

**TRANSFERABILITY STUDY**

**URBAN  
REGENERATION  
MIX**

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## Section 1: the Good Practice

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### 1.1 Introduction

The Urban Regeneration Mix URBACT network is prepared and ready to share, understand, adapt and reuse methods and tools of the Lodz good practice (GP) in regeneration, improving them and benefiting from the regeneration experiences of the partner cities. The “Priest’s Mill” (Księży Młyn) project has woven a largely abandoned industrial site, with over 300 families living there, into a more than dynamic, quality social residential area, with diversified economic and cultural activities. The social tissue of the inhabitants has been maintained and intensive contacts and strongly developed relations accompany the infrastructural changes with the inhabitants, by a process of skilful mediation and community leadership.

The common spaces for transfer of change are at all levels of city management, participatory techniques and social innovation, aiming at sustainable actions and efficient impact management, based on the engagement and participation of the residents.

### 1.2 EU policy context

Regeneration, revitalisation, politique de la ville, are the living signs of the crisis urban spaces are suffering from. The logic of “Urban Regeneration Mix” is to show how the dislocation of the cohesion of cities, named relegation by some, which puts the development of cities into danger, can be reduced and worked upon. This is made possible by integrated urban management, already pruned by the Leipzig Charter in 2007, which underlined the requirement of citizen participation, which the Lodz GP has shown to be a key element of cohesive development.

“Urban Regeneration Mix” takes on board several of the European Union urban policy priorities, which are included in the URBACT program objectives and are crystalized in the Thematic Objectives of the EU Cohesion Policy 2014-2020:

**TO 1 Strengthening research, technological development and innovation;** *(innovatory systems of building relations with residents, management, communication etc)*

**TO 2 Enhancing access to, and use and quality of information and communication technologies;** *(new approaches to communication, and transfer of understandable information to residents and especially from residents to the city)*

**TO 6 Preserving and protecting the environment and promoting resource efficiency;** *(regeneration must make buildings more insulated and has to approach the question of proactive changes in the behaviour of residents who use heating systems etc.)*

**TO 8 Promoting sustainable and quality employment and supporting labour mobility;** *(taking strongly into account the individual situations of residents, promoting their access to employment and increasing their potentials on the labour market.)*



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**TO 9 Promoting social inclusion, combating poverty and any discrimination;** *(a large part of the residents of central Lodz have to be brought out of poverty and be able to participate in the ordinary functioning of the city.)*

**TO10 Investing in education, training and lifelong learning;** *(without education and lifelong learning essential elements of regeneration will not change or evolve.)*

**TO11 Improving the efficiency of public administration;** *(the management of regeneration processes is key to their success and depends for a large part on changes in the way in which cities are managed.)*

The global challenge of a coherent regeneration policy reposes strongly, as „Urban Regeneration Mix” shows, on fundamental changes: a new approach to management, partnership and on building appropriate relations with the inhabitants. A strongly integrated policy requires integrated financial tools, as proposed in the Article 7 (Common Provisions Regulation for the European Structural and Investment Funds (Regulation EU - 1303/2013)), which brought into being the Integrated Territorial Investments (ITI) as well as the basis for the co-construction of policies as in Community Led Local Development (CLLD). Both have strongly stimulated the Lodz GP and both are seen as key to the new European Urban Initiative which in terms of urban policies will strengthen capacity building, support of innovative actions, support of knowledge, policy development and communication.

The GP of the network links directly into the Sustainable Development Goals (SDG) of the United Nations, where poverty, unemployment and housing appear in the limelight of the priorities to be worked on. Sub goal 16.7 underlines the need for participatory and inclusive decision making at all levels, whilst the SDG 17: “Revitalise the global partnership for sustainable development” adds in sub goal 17.17 the need to promote effective public-private partnerships, which include civil society. This relates directly to the quadruple helix model, which insists on the partnership between the public, private and knowledge sectors, adding the citizen as a fully creative and active partner, an approach which has been tested in the “good practice” and constituted one of the bulwarks of an APN URBACT network “Boosting Social Innovation”.

Many governments and cities are at present working on the 12+2 themes of the EU Urban Agenda. Even though regeneration as such has not been pinpointed as such, themes such as urban poverty, housing, land use and nature-based solutions, or jobs and skills in the local economy have been worked through in the logic of the Pact of Amsterdam, producing action plans, to improve the way that EU policies are implemented on the ground, through the experience of cities, whose responsibility it is to do so. Lodz and Birmingham are both co-authors of one of the four main themes of the urban poverty Urban Agenda network concerning regeneration. URBACT itself has underlined the need for integrated management in cities, and specifically in regeneration areas, showing that social and economic development and the question of the environment require integrated management as a *sine qua non* condition.

All of these strategic documents come together on the question of participation and co-construction. The inhabitants of the European Union cities can no longer be treated as

passive receivers of public policy, but, as states prof. E. Manzini, they are the creators of contemporary cities and the challenge of the public administrations and their partners is to take those decisions which fit as well as possible into what the cities are becoming.

## **1.3 Good practice description**

### **1.3.1 The city of Lodz**

Lodz is a city in central Poland, about 120 km to the southwest of Warsaw. It has a population of 690 422 which is the third largest in Poland and covers an area of 293,25 km<sup>2</sup>. Known for its film industry and textile production, Lodz has gone through very serious crises in the XX century: being a city of four nations (Polish, Russian, German and Jewish) the city lost most of the Jewish and German populations as a result of the II World War. The refugees from other parts of Poland, looking for somewhere to live, were mainly from the countryside. The lack of investment in buildings, the majority of which became public after the war, during the 40 years of the communist regime, created a very run-down infrastructure of the in the city centre. The textile industry disappeared to Asia in the 1990's.

The potential of the city is however enormous. It possesses several hundred classified buildings and palaces and around 360 brownfields waiting to be developed. It has the longest single shopping high street in Europe (4,2 km), which is renewed and in part pedestrian. Lodz maintains its strong leadership in the film industry and creative arts. Nearly all known Polish film producers and actors learnt their profession in Lodz (Wajda, Kieślowski, Zanussi...).

The city lies close to the capital with an efficient and rapid rail link and is at the crossroads of major motorways: north-south and east-west.

It has shown a strong capacity to work together with private investors on the refurbishment of industrial buildings, which creates jobs and keeps the buildings in good condition (Monopolis, Manufaktura, lofts in Scheibler's factory etc).

However, Lodz still faces serious challenges. Since 1988 it has lost around 160 000 inhabitants. Notwithstanding the efforts of the city administration and its partners, this trend has still not changed. Contemporary Lodz inherited it's past and possesses around 45 000 public apartments and buildings, which is the highest quantity of all cities in Poland. They are in a very bad condition – hundreds of them are not even habitable. Using its own financial resources, the city put into place a strong regeneration action to renew over 200 of the most important historic tenement houses. This immense adventure was widely recognised as very bold and showed the capacity of the city to fend for itself.

The city learnt from this experience; that the flats in the buildings are often too large for the capacity of the occupants to pay rent and that the building works have to be very thorough, as the infrastructure is generally in very bad condition. The city articulated and put into place a regeneration strategy as an inclusive part of the "Lodz Development Strategy 2020". Added to this the Polish government, with the use of EU funding, went even further and put into place a pilot project for Lodz and 2 other Polish cities (Walbrzych and Bytom). The Lodz

### PLANOWANE INWESTYCJE

BUDYNKI I ULICE DO REMONTU  
W KWARTALE,  
W KTÓRYM MIESZKASZ



strategy works towards improving the wellbeing of its inhabitants, decreasing the loss of citizens and improving the infrastructure.

Lodz defined the degraded parts of the city, which became the city centre regeneration area. It covers 4 405 acres, 21 000 buildings and concerns 20% of the city's population. The old city centre is divided into 20 quarters of which 8 are at present being regenerated with a total budget of 250 million EURO. The remaining quarters have to wait for new waves of financing. In the Lodz Development Strategy 2020 the city defines as the main

vectors of development the following elements:

- Improved quality of life for its inhabitants
- Turning around negative trends in demography,
- Creating a sustainable transport network in the city and its agglomeration,
- Building up the social cohesion, the civic participation and the local community,
- Efficient management of the city,
- Regeneration of the city space.

The city proposes the following vision of the future:

*“Lodz is able to attract new residents wisely using existing ones and the expanding infrastructure potential, based on historical heritage, natural resources and, above all, on the creativity and activity of Lodz residents. Work on increasing the level of social and cultural capital as well as building sustainable development covering the economic, social and environmental spheres will be the most important task of the Lodz community in the coming years”. (Lodz Development Strategy 2020)*

### 1.3.2 Short summary of the good practice (GP)



The regeneration of the Priest's Mill (Księży Młyn) area has consisted in a comprehensive renewal of a historic area of 6.5 hectares, which is in the south-eastern part of the city centre. It includes modernisation of existing buildings in accordance with a conservation officer's guidelines, introduction of new utilitarian functions and above all - helping people. There are 25 multi-dwelling buildings in the area, all built in the 1870s and '80s by the great industrialist Karol Scheibler for factory workers and their families. A textile factory was located in the close vicinity, where the inhabitants worked. Within the housing estate a factory store and a school for the workers and their children were built. Until the end of 1940s over 2,000 people lived at Priest's Mill (Księży Młyn). In the 1990's the factory went bankrupt.

The site lay abandoned, like many others and it became the city administration's responsibility to try to face the challenge of regeneration. The factory buildings were sold by the previous owners to private developers, where lofts, commerces and flats were created and sold. On the other hand, the social housing area became a source of tension, starting from 2007, between associations who wanted the area to be maintained in public ownership and the city which considered the possibility of selling it after considering many very varied scenarios as to what the area could become. Citizens' movements organised events, picnics and other collective actions with quite a big intensity. Finally, the city administration decided to maintain its ownership and improve the living conditions. A long period of preparation ensued, which included the diagnosis of the area, it's buildings and population. In 2013 the first regeneration projects of the social housing part were organised, confirming the city policy and as the Mayor Hanna Zdanowska then said:



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*„We want this place to have a vibrant artistic and touristic life. We also want it to be the strength of its inhabitants.”*

The regeneration project exemplifies how the potential of a community and the “culture of life”, as the Priest’s Mill manager would say, it has created may be used, of how they may influence patterns of behaviour of persons and families, which are accompanied out of their social problems. Planned and conducted regeneration activities include:

- **spacial** activities - building renovation and modernisation including space management;
- **economic** activities - transforming some of dwellings into commercial premises in order to produce social mix
- **social activities** - establishing a Social Integration Club, a Residents Club, social economy entities, implanting artist workshops into the area, programming social, artistic and cultural projects.

Further progress was made with the public-private partnership-based project “**On the Trail of Textile Architecture. Regeneration of Księży Młyn**” (2016). It is financed through the Integrated Territorial Investment (ITI) initiative of the European Union based on the Regional Development Plan of the Lodz Regional Council, negotiated through the Intermediary Authority which is the Lodz Metropolitan Association. The total value of the project is 15 248 809 € (64 045 000 PLN) of which 85% comes from the EU and the rest has to be covered by the local authority and the partners. The main aims of this action are in the following fields:

- supporting creative industries development in the area, by using 15% of the buildings to install artists, creative designers, cafes and restaurants in order to achieve a better social mix;
- supporting the Strzeminski Academy of Art in Lodz in establishing the Design Institute in a former school building at 13/15 Księży Młyn Street in order to bring students into the area;
- developing culture and creative capital that contributes to the City’s attractiveness;
- rebuilding one of the most historically valuable areas, arranging and renewing it in the urban-planning, economic and social sense and in this way making it attractive for inhabitants and investors;
- social and economic activation of the inhabitants that contributes to social inclusion and liquidation of poverty areas within the regenerated area;
- increasing the safety of inhabitants and the cleanness of the City;



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- facilitating ecological transport by including the area into the city bike lanes network;
- optimisation of energy expenditure as a result of the thermomodernization of buildings;

The buildings have regained their residential function with 21st century standards but they preserve their former functions and the public space layout designed 140 years ago. At the same time dwellings in these buildings, most of which are city-owned, serve as affordable social housing.

### **The critical importance of internal management and governance**

The Lodz GP based on the Priest's Mill (Księży Młyn) is transferable only in as far as it concerns a very small area and is managed by a single person. This type of functioning could perhaps convene for the San Pedro „ghetto” in Baena (ES), or for one of the three difficult areas of Braga (PO). For the majority of the network partners, the transfer will concern the same themes but on a municipal or even metropolitan (Bologna (IT) and Toulouse (FR)) scale. This brings forward a number of questions concerning how to organise, manage and finance very large-scale actions aiming at social and functional mix and fighting gentrification, whose impact is not just on the local area, but will influence the city structure as a whole.

On the basis of the visits to all 6 partner cities, where the lead expert was always accompanied by persons working directly in the Lodz regeneration program, the questionnaires sent in by the partners and the initial kick off meeting with the Phase I partners, Birmingham (UK) and Baena (ES), the partners are in agreement, that the conditions for successful urban regeneration mix must go through **systemic policies and collective organisation**, even if at times, smaller scale actions could be organised in a more informal and personal way.

The Lodz mainstream regeneration program, is a very strong one. It is supported and evaluated by the Polish Ministry of Investment and Development, as well as by the Lodz Regional Authority. It has the status of a national pilot project and is observed from all sides in Poland. The competences brought together to make it a success are of a very high level. Perhaps the most motivating element is the will to discover and learn of all the professionals the LE has met, where highly agile management, confidence building decisions and a high level of social capital all show that Lodz is ready to progress, learn and share its findings and experiences with the other 6 cities. The LE and coordinator of the project met regularly with the senior management and collaborated more closely with the operational staff. The LE was able to advise the Lodz team on the functioning of an URBACT network, and also on the need for an efficient management structure, especially in a transfer network, as this will require the participation of several professionals from the Regeneration Office.

Phase I has been a very challenging phase inside the Lodz city administration. Putting together the GP and the mainstream Lodz regeneration process was a complex process, but



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well understood by the senior management and vice mayors. As a result of the intensive work done between the LE and the operational and senior management teams, during the Phase I process it became necessary to transfer the responsibility for the whole project from the Lodz Strategy Office to the Lodz Regeneration Office, both being under the same director general. The first worked on the application for Phase I successfully, but the work required to prepare Phase II engaged a numerous team from the second. The overall responsibility for the project was also transferred, from the director of the Lodz Strategy Office to the deputy director of the Lodz Regeneration Office.

Positioning the URBACT network inside the city necessitated a meeting between the vice mayor responsible for regeneration and the vice mayor responsible for housing and culture. This initiative, taken by the LE, brought the city authorities to reflect on the future and sustainability of the regeneration mediators in terms of producing change in the administrative body managing the public housing from the administrative point of view. The vice mayor concerned became very interested in the competences of the mediators and future change in the management systems appears likely.

In Phase II the main team of the Lodz Regeneration Office is in the starting blocks to share their knowledge and experiences. They will be supported and organised by the project coordinator and the LE. Middle and senior management, politicians included, are highly supportive. The LE has proposed outside interventions from specialists on impact measurement and management as well as „spend analysis” a British born method of increasing the value and meaning of local spending by all public institutions.

The adapted Lodz GP will therefore concentrate on introducing a new mindset and the capacity to change, into the transfer to the network partners. This is the most difficult element, but also the most critical, which implies that all the eventual transfer successes will be based on these two linked themes. This also directly impacts the URBACT 3 principles of transfer: understanding, adapting and reuse. The management systems in all the partner cities are both similar and very divergent. Each city will have to take on board the 3 principles of the transferability concerning their own internal functioning in order to guarantee some kind of success to the Urban Regeneration Mix transferability.

The landscape of this Good Practice is very complex and assumes the presence of very different phenomena. The Priest’s Mill is the micro-scale area where all the regeneration processes coexist – and as under a microscope are more visible and individually represented. Everything which happens in big cities for thousands of people, here may occur only to a few. The social mix, which became a main issue of this good practice, has been achieved through the co-existence of incredibly diversified elements, each of them being a case for a separate good practice

The role of the Priest’s Mill „sheriff” and the way he deals with this neighbourhood, his competences (mediations, conflict and change management) the attitude towards people, and position in the complicated structure of Lodz city management is rather original. His role and function have inspired and enriched the role model of the Lodz regeneration mediators „hosts” and “lighthouse keepers”, who are now creating the real human face of

Lodz city administration. The area, which might have become one of the negative examples of the transition processes, but due to local activists & community relations was not commercialized and remained in the same shape.

Presently the area contains grass-roots initiatives (wisely supported by the city), budding social & community enterprises and big private investments (using very basic PPP schemes) which raise the prestige of area and the quality of life for residents. It is also the Lodz creative district where old factory buildings have been transformed into the flourishing cultural center and incubator for creative industries

All these elements have built this Good Practice – some of them more advanced and innovative, some of them still underdeveloped (due to the specific situation of Lodz and Poland). Showing this Good Practice, we would like present its full glory, achievements and drawbacks. Some of our network partners have a great level of expertise which could contribute to further development of these specific areas (e.g. PPP or community enterprises) for all members of network.

