring city of Halle in Saxony-Anhalt, Leipzig plays an important role in the metropolitan region “Central Germany”. Furthermore Leipzig is an important traffic junction and important economic centre within the Eastern part of Germany.

Strategic importance:

During the last years Leipzig was able to establish its role as “high-level-centre” (Oberzentrum) and as a focus location for economy and labour within the region. Leipzig’s position within the Metropolitan region, in cooperation with the cities Dresden, Chemnitz, Zwickau and Halle as well as larger cities in Thuringia and Saxony-Anhalt sowie Oberzentren von Thüringen und Sachsen-Anhalt is of importance for this purpose. With the development of the New lake district in the North and South, and the interconnection of the existing watercourses Leipzig will gain further urban qualities, which add on to the existing attractiveness of housing and leisure-spaces.

Public, national and international transport network:

The integration of Leipzig into the European transport network in the 1990s made a fundamental contribution to the growing significance of Leipzig in Europe. The extension of the airport, the completion of the motorway belt around the city, and the development of a European railway hub will have a major positive impact on the whole region. With the completion of the “City-Tunnel” in 2011, Leipzig’s city centre will be better incorporated into the regional rail network. This project will make the city easier to reach and, as a result, strengthen its image as an attractive shopping and recreational destination. At the same time, Leipzig stands for efficient and environmentally friendly urban traffic solutions: The city is compact; all destinations are within easy reach, and a large proportion of people walk or cycle to get to their destination.

Cultural centre and creative industries

Organisational and economic new structuring and stabilisation of Leipzig’s cultural institutions during the first years after the reunification guided the development towards its traditional role as cultural city. Gewandhaus and its orchestra, Opera house and musical theatre, Schauspielhaus theatre and theatre of the new world, Thomaner choir are mostly established since some hundred years and form the cultural landscape in Leipzig. They were able to successfully react to the challenges of the last decades and to strengthen their national and international reputation, e.g. through music festivals (as Bach festival), music schools, the zoo, municipal museums and libraries.

Important momentum for the cultural everyday life offers the multifaceted independent cultural scene with all artistic genres of socio- and district-culture. Socio-cultural district centres play an important role as they offer low-threshold, often cross-generational programmes close to people’s homes.

In close interaction with the cultural scene evolves a creative industry, with ideal start-up conditions in former industrial areas and buildings.

Key business & employment sectors:

With the reunification Leipzig lost its role as one of the most important locations for GDR industry and following to that also the major part of its industrial work spaces (around 90.000 work spaces). This structural rupture still influences the economy and labour structure of today. Since 2000 the economy has been developing positively, mainly due to employment in the service industries. This is supplemented by a growing manufacturing industry (automotive and supplier) and a logistic sector. Impulses on this new development gave new settlements of several large companies. At the same time it was possible to strengthen the research landscape especially in the field of health care management industry, biotechnology and environment. The economic location Leipzig is characterised today with strong functions of service industries with special qualities in trade fair and conference facilities, the sector of media/IT as well as health care management industry. In addition to that there are the before mentioned creative industry as well as a highly qualified transport system and high attractiveness for tourist industry. Furthermore it is an important place for science and universities with a focus on humanities with up to 35.000 students.

Sectors with potential for further development are directly promoted and supported by a municipal cluster strategy which concentrates on automotive and supplier, media and creative industries, energy and environmental technology, health-economy and biotechnology as well as logistics and services.

Short historic overview:

At the beginning of the 20ieth century Leipzig was one of the four largest cities in Germany with a prospering and diverse economic structure. Due to the centralist system and the international isolation of the GDR the city lost its importance as well as a large number of inhabitants. After the German reunification 1990 the main challenge was to define and bring to life the city's new position within a transformed political and administrative system and a global economy.

The first ten years after the peaceful revolution were influenced by development and growth expectations, which assumed a continuation of the development as the prosperous city from the beginning of the 20ieth century. In relatively short time some key projects for the city's profiling as fair trade, science and business location were realised; large parts of the historic urban fabric from the times of industrialisation were safeguarded and refurbished; the urban city centre was transformed into the cultural, social and economic centre of the city and its region; and a comprehensive development of nature and landscape improvement started.

However, at the end of the 1990ies it became obvious that the city could not comply with the expectations of development and growth, as continuing migration towards the western parts of Germany or the surrounding communities took place. An intensive professional and political discussion about the risks and chances of these (shrinking) processes led to a profound change of paradigm within Leipzig's urban development planning in 1999/2000. The formerly used solely project-orientated approach lost its importance in favour of a system, which aims to manage urban structure by using over- capacities and shrinking processes as a chance for future development. In the meantime major strategic milestones could be reached.

RENNES MÉTROPOLE

Location:

The Metropolitan district of Rennes comprises 37 towns and villages including the city of Rennes and today has a population of almost 400,000 (the third greatest population increase in western France), spread over some 61,000 hectares (598 inhabitants per km).

After the influx of 45,000 inhabitants over the past 15 years, a further rise of 60,000 is expected between now and 2015. This population growth can be witnessed in Rennes, across the département and throughout Brittany as a whole.

“Greater Rennes” stretches out around the central city, which has 210,000 inhabitants and is separated from the rest of the district by a green belt. This style of town planning has preserved the essentially rural identity of the suburban towns and villages. The Metropolitan district of Rennes has preserved vast farmlands in a fertile area along with numerous natural sites, notably along the River Vilaine and its tributaries.

The distinctive centre of Rennes blends seamlessly into the district’s contemporary urban fabric, thanks to a tried and tested planning policy which favours natural spaces and emphasises public transport and environmentally friendly ways of getting around such as the metro and cycling.

Strategic importance:

Rennes as capital of Brittany is recognized for its quality of life.

The centrality of its geographical location puts Rennes Métropole at the heart of discussions on the subject of cooperation in local authority development. In ten years, more than 116,000 new residents have come to live in the Rennes region. Rennes Métropole refuses to sacrifice its natural spaces on the altar of urbanization; the quality of its living environment constitutes an additional strength.

Key business & employment sectors:

With the creation of the Rennes Atalante science park, Rennes Métropole is now in the middle of the hub of the nationally-designated Image & Networks research, development and business area (13,000 jobs; 4,000 researchers and 250 high-qualified technology businesses).

The top of the French car manufacturing industry takes place in Rennes Métropole, PSA Peugeot Citroën car factory employs today a workforce of 10,000 employees.

Short historic overview:

The Metropolitan district of Rennes is widely acknowledged and visited for its 2000-year-old history. Dating back more than two thousand years, Rennes was capital of the Celtic Redones tribe and thereafter coronation city in the time of the dukes, seat of the parliament and regional administration during the “Ancien Régime” and subsequently capital of the region of Brittany. These prestigious roles explain why its architectural heritage bears all the signs of a noble and solemn pedigree.

Main trends in economic development.

Considering the actual economic crisis, the economic development of Rennes Métropole may slow for some years.

CITY OF SZÉKESFEHÉRVÁR

Location:

Székesfehérvár is the centre of the Central Transdanubia Region. It is situated halfway between Budapest and the Lake Balaton. Among all the large cities in the country, Székesfehérvár is the one situated closest to the capital. Székesfehérvár “, a city of county rank”, is the administrative, cultural and economical centre of Fejér county.

Both the number of its population as well as its economic figures makes Székesfehérvár the most significant city in the Central Transdanubia Region.

Population loss on national level is a characteristic of Székesfehérvár too but as a result of a positive migration balance the number of permanent residents is constantly over 100.000. According to its age composition Székesfehérvár is considered to be a young city when compared to other cities of Hungary; compared to national figures the changes of the population are smaller than the average.

Owing to its more favourable age composition the ratio of the active age group is (from 15 to 64 years of age) higher which fact supposedly has something to do with the favourable economic situation of the city, since those who migrate in hope of finding better workplaces fall mainly between these age groups. In respect of migrations into the city the situation is favourable, resulting primarily that notwithstanding with the worsening tendencies of natural increase, the dynamism of population decrease in the city was the smallest when compared to other Hungarian cities in the latest century.

Strategic importance:

Thanks to the economic structural change and renewal carried out in an exemplary manner during the last one and a half decades the city has become an outstanding power of Hungary and one of the cities offering the best living conditions in the country. Székesfehérvár functions as an independent profit-center (economy organizational center), a junction point and as a regional organizational center in the economic life of the Central-Transdanubia Region, and it can function as one of the core areas of Hungarian innovation in the long run.

With its economic branches outstanding even on national level, the city is a strong “knowledge application” base at present, so the strong economy of Székesfehérvár is a receptor of R&D achievements, developments.

Recently – as the sign of a shift into knowledge based society – the “knowledge creator” function has also appeared, – local R&D, innovative initiations were also strengthened by a strong economy sector – together with the institutions of higher education in the city.

The higher education and R&D capacity of Székesfehérvár is traditionally based on the technical sciences. The three local university colleges and the big Hungarian university cities, located only an hour from Székesfehérvár (Budapest, Veszprém, Győr) guarantee the supply of experts and the full-service scientific infrastructure. The best example for the cooperation between local companies and technical sciences is the Székesfehérvár-based activity of some of the research institutes of the Hungarian Academy of Sciences.

Key business & employment sectors:

The economy of Székesfehérvár could briefly be described as a high-tech processing industry. There are no huge raw material producing companies most of them are largely involved in spare part production, with relatively low added value under production. On the other hand knowledge intense industry branches have also started to appear (e.g. software

industry), and you can also note a tendency that the production companies place gradually greater emphasis on research development and testing related to R&D.

The economic development of Székesfehérvár can be based on the existing strong economic cluster cores, on the R&D activity going in that field and the related professional, education activity according to the following table.

Major sectors:

- mechatronics
- microelectronics
- software industry
- logistics
- plastic processing industry
- food industry

Short historic overview:

Székesfehérvár, founded in 972, had a very important role in the first centuries of the Kingdom of Hungary being the coronation and burial place of the kings.

In the 12th century the town prospered, churches, monasteries and houses were built. It was an important station on the pilgrim road to the Holy Land. King Andrew II issued the Golden Bull (constitution) here in 1222.

The city remained under Ottoman occupation for 145 years, until 1688. The Ottomans destroyed most of the city, they demolished the cathedral and the royal palace, and they pillaged the graves of kings in the cathedral.

The city began to prosper again only in the 18th century. In 1703 Székesfehérvár regained the status of a free royal town, but it did not become capital again, for the country was now ruled by the Hapsburgs.

After World War II the city was subject to the industrialization like many other cities and towns in the country. The most important factories were the Ikarus bus factory, the Videoton radio and TV factory and the Könnyűfémmű (colloquially Kőfém) aluminium processing plant, since acquired by Alcoa. By the 1970s Székesfehérvár had swelled to more than 100,000 inhabitants (in 1945 it had only about 35,000.) Several housing estates were built, but the city centre was able to preserve its Baroque atmosphere. The most important Baroque buildings are the cathedral, the Episcopal palace and the city hall.

At the end of the Socialist regime, all important factories were on the verge on collapsing (some eventually folded) and thousands of people lost their jobs. However, the city profited from losing the old and inefficient companies as abundance of skilled labour coupled with excellent traffic connections and existing infrastructure attracted numerous foreign firms seeking to invest in Hungary and Székesfehérvár became one of the prime destinations for multinational companies setting up shop in Hungary (Ford and IBM are some of them), turning the city into a success story of Hungary's transition into market economy. Few years later Denso, Alcoa and Sanmina-SCI also settled down in the city.

Main trends in economic development:

Since the democratic transformation Székesfehérvár has become the most important growth centre in the Central Transdanubian Region. Owing to the development during the last one and a half decades the economic structure of the city has been renewed, certain high-tech

economic sectors like mechatronics, informatics, and software industry have settled in the agglomeration of the city, and other traditional industries like logistics, plastic and food industry have also regained strength.

KIRKLEES METROPOLITAN COUNCIL

Location:

The Metropolitan Borough of Kirklees is one of five Local Authority Districts in West Yorkshire. It is situated in the Yorkshire and Humber region, midway between Leeds and Manchester in the South Pennines and is 200 miles north of the UK's capital city, London. It covers an area of 41,000 hectares (180 square miles) and has a population of around 400,000.

The District's population density is 9.5 persons per hectare, nearly three times the average for England and Wales (3.4 persons per hectare). However, there is a wide variation, from around 2 persons in the rural south of the district to well over 20 persons per hectare in inner urban areas.

The District in its current form emerged from local government re-organisation in 1974 and is made up of eleven former Local Authority Boroughs and Districts of the former West Riding of Yorkshire. It can be divided into three distinct zones:

1. Huddersfield:
2. The "Heavy Woollen Area" of North Kirklees, east and north of Mirfield, including Dewsbury, Batley, Cleckheaton and the Spen Valley:
3. The rural and semi-rural area south and west of Huddersfield, including towns such as Holmfirth and Slaithwaite.

Huddersfield is the principal urban centre of Kirklees and one of the largest towns in England, with about 130,000 residents. The town is the main shopping, industrial, administrative and business centre in the district. The Kingsgate Centre, opened in 2002, brought a number of nationally known retailers into the area. Huddersfield University has a national profile, with some 20,000 students and over 2,000 staff creating a significant presence in the town.

To the north of Huddersfield, Dewsbury is Kirklees' second-largest town: neighbouring Batley, Cleckheaton, Heckmondwike and Mirfield are also significant urban areas. North Kirklees built its reputation as a world centre of woollen textile production in the nineteenth century.

Kirklees also has a significant rural dimension. At least 45,000 people (around 11% of totals) live in non built-up parts of the District - some geographically isolated. Much of its southern and western edges are open, uninhabited Pennine moorland of outstanding natural beauty and high environmental value. The western fringe of Kirklees (about 10% of the total land area) is within the boundary of the Peak District National Park.

The name Kirklees – literally "Church Meadow" - is taken from the ruined medieval Kirklees Priory where the legendary character Robin Hood is reputed to be buried. Three words describe the Kirklees area – Hills, Mills and Music. Hills because Kirklees lies on the edge of the scenic Pennine hills. Mills because of the local textile industry which developed here in the 18th and 19th century. Music because of the beautiful concert hall in Huddersfield town hall, the famous Huddersfield Choral Society and many local choirs, brass bands and music festivals.

Strategic importance:

Kirklees is the third largest local economy in West Yorkshire, behind Leeds and Bradford.

Five important current opportunities for Kirklees.

1. Exploit its strategic Location – mid way between Leeds and Manchester
2. Build on its reputation for Green agenda – Kirklees has one of the best reputations in the country for its environmental activities – it wishes to exploit this position by encouraging the growth of environmental technologies industries to the district
3. The Importance of the University – Huddersfield is fortunate to have a large and successful university – not only does it bring 20.000 students into the town, it employs several thousand people, but it also has a major role in supporting our local industry with our reputation for excellence in engineering and design.
4. The Creative town – Huddersfield has developed a flourishing creative /media sector which seeks to build upon
5. Quality of life –one of the most important features of the area is its attractiveness for people who choose to live, work or visit the mix of urban and rural settings rich in heritage and natural beauty.

Five current problems for Kirklees.

1. Low skilled low waged economy. The highest priority is to move the local economy up the value chain.
2. The Recession - this is a major issue. The task is to build a resilient economy which can weather the storms coming out of this recession.
3. Access to good quality employment land and premises – the area does not have flat open land to develop.
4. Transport / connectivity – congestion – the area is in serious need of major investment in highways and public transport infrastructure.
5. Area of disadvantage – the district has areas where levels of poverty and deprivation are unacceptable. Issues of poor health generational inactivity and poor skills have blighted communities.