### 1.3.3 The solutions offered by the good practice

This section shows the experiences of the GP, which are regarded as the added value and can be included in the transfer process, after adaptation and reuse by the mainstream regeneration activity of the Lodz city.

**Participation and co-construction:** the housing estate regeneration was prepared with the participation of its residents. At the beginning their distress, about what was going to happen, where they would find themselves in temporary housing, what prices they would be paying, was a serious difficulty. The City's main task was to start to renovate the buildings and the renewal of the most neglected housing estate spaces and to deal with matters that were hard to identify in the course of general meetings or surveys, namely the residents' individual problems. The key element of success was concentration on particular families' individual needs, which proved to be the only way to work out integrated solutions that met the residents' needs. The city allocates dwellings in accordance with the needs and financial means of each family. Multigenerational families are offered a possibility to split a dwelling into two apartments, which in most cases leads to an increase of living space.

Various forms of social consultations have been worked through, which is especially valuable as no single form has guaranteed that the residents' problems and needs would be fully recognised. A serious limitation for official meetings was the modest participation of people who were the most in difficulty. Individual meetings make it possible to overcome this obstacle only in part, so the best solution is to combine various methods, both when it comes to consulting the regeneration programme itself as well as particular renovation decisions.

**Maintaining the social mix:** a building in the vicinity of the housing estate was renovated to a very high level and dedicated to those residents whose dwellings were under renovation.

Thus, the residents of apartments under renovation could still live in the same neighbourhood and their children did not have to change schools. The elderly did not have to change their health centres. This activity was aimed at not disturbing and even maintaining the existing local social links. The categories of persons who have the right to live in what is called “communal accommodation” is quite wide and can potentially allow quite a wide social mix. In addition, the project offers 10 dwellings for socially excluded persons. Moreover, parts of unoccupied ground floor premises have been renovated and destined for artists’ workshops. The 12 operating workshops (28 are planned ultimately) have developed dynamically. The artists have managed to win new customers and they will probably move to bigger premises within the housing estate soon. Workshops are let out on preferential terms, for the amount equivalent to the rent for a dwelling with a similar floor area.

**Meaningful symbolic actions:** improving the quality and accessibility of the housing estate greenery, which had been neglected for 30 years, played a very important role in the process of improving the visibility and quality of the area. It changed the way in which residents looked at their own area, made certain public spaces much more secure and were proof of the determined actions that the city was initiating. Other significant elements, were the installation of an internationally renowned fashion designer, the editor and publisher of a local newspaper, several eating places and a local tourist office.

**Building works based on a sustainable and integrated approach:** during the renovations everything is done to preserve the historic character of the housing estate. This is not easy as adjusting buildings to contemporary standards means that new solutions and new elements are implemented, and it is considered important to choose solutions corresponding the most with the primary form of these buildings. Notwithstanding this, some procedures are managed in an experimental way; for example, buildings are insulated from the inside in order to achieve appropriate heating standards and to maintain the original shape and structure of the building from the outside.

Once the standard of dwellings is increased and considering that families are less numerous than they used to be, the area will be inhabited by only 700 people. The Priest’s Mill (Księży Młyn) may serve as an example that housing estates that were planned for factory workers should not necessarily be changed both when it comes to defining their function and maintaining the original population in place.

**Mediation and integration:** one of the key processes in this work are the individual contacts with residents, now supported over the last 5 years by the presence of a city official responsible for regeneration. From the beginning the residents knew that they could always call to report failures, which happened often, particularly at the beginning of the building works. The residents have started to react to acts of vandalism and violence. The work done evolves constantly, adjusting to the residents’ requirements and opinions. The project assumes that the tenants of communal flats and dwelling owners in condominium buildings who are willing to live here will continue to do so.



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This function of the regeneration project manager has been done by Arkadiusz Bogusławski, a strong personality with broad competences as a regeneration activities coordinator. Being an engineer, the regeneration manager sought to identify the essential building tasks to be done, underground (regulation of water and waste), to the walls, windows and roofs of the buildings. He prefers action to debate and having a strong personality has put all his energy into the area in order to obtain the financial resources, which are necessary to improve the wellbeing of the residents. He has been supported in this by the city administration, not without tensions, but the recognition of his efficiency has overridden the difficulties in relations. He has taken on difficult challenges, requiring strong partnerships with the police and other institutions, has developed a personal contact with all the 300 residents and tries to satisfy their needs as much as possible.

**Partnership and coherent collaboration:** The regeneration of this area is conducted in the form of a partnership project. The city, after appropriate preparation and negotiations announced a call for project partners: **“On the Trail of Textile Architecture. Regeneration of Księży Młyn”**. All the housing owners’ associations and two entrepreneurs answered the call. The city’s requirements as to the partners were in particular: liquidating low-stack emission sources and getting connected to the district heating system. The partners prepared design documentation and also one related to the renovation of historic monuments. Decision-makers – housing owners’ associations, entrepreneurs and architects co-constructed the concept themselves based on the city’s guidelines. The project is also supported by infrastructure network administrators, artists, police and municipal police. Partnerships help to promote, to improve safety and the sense of security, to carry out cultural education activities and to give access to culture.

#### **1.3.4 What difference has it made?**

The historic housing estate built for factory workers in the 19th century had been neglected for decades, so much so that the value of some buildings was reduced by 90%, even though they were still inhabited. Now the buildings have regained their residential function with XXI’st century standards, but they preserve their former functions as well and the public space layout designed 140 years ago. All activities are conducted in a way that makes it possible to preserve the original urban fabric of the site, even up to the point, where original cobble stones are used to recreate the streets, where many might think that modern techniques would be more appropriate and even more comfortable.

At the same time, dwellings in these buildings, most of which are city-owned and offer communal flats, serve to meet one of the most basic social needs, which is to ensure shelter for people who cannot afford to rent an apartment on the open market. Thanks to direct relations with people, help is given in the first place to those who need it most - through eliminating overcrowding, helping the sick.

This kind of approach helps to increase social trust in the authorities, in the city and in its representatives. The residents feel they really can influence the actions, and that the city

strives to help them and understands their needs and problems. Activities aimed at including people in cultural life are conducted. Together, artists and the city organize events in which the residents participate. Some people have obtained jobs in companies renovating the area. The area, which used to be considered not so safe and ill-famed, has become one of the more interesting spaces in the city for its atmosphere and unique historical characteristics and is at present one of the popular touristic attractions in Lodz.

## 1.4 Scope for improvement

The lead expert, in order to facilitate transfer, is asked to comment the „good practice”, acting as a „critical friend” to help to widen the scope of the GP, improve its most salient points and allow the partner cities to develop their understanding to the highest degree possible. This section attempts to show how the critical elements of the GP are already transferred within the city of Lodz activity and policy. Several of them have gone through the process of understanding, adaptation and reuse. This is in line with the comments of the External Assessment Panel concerning the need to structure the stages of the transfer to outside partners and the will of the city of Lodz to transfer certain elements to its mainstream regeneration process.

1.4.1 **From a « pilot project » to city management:** the Lodz good practice in the Priest’s Mill, has worked on the following elements of regeneration (see above):

- Participation and co-construction
- Maintaining the social mix
- Meaningful symbolic actions
- Building works based on a sustainable and integrated approach
- Mediation and integration
- Partnership and coherent collaboration

The management of this area has taken on the form of a pilot scheme, working almost independently from the rest of the city administration. From a management point of view the Priest’s Mill has become something of a silo, which other departments and partners do not know, even those working in regeneration.

*Integrated management implies cross-departmental communication, mutual learning, transfer, and guaranteeing the continuation of services and relations with the residents. This implies sustainability of resources, personnel management based on continuity in regards to residents, and a capacity to include into the mainstream pilot projects, exceptional actions etc.*

1.4.2 **The regeneration of the centre of Lodz:** at the same time as the GP was put into action, the city of Lodz was faced with the enormous challenge of creating a regeneration policy, a regeneration department, appropriate tools, systems of training and methodologies, in order to renovate 20% of the urban tissue of the city, belonging to the public authorities. This required moving in the first phase 2 500 persons from their flats into temporary housing and organising public procurement and control over the spending of 250 million euros of resources coming from the EU and the Polish government.

*To meet this enormous challenge the city of Lodz had to structure itself, created the Office of Regeneration, developed new organisational systems and new methods of work, trained hundreds of employees and partners. Regeneration at the city level requires a strong organisation, a political priority and an additional sense of responsibility, going over and above a particular budget or budget line.*

1.4.3 **Mediation and direct contacts with residents:** during the Priest's Mill GP many elements of mediation were in fact dealt with by the manager of the process. When the number of families concerned increases from 300 to 2 500 this type of functioning is no longer possible. The city employs 8 hosts, 8 lighthouse keepers and through one of the partner structures 4 animators. All these persons are in charge of the direct relations with the residents, assisting them in the forthcoming changes, creating micro projects, working through individualised challenges and problems of the family units, easing the families into moving as a positive experience, and in a second time assisting the residents to return to their flats.

*Building relations with residents appears as a new requirement to some in public administrations. However, these mediators are sometimes the only representatives of the city administration that the resident meets. Their quality (choice of persons, required competences, varied specialisations, agile coordination and management) permits the development of a new relation with inhabitants, and furnishes an enormous quantity of information to the city about its citizens, buildings etc. The challenges are to develop this type of service in a sustainable fashion and maintain its agility in order to be able to evolve, following changes in the social tissue, or in the general situation. For example, the Lodz mediators will have to conduct the repopulation of tenement houses and streets in the very near future.*

1.4.4 **Vertical and horizontal management:** the personality of the manager of the GP was the key to the success of the area's development. At the city level the question of management becomes central: it implies transfer of know-how and information between many departments, which all have their own objectives, a "sensible" overarching management structure, which can adapt to new needs and most of all a strong empowerment of senior and middle management in the direction of the persons working face to face with residents, who must be encouraged in their responsibility and have sufficient scope and power to be efficient and to be seen as efficient.

*Management of regeneration processes requires new competences, especially those of "project managers" with their integrated management processes, but also at the level of politicians, senior management and middle management, in order to ensure swift and efficient space for decision making with and for residents.*

1.4.5 **Interdisciplinary communication and coordination:** regeneration concerns many actors, whose common understanding of the challenges, especially from the social and human point of view may be varied. Ensuring the basic services to the residents implies well prepared and coordinated actions by all those involved.

*This coordination of information and communication is difficult as actors change, replace each other or have different time scales. Finding ways of efficient coordination and transmission of information remains one of the challenges for the network. One of the most difficult elements is the reception of information from the residents to the decision makers and here there is scope for improvement.*

1.4.6 **Change as a permanent process:** in regeneration change (in the right direction) is a common feature. This concerns all levels of intervention: trying to overcome stereotypes, to break a vicious circle of poverty/ghettos, to incorporate new standards or embed new values. Therefore, the ability to develop a theory of change and to use it is very important for each city.

*Change constitutes an inherent part of social innovation, which in regeneration processes is quite common. An innovation may be excellent and efficient, but sometimes is confronted with the older existing habits, rules or procedures. The new forms of management have to be able to uphold the experimentation with social innovation leading to change. In addition, this implies and the culture of failure must be adapted to the cities, as experimentation may lead to something not working.*

1.4.7 **Sustainability:** the fragile equilibrium between the public and private sectors is at present under a lot of pressure and assuring collective wellbeing can no longer be guaranteed only by the public sector. This implies proposing actions, investments and partnerships, which will be long-lasting and which, with the support and collaboration of the private sector, will allow cities to continue to develop for their residents and have appropriate standards and quality in the long run.

*In some countries collaboration between sectors is an evidence. In others it is something new. Lodz has done a lot of work with private investors, but the confidence building and adaptations of legislation or local rules still need to be improved.*

## 1.5 Good Practice transfer potential

The success of transfer is based on pre-conditions which have to be shared. They require workshop type activities on the general functioning in regeneration leading to improvement and change in mindsets, management and partnerships. Lodz will introduce these elements as horizontal obligatory conditions for the success of the regeneration mix. They are strongly linked to the human factor, which has become one of the core elements, both internally within the city, with partners, as with the citizens themselves.

The more concrete elements of transfer are much more pragmatic (see below) and down to earth, as they need to be adapted and reused locally by the transfer cities. Lodz, in partnership with the network cities, can propose share and coach the following packages: -

Package	Key elements
<p><b>MINDSET</b> <b>2.1 The regeneration framework built on an alternative mindset</b></p>	<ul style="list-style-type: none"> <li>• New and adapted competences of city employees and partners</li> <li>• Multilevel and integrated management</li> <li>• Capacity to work face to face with inhabitants</li> <li>• Integration of risk and failure management, based on a collectively accepted theory of change</li> </ul>
<p><b>INSTALLING CHANGE</b> <b>2.2 Creative policy renewal in relation to the needs of the inhabitants and the capacity of the city to adapt... From internal integrated collaborations to more intense relations with partners...</b></p>	<p><b>City administration level (all changes have to take into account all 3 levels)</b></p> <p><i>New skills in vertical and horizontal management:</i></p> <ul style="list-style-type: none"> <li>-Strategic/political management,</li> <li>-Creative and operational middle management,</li> <li>-Empowered face to face management,</li> </ul> <ul style="list-style-type: none"> <li>• Experimentation with a first impact management challenge,</li> <li>• Diagnosis – measuring the resilience for change (numbers, priorities, etc) with the participation of the inhabitants,</li> <li>• Realistic reformulation and reprogramming of strategies and operational programmes (with the inclusion of other themes/departments eg. culture, education etc),</li> </ul> <p><b>Between the city and communities</b></p> <ul style="list-style-type: none"> <li>• Producing change in communities’ development pathways,</li> </ul> <p><b>Between all city stakeholders</b></p> <ul style="list-style-type: none"> <li>• New forms of partnerships between the private and public sectors in territorial development,</li> <li>• The new brokerage roles: civil servants, partners, working towards increased wellbeing,</li> <li>• Trigger investments in self-sustaining actions/ investments,</li> <li>• Co-construction of sustainable actions with social economy/community initiatives,</li> <li>• Multipartner analysis of public spending.</li> </ul>
<p><b>2.3 Operational tools/ methods (see below)</b></p>	<ul style="list-style-type: none"> <li>• Mediators in face to face engagement with the inhabitants: various levels of empowerment</li> <li>• Communication tools and standards,</li> <li>• Participation techniques,</li> <li>• Co-creation of community initiatives/enterprises.</li> </ul>
<p><b>2.3.1 Competences</b></p>	<p><b>Working together in regeneration – integrated management:</b></p> <ul style="list-style-type: none"> <li>• training and workshops in mixed groups;</li> <li>• efficient communication,</li> <li>• negotiation,</li> <li>• informal collaboration within the city administration,</li> <li>• information and culture of regeneration,</li> </ul>

	<ul style="list-style-type: none"> <li>• the legal and real aspect of regeneration,</li> <li>• appropriation of the theory of change</li> <li>• assimilation/responsibility for regeneration</li> </ul> <p><b>Mediation: face to face work with inhabitants, proactive contacts with inhabitants-work in the community; different forms of mediation:</b></p> <ul style="list-style-type: none"> <li>• lighthouse keepers,</li> <li>• hosts,</li> <li>• animators,</li> <li>• project leaders/managers</li> <li>• citizen researchers...</li> </ul> <p><b>Strategic functioning and management:</b></p> <ul style="list-style-type: none"> <li>• the city regeneration program,</li> <li>• diagnosis,</li> <li>• monitoring...</li> </ul>
<p><b>2.3.2 Cooperation with stakeholders</b></p>	<p><b>Collaborative opinion making and follow-up on progress;</b></p> <ul style="list-style-type: none"> <li>• working groups on civic dialogue,</li> <li>• the Regeneration Committee,</li> <li>• the regional public utility commission...</li> </ul> <p><b>Formal and informal collaboration with other stakeholders;</b></p> <ul style="list-style-type: none"> <li>• cultural institutions,</li> <li>• educational establishments,</li> <li>• entrepreneurs</li> </ul> <p><b>Inclusive decision-making processes, public private partnerships...</b></p> <ul style="list-style-type: none"> <li>• collaboration between city departments;</li> <li>• the regeneration team,</li> <li>• steering committees,</li> <li>• technical working groups,</li> <li>• coordination bodies,</li> <li>• interdepartmental working groups</li> </ul>
<p><b>2.3.3 Participation and information</b></p>	<p>Tools;</p> <ul style="list-style-type: none"> <li>• availability of information,</li> <li>• website,</li> <li>• newsletter,</li> <li>• posters, flyers,</li> <li>• local information boards,</li> <li>• cohesion and good sense of proposed information,</li> <li>• clarity and simplicity of language,</li> <li>• behavioural approach to communication</li> </ul> <p><b>Collaboration in decision making and in creating the city;</b></p> <ul style="list-style-type: none"> <li>• planning public spaces,</li> <li>• analysis of citizen's needs,</li> </ul>

	<ul style="list-style-type: none"> <li>• small grants for local projects,</li> <li>• picnics,</li> <li>• co-planning with higher education institutions.</li> </ul>
<b>2.3.4 Sustainability</b>	<ul style="list-style-type: none"> <li>• examples of sustainable actions</li> <li>• co-construction of sustainable model of work; how to wisely invest in actions leading to financial autonomy</li> <li>• Public Private Partnerships</li> <li>• public spending analysis and local economic development</li> <li>• Impact measurement and management</li> </ul>

At the European level the work done by the poverty theme on the Urban Agenda in cluster 3: Regeneration of Urban Deprived Areas and Neighbourhoods appears to be very interesting in its direction towards more coherence in funding regeneration areas by different resources. Secondly the action plan proposes to create Local Pacts for the regeneration of deprived neighbourhoods. This will be, according to the action plan, place-based and people based and will give cities a leading role in designing their urban regeneration strategies, which should in turn make it possible to include, as in the quadruple helix, the population itself at the planning and realisation stages. In France this has been included in the regeneration law (2014) bringing in the concept of “Project Houses” open to the public in every regeneration area.

The closing transnational workshop of the “Urban Regeneration Mix” network (Phase I) brought a lot of clarity to the network’s future actions and showed that, even though some of the cities have very different sizes and realities, in the theme of regeneration and “social mix” there are many common centres of interest and possibilities of exchange. All the cities were represented, the presentations showed the identified priorities, which will either be treated directly, or will be supported indirectly by the transfer work accomplished by the network.

Out of the 7 cities, 5 have a challenge of increasing population, 2 of a decreasing number of inhabitants. The relations of the public and private sectors in regeneration have more and more importance, as they are either a key tool to success, or constitute a serious handicap to finding solutions for the cities, which are already lacking, or worry that they may lack financial resources to face the existing challenges, which for the most part are of gigantic proportions.

These structural elements constitute the backdrop of the aims and methods of working of the network, to put people first, and to really work on common wellbeing and not just on infrastructural elements. The network agrees on the need to work on the common culture of working in regeneration. The network partners fully appreciate the Lodz priority given to the mediation question and the supportive new forms of management which this requires. Here however the different realities of the cities will oblige different solutions to be found in order to be able to really develop creative relationships with residents and other outside stakeholders and partners.

## Section 2: Partner profiles

### 2.1 Introduction

**Table 1 – Basic Partner Information Summary**

Regeneration in principle requires a given city to come down to the reality of one or more neighbourhoods, where there are specific challenges to be resolved. The network partnership was built around this sensitivity to face these challenges, which are often the result of these areas not finding themselves in the priorities of the local authorities over a number of years previously. Having become poorer and more dilapidated, they „suddenly” appear as brakes to the development of the city as a whole. The initial partnership was built on this basis, with two Phase I partners of a very different size (Baena and Birmingham), but with identical aims concerning specific parts of both cities, with very similar project managers standpoints and positioning and showing a very strong will to try to face the diagnosed challenges.

The LP received quite a number of candidacies for the network and the choices made, were based on the willpower to act on the identified challenges, the eventual openness of the management structure (which will of course be one of the key transferability questions) and the „tooling capacity” which we tried to analyse through the questionnaires, the visits and individual contacts. The choices of the candidate cities, were discussed internally between the LE and the LP and were further discussed with the two project coordinators of Baena and Birmingham.

This approach has proved itself in the final transnational workshop of the network, where the a priori understanding of the challenges and the transfer potential were immediately visible through the empathy and chemistry of the city representatives present.

Partner	Population	Country	Joined the network
Lodz	701 410	Poland	Lead partner
Baena	18 867	Spain	Phase 1 partner
Birmingham	1 137 100	United Kingdom	Phase 1 partner
Bologna	1 005 831	Italy	Phase 2 partner
Braga	181 494	Portugal	Phase 2 partner
Toulouse	770 000	France	Phase 2 partner
Zagreb	790 017	Croatia	Phase 2 partner

## 2.2 Partner profile

### 2.2.1 Baena (ES)

#### A summary of the city with key relevant metrics



Baena is a small historical city in the centre of Andalusia, on the main road between Cordoba and Granada. It is of medieval origin, with an old district, which still has its Arabic layout. Narrow steep streets form an original and compact urban structure around a hill which constituted the heart of this old agriculture-based city. The new part of the city is on the plateau and is spreading, as the level of comfort and mobility there is much higher than in the old town centre. The concentration of public facilities on the plateau was made possible by a transfer of ownership of several hectares of land by a private owner to the city. This fact impacted directly on the development of the town in the long run, concentrating most of the community on the plateau.

The surrounding areas are dominated by olive trees and the production of olive oil, with an important variation in intensity of work, as it is seasonal.

The city, which had 20 000 inhabitants, now has only 18 867, is physically divided into two parts by the national road which literally cuts it in half. It symbolizes the increasing separation between the old town centre and the new town of Baena, where nearly 11 000 of the total number of residents live. This change is very dramatic. The main shopping street in the historical centre is mostly empty, the shops and houses are for sale. 70% of the 900 homes in the historic part of the town are considered as substandard. In the new part of Baena the main shopping street is very lively and everybody goes there to do their shopping. The loss of population means that the city will have less elected members in the council and that the social services will no longer be a municipal responsibility and will probably become a service managed by the province. The town has managed to keep some functions in the historic centre, by keeping the city administration offices on the main square, as well as the provincial administration offices.

The town also faces two other challenges:

- **Youth;** the jobs in Baena in general require a rather low level of qualification. Therefore, young people who get qualified rarely come back to Baena to live as there are no jobs for them locally. In the city, unemployment is quite high.

- **Silver economy;** on the other hand, the city is steadily ageing and has over 3 200 retired persons at the present time, with a higher proportion of older persons in the historic part of the town than in the new town.

Behind the historic part of the city are areas called San Pedro and Almedina, which are geographically placed at the opposite end of the city to the plateau, the least accessible part, where live communities of Spanish persons, divided into clans, with a high level of violence and trafficking, living largely separated from the rest of the city.

### **A description of the Good Practice challenge in the city**

The Mayor, the politicians and the technicians of the city know and realise, that their town is in some form of crisis. The cohesion of the town is very much put into question as the “old and new” parts of the town are evolving and are becoming the “good and bad” parts of the town. The by-pass which has alleviated the intensity of traffic on the national road separating the two parts has not really helped in bringing the two parts together.

The dichotomy of the two areas, is reinforced by the “ghetto” of San Pedro and other difficult areas, which appear to be spreading to new streets. Residents from the new town do not go there and often have never been to that part of their town.

The town authorities have focused on relevant interventions through important regeneration projects which have been taking place over the last decades, since the transition into democracy, under the impulse of the municipal government and co-financed by regional, national and European funds. Starting in the 1980’s and continuing today, several regeneration plans have been implemented, including adaptation of public spaces and monuments, building and rehabilitation of social housing, acquisition of housing, urban renewal (streets, media, public spaces) opening of monuments and services (museums, hostel, inns) improvement of urban mobility (underground car parks) energy efficiency in public lighting...

But this intense policy of urban renewal has proved ineffective in tackling these challenges and have not succeeded in engaging the very inhabitants of the regeneration areas or in promoting entrepreneurial activities in parallel to the renovations and developments.

At present the city of Baena is trying to address the challenge by different means including a participative strategy proposed under the ERDF call for projects that will continue the work of the previous “Baniana I and II” implemented strategies. This action has specific objectives for the regeneration of the historic city, focusing on citizens participation and the fostering of public-private partnerships in order to answer the needs of present and potential inhabitants and entrepreneurs and bring a “renaissance” to the old part of the city. The City Council considers this shared process of regeneration and cohesion of the city as a political priority, that must also go hand in hand with innovative ways to implement the interconnected cultural heritage strategy for the city now addressed via the URBACT III projet INT-HERIT led by Baena City. It concerns the cultural heritage of the city and its protection/development, whilst the Urban Regeneration Mix concentrates on the human factor of revitalization and the human cohesion of the city: both elements are necessary and complementary.

## **The city stakeholders who should be involved in the URBACT Local Group (ULG)**

### **Internal stakeholders:**

1. Neighbours from the affected areas
2. Public School director - Ana Doblado
3. Local Police Manager - Pablo Peña
4. Technicians from the municipality:
  - Social Center 'San Pedro' - Fabiola Rojano
  - Social Services Director - Carmen Dolores Torres
  - Family Treatment Team - Antonio Luis Molina
  - Social Housing - Encarnacion Navarro
  - City Planning - Manuel Albendin (Local Architect)
  - City Planning - Francisco Navarro
  - Municipal Music School and San Pedro Music Band

5. Decision makers from the municipality: the mayor, all the delegates concerned with the implementation of the transfer (Urban planning, finance, social services, services unit),

### 6. NGO's

- Baena 'Red Cross Center'
- Baena Solidaria
- Nanos Unidas
- Caritas & Social Lunchroom

### **Eventual external stakeholders:**

- Regional Government of Andalusia with competence in social housing and urban planning,
- Cordoba Provincial Government, supporting social programmes in municipalities within the province,
- Ministry of Finance and Public Administration, managing the ERDF call for projects for cities. Network of regeneration ERDF city projects, valuable for dissemination of tool-kit,
- Local and regional social NGO's involved in community building, participation of people at risk of social exclusion, social entrepreneurship, Baena Solidaria, Cruz Roja, Amigos de Mari Tienda,
- Local business association UNEBA,
- Alternative street groups and other unusual suspects; Graffiti groups, street music bands, skaters,
- Neighbourhood associations,
- Education centres where young people from this districts study (located in and outside the district).



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## **The assets and barriers the city brings to the transfer process**

The Mayor and politicians of Baena know that the situation of their town, cannot continue to depreciate in this way, concerning the unity of the town, and more especially dealing with the San Pedro “ghetto”, named as such during the LE and LP visits. The Mayor himself wants to play a key role in the impulse of the GP transfer from Lodz to Baena, which is aligned with the government policy priorities. It would appear that the “sheriff” type of person could be a key to success as the safety level in the area has to be improved. He is fully committed, and has the support of the whole of the City Council to continue allocating financial and human resources to the regeneration and preservation of both the assets and physical elements of the area of intervention and of the social tissue of Baena’s old town. Municipal social services, urban planning office and services unit will be involved in the transfer together with other organisations from the private sector and the citizens themselves, under the direct leadership of the Mayor.

All the learning transferred in the framework of this URBACT project will be used in Baena in order to engage the population of the historic town in the process of implementation of its regeneration and cultural heritage management strategies. Both these strategies need improvement as far as participation is concerned so that change could be co-led by the community as it has happened in the Priest’s Mill project in Lodz. Imaginative, socially based empowering tools codesigned under this Transfer Network will be fully used and shared in order to engage people in the most fragile social situations in the design and implementation of regeneration plans that affect them.

At the same time a rich and balanced public-private interaction will be promoted and can be improved with the help of learning coming from this project’s hands on and research-based transfer. The exchanges and collaboration between Lodz as the GP city, and the other cities so different in size, history, structure and resources will offer a most valuable opportunity for the co-development and testing of a tool-kit for cities of various sizes in the fight against poverty.

## **Conclusions**

Baena is the smallest town in the network, but already in the Phase I kick off meeting it became evident that its challenges correspond very well to those of Birmingham, which is the biggest. The final meeting of Phase I with all the network partners confirmed the idea, that Baena could really benefit from the work of the transfer network. This assumption is reinforced by the attitude of the Mayor of Baena, as well as the other politicians present in the pre ULG stakeholder meeting, as well as that of Baena’s project coordinator. Baena wants to improve its capacity to work with the population of San Pedro in a very pro-active way and is interested in the support it could gain from private-public partnership. This will undoubtedly imply a lot of work on the mindset of the Baena decision makers:

- the work to be done in the San Pedro area will require a change in methods of work of social workers, or other persons who will be engaged in the process,

- the role of an area manager for San Pedro is crucial. The chosen person should be relatively free in the decision-making process, but strongly empowered and linked to the Mayor directly,
- the social centre in the San Pedro area, will need to start working pro-actively in the direction of the residents, including door to door visits, and organisation of events in the direction of community led initiatives in the future,
- work in the San Pedro or other areas requires an opening from the rest of the town, which would show the way to integrate all the residents of the historic town,
- creating cohesion between the historical and new part of the town will also require specific actions, which could be initiated by cultural and artistic events, linked to the town's identity, the past and visions of the future.

All cities will participate in the “foundation builders” part of the transfer, which includes city management, competences, relations with residents (individual level)- collaboration with community, collaboration with external stakeholders and sustainability. In a complementary way the cities have chosen optional transfers, according to their needs at the end of Phase I. These may change during the work of the network.

<b>OPTIONAL TRANSFER</b>	
TRAINING FOR REVITALIZATION STAKEHOLDERS	X
DESIGNING THE PUBLIC SPACES TOGETHER (MODEL FOR SOCIAL PARTICIPATION IN THE DESIGN OF PUBLIC SPACES)	X
COMMUNITY LEADERS DEVELOPMENT (DIRECT OF INDIRECT FORMS OF SUPPORT)	
FRAMEWORK/PRINCIPLES & STANDARDS OF GOOD COMMUNICATION IN REGENERATION PROJECTS	
COOPERATION OF PUBLIC & PRIVATE SECTOR IN REGENERATION	
MEDIATORS: NEW FUNCTION IN REGENERATION	X
INTEGRATED MANAGEMENT: LEGAL BASIS, INTERNAL STEERING SUB-GROUPS, MONITORING SYSTEM	X
CO-CREATION OF COMMUNITY INITIATIVES/ENTERPRISES	
MULTIPARTNER ANALYSIS OF PUBLIC SPENDING/ IMPACT MEASUREMENT AND MANAGEMENT	

## 2.2.2 Birmingham

### A summary of the city with key relevant metrics

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Birmingham with 1 137 100 inhabitants and growing, is a complex city with a very rich history located in West Midlands. The second largest city after London, in the UK, Birmingham is the birthplace of the Industrial Revolution and has always attracted national and international talents that earned Birmingham the title of ‘the city of a thousand traders’. The city prospered because of its economic profile, with thousands of small workshops practising a wide variety of specialised and highly skilled trades. It is also one of the initiating centres of the creation of cooperatives and the social economy movement. It grew on the basis of this manufacturing industry, but its economy is now dominated by the service sector. Thanks to its innovative 18th century industrialists the city has 56 kilometres of waterways which were built to aid trading networks. For over 250 years Birmingham’s Jewellery Quarter has been a national epicentre for jewellery design – producing an estimated 40% of the UK’s jewellery. Birmingham will host the Commonwealth Games in 2022.

The historical openness of the city remains important to this day and there are over 140 languages spoken in Ladywood only (central district of Birmingham). The city’s attractiveness for investors is very high and Birmingham proves to be the most popular destination for Londoners escaping the pace and property prices of the overcrowded capital. This attractiveness is expected to peak with the High-Speed Rail arriving in Birmingham within the next 10 years. With the travel time to London shorter than 1 hour, Birmingham will



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become a desired accommodation for people working in London. Birmingham's population is famously young, with 50% of population under the age of 35. Based on the 2011 UK Census, Birmingham's population is projected to reach 1 160 100 by 2021, an increase of 8%.

### **A description of the Good Practice challenge in the city**

The development of Birmingham cited above stands in strong contrast to the challenges it faces. The important increase in population puts an even greater pressure on the housing market, where the city is already struggling to build enough houses for its own residents. At the same time, it is hard to ignore the scars of recessions and the record poverty levels recorded by the city. In early 2017, the same central city district Ladywood was identified as the area with the highest number of people claiming benefits in Britain according to official figures. 50% of 0-17-year olds live in 10% of the most deprived area, which accounts for 40% of all residents. Ladywood has a higher proportion of unemployment benefits claimants than any other constituency in the UK, with 10,3% of its 127 000 population on either jobseeker's allowance or universal credit. One in three children in Birmingham grow up in poverty. Read more at <https://inews.co.uk/news/politics/Birmingham-benefits-capital-britain/>

The city has approved several plans to counteract the situation, most notably the housing development including the Greater Icknield Master Plan that outlines the plans for 3 000 new homes. The first homes will be built in early 2019 and currently attract a lot of attention due to the risk of gentrification the development carries. These houses are planned to be built in the disadvantaged area of Ladywood and on the grounds of the old city hospital. The City Council has been criticised for building houses for the rich childless professionals and therefore increasing the housing crisis.

The challenge of poverty appears crucial to the future of Birmingham. According to elected members, met during the LE and LP visits, multigenerational poverty "holds people back" and the city has not managed to change this situation. As subventions coming from the central government have been cut by 50% at least (Birmingham has had to fire two thirds of its employees, cutting the number of staff from 24 000 to about 8 000) the only direction to find solutions appears to be, as says the director of international relations and employment, in ways of strengthening the communities, which are at a certain point capable of incredible initiatives and finding solutions, if they are given the space to do so.