Key business & employment sectors:

- Kirklees economy is worth around £4.1billion: third largest in City Region behind Leeds and Bradford
- 13,670 businesses employ 154,680 people
- Reputation built on manufacturing – woollen textiles; mechanical engineering; chemicals
- 22% of people work in manufacturing – 33.260 jobs (GB 11%) - In GB, only Birmingham and Leeds have more jobs in manufacturing
- 74% work in service industries (GB 83%)
- 5% work in construction and primary production (GB 6%)
- 34% work part time hours (GB 31%)
- Public sector largest job provider (26% of totals)

- Growth in business services, leisure & retail
- Growth in higher level jobs – managerial, professional and technical
- 30%+ of residents commuting out
- £45 per week average pay gap between residents in full time work and employees of Kirklees companies

Short historic overview:

Kirklees has one of the oldest industrial heritages in the world, with a long history of skilled working that pre-dates the Industrial Revolution. The woollen industry took hold in the upland areas of West Yorkshire in the Middle Ages, to supplement traditional farming activities. Sheep thrived in the grassland of the valley sides and there was an abundant supply of water, the result of higher than average rainfall levels.

Cloth from Yorkshire was highly valued across Europe as far back as the 13th Century. Cottage type industries grew up in the small towns and villages of Pennine Yorkshire. Weavers Cottages were a particular feature of pre-industrial Kirklees.

As early as 1430 there are records of labour being imported from Europe – in this case Flanders – to help work in the woollen and worsted trades. Trading routes with Europe had already been established, to areas like Bohemia in the modern-day Czech Republic.

The industrial Revolution in the early decades of the 18th century saw one of the most fundamental changes in the means of production – some of the world 1st factories were built along the steep valley bottoms of the Colne, Holme and Calder Rivers. Huddersfield emerged as a significant industrial town.

The topography of the area with steep sided valleys and fast flowing streams/rivers made the area ideal for the first water-powered factories.

Easily available seams of coal helped the industry to benefit from the introduction of steam power. As the Industrial Revolution took hold, the traditional cottage industry activities of cloth production, established since the 13th. Century, gave way to centralised mill operations in and around Huddersfield and the other towns of Kirklees from the early nineteenth century onwards.

The development of inland waterways was also crucial to the growth of Huddersfield. The town lay at the confluence of the rivers Holme and Colne and in the late 18th. Century a canal was built linking the Calder and Hebble navigation, which flows through the north of Kirklees, to the centre of town. The Huddersfield Narrow Canal was developed in the early

19th. Century and linked via a tunnel under the Pennines to the canal systems in Lancashire, giving access to Manchester.

The area's worldwide reputation in the nineteenth century was built on the woollen and worsted textile trade but, to support that, it also developed world-class engineering and chemical enterprises, with a reputation for the highest quality. This heritage still shapes the local landscape and economy today.

One surprising feature of the distinctive industrial heritage of West Yorkshire is that the small towns in south Kirklees – Slaithwaite, Marsden and Meltham for example – developed an industrial base during the Industrial Revolution and tend to be as reliant, if not more so, on manufacturing jobs for their survival as the rest of Kirklees – with all the economic risks that such dependence can bring. Holmfirth, now a major tourist destination, has been a market town since the fourteenth century and a mill town since the Industrial Revolution.

The 1840's saw the emergence of Huddersfield and Dewsbury as power-house economies – a railway link to Huddersfield 1840's sparked a massive acceleration in Huddersfield's economy and population. Associated industries to the existing textiles including engineering and chemicals (dye making) sprang up and flourished. Continued to grow through the 19th and early 20th century. The Victorian era saw huge strides in new technology and new production /distribution methods. The first railway line through Huddersfield was built in the 1840s and with it the town and the textile industry grew in a dramatic manner. New technology in coal fired power coincided with the availability of the large deposits of coal in the area. The Yorkshire coalfield was the largest in the world for well over hundred years. Huddersfield had numerous coal mines even on the edge of the town centre.

Although in output terms the UK manufacturing and therefore Kirklees has been declining from its peak in 1910 (on the eve of the 1st World War) – it was not until the end of the 2nd world war that the crisis really began. The main reason for the decline was the end of Britain's dominance of world trade. Quite simply other countries could now compete with the UK in manufacturing. Synthetic materials were also replacing woollen production.

Later in the 20th century the manufacturing industry was hit by major recessions in the 1980's and 90's which decimated the textile industry.

- Between 1981 and 2006, Kirklees lost 23,000 manufacturing jobs (- 40%)
- 51,400 more service sector jobs created over same period (+83%)
- Knowledge, media, creative sector growth

This left Huddersfield and the rest of Kirklees with some major legacies of decline which remain to this day. Low-income levels are common to all the most deprived parts of Kirklees. Wage levels for people who work in Kirklees companies are not only well below the national average, but also the lowest in West Yorkshire. This is likely to reflect the industry mix in Kirklees and the low attainment levels of a significant minority in the workforce.

Although attainment levels are slowly rising, a significant minority of the workforce lacks the qualifications, skills and abilities to prosper in today's complex, technology dependent and highly competitive workplace.

Main trends in economic development.

As with the rest of UK; Kirklees is in the midst of a recession. In the long term however the Kirklees economy is forecast to continue to grow (not dramatically but steadily) into the foreseeable future.

- By 2026, 60,000 more residents and 25,000 more people in work
- Commuting continuing to increase
- Service sector will continue to grow overall: finance and business services will still see strong growth
- High value added manufacturing will remain and reputation for product development and innovation will be central to Kirklees' competitiveness.
- Creative and green economies key to diversification
- Growing success of Huddersfield University in stimulating graduate entrepreneurship
- Growth Sectors – Financial and Business Services, Leisure / Retail and Construction.
- Value-added – Creative/Media (with an emphasis on design), Green Technologies, and Advanced Manufacturing (particularly in engineering).

CITY OF GÖTEBORG

Location:

Göteborg is located on the Western coast of Sweden in the region of Västra Götaland. The city is the second biggest city in Sweden and recently passed half a million citizens. The larger Göteborg area (the 13 municipalities constituting the Göteborg Region Association of Local Authorities (GR)) counted about 900,000 inhabitants in 2009.

Strategic importance:

Göteborg is characterized by the biggest harbour in Scandinavia, making it a vital logistic hub in Northern Europe.

Both SKF and Volvo, two well-known multinational companies, have their headquarters located in Göteborg.

The attractive location by the sea with its close-by archipelago and one of Europe's biggest amusement parks (Liseberg) are contributing factors to the ever-growing tourism to Göteborg, even during the current financial crisis. The city has two major universities, University of Gothenburg and Chalmers University, both of them together have 60,000 students.

Key business & employment sectors:

The main employment sectors are trade and communications (21 %), financial and company services (19 %), manufacturing (15 %) and medical and health care (15 %).

Short historic overview:

Göteborg has ever since the city was founded in 1621 been a meeting place between cultures, especially due to the important role that trade has played. During the decades following the Second World War the export possibilities that the harbour offered, the shipyards and successful manufacturing companies contributed in giving Göteborg a prominent position in the Swedish economy. This rapid growth was made possible due to a significant immigration of foreign labour during the 1960's.

The economic expansion was changed in the 1970's to shipyard crisis and restructuring during the following decades, which has constituted major challenges for Göteborg. The traditional manufacturing society was gradually transformed to a information and knowledge based society with a growing service sector.

Today the closed down shipyards have been replaced by attractive housing, educational clusters and high tech companies, but the manufacturing industry is still important for Göteborg. The city is characterized by a growing population. During the two last decades the immigration from abroad has been significant, which made the population growth possible. This has fortified the identity of Göteborg as a multicultural place. The combination of economic restructuring that requires highly skilled labour and a significant immigration during the most recent decades has resulted in a widening social segregation. This has become, as for many other Western European cities, one of Göteborg's major challenges.

There are about 70 city regions in Western Europe that are bigger than the Region of Göteborg. In a European perspective Göteborg is characterized as a modern industry city. This category is defined by a large share employed in the manufacturing industry, a strong base in service and financial sectors, a gross regional product above the average, high degree of gainful employment, large share of students and highly skilled citizens. At the same time the dependence on international manufacturing companies requires a maintained

attractiveness in relation to the global economy. The supply of education, accessibility, a high service level and land to exploit is thus even more important.

Main trends in economic development:

Göteborg has experienced more than a decade of annual economic growth, measured as the inflation-adjusted taxable income per citizen. It is thus considered to be one of the economic motors of Sweden and the regional engine of growth in Region West Sweden. It is likely, however, that the trend of annual growth will be interrupted due to the current recession and Göteborg's high exposure to sectors that are sensitive to the business cycles.

CITY OF BYTOM

Location:

Bytom is located in the south-western part of the Silesian Upland, at the Bytomka River, about 15 km from Katowice - the capital of Upper-Silesian Agglomeration. The city area is 69.44 square km.

Since 1990 the population in Bytom has been decreasing continually, from 231,206 inhabitants in 1990 to 183,829 in 2008. The number of people at the pre-productive and productive age has been decreasing and the number of inhabitants at the post-productive age has been increasing at the same time. The positive trend is the increase of the number of people with higher education and the decrease of number of primary educated people at the same time.

Strategic importance:

At the crossroads:

Bytom's assets include its central location in the Upper Silesian Agglomeration, only 15 km from the capital of the Silesia Voivodship – Katowice and its good connectivity, which is provided by important roads located in Bytom:

- Road Cross-town Route – a fast road, providing better access to different cities within the Upper-Silesian Agglomeration – the central part has been already finished, the western part is being built now
- A-4 Motorway – located within the III Transport Route of the European Union, will link the Western Europe (through Germany) with the Eastern Europe (Ukraine), as the Polish part of the E40 International Road
- A-1 motorway - the interchange, which is planned to be constructed in Bytom.

Katowice Airport located at Pyrzowice is 23 km away from Bytom. All that results in the fact that the city is still located at the crossroads of the major trade routs, as it used to be in the past glory days of the “silver” Bytom.

Higher education workforce:

In Bytom there are 7 higher education institutions:

- Silesian College of Economics and Administration in Bytom
- Department of Medical University of Silesia in Katowice
- Branch departments and campuses of the Silesian University of Technology in Gliwice
- Department of Information technology of the Polish-Japanese Institute of Information Technology in Warsaw
- Department of Dance Theatre of the National Theatre Drama School in Kraków
- Teaching College
- Department of Academy of Humanities and Economic School in Łódź

Culture and nature:

Bytom is a place which has prestige and cultural institutions recognized beyond the region. Suffice is to mention:

- Silesia Dance Theatre;
- Silesian Opera;
- Museum of Upper Silesia.

The area of the commune is 69.44 square km, out of which as many as 21% is forestland. The “green assets” of Bytom are:

- “Segiet” beech reserve located within the medieval mining area
- “Żabie Doły” landscape nature protected complex
- “Dolomity – Sport Valley” all-year-round skiing and sports complex

Key business & employment sectors:

There were 14.2 thousand enterprises at the end of 2008; including about 11.3 thousand natural persons, 2.9 thousand legal persons and persons without legal entity. The number of transactors has increased at about 0.7% and natural persons at about 9.9% compared with an analogous period of time in the year before, while the number of legal persons and persons without legal entity has decreased at about 0.4%.

- trade and repairs – 35.5%
- service of real estates – 14.2%
- building – 12.5%
- transport, communication, storehouses' management – 8.8%
- industrial processing – 7.7%
- financial agencies – 6.6%

The trade wholesale and retail companies (vehicle or personal and household's goods repairs) account for 49.5% of the employment sector and industrial processing for 27.4%.

Short historic overview:

Bytom belongs to the oldest towns in the region of Upper Silesia. The beginnings of Bytom can be traced back to the 11th century, when settlement began around the local marketplace, and a fortified castle was built at Wzgórza Św. Małgorzaty.

There is some evidence indicating that the budding town may have boasted a parochial church, dedicated to the Holy Virgin Mary.

In 1254 Bytom received the town charter from Władysław the Duke of Opole. It was probably around that time too, that the town's spatial plan was substantially modified, which represented a critical step in Bytom's development: within the oval settlement, a rectangular Rynek (Town Square) was plotted, along with a checkerboard-pattern street system.

In 1281, following the disruption of Opole duchy, the capital of a duchy was established in Bytom. Kazimierz II, the new ruler, started the construction of a new castle (regretfully, it did not last to the present times) and encompassed the town with a new system of defensive walls with three gates (the new walls ran along the line which is today signposted by: Korfantego street, Grunwaldzki square, Murarska street, Browarniana street, Kosciuszki square, Jozefczaka street, Walowa street, Klasztorny square).

In late 12th century the Franciscan order erected, in today's Klasztorny square, the St. Nicholas church (at present identified with St. Wojciech church and in 1299 the Duke

founded the Holy Spirit Hospital, located outside the city walls, next to the Krakowska gate.) Its only remaining part is nowadays known as the Chapel of the Holy Spirit.

The town's prosperity founded on trade and mining (silver, lead) ebbed away around the middle of 14th century. At that time, the growth of mining was arrested as the so-called water level was reached, making further mining activity impossible. The crisis was aggravated by the partition of the town forced by the dukes of Cieszyn and Olesnica.

In 1432 Bytom was captured by the Husits. Throughout the 16th century it was plagued by fires (1515, 1526, 1529) and religious unrest, and adversely affected by the ongoing 30-year war. The period of ill fortune was concluded by Bytom falling in the hands of a private proprietor and becoming part of the Henckel von Donnersmarck family estate. This effectively sealed the town's decline. Prosperity returned to town only at the beginning of the 19th century.

As of 1908 no longer a private property and now re-integrated with its suburbs, Bytom restored its municipal status. The robust expansion of mining and steel industry gave a new momentum to the town's growth. Soon Bytom emerged as an important administrative centre and the largest industrial town in Upper Silesia. Around the middle of 19th century, Bytom became the seat of district administration, and hosted a court and the public prosecutor's department with a jail. All these changes were reflected in the urban development of the town. In 1827 the city walls were finally dismantled; soon afterwards, the reconstruction of the town centre was initiated, designed to merge it with the suburbs. By far the most consequential project of the time resulted in the creation of, in place of the dismantled walls, an administrative and commercial centre with a spectacular town square with a number of streets branching out radially -- a solution inspired by French modern urban architecture (today's Kosciuszki square, of which part was, regrettably, pulled down in the 1970s and the 1980s).

The second half of 19th century was marked with accelerated urban development that continued through the 1920s and was accompanied by explosive economic growth. The abundance of mineral resources brought about the rapid development of mining industry, hand in hand with the processing of coal, zinc, lead and iron ores, and the increasing production of steel, coke, ceramics and lime. At the end of the 19th century, coal mining and steel working established themselves as the leading industries.

Intensive redevelopment that began at the close of the 19th century made its greatest impression on Bytom's apartment houses: most of them were remodelled after the then popular eclectic fashion, the number of stories was increased, and a more compact backyard design was applied; the infrastructure was modernized, too. In 1860 Bytom introduced gas illumination, in 1899 -- electric light, in 1868 a sewer system was installed, and in 1894 the first regular tram service was started.

Main trends in economic development:

The Golden Age of Bytom lasted until the 80's of the last century. Then, five coal mines and two iron steelworks were closed down as the result of a heavy industrial restructuring process.

The results were many negative aspects, such as: the increase of the unemployment rate, intensification of the social exclusion and pathologies. The decrease of the number of enterprises in the industrial sectors was also the effect of the changes. The number of

workers in the industrial sector has been systematically decreasing (from 54.1% in 1998 to 34.2% in 2007). There are now more people working in the services sector (increase from 45.4% in 1998 to 66.4% in 2007).

Since the year 2000 many changes have happened. On one hand, the expectations of inhabitants, enterprises, non-government organizations and municipality authorities changed. On the other hand an evolution of the globalisation process and global problems with climate changes and economic crisis can be observed.

The main problem of Bytom is the restructuring of the heavy industry. The process of restructuring that began at the end of the 20th century has not yet ended. As it was mentioned above, from 6 coal mines and 2 iron steels only one is working at the moment. Many of the enterprises that cooperated with the heavy industry were closed. So, Bytom currently has the highest unemployment rate of the region (26.7%). The city still has a part of brown fields (more than 300 ha), which need revalorisation and revitalization. The economic base of the city broke down and has not been rebuilt.

CITY OF VITORIA-GASTEIZ

Location:

Vitoria-Gasteiz, the capital city for the Basque Country and the region of Álava is situated in the north of Spain.

It is located in the central area of the region of Álava with 276.8 km². It is the heart of Álava, not only because of its location but also because its demographic weight with 233,399 inhabitants, which are 77% of the whole region.

Vitoria-Gasteiz is composed of the central area and 65 smaller identities integrated in the rural area.

Strategic importance:

Vitoria-Gasteiz is strategically situated in the north of Spain as a transport hub to Europe and the rest of Spain. A high-speed train will arrive soon, completing the already developed transport system.

The plane territory around Vitoria is a competitive advantage comparing to the other two capitals of the Basque Country, Bilbao and San Sebastian.

The municipality is the one with the most available land in its surroundings.

Key business & employment sectors:

Energy and industrial employment are the key sectors of Vitoria. Those businesses make 28.7% of the economy. Tourism and commercial sectors are the second one with 24.3%. Thirdly Banking represents 8.2% of the economy and finally there is Building with 8.2% of the economy.

The third sector has become more and more important over the last years in Vitoria-Gasteiz due to the strategic situation of the city.

Short historic overview:

Since the 1950's, when the first immigrants arrived in the city, until the 1990's, the population has quadrupled. Firstly it was due to the impact of the immigration and afterwards thanks to the "baby boom". Today Vitoria-Gasteiz can be described demographically as a medium-size European city with growing population, where the majority of the inhabitants are between 25 and 34 years old.

Over the last decades, migration has deeply changed. In the 50's, 60's and 70's immigration meant coming from the rural areas into the city; in the 80's this movements changed. Big cities lost migration in favor to middle cities. Historically, Vitoria-Gasteiz had a positive result, and it is important to add the new non-European immigrants that arrived in the city after the 90's.

Education has made an important progress during the last years. The generation of the 50's and 60's hardly finished first education while their children finished second education and even university education. Today Vitoria Gasteiz is over the European average (69%) with 75% of the inhabitants with university studies.

Urbanism in Vitoria-Gasteiz has traditionally been an excellent component of the development of the city. The medieval quarter is a model where cohesion is being implemented. The green ring of the city and the system of urban parks are especially well known. It is the oldest city of Spain with urban planning studies and planning programs.

Main trends in economic development:

Vitoria-Gasteiz is an industrial city specialized on aeronautic and motor industry.

Over the last ten years, the three Basque regions have grown beyond the rest of the country and even Europe. However, the difference has been getting smaller over the last five years.

In terms of Gross Domestic Product, Vitoria-Gasteiz is situated close to cities like Bari (11,836) or Liverpool (14,458) but still far away from cities like Copenhagen or Rotterdam (25,544)

As the rest of the world, Vitoria-Gasteiz has been involved in the economic crunch in the last two years. However, the evolution of the financial crisis is doing better comparing to other regions of Spain due to the distribution of the economic sectors in the city.

2.2.3 Key challenges for the cities:

Social:

City of Leipzig	<ul style="list-style-type: none"> ▪ Unemployment, poverty and related to that a limited ability to participate in societal life ▪ Polarisation and segregation tendencies ▪ Children: Need to enlarge the net of social infrastructure and a stabilization of certain districts for family-friendly living ▪ Young adults: The general improvement of education and labour-market conditions are crucial ▪ Elderly people: Their ability to live a self-determined life in appropriate housing/physical environment must be supported ▪ Migrants: An atmosphere of inclusion has to be supported/further strengthened (especially in deprived neighbourhoods) ▪ Need of mentoring of problematic groups (as drop outs/early school leavers) ▪ Polarisation and segregation tendencies
Rennes Métropole	<ul style="list-style-type: none"> ▪ To preserve social cohesion and strengthen social mixity (both ages and social classes) ▪ To avoid the departure of young families because of housing cost ▪ Young adults : the general improvement of education and labour-market conditions ▪ Elderly people : their ability to live a self-determined life in appropriate housing ▪ Migrants : to strengthen an atmosphere of inclusion
City of Székesfehérvár	<ul style="list-style-type: none"> ▪ High level of migrant workers (improvement of community transport needed) ▪ High level of migrant students (age 6-18) ▪ Emigration of young generation (from age 18) ▪ Dealing with long-term unemployment ▪ Slum areas
Kirklees Metropolitan Council	<ul style="list-style-type: none"> ▪ Lack of social cohesion and tensions between communities in some areas ▪ Marked inequalities - the widening gap between haves and have nots ▪ Substantial poor health, infant mortality, obesity drug and alcohol misuse ▪ Generational / structural unemployment and worklessness in some areas ▪ Poor school attainment, truancy, teenage pregnancy ▪ The area fails to retain many of its graduates
City of Göteborg	<ul style="list-style-type: none"> ▪ Strong economic growth during the last years combined with increasing socio-economic divergences despite extensive measures to counteract growing inequalities ▪ Housing segregation and a regional division of the city
City of Bytom	<ul style="list-style-type: none"> ▪ Low level of safety feeling among the inhabitants ▪ The nearness of the quarters with high level of social pathologies (Bobrek, Śródmieście) ▪ Pretentious attitude of the unemployed

	<ul style="list-style-type: none">▪ Lack of motivation to raising skills▪ Insufficient cultural offers▪ Lack of a diversity of services (just basic services of the basic standard)▪ Mass migration of young people looking for work beyond the city (lack of life perspectives)
City of Vitoria-Gasteiz	<ul style="list-style-type: none">▪ Lack of cohesion in the city.

Economic:

City of Leipzig	<ul style="list-style-type: none"> ▪ The share of manufacturing industry and medium-sized industries at the value creation, the intensity of research and development and rate of innovative business sectors is too small and needs to be developed. ▪ The employment rate is still problematic and characterised in particular by a high level of long term unemployment ▪ Disparities between new industrial sites (has good infrastructure, less available) and historic inner city industrial sites (still brown fields) ▪ Efforts for high qualification opportunities and high attractiveness of the city in general to attract high qualified staff
Rennes Métropole	<ul style="list-style-type: none"> ▪ To maintain attractiveness for businesses ▪ To develop trans-competencies of low skilled people to favour their professional mobility ▪ To maintain a low unemployment rate
City of Székesfehérvár	<ul style="list-style-type: none"> ▪ Local education and training services not really meet the needs of the economy ▪ How to privilege local SME's on local level
Kirklees Metropolitan Council	<ul style="list-style-type: none"> ▪ Low wage low skilled local economy – a legacy of the district's industrial heritage ▪ Need to diversify the economy to include new sectors ▪ Need to encourage an enterprising culture ▪ Town centre vibrancy is threatened by changing consumer trends for out of town shopping centres ▪ Employment in the textile and associated manufacturing industries continues to decline in real terms – but now increasing high value added activities supporting the growth of our creative and service sectors
City of Göteborg	<ul style="list-style-type: none"> ▪ The unemployment rate has skyrocketed from 3% to 9%, and the estimations predict that it will reach 12% by 2010. ▪ This will mainly affect those who already are relatively exposed to social and economic difficulties, thereby deepening the socio-economic divergences in the city. ▪ Need of an economic restructuring due to the severe difficulties for the automotive industry. ▪ Importance of the manufacturing industry will decline in favour for service and knowledge based businesses ▪ In this restructuring process Göteborg has a special strength from the experience of the shipyard crisis and how the city succeeded to emerge from it
City of Bytom	<ul style="list-style-type: none"> ▪ Insufficient infrastructure of business environment ▪ Vocational passiveness of the inhabitants ▪ Structural unemployment ▪ Lack of skills adequate to the needs of the labour market ▪ High costs of properties' preparation for business needs ▪ High labour costs
City of Vitoria-Gasteiz	<ul style="list-style-type: none"> ▪ The industry established in the city needs to be renewed. ▪ The city needs to become attractive to more technological and specialized businesses. ▪ Local commerce has lost its importance.

Environmental:

City of Leipzig	<ul style="list-style-type: none"> ▪ Need to set measures against air pollution and noise exposure at a small scale ▪ Further Improvement of water quality and flood control measures at a small scale ▪ Protection and further development of the quality of land use management
Rennes Métropole	<ul style="list-style-type: none"> ▪ To preserve Rennes Metropole unique balance between urban and rural areas = green belts ▪ To preserve agricultural and environmental areas ▪ Further improvement of water quality ▪ To limit individual car traffic ▪ To reduce energy consumption and carbon emissions
City of Székesfehérvár	<ul style="list-style-type: none"> ▪ Low number of green areas ▪ Problems in waste management (low capacity of local waste receivers)
Kirklees Metropolitan Council	<ul style="list-style-type: none"> ▪ High levels of car borne commuting – air quality, carbon. ▪ Overcrowding in some areas ▪ Better access for citizens to good quality public open space ▪ Ambition for Kirklees to become the greenest district in UK
City of Göteborg	<ul style="list-style-type: none"> ▪ Secure future generations' right to clean air and a healthy environment ▪ One prioritized objective is to increase the use of public transport and bicycles in relation to car traffic.
City of Bytom	<ul style="list-style-type: none"> ▪ Contaminated soil caused by the industry ▪ Big amount of deposits (tanks, settling tanks and buildings lefts) ▪ Contaminated water-courses ▪ Poor air quality
City of Vitoria-Gasteiz	<ul style="list-style-type: none"> ▪ Vitoria-Gasteiz is the green capital and needs to secure its sustainability.

Physical:

City of Leipzig	<ul style="list-style-type: none"> ▪ Need for a high quality development of some housing market sectors to improve the urban quality of life ▪ Qualification of the existing housing stock ▪ Preservation of reasonable prized apartments ▪ Adaptation of housing stock for elderly citizens and families ▪ Preservation of high quality technical and traffic infrastructure
Rennes Métropole	<ul style="list-style-type: none"> ▪ Lack of affordable housing for families ▪ To build more housing by using less land ▪ To develop public transport infrastructure to reduce car traffic ▪ High speed train
City of Székesfehérvár	<ul style="list-style-type: none"> ▪ Road network in very bad condition ▪ Infrastructure developments needed, e.g. sewage water pipeline ▪ Not enough bypass roads ▪ Not enough bicycle tracks ▪ Huge parking problems
Kirklees Metropolitan Council	<ul style="list-style-type: none"> ▪ Pressure to find appropriate land and premises for housing and employment is severely restricted by the geography / topography of the area. ▪ Serious constraints on land in the urban areas due to flooding, contamination, access ▪ Major investment in the physical infrastructure is long over due – roads rail public transport, ICT Broadband, water drainage etc ▪ Due to the historic importance of the area in terms of the birthplace of the industrial revolution - many buildings are protected (listed) by law and so development is further complicated ▪ Current planning policies are now in some cases dated and need to be reassessed to match 21st century.
City of Göteborg	<ul style="list-style-type: none"> ▪ An integrated, cross-sector urban planning is needed to achieve a sustainable development. ▪ Build a more densely populated city core ▪ The planning work needs to be transformed into more including processes where children and youth can influence the way their city is built
City of Bytom	<ul style="list-style-type: none"> ▪ Insufficient traffic structure, inadequate for the big vehicular traffic in the quarter ▪ Lack of direct links with the regional traffic system (Road Cross-Town Route, A-4 Motorway) ▪ Bad technical state of the public transport infrastructure ▪ Shortage of the housing infrastructure ▪ Poor standard of the housing infrastructure in the older part of the district ▪ Bad technical state of the monuments ▪ Big undeveloped areas

	<ul style="list-style-type: none">▪ Lack of technical infrastructure in the post-industrial areas (it's been liquidated or devastated)
City of Vitoria-Gasteiz	<ul style="list-style-type: none">▪ Some industrial residential area neighborhoods have to be renovated▪ High speed train and the transport hub have to be finally implemented to ensure the strategic importance of the city

Organisational / Governance:

City of Leipzig	<ul style="list-style-type: none"> Further measures to foster dialogue between political decision makers and local stakeholders Better direct involvement of target groups as children or socially disadvantaged groups – now mostly “professional citizens” Expand the structures for cooperation with stakeholders as further development of common initiatives and PPPs
Rennes Métropole	<ul style="list-style-type: none"> More civil involvement and understanding of local challenges More cooperation between local stakeholders to foster the metropolitan attractiveness and influence
City of Székesfehérvár	<ul style="list-style-type: none"> More civil involvement (e.g. in the preparation of development projects) NGOs not really participate in the decision making process
Kirklees Metropolitan Council	<ul style="list-style-type: none"> UK political control is still highly centralized from London. Difficult to truly stamp local distinctiveness because of the requirements of Government policy. Organizational structures although much better than in the past are still silo orientated. At times, the focus on achieving short term wins has down played the importance of strategic long term planning and good joined up / integrated sustainable development.
City of Göteborg	<ul style="list-style-type: none"> The citizens’ trust is the foundation of our activities and the involvement, well-being and participation of our colleagues is necessary to succeed with our objectives. To fulfil the expectations constant review and innovation is needed. The continuous quality development of our organisation aims at enhancing democracy and participation by expanding the citizens’ influence beyond the consumer role. Much work is also being done to increase the diversity and equality in our way of interacting with society and in our internal processes.
City of Bytom	<ul style="list-style-type: none"> Lack of spatial development plan, which makes the establishment and development of new business more difficult Strict regulations for the infrastructure registered in the national monuments register, that limits the liberty of renovations and modernizations Centralization of the management (it exists only at city level)
City of Vitoria-Gasteiz	<ul style="list-style-type: none"> More cooperation is needed between the different administrations.

Financial:

The stretched economy during the coming years will necessitate rethinking and focused measures to be taken in all partner cities. The organizations have to be made more effective through cooperation, leadership and organizational development. Otherwise projects cannot be realised because of missing capital resources. Prioritization has to be made according the integrated urban development concept and long-term commitments of the Municipality.

2.3 Description of existing strategies and tools that guide the integrated urban development according the Leipzig Charter

On national level:

Leipzig/Germany:

- National Strategic Reference Framework
- Operational Programme by the State of Saxony (in Leipzig: ERDF program areas Leipzig-East and Leipzig-West; Georg-Schumann-Straße (forthcoming))
- Research Programme: Experimental Housing and Urban Development – „Experimenteller Wohnungs und Städtebau - ExWoSt“. (in Leipzig 2 projects: municipal concepts for provision of housing and a cooperation of property owners linked to a specific area)
- Included in ExWoSt is also the initiative National Urban Development Policy, “Nationale Stadtentwicklungspolitik” which came as an German reaction to the adoption of the Leipzig Charter 2007.

Rennes/France:

- Rennes Métropole adopted its strategic project for the next 15 years late 2006, with the determination to assert the positioning of Rennes, the Breton capital, as a European metropole of the 21st century.
- Based on the challenges that the territory will face in the next years (knowledge society, cohesive society, territorial competition, energy resources) and with respect to the existing founding values (solidarity, quality, identity, innovation and anticipation), this strategy develops 3 objectives for the future development of Rennes Metropole : creative and learning; welcoming and cohesive; attractive and enterprising. Each local policy (social cohesion, transportation, housing, urban planning...) respects and contributes to this integrated approach. This development programme has a spatial translation in form of the landplanning policy (
- SCoT: Schéma de Cohérence Territoriale - Territorial coherence scheme, a new national planning tool), and also a monitoring tool, in form of a 'barometer for sustainable development' (with comparison both with other large cities and with local political objectives).