One of the signs of hope in this rather destroyed public sector, is the institution of Mayors at the metropolitan level. They have some powers and can try to initiate strategic decisions for the benefit of the metropolitan communities. One of the apparently strategic elements is the 'localism' logic, which at the same time attracts the attention of those working at the city and metropolitan levels, to what is happening, or should happen, in very local communities.

The challenge in Birmingham is to reunite very differentiated opposing logics: on the one hand to find ways of building thousands of homes for newcomers to the city, how to build relations between them and existing communities, which may be much poorer and much less adaptable to change. This could be done through the 'local economic development' of these communities, which engages communities in their indigenous economic development by concentrating on the human factor, where residents should be able to obtain profits from



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their work or other economic activities, the increase in the networking and trading exchange between the local businesses of the area, and maintaining, for as long as possible, the money that “passes through” the area. Another chance for Birmingham is its Urban Innovative Action “USE-IT!” which is developing community research designed to build resilience and empower communities to drive change, is matching skills in the community with new job opportunities linked to the developments and is giving support for social enterprises and community enterprises to create employment and boost local production. USE IT is currently trialling this approach in the Icknield Port Loop which is an on-going development of 200 houses. The first phase of the development will be completed in 2019.

All relevant experience from the USE-IT! Project will be shared within the URBACT Transfer network and the learning gleaned from more advanced Priest’s Mill (Księży Młyn) project in Lodz will be implemented in Birmingham to enrich and improve the USE-IT! offer. It is expected that the toolkit designed collectively by “Urban Regeneration Mix”, will become a very useful tool to be used in the subsequent developments planned for the West of Birmingham (3000 houses planned to be built post 2020). Birmingham’s greatest interest lies in learning more effective ways of mobilising people living in poverty who are less likely to actively engage and seek the solution to the problem and at the same time happen to be the ones who are most affected by gentrification as proven by the tragedy of Grenfell Tower in London (June 2017). Birmingham can also bring a significant experience around Social Enterprise and Community Enterprise development. Activities like SE creation provide sustainability and build greater resilience in the communities.

Birmingham looks forward to participating in this URBACT project and to collaborating with Lodz, a city with which there is a long-standing relationship and which is admired for the recent achievements in tackling urban poverty. The collaboration can benefit both cities and create an opportunity for an even greater applicability of the GP identified in Lodz, by enriching it with the experiences from Birmingham.

### **The city stakeholders**

#### **Internal stakeholders:**

Birmingham City Council as land co-owner and main interested party, also as a lead organisation for Birmingham.

- Councillor Sharon Thompson, Birmingham City Council
- Councillor Carl Rice, Birmingham City Council
- Councillor John Cotton, Birmingham City Council
- Councillor Oliver Armstrong, Birmingham City Council
- Jonathon Tew, Assistant Chief Executive Birmingham City Council
- Karolina Medwecka, Birmingham City Council
- Abdul Qadir, Birmingham City Council
- Sam Ewell, Ladywood Community representative (Community Connector)
- European and International Division responsible for the management of the bid and policy transfer in the Economy Directorate,
- Urban Planning and Regeneration also part of Economy responsible for urban planning and regeneration,



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- Place Directorate – responsible for the management of assets and services in the concerned district (Ladywood)

#### **External Stakeholders:**

- Canal and River Trust – co-owner of land and waterways around the development,
- University of Birmingham (UoB) – (Peter Lee / Sara Hassan) interested in policy and best practice transfer, involved in the USE-IT! Project as Community Research lead – UoB will be bringing their experience in resilience building, empowering and communicating with residents from disadvantaged areas. They will be an important partner to compare communication approaches,
- Sandwell Metropolitan Borough Council (Conrad Parke) – the current housing development will be scaled up and continued across the city boundaries to the neighbouring Council. To allow for the sustainability of approaches,
- Coop Futures – cooperative supporting Community Enterprises. One of the experiences gained in the USE-IT! project is that sustainability can only be achieved if the residents are fully involved in the decision making and budgeting ventures, if the ownership of vacant buildings can be transferred (asset transfer) to community businesses (i.e. community development trusts).

#### **The assets and barriers the city brings to the transfer process**

The three elected members of Birmingham City Council, met during the LE and LP visit, are concerned by the question of the cohesion between different layers of the population, by the concentration of underprivileged population in particular areas, and of course by the almost total lack of funds, which will be even harder to overcome, once Brexit comes into place.

The deputy chief executive of the city and the director of international affairs and employment underlined the importance of identifying, experimenting and developing methodologies and tools, which could stimulate and empower local communities to take up initiatives, improving their well-being, without depending wholly on public finance, which is no longer available. This is already being partially experimented with the community researchers, who are looking at the question of resilience and development potential and the question of social mobility. Other initiatives are experimenting with the new use of public or quasi-public spaces, which open up for residents of communities to try to foster dialogue, exchange and co-creation. One of the rare chances appears to be to align the development of communities with the Midlands authority where the metropolitan mayor does have some resources and power.

It would appear therefore that even though Birmingham is in a very difficult situation from the public finance point of view, it is expanding enormously economically, but has not yet found the pathway, to maintain cohesion between the different communities, not just on the question of origins but more on the level of economic wealth. The experimentation, which is currently being done around the reservoir, will test several strategic propositions concerning the social mix of an area (older housing with inhabitants belonging to the poorest in the city with new housing for successful young couples), the mixity of functions (developing not just housing, but community spaces where social mix can be developed and

diversity of functions, allowing for local employment, free time occupations etc.) and the way in which the management of space influences the results. This in turn obliges the city and its representatives to negotiate very strongly with the developers and promoters of the private sector, trying to convince them that the right compactness and density of living areas also depends on how common spaces are planned and built and how the development itself will integrate into the locality in which it finds itself.

This strong need of inclusive growth, and not just growth, shows, that Birmingham wants to improve its capacity to work on a common moral purpose, by guaranteeing the quality of life for all the inhabitants, which should be based on what it noticed in the Lodz good practice, the “compassionate integrity” of public policy.

## Conclusions

Birmingham is one of the three biggest metropolises in the network and one of five cities which have a steadily increasing population. Like Bologna and Toulouse, the economic growth is very strong and this puts tension on housing prices and on the liveability of older central quarters, on the different public services, and on the cohesion of these cities. However, none of the other cities are facing the challenge of reduced public spending, even though they all estimate the flow of EU finance or national resources to be risky in the long run.

Birmingham has also already developed very interesting tools to try and work on various levels with local communities (community led initiatives, community enterprises), to try to improve the employability of migrants (the NHS example being a good practice in itself) and to build a new relationship between communities and the city, based on complementary competences, rather than on financial support.

The political and management support is of a very high quality, even if its strategies can at any moment be put into jeopardy by further budgetary cuts. Notwithstanding the aim of the Birmingham coordinator is to introduce as many new learnings in her city, by working on such questions as:

- Participatory processes of designing public spaces,
- Direct and indirect forms of support for community leaders,
- Building new relations with residents through the use of “mediators”,
- Creating sustainable initiatives by the communities, such as community initiatives or community enterprises,
- Supporting and triggering community led events or other actions based on self-help,
- Increasing the resilience and strength of the local economy by conducting a multiparter analysis of public spending, and increasing its local turnover,
- Developing private-public collaboration and partnerships, especially concerning the need of social mix and cohesion in the city,
- Strengthening the capacity of the city to act through an improvement of the impact measurement and management competences of the city.

All cities will participate in the “foundation builders” part of the transfer, which includes city management, competences, relations with residents (individual level)- collaboration with community, collaboration with external stakeholders and sustainability. In a complementary

way the cities have chosen optional transfers, according to their needs at the end of Phase I. These may change during the work of the network.

OPTIONAL TRANSFER	
TRAINING FOR REVITALIZATION STAKEHOLDERS	
DESIGNING THE PUBLIC SPACES TOGETHER (MODEL FOR SOCIAL PARTICIPATION IN THE DESIGN OF PUBLIC SPACES)	X
COMMUNITY LEADERS DEVELOPMENT (DIRECT OF INDIRECT FORMS OF SUPPORT)	X
FRAMEWORK/PRINCIPLES & STANDARDS OF GOOD COMMUNICATION IN REGENERATION PROJECTS	
COOPERATION OF PUBLIC & PRIVATE SECTOR IN REGENERATION	
MEDIATORS: NEW FUNCTION IN REGENERATION	X
INTEGRATED MANAGEMENT: LEGAL BASIS, INTERNAL STEERING SUB-GROUPS, MONITORING SYSTEM	X
CO-CREATION OF COMMUNITY INITIATIVES/ENTERPRISES	X
MULTIPARTNER ANALYSIS OF PUBLIC SPENDING/ IMPACT MEASUREMENT AND MANAGEMENT	X

### 2.2.3 Metropolitan area of Bologna

#### A summary of the city with key relevant metrics



In the metropolitan area of Bologna there is just over 1 million inhabitants (1 005 831). The population has been increasing since the mid-1990's, but less quickly in the last few years. About 38,5% of the population is concentrated in the capital city. The most densely inhabited municipalities are those belonging to the belt closest to the main city and in general, to the territories of the plains north of the capital. The Metropolitan area is made



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up of 55 municipalities. The Mayor of Bologna is the head of the Metropolitan Council and the mayors of the other municipalities sit as councillors.

Bologna is a major industrial centre for packaging, machinery and automated systems. In the metropolitan area an important role is played by mechatronics, bio-tech, nano-tech and agro-food. It is the seat of many major fashion brands (e.g. La Perla, Furla) and high-end prestige brands of manufacturing like Lamborghini or Ducati.

Public services, retail and business logistics are also quite important. The local economy is traditionally centred on export and manufacturing (4 out of 10 employees work in this area). 60% of companies are micro structures.

Bologna is also an important university city with 87 000 students and boasts some significant research centres. The city is Italy's 2<sup>nd</sup> most important location of innovative-tech start-ups. 3 out of 4 exported Bologna products have hi-tech content and Bologna is the Italian city with the highest number of invention patents in relation to the number of companies. These drivers of innovation have produced Italian success stories like Yoox, a top fashion sector e-commerce. The Emilia Romagna is the third Italian region concerning the number of firms that have invested in green technologies.

Bologna has been heavily affected by Europe's economic crisis and is still struggling towards recovery. In this city youth unemployment is felt as a relatively recent problem, arising as a major concern really only in 2008, prior to which the economy was strong and youth unemployment was not a significant issue.

In 2016 almost 1000 persons emigrated from Bologna, more than twice as much as 10 years earlier. Of these almost 40% are young mails of the Y generation, also called Millennials, who are all under 30. Most of them are looking for new job opportunities. Many things have been done in Bologna to encourage young people to stay, but there is still a lot of work to do in this area.

According to a research carried out by a local association in Bologna and 5 municipalities of the first metropolitan belt there are 199 vacant buildings in the area, of which 41% are owned by public institutions. Of these 119 are completely abandoned and show morphological and architectural signs of decay. Most of the sites examined were industrial, but that are also 21 military sites, 10 buildings originally intended for education, 9 of which are publicly owned and 4 buildings for health services.

### **A description of the Good Practice challenge in the city**

The cultural and creative industries (ICC) represent an important component of the local economy and are part of S3. Recently a regional cluster has been set up, which brings together the main local actors. The Bologna challenge is to use cultural and creative centres as places stimulating social innovation in the city, working in particular on the student population and on the residents (aging) of the surrounding streets. The aim is to deal with the challenge of intergeneration cohabitation in the same city space, searching and finding different languages of communication between the different components of society. This appears to be possible as there has been a change at the level of the university rector, and the new director of the DAMS LAB is a sociologist, whose aim is to work closely with residents, opening up the space of the university film school to everyone.

In the very centre of the city of Bologna there is an area of around 70 000 residents, where the pressure of the housing market is strong, the elderly are finding it more difficult to make ends meet. On the other hand the rent is too expensive for the young people, that the city wants to maintain in the city. There is clearly a need to try to integrate these populations more, in order to maintain the atmosphere of the city centre and not allow it to become dominated by the tourist industry, which the city is also stimulating.

Bologna is currently collaborating with the University of Bologna on the "Manifattura delle Arti" project. It is a complex revitalization intervention, started some time ago, and with already important results achieved. The "Manifattura delle Arti" occupies an area of almost 100,000 square meters in the heart of the historic center of Bologna and is one of the most extensive cultural centers in Europe. Here are located the MAMbo (museum of contemporary art), the Cineteca di Bologna (containing very important film archives, Charlie Chaplin and others), the Department of Music and Entertainment (DAMS – which is an important film school), the Department of Communication Sciences of the University of Bologna, the Film Commission Bologna, the Primo Levi University, a nursery school, a primary school, a student residence, social and recreational centers. Currently the revitalization of additional buildings to be used as ateliers, laboratories, study rooms, art galleries, startups incubation, etc. is under way.

The work done is in continuity with respect to the activities of a previous URBACT Network in Bologna participated: GenY City, where the aim was to concentrate on this generation in order to maintain a balanced development of the participating cities. This cluster of incredible cultural and artistic institutions, university and other infrastructural elements must therefore become the centre of life of the city centre community. This is planned by opening up the area to the participation of residents. This has started through an original initiative of a regular market place in front of the DAMS-LAB, where a strong community of eco-producers has been selling their products for a number of years. This initiative was initiated by activists in order to identify a "safe place" for people, who had no particular reason to go there, except to find interesting products. This is an attempt at creating a "new meeting place" based on the concept of food as a cultural factor of life and not just consumption.

### **The city stakeholders**

#### **Core Group:**

- Economic Development Department, Metropolitan City of Bologna,
- Strategic Planning Office, Metropolitan City of Bologna,
- DAMS LAB – Arts Lab,
- DAR Dipartimento delle Arti – Alma Mater Studiorum University of Bologna.

#### **Wider group:**

- City of Bologna (various departments)
- Mercato Ritrovato
- Cineteca Foundation
- Other NGOs, institutions, associations: MAMbo - the Modern Art Museum, La Soffitta - theatrical company, Il Cassero - LGBT center, Porto 15 co-housing



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### **Agents of change:**

- CES.CO.COM - Center for Advanced Studies on Consumption and Communication (Univ. of Bologna)
- Fondazione per l'Innovazione Urbana (city and university partnership)
- Clust-ER Cultural and Creatives Industries (public/private cluster),
- Assif Italian Association of Fundraising
- Ginger Corwdfunding

### **ULG work:**

MCBO have a key role in mobilization of local stakeholders in the process of transnational learning and transfer. MCBO will bring together decision makers, representatives of the private and third sectors, fostering a continuous engagement of the relevant change agents. The group will be set up in a collaborative way. The group will work at local level for analysis of local needs, development of the transfer plan and its implementation, and to empower mediators. Representatives of the stakeholder group will be selected to participate in specific activities of the transnational learning process and will be responsible for sharing the information with the rest of the group.

The ULG will meet at least twice per semester to discuss the project topics, integrate the experiences from the transnational learning process, and adapting solutions. The ULG will be coordinated by Marino Cavallo, from the Metropolitan City of Bologna.

### **The assets and barriers the city brings to the transfer process**

The starting point for Bologna, in contrast to the remaining cities of the network, is to work out how to open up the mini cluster of cultural and creative institutions mentioned above, to the work on the participation of the residents, be they permanent (elderly) or momentary (students). These institutions exist and have functioned previously in a different logic. This new inspirational direction implies new ways of working, which will resemble much more what the other cities of the network will be doing.

It would appear that the first condition is to go through a process of establishing and very creative and intense URBACT Local Group, which has to open up to institutions and persons working with the local population, social workers, cultural animators, NGO's, the police, the municipal police etc. This will also require horizontal integrated management with the authorities of the city of Bologna itself. The two-tier system in Bologna engages the employees of the city and the metropole to collaborate very closely. As is well known the metropole is a follow up of the province, the status of which was changed by the Italian law. The members of the ULG will also be the driving force of the opening up of these cultural and creative institutions to the participation of the inhabitants. If the DAMS-LAB is ready to fully engage in participative processes, as affirmed its new director during the LE and LP visit, the remaining partner institutions will have to do the same, which may create some additional challenges internally and externally on this pathway.

## Conclusions

The resilient diagnosis proposed by the network will show these structures who they should be working with and how these populations will evolve. The support from the political level is guaranteed by the personal advisor to the metropolitan mayor, as well as the director of international relations and the strong competences of the team. Integrating local residents into the high-level cultural institutions may prove difficult for the institutions themselves, as well as for the residents.