Kirklees/UK:

- In the UK there is a statutory requirement to undertake a Sustainability Appraisal and an Impact Assessment for all major strategic / policy decision making processes.

Székesfehérvár/Hungary:

- New Hungary Development Plan

Göteborg/Sweden:

- National urban development policy
- National strategy for regional competitiveness, entrepreneurship and employment
- Interreg IVA Cross-border Cooperation Programme “Öresund-Kattegatt-Skagerrak” – Programme under the Territorial Cooperation Objective, co-funded by the European Regional Development Fund (ERDF)

- Interreg IVB Trans-national Cooperation Program North Sea Region

Bytom/Poland:

- National Spatial Development Plan – concept of policy.
- National Development Strategy (2007-2015, SRK)
- The National and Strategic terms of reference supporting development and employment - National Cohesion Strategy as SRK implementation instrument
- National operating programs:
 - OP Infrastructure and environment
 - OP Innovating economy
 - OP Human capital
 - OP Development of Easter Poland
 - OP Technical Service
 - European Territory Cooperation

Vitoria-Gasteiz/Spain:

- Mobility State Plan, Ministry of Transport. (Plan de Movilidad, el Ministerio de Transporte)
- Plan of Action 2008-2012 of Efficient Energy of Spain (E4). Plan de Acción 2008-2012 de la Estrategia de Ahorro y Eficiencia Energética en España (E4)
- E Plan (Plan para el fomento de la obra pública)

On regional level:**Leipzig:**

- Socially Integrative City (for districts with special need for development) “Soziale Stadt” (in Leipzig: Grünau and Leipzig-East)
- Urban regeneration programme East Germany - “Stadtumbau Ost” (in Leipzig: large area within the city’s boundaries, distinguished between partly overlapping areas of deconstruction and areas of upgrading)

Rennes:

- The local strategy is shared with regional partners in common strategies and contracts.
- This strategy also refers to regional and national orientations for Brittany (PASER : projet d'actions stratégiques de l'Etat en région)

Székesfehérvár:

- Central Transdanubia Operational Programme

Kirklees:

- Integrated Regeneration Strategy IRS – at a regional level there is a new duty passed down to each Regional Development Agencies (Yorkshire Forward in the case of Yorkshire and Humberside) to undertake an IRS by 2011/12 –
- Geographic Programme – Yorkshire Forward has asked each Local Authority area including Kirklees to produce a single Geographic Investment Funding Programme – this will be included in time into the IRS.
- Leeds City Region Development Plan – at a City Region Level there is a real opportunity to have an influence. Leeds along with Manchester has been granted an enhanced status by Government – with the ability to establish new flexibilities and aligned funding streams.
- Single Conversation – This is a new departure for many of the national bodies (the newly formed Homes and Communities Agency HCA for example) who are currently asking to have a “single conversation” with Local authorities on the whole spectrum of regeneration (housing, economic development etc).

Göteborg:

- RDF West Sweden 2007-2013, Regional competitiveness and employment
- Vision Västra Götaland – The Good Life, Region Västra Götaland
- Regional Growth Programme 2008-2013, Region Västra Götaland
- Sustainable Growth, Göteborg Region Association of Local Authorities (shortened GR or Region Göteborg)
- K2020 – The Future Public Transport in the Göteborg area
- Silesian Province's Spatial Development Plan
- Silesian province's development strategy on 2007-2020.
- Regional Operating Program of Silesian Province on 2007-2013 (RPO WSL)

Vitoria-Gasteiz:

- Basque Country Strategy of the sustainable development. 2002-2020. Operational Environmental program 2007-2010. (*Estrategia Ambiental Vasca de Desarrollo Sostenible 2002-2020. Programa Marco Ambiental 2007-2010*)
- Basque Country Plan against climate change (*Plan Vasco de lucha contra el Cambio Climático*)

On local level:

Leipzig:

- SEKo: Integrated Urban Development Concept

Rennes:

- Rennes Métropole adopted its strategic project for the next 20 years late 2006. This development programme has a spatial translation in form of the landplanning policy (SCoT: Schéma de Cohérence Territoriale - Territorial coherence scheme, a new national planning tool), and also a monitoring tool, in form of a 'barometer for sustainable development' (with comparison both with other large cities and with local political objectives).

Székesfehérvár:

- Integrated Urban Development Strategy

Kirklees:

- Local Area Agreement (LAA) – The LAA is a local authority's agreement between its partners and with national government.
- Kirklees Sustainable Communities Strategy (SCS) is the highest level strategy for the district and its partners as developed by our Local Strategic Partnership (Kirklees Partnership) –
- Economic Assessment – Kirklees produces a annual economic assessment.
- Economic and Sustainable Investment Strategy
- Locality Plans – subsidiarity is vitally important in the development of good urban development

Göteborg:

- The Budget 2010: Structured in the three dimensions of sustainable development, the social, economic and environmental dimension
- Comprehensive plan, City of Göteborg
- Local development agreement (LDA) with the government based on the national urban development policy.
- S2020 – Social 2020: The aim is to give the social dimension the same importance as the economic and environmental dimension
- The Aalborg Commitments

Bytom:

- Study of conditions and ways in spatial management in City of Bytom (it's during actualisations)
- Local Spatial Plan for northern Ring road's area in Bytom
- Local Spatial Plan for Bytom's town centre - "Program of revitalization and town centre's development [ReroŚ]
- Development Strategy of Bytom 2009-2020
- Local Revitalization Programme for Bytom City on 2007-2020
- Local Development Plan for the City of Bytom 2005-2015

- Annual Programmes of Cooperation with Non-Governmental Organisations.

Vitoria-Gasteiz:

- Energy Local Plan 2007-2012
- Management Plan of Air Quality 2003-2010
- Water Management and Saving Plan
- Urban Waste Management Plan
- Sustainable Mobility and Public Spaces Plan
- Health Plan for Vitoria-Gasteiz
- Housing renew Plan (Renove)
- In a higher hierarchical level, The General Plan for Town Planning, which is now in review
- Strategy Plan 2015
- Vitoria-Gasteiz Pathways network implementation proposal
- Green Areas municipality by-laws
- Energy efficient building local by-law

On sectoral level:**Leipzig:**

- Subject-related action plans, e.g. housing (Fachpläne)

Székesfehérvár:

- Economic Programme for Székesfehérvár

Kirklees:

- Spatial - Local Development Framework and Area Action Plans – At this moment in time Kirklees is developing its core strategy for its Local Development Framework (LDF) the LDF is the overarching spatial planning framework for the district and will run to 2026

Göteborg:

- The District Committees set their own budgets within their area of responsibility. Those city districts that are included in the LDA will develop a Strategic City District Plan.
- Together the two city districts of Lärjedalen and Gunnared are called Angered. Vision Angered is a strategic document for economic growth in these two city districts.

Bytom:

- City's Strategy Of Solving the Social Problems, 2006-2020
- Environment Protection Programme for the City of Bytom
- Waste Management Plan for the City of Bytom

2.4 Description of the current situation of integrated urban development in the city. Which key steps and actions have been taken so far?

2.4.1 Integrated approach at City level – process (including participation), strategy, instruments, and actions implemented:

Leipzig

Strategic Urban Development

Since the middle of the 1990s Leipzig has been developing a strategic urban development plan which is based on a substantiated analysis of the conditions for development. It combines long-term goals for spatial development with innovative projects for their implementation. Individual concepts have been developed for the different fields involved: living, industry and trade, urban centres, traffic, and public space.

Integrated urban development concept:

Changes in the social and demographic structure showed the necessity to for a better coordination between the different fields of urban planning. For this reason, the City of Leipzig has been working on an integrated urban development concept which was discussed in a large participation process and approved by the city council in Mai 2009. This integrated strategy goes beyond the sectoral development plans which have been in use so far by integrating all fields of activity into one single urban development and redevelopment strategy.

Part of the current process is to establish the newly developed integrative working structures and to relate the new elements of the strategy into existing planning and the administrative everyday life. As a first step a procedure is being tested how the strategy can be linked to municipal budget planning, to provide a basis for the allocation of public investments and resources.

The existing monitoring-system was one of the sources to create the evidence base for the integrated urban development concept. It needs to be enlarged and adapted in order to integrate all relevant issues.

The existing sectoral strategies are and continue to be in implementation.

Creating and ensuring high-quality public spaces:

City centre: Concepts about the design and the implementation procedures for public space in the centre, definition of areas with design or preservation statute (according to which funding can be allocated) and a concept for open space for children in public space.

Urban development plan „traffic and public space“: The main principles of the concept are the improvement of the attractiveness of the city for the economy, the creation of equivalent mobility chances, the organisation of an environmental friendly traffic, the construction of traffic roads and squares as an important role of the design of public space and the appearance of the city in general, the efficient use of small resources and the creation of an open planning process concerning traffic and public space.

Urban regeneration and development of central areas: In spaces with great need of urban regeneration or with importance for the local supply (which are defined in the urban development plan “centres”) special guidelines on the quality of public space according to the specific identity of the site.

In addition to that a public furnishing catalogue and a light master plan/ lighting catalogue guides the improvement of safety and quality of urban life.

Modernizing infrastructure networks and improving energy efficiency:

Instruments for Traffic planning: Urban development plan „traffic and public space“ (see above), concept for public transport, consecutive action plans for road construction, plan of action to foster bicycle traffic, concept to reduce car use in the city centre. Actions were taken according to the instruments (see pt. 2.3).

A major part of the technical infrastructure has been renovated and enlarged (new housing or industrial estates) since the reunification (entirely: gas, electricity and long-distance heating, partly water supply and sewage).

Proactive innovation and educational policies:

- Physical maintenance of the existing network of kindergartens and schools.
- Organisation of a necessary adaptation due to the increasing number of children.
- Support of private institutions by providing school buildings, offer alternative learning styles compared to public schools (in regional responsibility).
- Conceptual design (and successful application for funding) of the project “Learning on site”, which builds up a network between all institutions of so called life-long-learning and enables to monitor and improve the passing from one educational level to another. (e. g. to observe and improve the situation of dropouts). Start of implementation in 2009.

Rennes Métropole

Rennes Métropole’s strategy for action related to an integrated urban development policy includes:

- An integrated urban development policy forming a viable basis for a consensus between the region cities, citizens and businesses
- Pooling knowledge and financial resources in an inter-municipal framework
- Involving actors external to the administration and citizens to play an active role in shaping their immediate living environment
- Defining consistent development objectives for the urban area and developing a vision for the city area
- Coordinating the different neighbourhoods, sectoral and technical plans with each other and ensure that the planned investments will help to promote a well-balanced development of the urban area
- Being coordinated at local and city-regional level and developing partnership between cities and rural areas
- Monitoring territorial evolutions (several observatories, especially on social issues)

- Regularly assessing local policies

Creating and ensuring high-quality public spaces:

- **SCOT:** Territorial coherence scheme, a national planning tool. The Pays de Rennes' ScoT approach constitutes a request for global planning on a scale of a territory, its aim is to give the territory a framework for guaranteeing its sustainable development looking to the year 2020, by ensuring, in particular, the balances between the various urban functions (urban and social development)
- **ADDOU:** the approach to sustainable development in urban planning operations (made by the Town planning agency AUDIAR) concerned with managing urban sprawl, raising awareness, providing information and developing partnerships on the basis of voluntary involvement in the development of the urban project.
- **FU:** the "Urban forms working group ", a crossfunctional group by which specific exchanges and partnerships have been set up with professional partners, elected officials, public bodies as the "metropolitan art and history department" of the Rennes Metropole Tourism bureau, the "Maison de l'architecture de Bretagne" in order to promote a common urban culture by awareness-raising action (conferences, exhibitions, urban discovery itineraries...) and operational ties (workshops on "urban quality", request for proposals for "10 mayors, 10 projects for innovative housing", etc.)
- **PLU:** Town Planning Scheme defined in each city

Modernizing infrastructure networks and improving energy efficiency:

- **SCOT**
- **PDU:** Corporate Transport Plan which promotes intermodal transport. The PDU is subdivided in municipal transport plans in every city of Rennes Métropole.
- **PCE:** Climate and Energy Plan (BBC project)
- **PLH:** Local Plan for Housing
- High-Speed internet for all, everywhere

Proactive innovation and educational policies:

- Rennes Métropole finances higher education and research, and support several innovative sectors and transfer networks
- Life-Long Learning actions

Székesfehérvár

Creating and ensuring high-quality public spaces:

- Creation of community and public places in the downtown (renovation of the Hiemer-Font-Caraffa monument complex, phase I and II)
- New project: creation of a new multifunctional cultural facility (Agora Pole project)

Modernizing infrastructure networks and improving energy efficiency:

- Road reconstruction projects (ongoing)
- Renovation of housing estates (ongoing)
- Establishment of a new heating power plant (ongoing)
- Alba Airport project (ongoing)

Proactive innovation and educational policies:

- Establishment of two regional vocational centers

Kirklees Metropolitan Council

Actions taken so far concerning Current Urban Development (processes)

- **Assessment** – We have recently completed our 2nd Economic Assessment a comprehensive evidence base of local intelligence on a broad range of economic activities – including business activity, skills, workforce housing, land and premises, transport and environment
- **Vision / objectives** – the work we have been undertaking in North Kirklees through the joint work of the Strategic Development Framework and the South Dewsbury Housing Market Renewal were good examples of an integrated approach (this work was joint commissioned and managed between colleagues in Economic Development and Housing– More recently cross disciplinary teams of officers and partners have been working on developing Area Action Plans for Huddersfield and Dewsbury. Lastly the work of developing a fully integrated Economic / Sustainable Investment Strategy (as lead by our Sustainable Investment Programme Board) has resulted in greater alignment of strategic and operational priorities.
- **Integrated Plans** – An integrated regeneration programme for Dewsbury has been drafted.
- **Partnerships** – Kirklees has a highly successful track record of developing good quality Public & Private Partnerships and Joint Ventures to achieve urban development – Kingsgate Shopping Centre and the McAlpine Stadium projects were two high profile examples.
- **Local and Regional Funds / Resources** – the new Geographic Programme which was developed December 2008 was an important step towards a fully integrated investment plan for the district.

Current Urban Development (programmes)

- The development of the district’s overarching planning policy to **2026 the Local Development Framework LDF** has been through its initial “options” stage for public consultation Feb 2009. The preferred option phase will be due to go to public consultation during the lifetime of the LC-FACIL network. This is a unique opportunity to ensure that the principles of the Leipzig Charter are fully incorporated in the final Framework.
- Two major Urban Programmes have been initiated for **Huddersfield and Dewsbury**.
- And a further action plan for the **A62 Corridor** has been drafted

Creating and ensuring high-quality public spaces:

Over the past decade there has been substantial public realm investment in Huddersfield under the **Huddersfield Urban Renaissance programme** (which support from Yorkshire Forward and EU funding). In the last month a major redesign and redevelopment of St Georges Square (Huddersfield biggest public square has been completed). Substantial work has also gone into Dewsbury and Bately town centres over the last 10 years or so. There are now new opportunities to undertake a wholesale transformation of Dewsbury town centre through the work started by Dewsbury Renaissance.

Modernizing infrastructure networks and improving energy efficiency:

The A62 Corridor Action Plan is the largest example. The A62 Leeds Road is the most significant transport and economic corridor for the district (and is currently significantly congested (traffic). The Leeds Rd is the site for the district's biggest employment land allocation (Kirklees Strategic Economic Zone - 90+ hectares) with additional land allocations possible through the Local Development Framework (LDF). This is also an area of potential housing growth. The A 62 corridor Programme is therefore a multi faceted strategy incorporating economic housing transport and environmental factors.

Proactive innovation and educational policies:

- Our Schools for the Future Programme is the most far-reaching transformation of our local school provision for generations. A series of new school buildings are planned which will act not only as places of education for young people but will become hubs for community learning and recreation.
- Kirklees College has extensive plans to re-locate their operations in both Huddersfield and Dewsbury – act as a major boost for regeneration as well as reinforcing the districts reputation for further and higher education.
- The University of Huddersfield has been at the forefront of the regeneration of the canal / riverside area of Huddersfield. Many of the University's developments have acted as a stimulus for substantial private sector investment. The growing reputation of the university has provided the district with significant economic benefits.
- The Council's regeneration officers work extremely closely with the schools, colleges and university and there are many examples of excellent collaboration.

Göteborg

There are many examples of integrated approaches at city level. Among them the budget may be mentioned, as has been pointed out above. It is divided into the three dimensions of sustainability and specifies a number of prioritised targets for each. Simultaneously, it also declares the general distribution of resources between the departments and districts.

Another example is that each prioritised target is given to one department as their responsibility to coordinate cross-sector activities about. Therefore there are a number of process owners (departments) of prioritised targets actively working to fulfil the targets through an integrated approach.

The City of Göteborg has also carried out a feasibility study for the implementation of JESSICA, Joint European Support for Sustainable Investment in City Areas. The study showed that the city had promising conditions for a successful implementation and outcome of JESSICA, especially if combined with the Local Development Agreements and Vision Angered (further detailed below).

The City of Göteborg has together with the local universities, regional stakeholders and others applied to the Foundation for Strategic Environmental Research. The partnership aims at creating The Göteborg Centre of Excellence on Sustainable Urban Futures. There would be three focus areas; (1) sustainable urban processes and land exploitation, (2) socioeconomic and cultural adaptation and change and (3) managing complex urban contexts and urban management systems.

For many years the city has had an integrated approach to the follow-up of the sustainability in the societal development. The annual report The Societal Development in Göteborg is aimed at measuring the progress of the overarching ambition of the budget, namely to achieve a sustainable urban development. Thus the report is divided and based upon the three dimensions of sustainability, just like the budget.

In order to increase the understanding of the societal development and foster a cross-sector support and accountability for an integrated approach the City of Göteborg has developed the computer program Gotrends, which visualizes statistics and core indicators of sustainability. The application is the result of cooperation with the UN-funded foundation Gapminder, but has been improved and adapted to suit the task of presenting urban development. It is frequently used in strategic dialogues, management meetings and theme days.

Creating and ensuring high-quality public spaces:

- The European Regional Development Fund projects Growth Biskopsgården and Centre Development in Partnership may constitute two examples of how the quality of public spaces is ensured.
- Growth Biskopsgården aims at rebuilding an activity house, starting up a new bus line, establishing a new centre of entrepreneurship and refurbishing the local square. It will also conduct relative- and friendship tourism for the very first time in Sweden and find ways for long-term work on branding strategies for the city district.
- The purpose of the project Centre Development in Partnership is to create a positive centre development in five of the city districts of Göteborg. This is done by increasing the attractiveness, safety, well-being and empowering the local trade and industry around the five squares of commerce chosen.

Modernizing infrastructure networks and improving energy efficiency:

- The Sustainable Growth programme adopted by the Göteborg Region Association of Local Authorities (GR), further outlined above, clearly aims at modernizing the infrastructure network. Various regionally and nationally vital links are to be built to improve traffic conditions, public transport and export capabilities.

- One example of the city's strategic work to improving energy efficiency is Rya Combined Heat and Power Plant. From the year 2006 it has been making use of the heat that results from the production of electricity. The heat is then distributed through the city's extensive network of district heating. The plant is currently run by natural gas, but it may be run by biogas in the future. It produces 1 250 GWh electricity and 1 450 GWh heat per year, equivalent to 30 percent of the city's need for electricity and 35 percent of the heat used in district heating.

Proactive innovation and educational policies:

- Brewhouse Innovation was started at the initiative of Business Region Göteborg, Västra Götalandsregionen and the Technology Link Foundation, in order to provide better pre-conditions for entrepreneurs. The support the incubator offers is learning, office space and capital.
- Within the framework of the activities at GR Education, GR Experiential Learning develops hosts and provides the Swedish school systems with tools for experiential learning, such as simulations, role plays and live role playing games. The ambition is to merge game design and teaching.

Bytom

Creating and ensuring high-quality public spaces:

Processes, strategies and instruments:

- Local Development Plan for Bytom's town centre - "Program of revitalization and town centre's development [ReroŚ]
- Spatial Development Plan and Study
- as a part of implementation of the Development Strategy of Bytom

Actions:

- Environmental, historic and botanical revitalization, antique city parks: Park im. Franciszka Kachla, Park Fazaniec and Park Ludowy in Miechowice
- Revitalization buildings ex – coal mine named KWK Rozbark in Bytom
- Multifunctional sports hall construction on A. Frycza -Modrzewskiego street in Bytom
- Reconstruction municipal sport stadium on Olimpijska Str. in Bytom
- Modernization of the indoor swimming pool building on Parkowa 1 street
- Revitalization of the St. Jacek Church buildings in Bytom-Rozbark
- Revitalization Jana III Sobieski Square
- Revitalization of Market Square in Bytom

Modernizing infrastructure networks and improving energy efficiency:

Processes, strategies and instruments:

- Emergency Plan for the city of Bytom (in actualisation process)
- as a part of implementation of the Development Strategy of Bytom

Actions:

- Improvement of water-waste management in the City of Bytom.

Proactive innovation and educational policies:

Processes, strategies and instruments:

- as a part of implementation of the Development Strategy of Bytom

Actions:

- the culture cluster (connection the culture area with business)
- the IT cluster (private)
- the Bytom Third Age University
- the Weekend Academy of Fine Art in Bytom (private)
- working of Polish-Japanese Institute of Information Technology

Vitoria-Gasteiz

Creating and ensuring high-quality public spaces:

- Building codes and regulations
- Recovering polluted land
- Restructuring industrial lands
- Increment of the density in new areas, towards a compact City
- Creation and maintenance of public spaces and green areas, such as the “Secret garden of the water” as an example of sustainable gardening that seeks limited water consumption. Installation of systems to automate the irrigation and introduction of non-drinking water for that task.
- Transformation of the degraded urban °fringe area into the Green Belt
- Creation of the Urban Landscape Office
- Creation of Olarizu Botanical Gardens
- Plan for the Hydraulic adjustment and environmental restoration of the Zadorra river
- INBIOS Project for the improvement of Salburua wetlands biodiversity
- Approval of Green Public Spaces’ By-laws
- Digital Inventory

Modernizing infrastructure networks and improving energy efficiency:

- Pedestrianising streets and measures to limit traffic in the City Centre
- Development of urban Cycle Routes, as well as the introduction of the bicycle for certain units of the local police force
- Bicycle Loan Service free of charge

- Improvement of public transport, with a project to bury the railway and the construction of a new transport node, including High Speed Railway
- Efficient driving to reduce the consumption of fossil fuels
- Production of biogas from waste
- Production of energy from renewable sources
- Increase energy efficiency of municipal buildings and boost the correct use of energy by the public sector
- Urban Waste and water treatment and consumption
- Creation of local Produce Market
- Pneumatic waste collection and door to door waste collection
- Development of an integrated Plant for Construction and Demolition Waste
- Development of a biomethanization and compost plant
- On-site Composting Scheme
- Recycling centres, “Clean Points”
- Water saving Plan

Proactive innovation and educational policies:

- Environment Sectoral Council
- Educational 21 Agenda
- Young Participation Plan KIDE
- GEO Vitoria-Gasteiz study’s workshops of participation
- Citizen Forum for the sustainable mobility
- ERDU agency for volunteering and associations
- The Environmental Information System of Vitoria-Gasteiz (SI@M)

2.4.2 Integrated approach at Neighbourhood level – processes (including participation), strategy, instruments, and actions implemented

Leipzig:

Persuing strategies for upgrading the physical environment:

- Upgrading public green space to stimulate private investment into buildings
- Refurbishment of the public infrastructure (educational and cultural institutions, streets etc.)
- Supporting home-ownership in historical buildings and new town houses
- Funding of securing buildings with particular importance for urban structure and uneconomic (difficult) locations (refurbishment, modernisation)
- Supporting temporary use of brown fields and vacant buildings

Strengthening the local economy and local labour market policy:

- Funding and assistance for small enterprises
- Consulting for retailers and supporting retailer initiatives (Centre - Management)
- Support of labour market and education courses linked to specific location of need
- Support of centres for start-up companies and consulting for start-ups

Proactive education and training policies for children and young people:

- Upgrading preschools to family centers
- Upgrading schools with all-day offers
- Programmes to support passing over between different levels/institutions of education
- Cooperation between schools and local economy

Promotion of efficient and affordable urban transport:

- Mix of function according to the idea of the compact European city (“city of short ways”)
- Strengthening of central functions and settlement of public institutions close to public transport stations
- Refurbishment of tram network

Rennes Métropole

- CUCS : a tool to define, support and coordinate actions on priority territories, according to the needs of inhabitants in social and economic difficulties

Persuing strategies for upgrading the physical environment:

- Social housing policy
- “BBC pour tous” : low energy use buildings for all (affordable)

Strengthening the local economy and local labour market policy:

- “Maison de l’Emploi, de l’Insertion et de la Formation professionnelle”: coordinated actions for economic development and employment
- PLIE: Insertion and employment local planning

Proactive education and training policies for children and young people:

- Passeport Loisirs Culture + Tarifs préférentiels: access for culture for young people and priority areas.

Promotion of efficient and affordable urban transport:

- Some of the priority areas are linked to the city centre by the metro and benefit therefore from erase the distance between these areas and the city centre

Székesfehérvár

Persuing strategies for upgrading the physical environment:

- Environmental protection strategy and action plan

Strengthening the local economy and local labour market policy:

- Establishment of the Local Employment Pact (2007), led by the Municipality. Labour Market Monitoring system.

Proactive education and training policies for children and young people:

- Competence-based education in most of the schools of the Municipality

Promotion of efficient and affordable urban transport:

- Initiatives to improve community transport (poor results so far)

Kirklees Metropolitan Council

Deprived Neighbourhood

In many ways Kirklees can be extremely proud of its success in this area of activity. It has worked for many years in some of the areas most challenging / deprived communities to bring about real benefits for local people. The Deighton & Brackenhall Initiative is an excellent example of sustainable development in a deprived neighbourhood. Deighton is one of the most deprived communities in the Country but has seen through the hard work and dedication of officers and local residents, a transformation. Once the area was synonymous with crime and deprivation now boasts excellent local multi agency facilities (run by the community) and a housing estate which has been transformed through a groundbreaking partnership with the community, private and public agencies. The South Dewsbury Neighbourhoods are another good example of fully integrated and sustainable urban

development in some of our most deprived communities which has up-graded the physical environment, strengthen local economy / labour market.

Göteborg

In this context the Local Development Agreements may be mentioned, for reasons accounted for above. One important part of the LDA is the creation of neighbourhood level, integrated strategic plans. There are also agreements with state departments on how to cooperate between the state and municipal levels for the creation of a locally sustainable development.

Pursuing strategies for upgrading the physical environment:

All projects carried out within the framework of the European Regional Development Fund and the Operational Programme according to the third priority area Sustainable Urban Development aim at pursuing strategies for upgrading the physical environment.

Strengthening the local economy and local labour market policy:

Much has already been mentioned as regards the city's work to strengthen the local economy and local labour market. Among them are Vision Angered, JESSICA and Growth Biskopsgården.

Apart from that the City of Göteborg recently was one of nine cities in the URBACT partnership URBAMECO, aimed at integrated regeneration of deprived urban areas with a special focus on economic vitalisation and the achievement of sustainable results and improvements in those neighbourhoods.

Proactive education and training policies for children and young people:

One partnership between the city, local enterprises and educational centres is the ESF project The Welding Academy. It educates qualified welders in alternative ways to meet a national and international need for skilled labour and takes on a social responsibility in aiding people to a good and suiting career path.

Promotion of efficient and affordable urban transport:

The city and the region promote efficient and affordable urban transport through the K2020 work, which has been described above.

Bytom

Persuing strategies for upgrading the physical environment:

Processes, strategies and instruments:

- Spatial Development Plan;
- Local Revitalization Programme as a part of implementation of the Development Strategy of Bytom.

Action:

- Participation in the URBACT II project: Land Use Management in Sustainable European Cities (LUMASEC), where we concentrated on chosen terrain to make it more attractive for inhabitants and investors.
- Revitalization of terrain after the coal mines with the participation of private investors
- Creating investments offers related to the terrain or buildings

Strengthening the local economy and local labour market policy:**Processes, strategies and instruments:**

- as a part of implementation of the Development Strategy of Bytom
- Programme for Employment Promotion and Activation of the Bytom Labour Market in year 2009

Action:

- Projects implemented by District Employment Agency in Bytom, for example promotion of self-employment and small and middle enterprises
- Cooperation between the city, private enterprises and trade society (ex. excursion for enterprises to create good application for projects)

Proactive education and training policies for children and young people:**Processes, strategies and instruments:**

- As a part of implementation of the Development Strategy of Bytom.

Action:

- A lot of small projects undertaken by Education Department and schools, for example in the LEONARDO da VINCI programme.

Promotion of efficient and affordable urban transport:**Processes, strategies and instruments:**

- As a part of implementation of the Development Strategy of Bytom.