The key challenges from the network point of view will be:

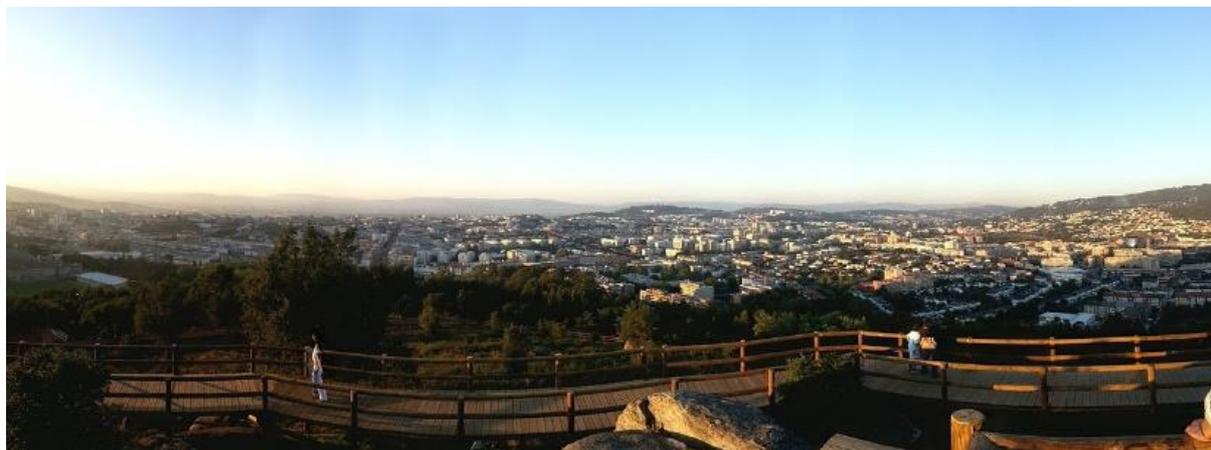
- What forms of mediation will it be possible to implement?
- How will classical cultural institutions integrate the idea of their increased role in the local communities?
- Whom to include in the training sessions planned for civil servants and their partners?
- How to learn to conduct the planning of public spaces together with the residents?
- How to improve the communication structure to and from the inhabitants?
- How to improve and diversify the collaboration between the private and public sectors?

All cities will participate in the “foundation builders” part of the transfer, which includes city management, competences, relations with residents (individual level)- collaboration with community, collaboration with external stakeholders and sustainability. In a complementary way the cities have chosen optional transfers, according to their needs at the end of Phase I. These may change during the work of the network.

<b>OPTIONAL TRANSFER</b>	
TRAINING FOR REVITALIZATION STAKEHOLDERS	X
DESIGNING THE PUBLIC SPACES TOGETHER (MODEL FOR SOCIAL PARTICIPATION IN THE DESIGN OF PUBLIC SPACES)	X
COMMUNITY LEADERS DEVELOPMENT (DIRECT OF INDIRECT FORMS OF SUPPORT)	
FRAMEWORK/PRINCIPLES & STANDARDS OF GOOD COMMUNICATION IN REGENERATION PROJECTS	X
COOPERATION OF PUBLIC & PRIVATE SECTOR IN REGENERATION	X
MEDIATORS: NEW FUNCTION IN REGENERATION	X
INTEGRATED MANAGEMENT: LEGAL BASIS, INTERNAL STEERING SUB-GROUPS, MONITORING SYSTEM	
CO-CREATION OF COMMUNITY INITIATIVES/ENTERPRISES	
MULTIPARTNER ANALYSIS OF PUBLIC SPENDING/ IMPACT MEASUREMENT AND MANAGEMENT	X

## 2.2.4 Braga

### A summary of the city with key relevant metrics



Braga is a city and a municipality in the north-western Portuguese district of Braga, in the historical and cultural Minho Province. The city has 137,000 inhabitants, and the municipality, which includes 37 civil parishes, has a resident population of 181,494 inhabitants (in 2011), representing the third largest municipality in Portugal. Its area is 183.40 km<sup>2</sup>. Its agglomerated urban area extends from the Cávado River to the Este River. Braga is a millennial city marked by different cultures; pagans and the religious, the Romans, the medieval époque, the baroque and the contemporary. Braga was the capital of Portuguese and Iberian Catholicism. It went through a difficult period in urban management, the city centre being somewhat abandoned by its inhabitants, especially by the youth. The city effectuated a strong turn around and presently the city centre's development is devoted to youth and Braga is seen as a Youth Friendly City. The United Nations held the 3rd World Youth Forum in the City of Braga and from that moment Braga become a reference about Youth Policy with the UN Braga 21 Youth Action Plan. The City of Braga was the European Youth Capital of 2012. Braga EYC2012 was a global social experiment to engage young people in the co-creation and development of the City of Braga and produced several material and immaterial legacies for the City of Braga and future generations. Recently the city of Braga, was nominated as Braga 2016 as Ibero-American Youth Capital by OIJ, an Intergovernmental organization with Latin America, the Caribbean, Portugal and Spain.

The City was also involved in the definition of Youth Friendly Policies through the management of European Projects and International cooperation with International Youth Stakeholders. The City of Braga was the Coordinator and Lead partner of this Erasmus+ KA2 Project. The starting point for this project was to reflect on Youth Policies and map them in general to understand the general practices in Europe regarding the development of policies for the youngsters. As a result of this reflection the core model of 100% Youth City was created as a natural process of reforms to give possibility and opportunity of young people to be involved on the management of their cities.



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The City of Braga is also a Social Innovation Oriented City, since 2002, with the creation of Braga Social Network that the City of Braga is implementing a Quadruple Helix governance model, bring the Public, Academic and Private sector to work together with Citizens and Social actors. The Braga Social Network is an operational tool that tackles social innovation measures and takes relevant role on the promotion of Citizens well-being by fighting poverty and promoting social inclusion. In 2016, the Social Network of Braga, presented the first strategic paper for social development of Braga 2016-2021. This strategic plan is a commitment from all the social actors of the city of Braga to start a new area of integrated actions, bring more efficiency to the efforts implemented by the municipality on Rehabilitation and Social Inclusion.

The strategic plan emerges with horizontal and vertical goals to;

- a) Make a Social Diagnosis;
- b) Strategic Vision for Inclusion and Rehabilitation;
- c) Strategic Intervention;
- d) New governance Model;
- e) Evaluate public expenditure on Rehabilitation and in the Social Sector.

The City of Braga is also active at National and International in this domain. The City of Braga is member of Portuguese National Structures that are developing knowledge and projects related with Social Innovation and in 2015 the City of Braga joined a URBACT III Network that gathered 10 European Cities on the topic of the development of Social Innovation Models for EU Cities “Boosting Social Innovation”.

In 2014 for the first time Braga developed a Strategic Plan for Economic Investment, placing itself as the third largest Portuguese city and wanting to be an actor of Iberian, European and planetary development, by addressing all the vital areas of development. It has decided to follow a path grounded on the following priority sectors:

- Information and Communication Technologies and Electronics,
- Nearshoring/Shared Services Centres,
- Engineering, Construction and Environment,
- Trade,
- Tourism,
- Culture.

The maintenance of the regional sectors , such as metallurgy, metalworking, logistics, automotive industry, textile and cult-related industries is critical for the economic expansion and for the capacity to create employment. Creative industries and the ongoing stimulation of the cultural activities have a differentiating role which generates competitiveness in a global economy. To ensure its success Braga wants to be recognised as a real smart and trendy city, on the basis of these axes:

- an innovative city based on its technology-based entrepreneurial dynamics which is integrated into a technological region composed by the municipalities of the Urban Quadrilateral with an increasing influence on the Atlantic Axis.



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- a happy city which grows through its levels of quality of life, sustainability and social and cultural dynamics.

### **A description of the Good Practice challenge in the city**

Recent analysis of the housing problem in Portuguese cities has shown that, in the past decades, the housing function in inner city areas tends to be reduced to less competitive market segments with lower income and less quality. The emptying of the inner-city areas, with regard to housing and population, is inevitably linked to the excessive growth of housing supply in urban sprawl areas, this being a key problem of the Portuguese housing market.

The most recent efforts to restructure the National City policies have triggered new challenges for the planning and management of consolidated urban areas, particularly in respect of urban regeneration. Within this framework in the City of Braga, has created new planning, urban management and financing tools, able to influence the housing sector and real estate market. However, the implementation and execution of the new legal and political framework has shown several difficulties:

- the interdependence of such practices with local political contexts regarding the formulation of global territorial strategies;
- the coordination and compatibility between the different legal frameworks and instruments, such as land, urban regeneration and housing policies;
- the ability of the public and private sectors to interact and cooperate between them.

Since 1998 that the city of Braga is working with ERDF Funds in order to integrate European Urban Mind-set. The City is considered as a good example, one clear example is the rehabilitation of Teatro Circo and recently GNRation, a former Military facility located in the very city centre of Braga. This rehabilitation process was taken as an initiative of Braga2012: European Youth Capital and have won the Portuguese National Rehabilitation award. In November 2010 the Municipality of Braga, in accordance with the new legal framework for urban regeneration (Decree-Law No. 307/2009 of 23 October), made the decision to initiate the process of transformation of the Critical Areas for Urban Recovery and Redevelopment of the Urban Historic Centre and the Sítio dos Galos area (afterwards called South Braga area) in Urban Regeneration Areas and to undertake the drafting of their Urban Regeneration Strategic Programs (URSP). The URSP for the Historic Centre lays the foundations for a new strategy for regeneration of Braga downtown, with the year 2021 as the horizon, and advocates the raising of private funding and encouragement of rented accommodation. As for the URSP for the South Braga area, it deals with coordination of the planned investments for Monte Picoto and the rehabilitation of East River, including proposals for the reinstatement of the Sítio dos Galos area, in the southern part of Avenida da Liberdade. These programs also set the preliminary base lines for each of the Urban Regeneration Areas as well as its model of execution and management.

Over the course of three years, the City of Braga is assuming the challenge of the Rehabilitation of Social Neighborhood's. "(Re)Writing our neighborhood" is a three-year rehabilitation project, promoted and coordinated by the Municipality of Braga, consisting of a series of initiatives which seek to promote an effective inclusion of the communities living in three social neighborhoods in Braga. The project aggregates 8 integrative proposals for active inclusion, with innovative programmes of social experimentation and of territorial, pedagogic, social and artistic animation, promoting entrepreneurship and jobs in these communities. This integrated project shows clearly new ways of listening to, understanding and promoting self-empowerment, or the communities it touches.

Currently the City is focusing on the rehabilitation of several Roma Neighbourhoods. The Integrated Plan of Action for Disadvantaged Communities (PAICD) of the Municipality of Braga, the leading entity of the partnership, has been approved within the scope of its Strategic Urban Development Plan (PEDU), considering as its top priority three of the city's social neighbourhoods: "Santa Tecla" Neighbourhood, "Enguardas" Social Neighbourhood and the Housing Complex of "Picoto". They are three publicly managed neighbourhoods: The Municipality of Braga and Bragahabit are responsible for both regarding the buildings and public space. The selection of these three neighbourhoods respects the priority given and assumed by the Municipality of Braga to the urban and environmental regeneration of disqualified residential areas, namely to the social neighbourhoods and, in this context, to the rehabilitation of buildings, to the qualification of the public space and of the collective equipment, as main interventions for the improvement of the population's living conditions and for the effectiveness of social inclusion processes.

In addition to the urban rehabilitation, a concern stemming from an effective inclusion of these communities arises, through the creation of an action that enhances the sense of identity and belonging, allowing the reconstruction "with" the residents and not only "for" the residents. Braga intends not only to give new life to these neighborhoods with the renovation of infrastructures, but also to fill gaps in the social integration, in the employment and in the training of local leaders with a set of activities defined under this operation. These activities end up being defined as integrative proposals for the active inclusion, with innovative programmes of social experimentation and of territorial, pedagogic, social and artistic animation, promoting entrepreneurship and jobs in these communities. These actions concern the following areas:

- "Enguardas" Social Neighborhood: built between 1976 and 1978 for residents that lived in precarious conditions in various places of the city in the 60s. Comprises a total of 85 flats divided in 11 blocks of 4 floors.
- "Santa Tecla" Social Neighborhood: built in 1979 in the "Quinta of Santa Tecla" in Braga. Comprised of 4 blocks, and houses around 450 people in a total of 182 flats, thus constituting the biggest social neighborhood of the Municipality of Braga.
- Housing Complex of "Picoto"; built between 1997 and 1998 in the hillside of the Picoto Hill, in order to rehouse the Roma community that was living in shacks based in the "Parque da Ponte" (Bridge Park) (or in the Forest) in Braga. Comprised of 50 flats.

However, in the Urban Regeneration Mix network, Braga will mainly work with the biggest deprived area, which is „Santa Tecla". This will be piloted by the Strategic Council for



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Patrimonial and Urban Regeneration of Braga, which was formalised on 8 september 2017 by the municipality. The creation of this Strategic Council is particularly important to the development of the model advocated by the Municipality in the field of Urban planning, based in a participatory and comprehensive policy, able to promote its resources and engage and empower its agents, institutions and citizens. Therefore, the Municipality will be able to act as a facilitating agent at the level of urban rehabilitation and as a catalyst of private initiatives, removing obstacles, creating incentives and developing policies to rapidly and effectively stimulate owners of municipal properties, so that they can also be active parties in promoting a much-needed regeneration in of the city's zones.

### **The city stakeholders**

Three Municipal Departments:

- Social Affairs
- Urban Planning
- Citizenship Participation

Two Municipal Companies:

- BragaHabit
- Fundação Bracara Augusta

9 stakeholders groups - "Reescrever o teu Bairro"

NGO's from the Neighborhood's

3 Mediator organizations

2 Public Schools

1 Public Social Services Institution

### **The assets and barriers the city brings to the transfer process**

The city of Braga has built up its capacities to work and improve in a most impressive way over the last 10 years. The advisor to the mayor and two councillors of the Municipality of Braga, Professor Miguel Bandeira responsible for Urban Management of the City of Braga, and Mr. Firmínio Marques, responsible for Social Affairs of the City of Braga understand perfectly the needs both of the population and what has to be done at the level of the city administration and its partners.

Le delegation of the LE and LP was received by the mayor himself and the director of international relations. The mayors support will be crucial in the regeneration processes, and he affirmed that he will do everything possible to improve the in-house management and to guarantee further funding.

However the intensity of work to be done in these 3 areas is very high, and as everyone knows the work to be done with Roma people seeks out its own ways towards success. For the city which wants to concentrate on "Santa Tecla" the biggest challenges to overcome are:

1. Lack of commitment and vision for local stakeholders;
2. Communication and awareness of Rehabilitation Processes near the targeted population;
3. Better interdisciplinary approach from the Municipality Services;

The Braga team have worked on previous URBACT networks (My Generation at Work and Boosting Social Innovation) and appreciate the URBACT methodology very much. The team insists on the importance of positive relations: "social policy is not to solve problems but to celebrate diversity" they say, whilst for them sustainability means "working with your heart".

## Conclusions

The city of Braga knows very well that to guarantee the general wellbeing of the inhabitants no one can be left out. At a moment, when the city is developing well it must look into the difficult areas and co-construct with them increasingly opening actions and policies, in order to create an inclusive and cohesive city community. The Roma question as such adds complexity to the challenge, but the problematic of exclusion of particular groups is common to all of the network cities, who will be working on these questions together. The city management appears to be ready to adapt itself to the new reality of co-working with the inhabitants, in order to develop their sense of pride and identity, which should go in the direction of increased cohesion. However, this will only be possible if the whole population realises that integration is a two-way process. In as far as the Urban Regeneration Mix network is concerned, several elements of the Braga methods may come to be very useful, notwithstanding the city would like to increase its capacities in the following areas:

- Educating and putting into practice specific methods of work and coordination in regards to the regeneration processes (integrated management),
- Encouraging the city employees, politicians and partners to work in interdisciplinary ways,
- Increasing the capacity of the different institutions to communicate with the inhabitants, to hear them and to interpret (in positive ways) their forms of expression,
- Stimulating the co-creation and co-management of inhabitant's initiatives and community enterprises,
- Measuring and managing the public budget could help the city to understand its social spending and allow for more effort to be made in the direction of social cohesion.

All cities will participate in the "foundation builders" part of the transfer, which includes city management, competences, relations with residents (individual level)- collaboration with community, collaboration with external stakeholders and sustainability. In a complementary way the cities have chosen optional transfers, according to their needs at the end of Phase I. These may change during the work of the network.

OPTIONAL TRANSFER	
TRAINING FOR REVITALIZATION STAKEHOLDERS	
DESIGNING THE PUBLIC SPACES TOGETHER (MODEL FOR SOCIAL PARTICIPATION IN THE DESIGN OF PUBLIC SPACES)	
COMMUNITY LEADERS DEVELOPMENT (DIRECT OF INDIRECT FORMS OF SUPPORT)	
FRAMEWORK/PRINCIPLES & STANDARDS OF GOOD COMMUNICATION IN REGENERATION PROJECTS	X
COOPERATION OF PUBLIC & PRIVATE SECTOR IN REGENERATION	
MEDIATORS: NEW FUNCTION IN REGENERATION	
INTEGRATED MANAGEMENT: LEGAL BASIS, INTERNAL STEERING SUB-GROUPS, MONITORING SYSTEM	X
CO-CREATION OF COMMUNITY INITIATIVES/ENTERPRISES	X
MULTIPARTNER ANALYSIS OF PUBLIC SPENDING/ IMPACT MEASUREMENT AND MANAGEMENT	X



The administrative system is unique to both authorities, responding to the two levels of political responsibilities. The metropolitan area sees itself as a tool to listen in order to act in favour of the local ecosystem, guaranteeing social cohesion and a place for everyone within the metropole, based on the dynamics of the European and international role the metropolitan area plays. Listening to the area requires new management techniques, which can be agile and reactive intellectually and operationally to what is happening in the metropolitan area.