Action:

- Reconstruction of most road connections
- Preparing to build a fast train to connect the Airport Katowice in Pyrzowice with the biggest Silesian cities, with the transfer centre in Bytom
- Preparing to build a network of bike paths

Vitoria-Gasteiz

Persuing strategies for upgrading the physical environment:

- Renewal of the industrial era residential neighborhoods
- Mechanical access to the Mediaeval Centre
- Mix of uses for the new neighbourhoods
- Distribution of different municipal services all around the City

Strengthening the local economy and local labour market policy:

- Renovation of the Historic City Centre, not only physically but even in terms of economy and social cohesion.
- Alhondiga Plan, commercial routes along the city

Proactive education and training policies for children and young people:

- Creation of territorial and sectoral committees in each area of the City's activity

Promotion of efficient and affordable urban transport:

- Implementation of the Light train line to Abetxuko, a neighborhood in the outskirts of the city
- New scheme and frequencies for the bus lines

2.5 Experiences made in the cities with strategies, instruments and observation used for the implementation of the Leipzig Charter

CITY OF LEIPZIG	RENNES MÉTROPOLE	CITY OF SZEKESFEHVAR	KIRKLEES METROPOLITAN COUNCIL	CITY OF GÖTEBORG	CITY OF BYTOM	CITY OF VITORIA-GASTEIZ
<ul style="list-style-type: none"> • Procedures for the implementation of integrated approach at district level • Creation of the integrated urban development concept • Funding programs that helped to convince decision-makers and administrative bodies to participate at the procedures • Monitoring system on different subjects, set in place since 2001 	<ul style="list-style-type: none"> • The integrated development program adopted in 2006 for 20 years • Different tools to implement the integrated development strategy (SCOT, numerous plans, etc.) • "Baro'Métropole": a monitoring tool, in form of a 'barometer for sustainable development' • La Courrouze, new area developed through the sustainable urban development (eco-building : energy, waste, water supply, etc.) 	<ul style="list-style-type: none"> • 2008: Elaboration and implementation of Integrated Urban Development Strategy • Approval of the Integrated Urban Development Strategy was based on a wide political consent. • Preparation of 2 projects, based on the objectives of the Integrated Urban Development Strategy: <ul style="list-style-type: none"> - Rehabilitation of the Historic Downtown - Social Rehabilitation of the "Szárazrét" district 	<ul style="list-style-type: none"> • Development of the North Kirklees Strategic Development Framework and • the South Dewsbury Neighbourhoods Masterplan was a good recent example where all the major services contributed towards a holistic regeneration framework • Funding programs that were multi layered and integrated regeneration programs linked to substantial EU funding match. 	<ul style="list-style-type: none"> • Extensive system for follow-up and evaluation carried out for the activities and overall urban development • Budget is divided into three dimensions of sustainability and specifies a number of prioritised targets for each. • Feasibility study for the implementation of JESSICA • Adopting of Structural Funds Strategy (Sustainable Urban Development) which provides centralized support and co-ordination of major EU projects through a helpdesk 	<ul style="list-style-type: none"> • The first Development Strategy of Bytom for years 2001-2015 with 3 main aspects (community, activity, environment), replaced in May 2009 with new Development Strategy of Bytom 2009-2020. • "The Act of Law" as definition of the development policy. It lists the fields of assistance and points the organs carrying the policy. 	<ul style="list-style-type: none"> • Regeneration of The mediaeval quarter - Sustainable Mobility and Public Spaces Plan, signed by many stakeholders • Creation of the ARICH agency to go ahead with the integrated regeneration of that quarter - Agreement of all the political parties to implement the Mobility Plan

2.6 Existing obstacles / deficits / improvement opportunities related to integrated strategy-building or implementation

CITY OF LEIPZIG	RENNES MÉTROPOLE	CITY OF SZEKESFEHERVAR	KIRKLEES METROPOLITAN COUNCIL	CITY OF GÖTEBORG	CITY OF BYTOM	CITY OF VITORIA-GASTEIZ
<ul style="list-style-type: none"> • Sectoral structure of the city-administration, with own objectives and fear to loose freedom of action. • Short-term view of political operating and project-related view on things • No flexible budget, due to sectoral or overlapping funding opportunities - „Addiction“ on funds • Partly introverted city administration – stakeholder-cooperation could be stronger. 	<ul style="list-style-type: none"> • Improve the integrated application of the Sustainable Development Strategy: Need of additional finances and human resources to implement and disseminate the outputs of the integrated development strategy. No governance within the local scale. • Develop the participation of all the local actors; ease the appropriation of the sustainable development stakes by the population • Improve the tools and methods for the evaluation and the follow-up of the applied policies. 	<ul style="list-style-type: none"> • Lack of integrated funding. • The approval procedure of projects financed by the EU is extremely long. It takes 1,5-2 years from the time of submitting a project proposal to receiving actual funds. 	<ul style="list-style-type: none"> • Short termism (action focussed) vs. long term strategic thinking (planning) • Output driven (process orientated) vs. outcomes driven (working towards impact) • Reactive policies vs. proactive strategies • Allowing market forces to determine development vs. a more planned economy • Need for place shaping Skills – for officers, politicians, public • Need for greater resources – funding and timing (alignment) 	<ul style="list-style-type: none"> • Still examples of sectoral working and thinking in and between departments • Lack of integrated funding and planning. • Lack of education and skills training in integrated planning among the staff of the stakeholders involved • Courses, networks and forums for the exchange of experiences are needed on the city, regional, national and international level • Importance of visualization in urban planning/ development, to build support and raise cross-sector awareness and cooperation. 	<ul style="list-style-type: none"> • A rather sectoral working structure and in the way of thinking • Lack of active stakeholders interested in integrated sustainable development • Budgetary restrictions (one year budget planning in fact), lack of integrated funding and planning on regional / national / European level • Lack of operationalisation of the Development Strategy of Bytom within the strategic road map (the Local Development Plan is in process of creation) • Lack of system/tools to monitor and evaluate the integrated sustainable development, including projects, operational programmes and strategy 	<ul style="list-style-type: none"> • Educational policies can be applied for children and young people, but not for the rest of the community • The economic crisis affects the incomes and therefore also the budget to implement the projects • No good controlling and evaluation system for projects after they're implemented.

3. Expectations

3.1 Which benefit / learning do you expect from participating in LC-FACIL concerning the work on urban development in your city?

Leipzig

- Improvement of framework-conditions for integrated urban development on European, national and regional level
 - More autonomy for the cities, more flexible financing instruments as local budgets etc.
- Knowledge-exchange on integrated approaches on different levels and stages of implementation (including the observation of effects)
 - Finding better methods of know-how-transfer between cities and creating better structures to use European expertise. The focus should be on exchange of practitioners, who could exchange e.g. bilaterally on specific challenges.

Rennes Métropole

- Contribute to the definition of the European framework about integrated urban development
- Exchange experiences and good practices with partners in the field of integrated urban development plans, implementation, on governance and partnership on different levels
- Identify the potential local improvement; benefit from training and empowerment actions for the local stakeholders
- Demonstrate the interest of European involvement and financing to develop the good practice about sustainable development.

Székesfehérvár

- The most important benefit is taking part in a learning process, where we can get (and give) new ideas and solutions for more effective urban development.
- Additionally widening the co-operation among cities with different development characteristics can help the integration to European urban network.
- Finally, Székesfehérvár is open to disseminate new urban development tools and methods to other Hungarian cities. This intermediary role can be strengthened through LC-FACIL project.

Kirklees Metropolitan Council

- Gaining new solutions and approaches to urban development sharing good practice from across the EU
- A focus for local integrated actions based on the principles of the Leipzig Charter.
- Gain help to develop an integrated strategy for sustainable development / investment for Kirklees and a focus for the realignment of funds and a method for lobbying regional national and EU agencies to secure sufficient funds to help Kirklees realize its ambitions for sustainable urban development.

Göteborg

- One expectation is to boost the interest in issues of urban development in a wider perspective. Today there are examples of a sectoral view of this policy area.
- Another expectation is to increase the use of visualisation as a means to achieve and spread this wider perspective of urban planning and development.

Bytom

- We are looking forward to work out within the LSG sets of tools and efficient solutions, requisite for the monitoring and the evaluation of the strategy, and the identification of development projects in operating-programmes. It's important in the context of implementation process of city development policy, defined in the strategy and operational programmes.

In the context of FC-FACIL project, we're thinking about three main common issues:

- Build an ULSG around the city development to identify possibility monitoring and evaluating tools and defined set of indicators
- Create the Local Action Plan, which will identify tools and instruments for implementing the strategy road map and for the monitoring and evaluation of the development status
- Dissemination the results of our work in the LC-FACIL project to other cities, e.g. in form of a practical guide or good practices

Vitoria-Gasteiz

- We expect to learn on evaluation of projects' sustainability, in order to facilitate the decision making.

3.2 Which outputs do you intend to achieve with LC-FACIL concerning the interaction with the European level (the MS/I or other networks) and/or concerning the work on national / regional level?

Leipzig

- Strengthening cities' position in EU decision-making processes. The current dilemma between the principle of subsidiarity and direct participation of cities has to be solved. Whereas the urban dimension became part of the ERDF funding from 2007-2013, the quality of urban regeneration programmes often fell behind the successes of the URBAN-programme.
- Reason for that was the influence of non-involved third parties as the national and regional levels, who are responsible for the design of funding programmes being the base for facing the urban challenges and the development of municipal opportunities. Cities as experts were not sufficiently involved.

Rennes Métropole

- To define and test a framework on integrated urban development (both on planning and on implementation)
- To contribute to the European policies for urban development
- Rennes Métropole is a member of the CAAC. The working groups and commissions are based on the Atlantic Charter of San Sebastian adopted in 2008. The results and research on LC-Facil will serve as resources for Rennes Métropole participation into the CAAC.

Székesfehérvár

- The core output could be a written material (some kind of guide book) about the opportunities, services and programmes concerning to bicycling in Székesfehérvár
- Growing the role of bicycling in intra-urban traffic through raising awareness on the benefits of bicycling
- Promotion of bicycle as a healthy, fast, cheap and environmentally friendly alternative mode of transport in daily public and tourist activities

Kirklees Metropolitan Council

- Share good practice and expertise from across Europe in sustainable urban development – Kirklees is keen to learn from our partners and innovate.
- Develop a fully integrated strategy for Kirklees
- We see the LC – FACIL network as offering an ideal opportunity for us to develop solutions which can be replicable across the EU.

- We are also keen to explore that potential to attract much needed funds for the development of a long term and Integrated Regeneration Programme for the town such as EU investment via JESSICA funding. We would like to see the work carried out as providing a vehicle to lobby for EU / UK Govn / Regional investment including potential for funds from European Investment Bank (EIB)
- Our Planning services have agreed to undertake a detailed Area Action Plan (a formal Planning Framework) for the town centre of Dewsbury. Yorkshire Forward, the Regional Development Agency, have also agreed to invest in the development of a detailed urban design masterplan for Dewsbury (Renaissance) alongside substantial public consultation. So this represents the best possible opportunity to align the existing threads of regeneration for Dewsbury as a case study in sustainable urban development incorporating the principles behind the Leipzig Charter.

Göteborg

- Our ambition is to spread the use of visualisation in urban planning and development in a way that stimulates a wide participation. Through visualisation it is more likely to achieve a common, shared view and understanding of both similarities and differences in respect to European sustainable urban development. That may in turn be the key to a more constructive interaction in urban development issues on a European level. This is what makes this project so important and strategic, by providing the “visualised framework”, if you will, for the European Reference Framework.

Bytom

- Preparing of Local Development Plan as an operational programmes, related to the strategic road map (included in Development Strategy of Bytom)
- Qualify, which priorities defined in the strategic road map are coherent with Leipzig Charter recommendations
- Need to build up and implement a monitoring and evaluation system, especially for an ongoing monitoring of not only the projects' realization status but the whole development process

Vitoria-Gasteiz

- The main expected output is a global framework for sustainable urban concepts, the creation of knowledge and best practice manager.

3.3 Summary of expectations and outputs

The following results and outputs could be defined on basis of the partners' feedback through the baseline questionnaire:

Expected results	Intended outputs
<ul style="list-style-type: none"> ▪ Improvement of framework-conditions for integrated urban development on European, national and regional level ▪ Knowledge-exchange on integrated approaches on different levels and stages of implementation (including the observation of effects) ▪ Benefit from training and empowerment actions for the local stakeholders ▪ Gain help to develop an integrated strategy for sustainable development / investment for the city and a focus for the realignment of funds. ▪ Increasing the use of visualisation as a means to achieve and spread this wider perspective of urban planning and development ▪ Develop with the LSG and LC-FACIL instruments and efficient solutions as requisite for the monitoring and the evaluation of the strategy ▪ Identification of development projects in operating-programmes ▪ Collection of knowledge and good practices 	<ul style="list-style-type: none"> ▪ More autonomy for the cities, regional budgets etc. ▪ Better methods of know-how-transfer between cities. ▪ Training session for local stakeholders ▪ 7 Action Plans ▪ Providing the "visualised framework" ▪ Tool set and set of indicators for monitoring and evaluation ▪ Key criteria catalogue for a road map for the implementation of the strategy ▪ Library of dos and don'ts

4. Local Action Plan

4.1 Description of the nature of problems/challenges in your City which you want to develop a Local Action Plan

City of Leipzig	<ul style="list-style-type: none"> ▪ Develop action to foster the implementation of the integrated urban development concept ▪ Linkage of integrated urban development concept /strategy to municipal budget planning ▪ Enlargement of monitoring system to current needs according to i.u.d.c. ▪ Development of city-wide strategy ▪ Development and implementation of integrated urban development on district level
Rennes Métropole	<ul style="list-style-type: none"> ▪ Define and adopt a local action plan on integrated urban development ▪ Methods to improve the mobilization and motivation of local stakeholders and inhabitants ▪ Development of a common understanding and appropriation of sustainable development issues and local policies implemented therefore ▪ Methods on how to integrate citizens' expectations
City of Székesfehérvár	<p>Realising a pilot project in the field of sustainable urban mobility according to the overall strategy of the city:</p> <ul style="list-style-type: none"> ▪ Development of alternative ways of transportation to increase the attractiveness, liveability and environmental sustainability of the city ▪ Development of the awareness rising methods for bicycling, which is also in the focus of urban development initiatives ▪ Elaboration of a bicycling guidebook that gives all information about routes, services, as well as car-free programs
Kirklees Metropolitan Council	<ul style="list-style-type: none"> ▪ Development of a local strategy and investment plan which embodies the principles behind the Leipzig Charter and bring those principles to life in a tangible and practical manner which can be replicated across the EU ▪ Develop a fully costed Sustainable Investment Implementation Plan and attract funds from regional, national and EU agencies ▪ Inform the development of a new Operational Programmes post 2013 to include a priority axis which encompasses the Leipzig Charter
City of Göteborg	<ul style="list-style-type: none"> ▪ Develop the use of the Geographic Information Systems (GIS, computer based systems to gather, store, analyse and present area based information) in urban planning as a way to combine the physical urban planning with the social dimension. The organization has to be made more effective through cooperation, leadership and organizational development. ▪ Develop the use of a statistical visualisation of the urban development in order to promote cross-sector understanding and accountability.
City of Bytom	<ul style="list-style-type: none"> ▪ Preparing of Local Development Plan as an operational programme, related to the strategic road map (included in Development Strategy of Bytom) ▪ Qualify, which priorities defined in the strategic road map are coherent with Leipzig Charter recommendations

	<ul style="list-style-type: none"> Build up and implement a monitoring and evaluation system, especially for an ongoing monitoring of not only the projects' realization status but the whole development process
City of Vitoria-Gasteiz	<ul style="list-style-type: none"> Development of instruments and methodologies to evaluate the sustainability of some projects going ahead in the city: the waste collection Plan and the Sustainable Mobility and Public Spaces Plan

4.2 With which topic / priority axis of your Operational Programme (OP) 2007 – 2013 is/are the topic/s of your LAP for LC-FACIL connected?

City of Leipzig	<ul style="list-style-type: none"> Priority axis 5: "Expansion and improvement of the infrastructure to permit durable economic growth" the issue "Sustainable urban development"
Rennes Métropole	<ul style="list-style-type: none"> Axe 1 – to make of Brittany an attractive and accessible European region to reinforce its sustainable and balanced development. Objective 2 – Support a Sustainable Urban Development.
City of Székesfehérvár	<ul style="list-style-type: none"> Central Transdanubian Regional OP, topic, "Development and rehabilitation of city centers"(KDOP 3.1.1.)
Kirklees Metropolitan Council	<ul style="list-style-type: none"> The Yorkshire and Humber Operational Programme 2007 – 2013 Priority Axis 3: Sustainable Communities
City of Göteborg	<ul style="list-style-type: none"> OP Regional competitiveness and employment, West Sweden 2007-2013 in the European Regional Development Fund Priority axis 3 of the OP, Sustainable urban development
City of Bytom	<ul style="list-style-type: none"> Regional Operational Programme for the Śląskie Voivodship for the years 2007-2013 Priority VI: Sustainable urban development Specific objective: Increased competitiveness of urban space in the voivodship
City of Vitoria-Gasteiz	<ul style="list-style-type: none"> Priority Axe 2 (Attractive and Cohesive cities): Governance and Urban Planning

5. Urbact Local Support Groups

5.1 General tasks of Urbact Local Support Group

The Urbact Local Support Group is a committee of stakeholders who meet at least 3-5 times throughout the whole project period in each city. These meetings will be organized by the city coordinator who will be responsible for the constant contact with the members of the ULSG, the invitations and the preparation of necessary documents.

In each city there will be the possibility to organize 1 training session for selected members of the ULSG. During this training session one or more experts could give recommendations and advice on one pre-defined topic of the Leipzig Charter.