The intense relations of the public sector with the private sector are made possible due to the system of planned agreement between the representatives of the political majority and the opposition, before a decision is proposed to the council. In this way close relations with the private sector are guaranteed as free from any possibility of corruptive practices. This allows the metropolitan area to negotiate with the developers of housing, who through the local rules and regulations voted by the metropolitan council, will be accorded planning permission only if they satisfy the requirement of building 35% of housing for residents who are less fortunate – social housing. In addition, it is the developer who has to guarantee the appropriate usage of the investment, by working with NGO's and other structures to ensure the animation and cultural activities which are necessary.

Regarding housing, between 2009 and 2014, Toulouse Métropole saw an evolution of + 10.2%, against 5% at the national level. Toulouse is therefore faced with the challenge of density and urban renewal. Through major urban renewal projects (Empalot, Mirail University, Three Cocus / Cow, Bellefontaine, Bagatelle) but also the purchase of an industrial military zone to make it into an urban project (Guillaumet, formerly CEAT), Toulouse puts in place cross-cutting urban projects combining citizen consultations, renovations, and public-private partnerships.

Toulouse is also at the forefront of participative housing. In 2017 around 90 flats were finished in the Cartoucherie area, which will house 75 families straight away, but also provide collective public spaces, will be in part run by the residents, who have all participated in the conception and decision making of the buildings. The residents are composed of families, elderly persons, single persons, which shows that this type of building allows the social mix of persons. What is even more important is the total immersion in this project, not just of the city and metropole, but also of the private developers and housing promoters, who have largely done more, than could be expected to make this new form of housing function. The agreements were signed within a Joint Development Zone, reinforcing the partnership between the private and public sectors. This type of process is becoming very common in most French cities and signifies, as states the chair of the Cooperative Company of Public Interest, which manages the project, that there is a strong interest for alternative forms of housing, which according to him shows the maturity of all the partners of this undertaking.

The areas which are of interest in the transfer network are:

**Empalot:** this district was built in the years 1950-60, on the model of the "big ensemble" (collective buildings of social housing). The architect Chini dreamt of pleasant social housing surrounded by greenery. André Daste, the deputy mayor of Toulouse, allowed him to realize



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his project "Parc Habité". The city Daste and three buildings of Empalot Poudrerie, foreshadow a renewal in the architecture of the district. The reconstructions are articulated between living spaces and generous green spaces that we still find today. However the district at present shows notable malfunctions: total rupture of scale with the surrounding urban fabric, aging of a part of the park housing that has become obsolete in terms of comfort and energy performance criteria and the commercial area which has several malfunctions.

The district comprises many modernistic high-rise buildings with flats, some of which will be demolished in the upcoming years (some already have been demolished). It has a very good connection with the city centre by metro but suffers from drug-dealing problems in the district, especially in the area of the school (a wall was set around it but it didn't really help). It has a community space which is a cultural centre and which has just become a "Project House" (as is required by the new French law on regeneration) – an information centre about the regeneration of the district with place where people can meet.

In 2008, in order to work on the neighborhood renewal project, urban workshops were held to gather the opinions of the inhabitants on different themes. The plan is to widen the real estate offer to satisfy various audiences (students, young audiences, large families, retirees ...) and meet their expectations. This area has a population of 6070 inhabitants (INSEE 2012) with a median income of 8900 €, which is well below the average. The percentage of the population under 17 and over 65 is 40%.

**Guillaumet:** this is a former military site which was abandoned for the last 20 years. Earlier it was Centre d'Essais Aéronautiques de Toulouse. It lies very close to the city centre and its new name/brand of the place will be Quartier de la Soufflerie. In 2017 Toulouse Métropole appointed (by deliberation) a managing group of the area consisting of Altarea Cogedim and Crédit Agricole Immobilier to manage the 13.2 hectares site, sold by the State to for an amount of 15.21 million euros. The project combines housing, shops, services, leisure places and important community services such as nurseries; 78% will be dedicated to diversified housing - 55% housing for sale, 45% social housing for rent. In 2016 its future was the subject of a broad consultation with nearby residents and neighborhood associations (meetings, workshops, online consultations) - the consultation process hasn't ended and will continue until the projects planning ends in 2020.

The area will be finished in 2023 on the basis of the master plan, which was proposed by the developer and accepted by Toulouse Metropole. The neighborhood will be connected with the city centre with existing metroline, the new buildings will have 2-6 storeys in height, some buildings will be demolished, some renovated. A lot of emphasis has been laid on the fact that the new neighborhood should be better connected with the surroundings including a street accessible by cars (30 kmph) running through the centre, sustainable transportation (e-bikes, e-cars etc.). Other elements of sustainability: sustainable housing, reduction of CO2 emissions, community gardens.

Other sites such as Izards and the Filter Basin may be targeted during the project.



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### A description of the Good Practice challenge in the city

The main challenge of Toulouse Metropole is to satisfy the ever-growing need for housing in the 37 local authorities. But the area is also confronted with the XIV century centres, where buildings are not always in a very good condition, as well as the post war buildings, which were erected mainly to satisfy the great influx of people coming from less urbanised areas. Many of these buildings require a lot of attention. In some areas difficult decisions have had to be taken: in order to increase the density of the population and at the same time to increase the quality of the buildings, whilst respecting the regulations coming from the government concerning the population policies (spreading out the populations in difficulty all over the area), the authorities have decided on an audacious policy of rebuilding and requalifying whole areas, by demolishing many buildings from the after-war period, replacing them with smaller multi-storey constructions, built in a mixed and integrated form where some will consist of social housing and some will be privately owned in immediate proximity to one another.

The metropolitan area has developed extremely strong competences in regeneration over the years, not only in the partnership with the private sector (see above) but also in the management skills necessary to conduct such enormous operations. The skills reside in several departments, but are brought to light by the project managers (chef de project), who have a very wide knowledge of the global urbanistic and economic policy, know very well the reality of the regeneration areas they work with and have the opportunity to work directly under the auspices of the secretary general. In this way they are very close to the decision makers, are empowered to take many decisions and their knowledge and experience is so well known that other departments are keen to use them in some situations. The project managers have also developed particular methods of easing regenerated areas through the sometimes very complex processes of building destruction and rebuilding. The works are not done all at the same time, they are done in different parts, in order to allow other parts to breath, and a lot of energy is consecrated to facilitate these difficult times for the inhabitants, who have to be partners of the process.

These project managers are assisted by different forms of mediation, some directly employed by the institution, some through financing to third party organisations. The contact with the populations is seen as central, and the Project House, mentioned above shows the extent to which co-construction and a high level of mutual understanding and collaboration are vital in these procedures.

Toulouse Métropole has a real toolbox in mediation, to integrate and associate the citizen in the construction of his district:- citizens councils, neighbourhood commissions, public meetings, thematic workshops, diagnostics while walking, Project House

**Citizens 'Councils:** The Citizen Councils are citizens' participation bodies created in 2015 as part of the City Contract. They mobilize 372 members among which 293 inhabitants of the 16 priority neighbourhoods of the City Policy as well as local structures (trade associations ...). These bodies are sovereign and independent of the public authorities. Their members participate in the monitoring and steering bodies of the City Contract alongside the 36

partner institutions. Citizen Councils can also make proposals to improve the life of the inhabitants of their districts.

At the end of 2017, a partial renewal of their members took place. Some were elected and some drawn from electoral lists. 2/3 of the members are newly welcomed to continue with the old dynamic already committed. Since January 2018, meetings have allowed these members of the Citizens Council to get to know and meet representatives of the institutions involved alongside them in the projects of the City Contract.

**Neighbourhood commissions:** these are the local democracy authorities set up in the various districts of the City of Toulouse, organized with neighbourhood mayors. These neighbourhood commissions participate in the animation of local life, and are places of exchange and information between the city and the inhabitants, associations, etc. Many projects are presented throughout the year, on the initiative of the City or at the request of the inhabitants themselves, on any type of project.

**Public meetings:** these meetings are organized specifically to approach a project with the inhabitants, either in the form of a consultation, or transmission of information. Their format is adapted according to the subject on the agenda. The inhabitants are informed by mail and /or flyer.

**Thematic Workshops:** The thematic workshops are usually organized within the framework of complex projects, which initially give rise to a general public meeting of the project. They allow to go more in detail, by associating by themes the various experts concerned. Their format, often in smaller groups than public meetings, favours the expression of participants.

**Diagnosis while walking:** the walking diagnoses make it possible to emerge, through a walk directly on site, the expectations or wishes of the inhabitants concerning their living environment.

**Project House:** Through the Citizen Councils, the inhabitants participate in the monitoring of the City Contract, proposing actions to improve the life of the district and build new projects. To encourage this participation in neighbourhoods in Urban Renewal, 6 project houses will be open by early 2019 in the 6 territories in urban renewal (5 in Toulouse, 1 in Colomiers). The Project Houses will facilitate information and exchanges with stakeholders and inhabitants for the co-construction of the neighbourhood project, particularly on the urban aspect but more generally on all the axes of the City Contract and the Neighbourhood Project. All the actors, partners and in particular the Citizen Councils will be able to invest there. The inhabitants will be able to find all the information on the project of their district through maps, calendars "construction info", public meetings, consultations, permanence of the agents of the direction of the Territorial Action, etc.

The second good practice is public-private partnership in public concessions. This practice is made possible by the French regulations resulting from the Code des Marchés Publics. These regulations are themselves based on European directives.

Concertation made at CEAT: the consultation started very early, even before the choice of the developer, in 2016, with:

- An exhibition containing information on the history of the site, the main objectives pursued by the project,



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- An interactive page on the Toulouse Métropole website with the possibility of submitting contributions,
- Two public meetings,
- Three thematic workshops, composed of 2 meetings per theme:
  - Choice of town planning: housing, public spaces and landscapes,
  - Equipment and memory of the site,
  - Mobility in the neighbourhood.

The consultation continued in 2018, once the developer chosen, with:

- Provision of a register allowing the public to comment,
- The opening of an interactive page on the Toulouse Métropole website,
- The organization of three public meetings, a public rendition meeting and four thematic workshops.

In total, about 600 people attended the 3 public meetings. At the end of each public meeting, a gazette called "Guillaumet, Let's Talk" summarizing the highlights of these meetings was broadcast and posted on the website of Toulouse Métropole. The thematic workshops were very rich in exchanges and proposals: nearly 160 proposals were collected, a little more than two proposals per participant. It revealed a great enthusiasm and involvement of participants to understand, analyse and propose collectively ways to enrich the project of the developer and secondly, the willingness of these same participants to continue working collectively on the project. Thus, the participants also expressed their desire to be informed of the next steps and to continue to get involved in the project by, among other things, additional meeting times.

These times of sharing were also an opportunity to challenge the developer and Toulouse Métropole on the need to respect their commitments, to consider their proposals and for those who would not be selected, to explain the reasons.

### The city stakeholders

#### **Internal stakeholders:**

**Toulouse Métropole**, as a landowner is competent in the areas of urban planning:

- Territorial Action Directorate.
- Direction of development operations and urban projects.
- Housing and Land Operations Department.
- International Direction, Europe and Contractualization, Europe service.

#### **External stakeholders:**

Developers:

- Oppidea, Toulouse Métropole mixed development company
- Altarea Cogedim, development and real estate operator
- Toulouse Métropole Habitat, social landlord
- Social Union for Habitat
- Union of Neighbourhood Committees
- 1 representative of the citizens councils

- 1 representative of the great ambassadors of the Guillaumet site

### **The assets and barriers the city brings to the transfer process**

Toulouse Metropole is thinking and planning in a very global and progressive way. However, the levels of poverty and the part of society which is not keeping up with the rather advanced development of the metropolitan area is seen as a priority, as this part of the inhabitants cannot be left behind. Therefore, the metropole is trying to manage the rehousing of the residents in the whole of the metropolitan area, is building a lot of housing with the 35% of social flats, and is working on the texture of the inhabitants through different forms of animation, cultural events and education.

Notwithstanding the metropole is still facing several challenges, which concern the regeneration policies: the political decisions are not always coherent between one majority and the next, there is little political willpower to really evaluate the policies put into place and come to conclusions concerning their impact. Communication with citizens appears to still be a challenge and the question of drug dealing, which was very strongly underlined during the LE and LP visit does not seem to be treated holistically and almost appears to exist whatever Toulouse Metropole does.

The way in which the city functions is also a challenge, as many small apartments in the city centre are bought as investments, which means that the community which lives there is temporary or composed of tourists (Air B&B).

In terms of assets Toulouse Metropole will bring the efficient and well-balanced relations with the private sector into the reality of the network, as well as this function of project managers, who appear to be a great asset to the functioning of the area.

### **Conclusions**

Toulouse Metropole advances quickly. Maybe, but it is too early to draw serious conclusions, it has to look at its regeneration policies and actions again, to see if they are adapted to the present moment, to the evolution of the population, and to the way of doing things by the Y generation, who hold the future in their hands.

Undoubtedly the private-public partnership will stand out as an excellence in the network, as will the project managers. The Metropole will progress through the Urban Regeneration Mix on the following subjects:

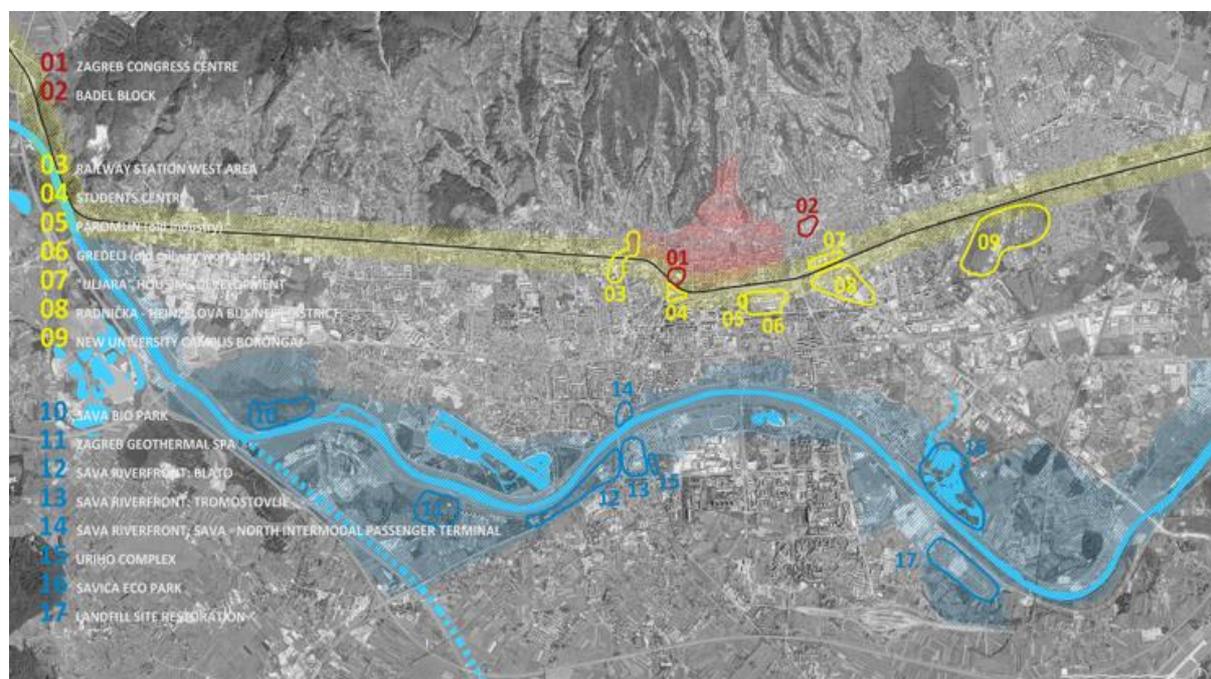
- Training of all persons (inside and outside the local authority) in the philosophy and mentality of the regeneration projects,
- Developing the support necessary to allow new community leaders and activists to emerge and develop sustainable projects,
- Improving the capacities of mediation in direct contact with the residents,
- Developing even more the public-private partnerships, expanding them to other areas of sustainable development,
- Learning to operate and appreciate impact measurement and management, in order to guarantee continuation of reasonable policies...

All cities will participate in the “foundation builders” part of the transfer, which includes city management, competences, relations with residents (individual level)- collaboration with community, collaboration with external stakeholders and sustainability. In a complementary way the cities have chosen optional transfers, according to their needs at the end of Phase I. These may change during the work of the network.