It will also be possible that selected members of the ULSG of each city can participate in scoping and exchange workshops or in the final transfer conference.

Tasks of the ULSG:

- to give knowledge inputs on the work packages according to the LAP
- to contribute to each city input to LC-FACIL in the form of good practice, existing strategies, policies and other experience
- to remark on the working group's progress, to evaluate the results and the policy recommendations summarized in the Local Action Plans
- to spread the results of LC-FACIL to a wider local audience
- to mobilise the political and institutional support required to ensure that the Local Action Plans are implemented

Procedure of the meetings of the ULSG:

- Coordination of the agenda with the Lead expert
- Keeping a list of participants
- Elaboration of minutes of the meetings
- Short report at the next scoping and exchange workshop
- Feedback of the members of ULSG which issues need adaptation or closer examination

5.2 Composition of the Urbact Local Support Groups

Leipzig:

Name	Brief information about organisation	Reason for involvement	Tasks/ Responsibility	Already Involved?
Detailed list can be provided	Examples for group of participants			
Citizens associations	Lindenauer Stadtteilverein e.V., Frau Weiß, Roßmarktstraße 3004177 Leipzig	Representing citizens interests	Leader of citizens association	yes, in existing structure
Industry/employment	Industrie- u. Handelskammer zu Leipzig, Frau Fleischer, Goedelerring 504109 Leipzig	Representing companies interests	Manager chamber of Industry and commerce	yes
Social/Welfare institutions	Caritasverband Leipzig e.V., Frau Henneke, Elsterstraße 1504109 Leipzig	Player in social welfare actions	Member of institution	yes
Housing companies	Leipziger Wohnungs- und Baugesellschaft mbH, Herrn Stubbe, Prager Straße 2104103 Leipzig	Support from municipal housing company	Manager Municipal Housing company	yes
Culture	Verein für Kultur und Kommunikation e. V., Frau Dr. Müller, Binzer Straße 104207 Leipzig	Representing a cultural association	Leader /Member of association	yes
Local Politicians	Stadtbezirksbeirat West, Herrn Walther	Providing political support	Member district council	yes
Education/Research	HTWK Leipzig, FB Sozialwesen, Herrn Prof. Dr. Schweikart, Karl-Liebknecht-Straße 14504277	Giving professional support	Professor at Technical University	yes

	Leipzig			
Other institutions	Landesdirektion Leipzig, Referat 37, Herrn Dr. Röhl, Postfach 10136404013 Leipzig	Information and advice	Member of the Regional Board	yes
Local administration	Stadt Leipzig, Kinder- und Familienbeirat, Frau Dr. Pauschek, Naumburger Straße 2604229 Leipzig	Administration in general: organizational support	Responsible for municipal committee for families and children	yes

Rennes Métropole:

Name	Brief information about organisation	Reason for involvement	Tasks/ Responsibility	Already Involved?
Bernard POIRIER	Rennes Métropole	In charge of the integrated development policies within Rennes Métropole	Vice-président délégué à la prospective et au développement durable / Prospects and sustainable development vice-President	yes
Nathalie APPERE	Rennes Métropole	In charge of Social Cohesion	Vice-présidente déléguée à la cohésion sociale et à la politique de la ville / social cohesion vice-President	yes
Grégoire LE BLOND	Rennes Métropole	Integrated development policies within Rennes Métropole	Vice-Président	yes
Gérard TESSARD	Préfecture Autorité de gestion locale du programme URBACT II	Local Managing Authority		yes
Tamara GUIRAO-ESPIÑEIR	La Conférence des Villes de l'Arc Atlantique	Created in 2000 on the initiative of Rennes, the Conference of Atlantic Arc Cities (CAAC) now federates more than 30 members -cities and urban networks- from the five States which structure the European Atlantic seafont. One of CAAC's main objectives is to encourage synergies and partnerships between member cities	Chargée de Mission	yes

		in order to contribute to the emergence of an area of solidarity and the development of cooperation projects.		
Robert JESTIN	CODESPAR	The CODESPAR represents the support of Rennes Métropole in terms of consultation on different policies, such as Economic and Social Development, urban planning, etc. It embodies all the structures implemented in local development (elected members, associations, businesses, trade unions, etc.)	Président	yes
Isabelle de BOISMENU	AUDIAR	Association who gathers all the public institutions interfering in the Rennes area. (RM and its members, County Council of Ille et Vilaine, the state, universities, etc.) Urbanism Agency gives expertise for local development		yes
Hélène BERNARD	AUDIAR			yes
Fiona THOMAS	Pays de Rennes	Intercommunal structure in charge of the land planning strategy for 64 municipalities	Chargée de mission SCoT	yes
Jean-Louis AMAR	Territoires	<i>Territoires</i> is a semi-public company in charge of the creation or development of economic zones, public spaces and housing zones	Directeur	yes
Gwénael BODO	Rennes Métropole		Responsable du Service Prospective Evaluation et Développement Durable / Prospects and Sustainable Development manager	yes
Claire TANDILLE	Rennes Métropole		Responsable du Service aménagement de l'espace / planning development manager	yes
Valérie AUVERGNE	Rennes Métropole		Responsable de la Mission cohésion sociale et politique de la ville / social cohesion and urban politics manager	yes

Claudine SAUMET-ROCHE	Rennes Métropole		Directrice de la Maitrise d'Ouvrage / Building projects manager	yes
Eric TOCQUER	Rennes Métropole		Responsable des Etudes et de la programmation / Studies manager	yes
Patrice ALLAIS	Ville de Rennes		Directeur général éducation – quartiers- citoyenneté / Education and neighbourhoods manager	yes

Székesfehérvár:

Name	Brief information about organisation	Reason for involvement	Tasks/ Responsibility	Already Involved?
Tamás Kovács	regional development agency	rep. of Managing Authority	consultation	yes
Zsolt Kovács	bicycling club	professional connection	consultation, implementation	yes
Prof. Viktória Szirmai	urban research institute	urban development experience	consultation	yes
Dr. Ákos Szépvölgyi	regional innovation agency	previous advisory experience in urban development projects	consultation, strategic advisor	yes
Dr. József Csurgai-Horváth	urban development committee of city council	urban development decision making	consultation	yes
Gyula Róka	local NGO	service provision	consultation, implementation	yes
László Gárdonyi	local NGO	service provision	consultation, implementation	yes

Kirklees:

Name	Brief information about organisation	Reason for involvement	Tasks/ Responsibility	Already Involved?
Reporting to Sustainable Investment Programme Board	Chaired by Ken Gillespie (exec Director for Regeneration) brings together Heads of Service responsible for all aspects of regeneration / sustainable development	Overarching management	Receive reports advise on progress	
James Devitt	Strategy Manager Economic Development	Project manager	Project Manager	yes
Andy Jackson	Regeneration Development Service	Develops major urban development projects – good experience of working URBACT	Jointly supports project manager in the development of the LC-FACIL project	yes
Ramesh Bains	Funding and Investment Economic Development	Financial monitoring, linkage with EU and future funding	Finance and EU liaison	yes
Hamish Gledholt / James Barker / Nigel Huntston	Kirklees Planning	3 colleagues from Planning responsible for planning policy, conservation and design, town centres and employment land	Planning authority	yes
Alison Childs	Yorkshire Forward – European Unit	Regional Development Agency key agent at a regional and national level	Regional policy – Operational Programme	yes
Katherine Langley / Seamus McDonald	Yorkshire Forward – Renaissance	YF officers responsible for delivering urban development.	Delivery of Renaissance programmes	yes

Dr Robert Grimm	University Lecturer – University of Huddersfield	Experience of good practice in transnational urban development / regeneration	Specialist research	yes
Simon Taylor	Kirklees Highway	Highways engineer	Highways perspective	
Heidi Smith	Kirklees Environment <u>Unit</u>	Responsible for environmental / low carbon agendas	Environmental issues	
Alan Seasman	Kirklees strategic Housing	Responsible for regeneration of housing areas across Kirklees	Housing issues	yes
Barry Reynolds / Alison Fearn	Regeneration Development Service	Manging Area Action Plans for Dewsbury and Huddersfield	Liaison with the Area Action Plans for Huddersfield and Dewsbury	
Richard Motley	Integreat Yorkshire	Head of YF urban design unit	Agency responsible for developing good practice in sustainable development at a regional level	yes
Prof Peter Roberts	Homes and Communities Academy	Key agency responsible for sharing good practice in sustainable development and the delivery of place-shaping skills	Liaison with national / international good practice – skills in place shaping etc	
DEPENDING ON RESOURCES	Kirklees would like to commission consultants to provide an additional external perspective on the development of sustainable economic strategy	To be decided		

Göteborg:

Name	Organisation	Title	E-mail	Already involved
Mr Hans Olsson	City Administrative Office	Director of Urban Development and Analysis	hans.olsson@stadshuset.goteborg.se	Yes
		<i>Chairman of the Local Support Group</i>		Yes
To be appointed	City Executive Board	Member of the City Executive Board, from the leading minority group	ann-christin.andersson@stadshuset.goteborg.se	Yes
Mr Jonas Ransgård	City Executive Board	Member of the City Executive Board, from the opposition	jonas.ransgard@stadshuset.goteborg.se	Yes
Mr Jan Kaaling	City Administrative Office	Head of Urban Analysis and Statistics	jan.kaaling@stadshuset.goteborg.se	Yes
Mr Lars Lilled	S2020	Chief Developer S2020	lars.lilled@socialresurs.goteborg.se	Yes
Ms Ylva Löf	Planning and Building Office	Head of Comprehensive Planning	ylva.lof@sbk.goteborg.se	Yes
Ms Ann-Marie Ramnerö	Environmental Office	Head of Planning and Traffic	ann-marie.ramnero@miljo.goteborg.se	Yes
Mr Eric Jeansson	Planning and Building Office	Head of Geographic Information Systems	eric.jeansson@sbk.goteborg.se	Yes
Ms Malin Uller	City District Lundby	Process leader and EU coordinator	malin.uller@lundby.goteborg.se	Yes
Ms Helena Bjarnegård	Park and Landscape Office	City Gardener	helena.bjarnegard@ponf.goteborg.se	Yes
Mr Bo Aronsson	Göteborg Region Association of Local Authorities	GR Planning	bo.aronsson@grkom.se	Yes
Mr Mats Granér	Region Västra Götaland	Head of Analysis and Follow-up	mats.graner@vgregion.se	Yes
Ms Eva Looström	Youth Council of Göteborg	Planning Officer	eva.loostrom@stadshuset.goteborg.se	Yes
Mr Mikael Jern	Linköping University	Professor in visualisation, Director of the Swedish National Center for Visual Analytics	mikael.jern@itn.liu.se	Yes
Ms Jenny Perslow	Swedish Agency for Economic and Regional Growth (Tillväxtverket)	Head of/Executing Officer at Programme Office West Sweden, Swedish Agency for Economic and Regional Growth	jenny.perslow@tillvaxtverket.se	Yes

Bytom:

Name	Brief information about organisation	Reason of involvement	Tasks/Responsibility	Already involved?
Dr. Adam Polko	University of Economics in Katowice, Department of Spatial Economics	Specialist in the local and regional development	Coordinator of the LAP work out	YES
Dr. Adam Drobniak	University of Economics in Katowice, Department of strategic and regional research	Specialist in the operational programming, monitoring and evolution	Coordinator of the LAP work out	NO
Ferdynand Morski	The Silesian Union of Municipalities and Districts	Disseminator of the project results, specialist in urban development policy	Dissemination of the project results on the regional and national level	NO
Tomasz Kołton	Represent of Managing Authority	According the URBACT programme requirement	Indication of the possible financial sources the action undertaken in LAP	YES
Cecylia Niesporek	Statistical Office in Katowice, Unit in Bytom	Disposer of the statistical data	Qualification official statistical data in relation to LC and strategic road map	NO
Andrzej Panek	Chief of Ecology Department	Take care in environment issues	Environment data related to LC and strategic road map	YES
Włodzimierz Drogoś	Chief of Real Estate Trade Department	Take care in trading of real estate	Information about the sold real estates	YES
Marcin Popławski	Chief of Education Department	Take care in education issues	Information about education data related to LC and strategic road map	YES
Wojciech Jeszka	Deputy Chief of Geodesy Department	Managing the GIS system in Municipality of Bytom	Qualification GIS data in relation to LC and strategic road map	YES
Danuta Łuczuk	Chief of Municipality Economy Department	Take care of transport and communication issues	Information about transport and communication data related to LC	YES
Wiesława Bucholc	Chief of Investments Department	Implementation of investments projects	Monitoring progress of projects implementation	NO
Jacek Kudziór	Chief of Municipality Family Help Centre	Implementation of social projects	Monitoring progress of projects implementation	NO
Anna Panas	Chief of Culture and Sport Department	Implementation culture projects	Monitoring progress of projects implementation	NO
Dr. Adam Drobniak	University of Economics in Katowice, Department of strategic	Specialist in the operational programming, monitoring and evolution	Coordinator of the LAP work out	NO

	and regional research			
Ferdynand Morski	The Silesian Union of Municipalities and Districts	Disseminator of the project results, specialist in urban development policy	Dissemination of the project results on the regional and national level	NO

Vitoria-Gasteiz:

Name	Brief information about organisation	Reason for involvement	Tasks/ Responsibility	Already Involved?
Juan Carlos Alonso Ramírez de la Peciña	Vice Mayor		representative	Yes
Javier Maroto Aranzábal	Political Groups, representative in the Planning Commission.		representatives	Yes
Malentxo Arruabarrena Julián				
José Navas Amores				
Antxon Belakortu Preciado				
Bizilagun: Esther Fernández	Neighbourhood associations, elected in the citizen participation Commission		representatives	Yes
Gorbeia Auzokideak: Carlos Sevillano				
Angel Luis Bellido Botella	Architects Institute		representative	Yes
Juan Manuel Martínez Mollinedo	Engineers Institute		representative	Yes
Manuel Ramírez Pascual.	Social Council of the City		representatives	Yes
Aitor Ortiz de Zárate				
Luciano Omar de Giovanni	Accessibility sectoral council		representative	Yes

Luis Ganuza Ugarte	Environment Sectoral council		representative	Yes
Javier Mendoza (Gasteiz- On)	Commerce promotion sectoral council		representative	Yes
Eugenio Ruiz Urrestarazu	University of the Basque Country		representative	Yes
Andrés Ozaeta Ugarte	Chamber of commerce and Industry of Alava		representative	Yes
Susana Vizcarra Sarasola	Urban development-planning department		representative	Yes
Jesús Marcos Egido	Urban development-infrastructures department		representative	Yes
Miguel Virizuela Echaburu	Environment and mobility department		representative	Yes
Alfredo Piris Pinilla	Ensanche 21 municipal corporation		representative	Yes
Gonzalo Arroita Berenguer	ARICH municipal corporation		representative	Yes
Carmen Calles	GILSA		representative	Yes
José Ramón Alonso Sáez	Environmental Studies Centre		representative	Yes
Rafael Fernández de Carranza Ugarte	Landázuri Society		representative	Yes
Martín Gartzandia Gartzandia	Law services		secretary	Yes
Miguel Ibarondo	TUVISA municipal corporation		representative	Yes
Alfonso Sanz Araujo	Director of Territorial Planning Department. Basque Gov.		Managing Authority	No

6. Involvement of Managing Authorities

All partner cities have made a first contact with their Managing Authority during the development phase and the Managing Authority expressed its interest in LC-FACIL by sending a Letter of Intent.

Most of the partners have therefore involved their managing Authority in the Local Support Group. Others will guarantee regular contact and meetings with their MA. A constant coordination of the issues of LC-FACIL and the direction of the transnational exchange are therefore guaranteed.