OPTIONAL TRANSFER	
TRAINING FOR REVITALIZATION STAKEHOLDERS	X
DESIGNING THE PUBLIC SPACES TOGETHER (MODEL FOR SOCIAL PARTICIPATION IN THE DESIGN OF PUBLIC SPACES)	
COMMUNITY LEADERS DEVELOPMENT (DIRECT OF INDIRECT FORMS OF SUPPORT)	
FRAMEWORK/PRINCIPLES & STANDARDS OF GOOD COMMUNICATION IN REGENERATION PROJECTS	
COOPERATION OF PUBLIC & PRIVATE SECTOR IN REGENERATION	X
MEDIATORS: NEW FUNCTION IN REGENERATION	X
INTEGRATED MANAGEMENT: LEGAL BASIS, INTERNAL STEERING SUB-GROUPS, MONITORING SYSTEM	
CO-CREATION OF COMMUNITY INITIATIVES/ENTERPRISES	
MULTIPARTNER ANALYSIS OF PUBLIC SPENDING/ IMPACT MEASUREMENT AND MANAGEMENT	

## 2.2.6 Zagreb

### A summary of the city with key relevant metrics



Zagreb is the capital of Croatia, measuring 641,355 square km composing 1,13% of its overall area. It is composed of 17 districts and, according to the 2011 census, its population is 790 017 people.

Zagreb plays a very important role in its surrounding area, i.e. the wider metropolitan region. Its two neighbouring counties provide a portion of its natural resources and food, as well a large number of daily migration of workers, students and others. This surrounding area



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fulfills Zagreb citizens' needs for recreation, nature, housing, leading to further commuting, suburbanization and growth of towns in the area.

The population of Zagreb together with this wider area, or the Zagreb metropolitan region, consisting of the larger area of influence with 690 towns and villages, measures to total of 1.100.000 inhabitants. In recent years the suburban population has grown, while the city of Zagreb, especially its historical centre, witnesses a decline in population. The population of the centre is a more aging one and the centre also attracts students, even though tourist housing is creating a certain tension in this area. Zagreb keeps incorporating its former suburbs into its urban tissue. Positioned between the historical centre and the newly planned New Zagreb, Sava river and its surrounding area create a geometrical axis of the city. The historical centre of Zagreb, which lies on a hill, has progressed slowly over the centuries to the area between the hill and the Sava river. The industrial revolution brought the railway into the city, dividing it into two. This division is all the more serious because most of the industry was implanted on both sides of the railtracks and now these areas are the main source of Brownfields. To the south of the Sava river is the New Zagreb area, with a lot of residential quarters.

Most of the housing in Zagreb is privately owned and the city possesses very few buildings used as accommodation. The buildings owned by the municipality are schools, hospitals, and other types of buildings of public utility.

### **A description of the Good Practice challenge in the city**

The main strategic document is City of Zagreb Development Strategy for the period up to 2020. One of the main objectives in the document is the 4. Enhancement of Spatial Qualities and Function of the City, where the priority measure is 4.2. Improvement of inhabited parts of the City (4.2.1. Preservation, restoration and sustainable use of cultural heritage, 4.2.3. Integrated urban regeneration of the historic city center). Another objective connected with the revitalization is the Atlas of abandoned surfaces in the City of Zagreb area. The Atlas is not a strategic document, but it is important for the preparation of a research made in 2017. It shows to the potential investors as well as the city administration the localisation, characteristics and ownership questions of each site.

The revitalization in the city of Zagreb is a constant process that takes years in different parts of the city. In 2018, the renovation of the facade in the wider city center began, in particular, the renovation of the first 200 facades of buildings built at the end of 19th and early 20th centuries. There were over 4000 buildings reported as potential candidates, while 3700 buildings met the requirements of the competition. The facade renovation project was co-financed by the City of Zagreb, up to 80% for the front facade and up to 60% for the back facade of the building.

City of Zagreb has some experiences in the revitalization processes, would like to learn more about the revitalization during the project. For example, there is the project Reconstruction of Abandoned Buildings of the Former Royal Bar. Renovation of the object extending to 2,400m<sup>2</sup> in Kačićeva Street 9/2 (downtown city center) will allow conditions for office premises, fundraising, restoration workshops, conference halls and a presentation and promotion hall for the premises. The project holder is the Ethnographic Museum Zagreb and



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partner of the City of Zagreb. The total value of the investment is approximately 46 million kn.

Numerous brownfields in the city constitute a major challenge. In the Block Badel, the aim of the project is to create a new identity for this part of the city which could become the center of the most important business, tourist hospitality and cultural-artistic events. Another priority measure is the revitalization of the abandoned industrial area Gredelj where public, social and cultural events could take place creating a new city center. Most of the area will undergo complete reconstruction. The city tried to communicate with inhabitants of surrounding areas, a very interesting discussion took place at a dedicated conference, and questionnaires were handed out. Unfortunately, only 10 were returned.

The ZagEE project, Zagreb Energy Efficient City, supports the realization of energy savings through the implementation of economically justified, energy efficient technologies and measures on objects owned by the City of Zagreb. The purpose of the said objects is various: 3 city administration buildings; 15 elementary schools; 6 secondary schools; 39 kindergartens; 4 retirement homes; 3 health centers; 17 buildings of local self-government. Part of the buildings are in the very center of the city. The city administration invested this action, as the costs of well insulated buildings and efficient heating systems, lower substantially the spending of the local authority. Where persons don't respect the new logic (ie. open windows in winter), the city is preparing appropriate measures to stimulate economies.

The transformation of the former military hospital in the center of Zagreb into the complex of art schools, two dance schools and two music schools. By reconstructing and upgrading existing military hospital buildings, it is planned to revive this part of the narrow center of the city and integrate it into the surrounding urban tissue. The difference comparing with the Gredelj area is that here all the buildings remain on the plot and will be given these new uses.

The project New Tesla - Museum of Science and Technology for the 21st Century where is planned reconstruction and equipping of Hale B and the theme park as the introduction of new contents (4 new departments, catering, trade) will contribute to a greater number of visitors to the museum in the City of Zagreb.

The project Culture, Science and Education in Function of Economic Development - New Croatian Natural History Museum will renovate and equip the Palace Amadeo to strengthen the capacities of the Croatian Natural History Museum and contribute to the development of tourism, scientific, educational and cultural activities through a representative and modern new permanent exhibition, five certified laboratories and a new souvenir shop, multimedia hall and catering.

The aim of the project Hidden Gem of the Upper Town - Revitalization of the Gvozdanović-Babočaj Palace is to restore the cultural heritage and to create an authentic experience of



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places of former civic life in Zagreb. The project is at a high level of readiness for implementation, and the drafting of documentation is funded from the budget of the City.

As can be seen the city of Zagreb has many potential brownfield developments, and several unused buildings in the process of rehabilitation. However, the real challenge in Urban Regeneration Mix, is to manage to co-construct initiatives and policies with the inhabitants, who are most often the owners of their dwellings. The situation of the real ownership of dwellings is also a serious handicap, as there are very many cases, where this process is unfinished.

### **The city stakeholders**

Zagreb URBACT LOCAL GROUP: Brownfields

5 Municipality Departments:

City Office for Strategic Planning and Development of the City

City Office for Physical Planning, Construction of the City, Utility Services and Transport

City Office for Legal-Property Relations and the City's assets

City Office for Education

City Office for Culture

1 Municipality Company:

Zagrebački holding d.o.o.

2 stakeholder groups:

NGO- Cultural

NGO- Inhabitants

1 school

### **The assets and barriers the city brings to the transfer process**

Zagreb wants and needs to develop its co-construction policies in the direction of the population. As most of the accommodation in Zagreb is in private hands the question of social housing and how to manage the social mix is very pertinent. The city possesses many brownfields, which it cannot develop on its own and needs strong partnerships with the private investment sector, which will allow it to develop new spaces for the city, which is steadily growing. It faces, like all the other cities the challenge of an ageing population in the centre of the city, a challenge in the question of the accessibility of housing for students and young couples which is linked to the quite fast development of tourism, which also occupies living space.

Achieving success for Zagreb seems to oscillate between the development of brownfields and other unused areas/buildings with the aim of densifying the existing urban tissue and the will to create new spaces for meeting and dialogue, which could be the cultural centres, of which the city has quite a number, but which, according to the director of strategy department, do not fulfill their role, in the sense that they still work on an old-fashioned

model and need to come to terms with the needs of the community around them in a more dynamic and contemporary fashion.

The city also faces many difficulties related to the ownership and settlement of the property rights. This appears to slow down all development processes. It also realizes, that inter-institutional cooperation needs to be raised to a higher level with an increase in the trust and confidence building.

## Conclusion

Zagreb experimented with closer relations with residents through the ZagEE project, during which several teams of civil servants visited hundreds of households and got to know a lot about the families, but had to concentrate on the energy sources and heating efficiency. The city knows, that there is a whole group of inhabitants, who would need to be supported in their efforts to attain a better quality of life and increase the quality of the accommodation which they occupy. However due to the almost 100% private ownership of flats, this remains a challenge, which is amplified by the question of unresolved ownership questions, which is common to all post-communist countries. This opening of the local authority in the direction of the inhabitants, can constitute a major change in the management of public policy. It would appear that for Zagreb the most important learning aspect will be:

- Training all civil servants and partners who collaborate in the regeneration processes on the question of the relations to be built with the inhabitants, etc.
- Learning how to identify and support, mainly indirectly community leaders, who could do a lot to improve the wellbeing of local communities,
- The redevelopment of brownfields/unused spaces requires today intensive public-private partnerships, which have to be developed, on the basis of examples from Lodz, but also Toulouse or Birmingham,
- The mediation methodology and techniques developed in Lodz and other cities (especially Braga and Birmingham) are very much needed in Zagreb and could constitute the basis for a policy of change in the city management,
- Integrated management, the use of different steering groups etc. are key to achieving the aims of the Zagreb municipality, as are the approaches to spend analysis or impact management.

All cities will participate in the “foundation builders” part of the transfer, which includes city management, competences, relations with residents (individual level)- collaboration with community, collaboration with external stakeholders and sustainability. In a complementary way the cities have chosen optional transfers, according to their needs at the end of Phase I. These may change during the work of the network.

OPTIONAL TRANSFER	
TRAINING FOR REVITALIZATION STAKEHOLDERS	X
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INTEGRATED MANAGEMENT: LEGAL BASIS, INTERNAL STEERING SUB-GROUPS, MONITORING SYSTEM	X
CO-CREATION OF COMMUNITY INITIATIVES/ENTERPRISES	
MULTIPARTNER ANALYSIS OF PUBLIC SPENDING/ IMPACT MEASUREMENT AND MANAGEMENT	

## 2.3 Transfer potential assessment

The assessment of barriers and assets was completed on the basis of in-depth interviews (individual and collective) which were done during the Phase I visits, with the partner cities as well as with Lodz. All the cities showed a strong will to improve their own internal functioning, by getting to know in depth the good as well as the „bad” practices.

Partner	Population	Country	Transfer Assets	Transfer Barriers	Transfer Potential	Comments and Explanation
<b>Baena</b>	18 867	ES	Experienced coordinator. Very motivated mayor with general political support. Good understanding of how new management and participation can produce positive results.	Very difficult long term situation. Lack of means, lack of faith in possibility of change of some civil servants.	B	Elements of transfer will probably succeed. Resolving both major questions: the San Pedro ghetto as well as the cohesion of both parts of the town will take many years.
<b>Birmingham</b>	1 137 100	U.K.	Strong political support. Excellent coordinator and a well chosen site. Strong experience in public-private partnership. Need to transfer some of the elements to residents rather than civil servants.	No financial means but a very strong will to trigger original solutions, whilst checking the sustainability and positive impact. Need to transfer some of the elements to residents rather than civil servants.	B	The austerity measures in the UK limit all public spending. Therefore the city is looking for self sustainable actions which can fulfill the role of community development. A strong partner in community and social enterprise logic, which will be transferred to others.

Partner	Population	Country	Transfer Assets	Transfer Barriers	Transfer Potential	Comments and Explanation
<b>Bologna</b>	1 005 831	IT	Fantastic cultural infrastructure and will to share with the participation of B. Univ. Openness to use of infrastructure for regeneration processes.	Population unknown, collaboration with other structures not evident, inverted logic of regeneration as Bologna possesses interesting infrastructure but it is not yet being used in a regeneration logic.	B	Elements of transfer will succeed if the Bologna Metropole manages to involve the inhabitants and really get into a regeneration process, using culture and creativity not as an end but as a method.
<b>Braga</b>	181 494	PO	Strong political implication with means. A lot of experience in URBACT method. Transferability one of the city's excellences. Participation of NGO's.	Three very difficult areas, with a Roma population.  Very strong orientation of the city policy on economic development.  Change in this area will truly be social innovation.	B/A	The city may benefit the most from the network, but the complete transferal, of all the aspects will take longer than the 2 year process.
<b>Toulouse</b>	770 000	FR	Strong political and upper management willpower. Very strong competences in regeneration management and public private actions.	Enormity of the regeneration process, change of persons (the sec. gen. is retiring).	B	In certain areas Toulouse will also be a transfer city, as its competences in private public partnerships and mediation are of an unprecedented level.
<b>Zagreb</b>	790 017	HCR	Strong impulse at the level of the Strategy Dept. Strong motivation to achieve more participation and to improve the quality of life.	Challenges at the level of public-private partnerships and citizen participation and capacity to manage it.	B/C	The transfer potential in Zagreb is the most difficult to analyse. The city would like to work on Brownfield sites, where often there are no inhabitants.

LE commentary: this analysis is very initial and would need a year of work to be serious and really permit to plan the transferability potential.

## Section 3: Synthesis, transferability and methodology outline

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### 3.2 Introduction

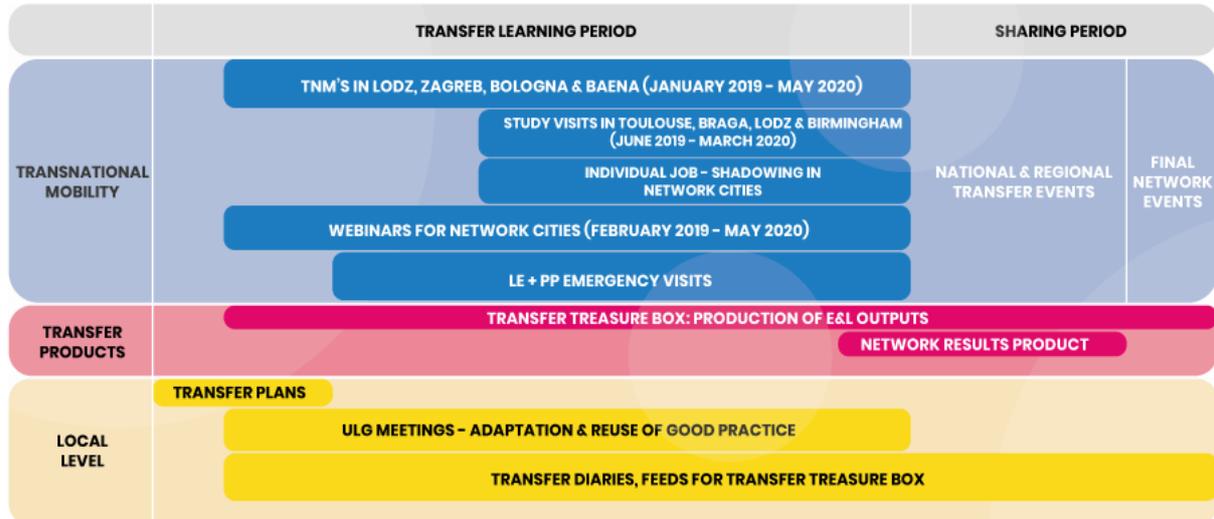
The Urban Regeneration Mix URBACT transfer network has constituted itself around the idea of social mix, extended to the mixed usage and functions of buildings. All 7 cities are involved in this logic, whilst giving an enormous new and fresh perspective to the role and capacities of the residents of regenerated areas. This “working with the heart” and “moral purpose linked with compassionate integrity” appear as the mottos of what is going to happen in the Phase II of the network. This underlining of the human factor, lies fully in agreement with the discussions held at the level of the Urban Agenda and in other circles, concerning the need to stress the participative quality of residents’ implication in their own futures.

The end of Phase I transnational workshop showed the convergence of the city partners on the majority of questions, which involve participation, mediation as well as the move towards more public-private collaboration and financing. In all these questions the partner cities expressed the will to make progress and were particularly motivated to learn from the Lodz adapted GP and each other. They realise fully that the principle of adaptation will result in diverse solutions being tested and put into place, but were convinced that the reuse of the learnings could help them with their challenges.

The work of the network will be done on the basis of the good practice, Priest’s Mill, but widening this experience to the whole of Lodz’s regeneration program, which corresponds much better to the expressed needs of the larger cities. The smaller ones, may indeed profit more from the micro reality of the GP itself.

The opinion of the Assessment Panel, that a first meeting should take place face to face was unfortunately not made possible, even though the option was discussed several times. This puts a lot of stress on the Transfer Plans, as two meetings would have permitted a much clearer view of the global challenges. However, the methodology proposed, will, it is hoped compensate this by its detailed working out of numerous options, to try to ensure, that the transfer agents present in the Transnational workshops will manage to transmit sufficiently.

### 3.3 Transfer Network Methodology



Bringing together the GP methodology and the Lodz pilot regeneration processes has allowed the LP, the LE and all the collaborators to identify key elements of success. First of all, there are horizontal conditions, which have to be fulfilled, bearing in mind the diversity of the network partners. These are the “foundation builders”, which allow the development of common values, of a common language and of a common approach not only to civil servants engaged in regeneration processes, but also their partners (private, III sector or social economy) and even part of the population.

These conditions of change are:

- city management: as all the changes needed to be incorporated into the daily routine of city work, encompassing decision making, different levels of management & execution,
- competences: specific competences are needed to collaborate in regeneration schemes. They must be built on shared values, so that the principles can be internalised and show their practical application,
- relations with residents (individual level): since this aspect of co-living in the city is very often forgotten; communication and people-to-people relations have to be seriously improved,
- collaboration with the community: since the understanding of communities’ role in co-weaving a modern city needs to be appreciated and new instruments of support established,
- collaboration with external stakeholders: as the city is a system of connected vessels influencing each other; it’s of utmost significance to work on the common priorities and achieve the effect of synergy,

- sustainability: the know-how gathered within this project is undoubtedly an added value to the local policies and may result in creation of internal instruments supporting the regeneration processes.

The dynamics of the regeneration processes observed have allowed us to observe other phenomena, which have a leveraging type of effect within a regeneration process. These are:

- **mediation**; face to face with the residents, between actors, within the city administration, management of regeneration projects, and links to the negotiations which take place with public and private financial resources,
- **social and community enterprises**; the lack of financial capacity of some cities, the risk analysis of other cities, whose actions are too dependent on public finance, show that social entrepreneurship, which pays its way, but is very close to the aims of the public sector, is a very interesting ally, especially in forms such as community-based enterprises, which in France are also known as Regies de Quartiers. Their entry in a more dedicated and business-like manner into regeneration areas, can dynamize part of the population which has needs in the area of employment, qualifications or social activities.
- **Reuse of brownfields or other unused areas**; URBACT has led a network on temporary use of these areas, or on the transformation of previous military sites. The sheer number and size of these sites and their strategic positioning must provoke not only permanent refurbishments, but also temporary uses, familiarising populations with spaces they never got to know, almost by playing with them, whilst seeking their real future usage.
- **Public-private partnerships**; for some partners this is an ongoing positive development, for others it seems like a distant horizon, but the fact is, that the network will work on these elements, in order to strengthen the potential of all the partners, transfer and exchange experiences and frameworks, which seem to be the most adequate.

All this work will be done through a number of tools, based on the URBACT method:

1. Transnational network meetings
2. Study visits
3. Webinars
4. First aid kit: emergency visits & job-shadowing
5. Final network event

This thematic transfer work will be interspersed with deep dive work done in each city visited (visits or TNM's). The aim is to help, show or put into relief a major challenge of each city, in confrontation with local actors and the population, in order to use the presence of specialists from other cities to help air or resolve the challenge.

The transnational workshops will be obligatory and in them will be done most of the work in the direction of the local ULG's, whose members/partners have to accomplish the transfers. Therefore, a lot of attention will be devoted to transfer capacity as well as to the presence of the right persons, depending on the subject matter at these workshops. The horizontal "foundation builders" will be worked through, as will the logic of the transfer itself as well as the communication and dissemination elements of the network. Some elements of the transfers are optional and will depend on the decision of each city, made more precise at the moment of submitting the Transfer Plan end of March.

More profound experiences will be explored during the study visits, where deep dive techniques will allow the participants to really get to know a given reality, in order to be able to understand, analyse and adapt it to their situations.

The Webinars, interspaced between the main events, may give new input through appropriate specialists, will help to get organisational questions resolved, will clarify loose ends, depending on the situation, and will allow future planning to be shared between the partners.

The First Aid kit consists of two elements: the possibility to visit a city with specific needs (LE, LP or others) depending on the situation in order to support, help, rectify or introduce difficult questions. On the other hand, the transfer logic may require a deeper understanding of certain questions, which will be resolved by the job-shadowing techniques, giving the right person the chance to observe the work of the person from whom the transfer is coming.

Learning and exchange stage at the local level:



Each ULG per se should be a mirror reflection and channel for further diffusion of transfer elements and their adaptation. Representatives of the ULG's attending the TNM's will receive the full know-how package, incl. specific knowledge, practical feedback on usability & hitherto experience, recommendations about possible ways of implementation.

During the TNM's and visits that participating members of each ULG will be put into the role of mediators, translators, teachers or smugglers of the GP. This means, that with the background materials produced, they should be ready, when they get back to their cities from the transnational activities, to transfer the chosen elements of the GP to their colleagues, respecting the „understand, adapt and reuse” principles each time and at each level. This implies that the ULG's have to be prepared to receive the transfer. It is proposed that ULG meetings should be held in each city just before and after every transnational event. Others can of course also take place when needed, but the ULG's cannot have

meetings for the sake of having them. They are engaged in the transfer network to go through the 3-principle process and to try to implement what the local decisions imply.

Each TNM will contain:

- collecting feedback from ULG groups and specific requests for support (situation analysis: problems faced, challenges identified, resources at disposal),
- communication/teaching instructions for passing on the gathered knowledge further (from representatives of ULG's to the whole group active at the local level), i.e. elements of design thinking in order to strengthen the adaptation possibilities, tools for local diagnosis and advocacy,
- workshop experience of the given element of the GP, through thorough exercises on the adaptation and reuse principles, by creating group work practical exercises to test the applicability of the GP element,
- ways of appreciating the lessons learnt and their testability in the local context, which can be reinforced by Webinars, individual consultations, job shadowing or the „parachute“ team intervention.

We assume that each city will be represented by 3 ULG representatives, in charge of particular transfer elements, presented and discussed during the TNM, as well as facilitating processes of adaptation, advocacy and empowerment for the local ULG with the support of external experts.

Some of the supporting transfer methods necessary for successful actions and empowerment of the ULG members, e.g. advocacy techniques (ability to present and convince decision makers with elements of public speeches), adaptation analysis grids, defining boundary conditions for reuse will be introduced during transnational seminars. Their recipients - ULG representatives present during the transnational meetings will be then bring this knowledge back to their colleagues with the support of the LE. The individual coaching customized for each city will be provided jointly by LE and LP coordinator.

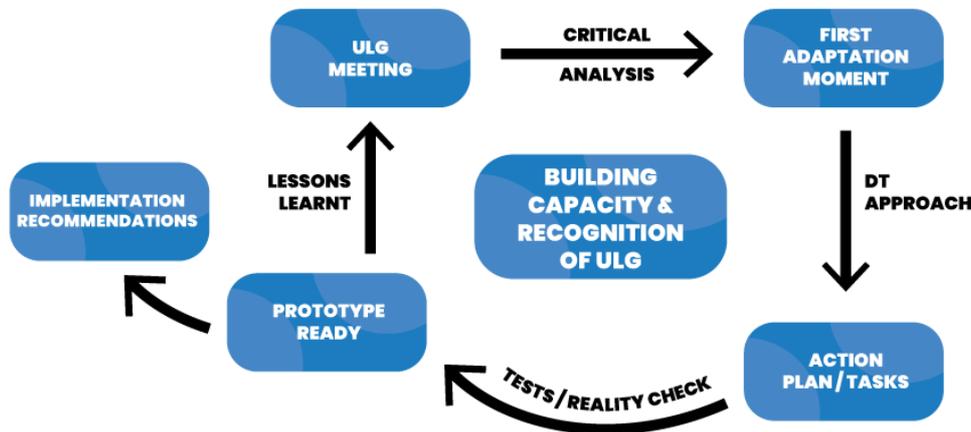
## Adaptation stage

### 1) Model of adaptation – exercise

The leading themes for TNM's and SV are related to the main policy challenge identified by network city. This challenge, presented as a case study, will serve as a model exercise for participants to develop solutions in a big diversified team as well as to prepare an action plan based on the GP tools.

### 2) Adaptation on the local level

## ULG meeting structure:



- New elements of transfer presentation: discussions, critical analysis, adaptation possibilities
- Main adaptation moment: applying a design-thinking approach to the process of adjusting the existing solution to the new reality
- Customized action plans: list of tasks to be prepared
- Reality check: success & challenges in testing various solutions, lessons learnt, calls for changes (what we could do better and how)
- Building the capacity & recognition of ULG: on-going analysis of potential members, expansion of group, presentations of results of field work in order to bring supporters on board

### 3) Reuse on the local level

Between the “plenary” meetings ULG’s should organize their work around a few subgroups (e.g. focused on competence building, cooperation schemes, relations within the community) which will be testing the tools, collecting data concerning their efficiency, developing “local” alternatives and then delivering their final shape to the decision makers. Every single initiative will be carefully planned – at first on a small scale, then gradually it might be incorporated into existing city programmes. Obviously, the entry conditions along with a city-specific procedure to implement tested elements should be determined within the process.

For example: preparing the existing members of the city administration to perform a role of mediators supporting the relations between the city and the community would need a

specific implementation path. This path might be partly designed by ULG members, but would undoubtedly need the legal & procedural analysis as well as approval on the level of high-level city management.

The element of Good Practice once proved successful (during testing) on the ground should then be defragmented, its feasibility checked through the analysis of potential after-effects and possible benefits for the city. If the investigation result is positive, the city may then decide to start the implementation process of the elaborated prototype. At this stage it's impossible to determine how far the experiments with Good Practice will go and what will be their level of achievements. Nonetheless as a transfer methodology, we would like to emphasise that the attempt to experiment even with the smallest of GP elements requires a broad knowledge and a deep understanding of our "foundation builders".

### Progress table:

Event		Programme
<b>TNM 1 01/19</b> <b>Lodz:</b> <b>Competences for regeneration -</b> Data concerning the regeneration stakeholders within the city: who, what, how?	<b>Mindset &amp; change</b>	New and adapted competences (knowledge, skills & approaches) of city employees and partners
		On-going diagnosis: measuring the resilience for change
	<b>Foundations &amp; triggers</b>	Working together in regeneration: training for regeneration stakeholders
		Appropriation of theory of change
		Competences of mediators: introduction to efficient communication and negotiation with residents
<b>Deep dive</b>	<b>ULG</b>	Keys to what it is, how it functions, how to make transfer work.
<b>Webinar 1</b>	<i>The landscape of regeneration and responsibility building</i>	
<b>TNM 2 04/19</b> <b>Zagreb: Various forms of management -</b> Management duties and tasks distribution in terms of regeneration processes. Analysis-driven decisions (if any)	<b>Mindset &amp; change</b>	Multilevel & integrated management
		On-going diagnosis: managing the desired & real impact
	<b>Foundations &amp; triggers</b>	Working together in regeneration: Standards of regeneration culture & information within the city
PPP models in city management: introduction		
<b>Deep dive</b>	<b>Redevelopment of brownfields and participation</b>	Case study work on involving inhabitants in the planning and use of a brownfield area.
<b>Webinar 2</b>	<i>On-going diagnosis as a tool for impact measurement &amp; management</i>	

<b>SV1 Toulouse 06/19</b>	Study visit: Public-private partnerships. New coalitions for regeneration	New forms of partnerships between the private and public sectors in territorial development, The new brokerage roles: civil servants, partners, working towards increased wellbeing Multilevel & transsectorial management
<b>TNM 3 10/19 Lodz Relations with residents -</b> identification of crucial challenges existing in community	<b>Mindset &amp; change</b>	Capacity to work face-to-face with inhabitants Producing change in communities' development pathways
	<b>Foundations &amp; triggers</b>	Mediators: changemakers in the community Designing the public spaces together
<b>Deep dive</b>	<b>Changemakers</b>	From mediators to project managers: the empowerment and positioning of change makers in public authorities.
<b>Webinar 3</b>	<i>Changemakers and other community leaders: ways to empower</i>	
<b>TNM 4 Bologna 11/19 Cooperation city - various stakeholders</b>	<b>Mindset &amp; change</b>	Producing change in communities' development pathways
	<b>Foundations &amp; triggers</b>	Formal and informal collaboration with other stakeholders Inclusive decision-making processes, public private partnerships - multipartner analysis on public spending
<b>Deep dive</b>	<b>Regeneration and cultural institutions</b>	In depth analysis of how to involve „neighbours“ in strong cultural institutions. Use of the DAMS-LAB as an experimenter, using film to create the invitation to the others
<b>Webinar 4</b>	<i>Tips &amp; hints on creating efficient partnerships</i>	
<b>SV2 Braga – 09/19</b> Study visit: regeneration through arts & culture	Various forms of community mediations and involvement based on Braga experience	
<b>Deep dive</b>	<b>Participation</b>	A hands-on exercise of spatial planning and test the „Territorial Start-up“ method to co-design actions, policies etc with the inhabitants
<b>Webinar 5</b>	<i>PPP: advanced methodology for establishing a value-driven mechanism</i>	
<b>SV3 Lodz 02/20</b>	Study visit: regeneration of post-industrial areas	Series of case studies: new functionalities of old buildings. Reestablishment/recreation/regeneration
<b>TNM 5 Baena 2-3/20 Cooperation city-community</b>	<b>Mindset &amp; change</b>	Capacity to work face to face with inhabitants Producing change in communities' development pathways
	<b>Foundations &amp;</b>	The new brokerage roles: civil servants, partners,

	<b>triggers</b>	working towards increased wellbeing Community leaders development Integration processes in community: how to ensure a social mix
<b>Deep dive</b>	<b>City cohesion</b>	How to involve all inhabitants in the solutions concerning the cohesion of the town: ie. fighting the withdrawal of inhabitants from the old centre, working on the ghetto etc
<b>Webinar 6</b>	<i>Involvement as anti-gentrification tool. Ways to consolidate a community</i>	
<b>SV4 Birmingham 03/20</b>	Social & community enterprises: supporting job market & individual development in regenerated areas	Triggering investments in self-sustaining actions/ investments, Co-construction of sustainable actions with social economy/community initiatives
<b>Deep dive</b>	<b>Sustainable actions</b>	In depth analysis of sustainable actions, working just on the basis of triggered spend by the local authority. This must be at the level of social economy and community enterprises, as well as at the macro level of investors and social housing
<b>Webinar 7</b>	<i>Economic potential of common initiatives: how to ensure the know-how flow among community members?</i>	
<b>TNM 6 Concluding Network Event Lodz 05/20</b> Sustainability – drawing the conclusions and preparing the dissemination period	<b>Mindset &amp; change</b>	Integration of risk and failure management, based on a collectively accepted theory of change
		Reprogramming & reformulation of city programmes & strategies. Practices & ideas fair.
	<b>Foundations &amp; triggers</b>	Co-construction of sustainable model of work; how to wisely invest in actions leading to financial autonomy How to conclude/analyse/improve the processes of transfer and how to continue to transfer good practices. Dissemination subjects, methods and aims.
<b>Webinar 8</b>	<i>How to produce project-started sustainable solutions?</i>	
<b>Job shadowing 09/19 – 4/20</b>	<b>Increasing transfer competences</b>	Possibility of job shadowing in other cities of the partnership.

### 3.4 Network Outputs

The following outputs will provide a detailed analysis of regeneration environment building, equipped with tips & hints concerning their implementation (at the level of competences, cooperation schemes and dialogue with community). Key findings, cooperation tools, training programmes & policy recommendations tested during the exchange and learning activities, enriched by the Partner Cities and captured by the Lead Expert will constitute the following learning outputs.

The outputs will be divided in a few chapters as follows:

O1 – Model of city regeneration profile: how the „regeneration city” should work: mission, vision, their operationalisation in terms of internal mechanisms of management and people’s competences

O2 – Resilience map & constant city diagnosis: to instil a process of change, each city should know what and how to change as well as diagnose what are the changing factors, impact and how to measure it

O3 – Regeneration toolkit: a series of practical trainings/tools to work with regeneration stakeholders

O4 – Regeneration everyday – policy recommendations concerning sustainability

O5 – Lessons learnt and recorded: a series of webinars

### 3.5 Communications and dissemination

As for dissemination, the Urban Regeneration Mix will concentrate on substantial work with regeneration stakeholders, i.e.:

- a) Work closely with the ULG’s, monitor the possibilities and resources to extend it, ensure the information flow, produce fundamental documents or templates, which can then be adapted to the local situation and language,
- b) Provide a platform for cooperation: organize meetings, which, filled with interesting content, will give a basis for establishing new relations between city administrations, institutions, companies and organizations as well local activists as driving forces of change,
- c) Build a brand of „regeneration city/city in regeneration” for cities’ residents – organize an information campaign concerning the aspect of regeneration of each city.