The Managing Authority together with the Urbact Local Support Group will be a kind of “evaluator” and one of their tasks will be to always keep an eye on the impact of the results on the local situations.

Furthermore it should give comments on the implementation measures defined in the Local Action Plan and should also help at identifying the possible national / regional programmes through which those measures can be realised.

The managing authority will therefore

- be fully involved in the network as part of the ULSG or in separate meetings
- get a constant information on the project’s progress and project related issues
- get all the activity progress reports
- be invited to trans-national scoping and exchange workshops and/or to the final transfer conference
- actively give a feedback on the progress and the direction of the working group
- give advice during the elaboration of the Local Action Plans
- help at identifying the possible national / regional programmes through which the developed strategies can be realised
- ensure the viability of LC-FACIL
- help at the implementation of results on local / regional level
- participate at wider regional “future conferences”
- will propose and suggest studies and research projects on urban policy initiatives related to the topic of the network
- disseminate the results of the network on national level

7. Working Methodology

LC-FACIL is based on 4 columns:

1. The main part is the common exchange, learning and development of the 4 work packages defined during the development phase. The trans-national knowledge exchange and learning of all participating partner cities of LC-FACIL will take place in workshops organised by the Lead Partner Leipzig in cooperation with the hosting cities. It is planned to organise 4 workshops, one for each work package:

WP 1: Diagnosis and evaluation with its leading city Göteborg

WP 2: Finances and cooperation with its leading city Vitoria-Gasteiz

WP 3: Strategy and Implementation with its leading city Kirklees

WP 4: Review and re-assessment with its leading city Székesfehérvár

All partner cities will give input for all work-packages on good practices, barriers, tools, strategies, etc. to create a web-based library of dos and don'ts, but one city is responsible for the intermediate reports to the Lead Partner and for the progress of its work package.

These meetings are also the basis for the work on the development of the tool-set (Development Quick Scan and Urban Development Radar). Furthermore the test groups of each city will give feedback on the reference framework developed by the MS/I.

The intermediate results of all work packages will be reported and exchanged during the workshops and the steering committee meetings and by email, on the website and in the newsletters.

A steering committee was constituted during phase I, in which each city is represented with one member.

2. The 2nd column consists of the Urbact Local Support Groups and the Managing Authorities in each partner city. These will have a total of 3-5 meetings, as well as training sessions on a predefined subject for selected members. The elaborated output and activities that occur from the Local Support Groups meetings will be transferred back into the project during the next operational workshops and disseminated on the official URBACT website. It will be possible for members of the ULSG to attend the exchange workshops and/or the final transfer conference. Most of the partners have also involved their Managing Authority in their ULSG and the others will have regular contact in separate meetings with them. The MA will give comments on the general direction of LC-FACIL and especially on the political recommendations for the implementation of the Local Action Plans.

3. A very important part of the working methodology is the awareness rising for the issues of the network and the dissemination of the results.

Therefore the Lead Partner in the 3rd column will provide PR-material (brochures, posters, etc.) in English and each partner will have the budget to translate the material into its mother-tongue. Thus it will be possible for partners to use the material also on local, regional and national level (at conferences and relevant meetings).

Each partner will have at least 2 press releases and/or press conferences to inform the local/regional/national media about LC-FACIL, its progress and results.

Furthermore the dedicated space on the URBACT website will be updated regularly and also used as a kind of Intranet, where the project partners can communicate and all minutes, reports, summaries of the work with the ULSGs will be collected.

Three electronic newsletters will be published (1 every half year) and send to the ULSG, the MA and other interested stakeholders and selected media in each city.

Additionally, the Lead Partner and the Lead Expert / thematic expert will attend all the URBACT conferences and participate in the thematic pole meetings.

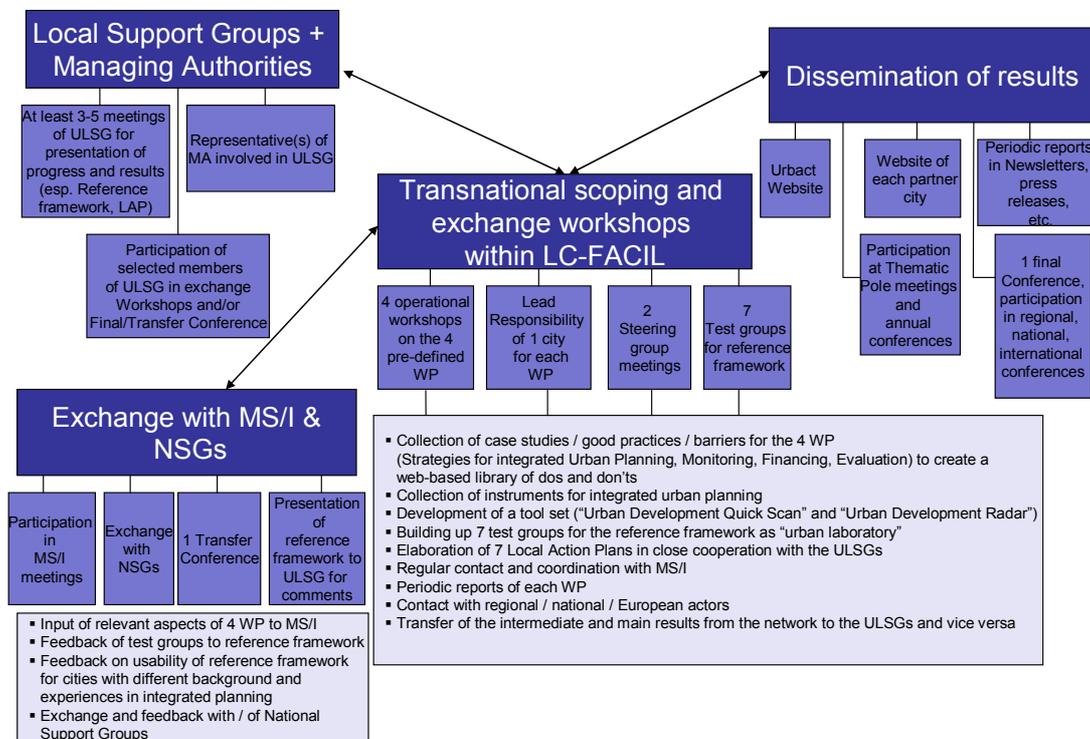
At the end of the project period a final transfer conference will be organised to present the results.

4. The 4th column covers the exchange with the MS/I group and the National Support Groups of each partner state.

The project manager of the Lead Partner city and / or the Lead Expert will attend the meetings of the MS/I and - according to the agreed way of interaction - will give feedback of the LC-FACIL test groups on the reference framework and vice versa report the comments of the MS/I to the aspects of the 4 WP of LC-FACIL.

Cities will also get in contact with their National Support Groups of the MS/I to discuss the most important issues for the implementation of the Leipzig Charter.

WORK METHODOLOGY – LC-FACIL



8. Analysis and Conclusion

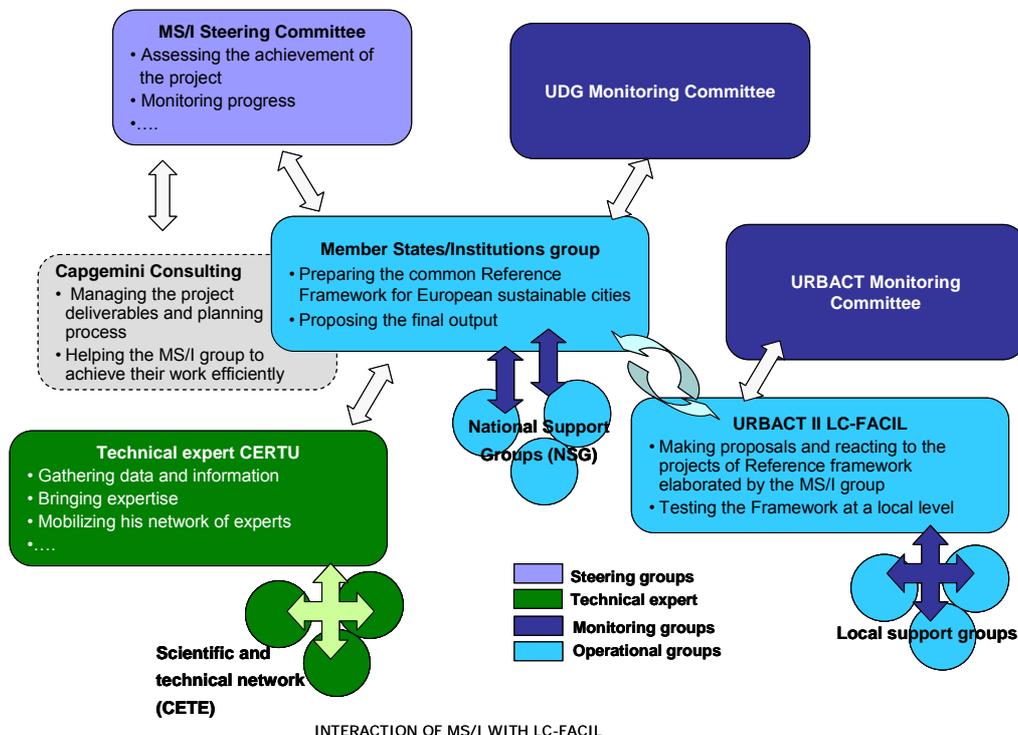
Based on the city visits, the baseline questionnaires, the baseline study itself and in particular on the outcome of the two workshops, where the project’s main aims and issues were defined by all partners, the outlines of future process can be described as follows:

Visualise and promote the benefits of the integrated approach for sustainable urban development – e.g. by means of a “reference framework”

The identification of the partners experiences with integrated, sustainable urban development processes as well as an overview on the European state of the art regarding these issues showed, that various good practices, work structures and funding options are (to different degrees) in place over all in Europe. At the same time it became obvious, that there still is strong need for action to anchor these approaches on all different levels and over all in Europe.

For this reason, partners came to the conclusion, the creation of a common understanding about the benefits of the integrated approach and its promotion will be one of the projects aims/issues.

One important means to reach this aim will be the work on a “reference framework”, as an outcome oriented tool, which helps to visualise and prove the benefits of integrated approaches. This work will be imbedded in the first of four work packages - Diagnosis and Evaluation - but will at the same time accompany all other work packages (see below). The ideas during the ongoing process as well as the results will be inserted in the interaction with the MS/I group, bringing both an input from the cities group side as well as testing and defining a position towards the “reference framework” which will be proposed by the MS/I group.

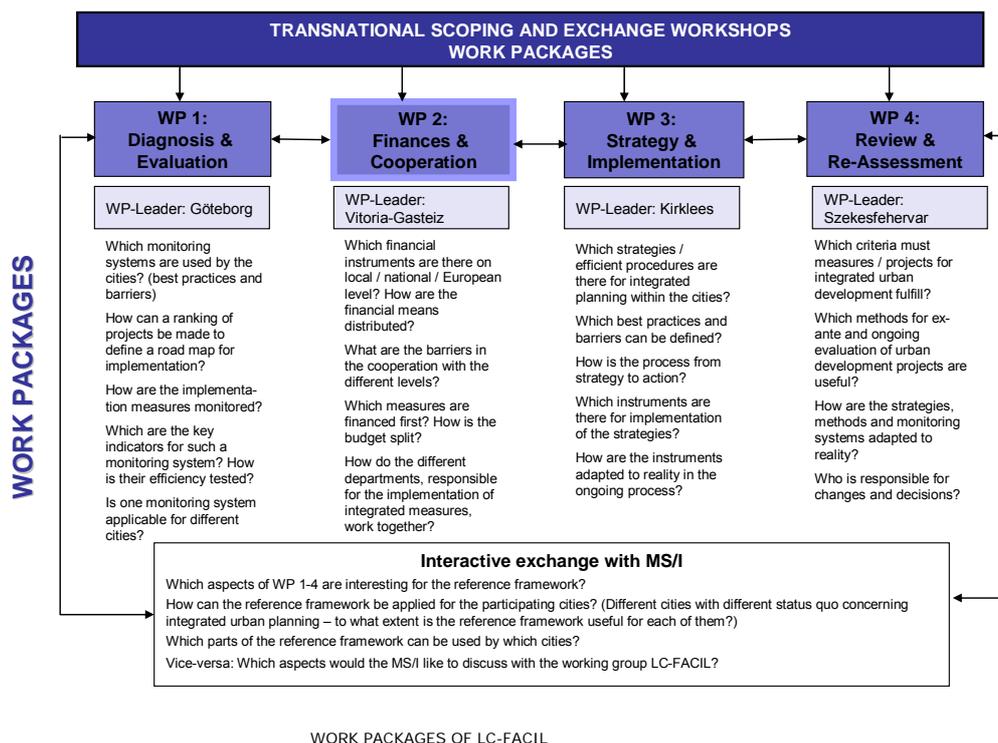


INTERACTION OF MS/I WITH LC-FACIL

Addressing challenges, which hinder a successful, comprehensive implementation of the Leipzig Charta

As further challenges for the implementation of the Leipzig Charter, could be observed in the partner cities the three other work packages will aim to address this challenges and as a result formulate the needs of cities from their practitioners point of view. As they appeared to be quite similar to challenges the majority of cities are facing (according to a survey among member states representatives) the results of these work packages will be of interest also to other cities. They will be:

- Remaining sectoral thinking and lack of coordination within work structures and budgetary planning on all different levels – Finance and Cooperation
- Further need for action to link strategies with their implementation, define effective ways of observing the effects, while including and activating all relevant stakeholders – Strategy and Implementation
- Learning from the implementation processes and adaptation of the implemented strategies and instruments according to current development tendencies – Review and Reassessment .



Linked to the subjects of the work packages are the partner cities' local action plans. While gathering existing good practices and experiences from all cities, those who are working on the subject will therefore be able to benefit from the work and result of the work package.

Common positions and results will be elaborated for all work packages and will be discussed and disseminated apart from the MS/I group with National and European networks (as well as with the URBACT network) in order to gain a wider base for conclusions.

9. Main Outputs

a. Identification of existing reference frameworks in the partner cities:

All the partner cities have different experiences with the implementation of the objectives of the Leipzig Charter. There is no general RF but every partner has specific knowledge about different topics and within the group there are some “frontrunners” even on the Europe wide level.

b. Clustering the main issues of integrated sustainable urban development into 4 work packages:

Keeping in mind that the project aims are not to realize concrete projects but dealing with the general conditions for integrating the principles of the LC successfully there are some main focus points for successful implementation.

c. Description of good practises, barriers and tools according to the work packages:

Parallel to the good practise collection made by the MS/I and their technical experts the partner cities will show their personal good examples and they will highlight the barriers and the tools in their city.

d. Provide cities needs in respect of the RF to the MS/I:

Although the technical assistants provide the MS/I with good practise examples of the cities and although there are national support groups which bring in their individual national experience via cities of city-association, it is very important that the “end-users” – the cities – clearly show their expectations to a general RF in particular respecting the different stages of the implementation and experiences in the cities so far. Respecting the overlapping timetable of the MS/I and the LC-FACIL group the organisation of the work packages gives the possibility to disseminate first results of the main instruments (diagnosis & evaluation and finance cooperation) within the development phase of the RF.

e. Test the RF within all partner cities:

By using the LSG from each city as 7 different test groups, each partner city will experiment with the presented RF in respect to its main focus according to the work packages. Individual responses will be given by each city and a common statement of the group will be elaborated.

f. Elaboration of 7 different LAP:

Relating to the 4 main work packages of the project each partner city develops an own LAP. By doing so, each partner can use the different experience of the other partners and especially the work package leaders.

10. State of the Art on European Level

See attachment!