RE-GENERATION
REVIVING PLACES, COMMUNITIES AND RESOURCES

BASELINE STUDY

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RE-GENERATION ALLUDES AT THE CHALLENGE TO IMPLEMENT URBAN TRANSFORMATION SHIFTING THE ATTENTION TO EXISTING SOCIAL AND BUILT CAPITAL, MOBILIZING HUMAN COMPONENTS AND COMPETENCES ABLE TO REGENERATE URBAN QUALITY AND ECONOMIES. IT SUGGESTS THE NECESSARY CONTINUITY BETWEEN GENERATIONS, IN TERMS OF KNOWLEDGE EXCHANGE AND STRATEGIC VISIONING. FURTHERMORE, IT IMPLIES THE NECESSARY REGENERATION OF POLICY, MANAGEMENT AND FINANCIAL MODELS TO MAKE ACTION VIABLE AND EFFECTIVE.
FOREWORD

The purpose of this document is to provide the baseline for the activities of the ReGeneration Implementation Network. It includes a broad overview on the themes of the network, with reference to reports, policy guidelines and examples of projects that have dealt with issues connected with urban regeneration in an intergenerational perspective, the profiles of the seven cities part of the network, and a synthesis deriving by the comparison of their situations and challenges toward the implementation of their urban development strategies.

This network is composed by seven partners presenting a great variety in size, socio-economic profile, administrative structures, planning culture and experience in European policy. Their challenge is multiplied by being the Implementation network a novelty in itself within URBACT, with a relatively minor possibility to refer to tools and practices established by the previous networks: how would the experience of Local Action Planning translate into the implementation challenge? How can the participated and integrated approach be preserved stepping from designing strategy to implementing actions? What should be the role of an ULG in this new context? How can we adopt a basic Operational Implementation Framework to accompany the cities at local level in the implementation of their action and provide a tool for comparison at network level?

Re-Generation aims at accompanying the partner cities in the implementation of their existing strategies, focusing in particular on identifying and activating multifunctional areas that not simply provide specific services for education, care and employment of specific segments of population and age range, but can become catalysts of intergenerational exchange, social innovation and participation at large.

In the following we will shortly overview the topics of urban regeneration and limiting land consumption, to concentrate in particular on the Intergenerational approach. While regarding the first topics it is easier to make reference to the corpus of experiences developed by previous URBACT networks, capitalization activities and main EU policy guidelines, “intergenerational planning” instead does not clearly identify one policy field, being rather an attitude that connects transversally different projects and fields.

The main scope of this document is therefore to collect basic elements for a common understanding of intergenerational participation as an innovative tool for urban regeneration and how it fits into the URBACT challenges for the implementation networks. The different examples taken in consideration share a holistic approach that brings together different groups, agencies and sectorial policies into revitalizing urban spaces through complex and integrated sets of actions.
Intergenerational approach to urban regeneration

Give beautiful examples

Important of cooperation

Working together to win

San Lazzaro

Part of Bologna Metropolitan City

Strategic location

Urban regeneration vs land consumption

187 B.C. Via Emilia

Aging population but constant growth

Excellence but also issues

Improving quality

Involving young generations

Campus kid

Exchange experiences

Networks

Trainings

Knowledge platforms

Results

Urbact

Every territory to develop ideas

Common framework

Interaction of identities

Network

Cooperation

Elders vs Youngsters
INTERGENERATIONAL APPROACH TO URBAN REGENERATION
1. INTRODUCTION

Within the Re-Generation URBACT III network, urban regeneration is explicitly connected to continuity within generations, knowledge exchange and social inclusion. The distinctive tract of the network is in the search for a participatory approach to support the implementation of integrated urban regeneration processes. It aims at limiting land consumption and promoting the best use of natural and cultural resources focusing on youth as an essential key to enhance the transmission of ideas, resources and responsibilities. The attention on the involvement of young generations is seen here more as a way to foster exchange and continuity between different generations than as a focus on sectoral policies targeting specific age ranges. The additional challenge of the network is the search for innovative financial tools able to support effective implementation capacity. The physical regeneration of urban space requires as well regeneration of ideas and governance.
From such a perspective, young generations are:

- the bearer of fresh energies and innovative capacities needed to regenerate neighbourhoods and cities;
- an excellent lens to diagnose the present conditions of a city and its potential for sustainable future development;
- the most effective entry point to reach families, adults and elderly people, that is, to foster participation of the whole local society;
- the main future beneficiaries of today’s policy-making, those who will ultimately inherit the effects of implemented actions.

They should accordingly be seen as fundamental actors to establish a sustainable regeneration practice. As a matter of fact, young generations are often excluded, inhibited from taking part physically, socially and politically from great extent of urban life, boxed into protected dedicated spaces. On the other hand, European countries are generally ageing, and elderly people constitute a substantial component of urban societies. They are bearers of experience and knowledge and consolidated actors in terms of political and economic agency, but they are also increasingly in need of care and support. To conceive, design and develop a city able to support the intergenerational coexistence and the best exchange between generations is the main thematic focus of the Re-Generation Implementation Network.

1.1. CHALLENGING THE SEGMENTED CITY

One of the tendencies that modernity has imposed to urban design and development is the extreme segmentation of urban life into dedicated functional areas, and one of the most typical patterns of this segmentation is along age lines. Already since the “postmodern turn”, from Jane Jacobs and William H. White on, this tendency has been criticised and recognised as one of the main fallacy of modern urbanism, contributing to dysfunctional and uneven living environments. Since then, multifunctional, integrated and inclusive visions of urban renaissance have been widely adopted by the planning and policy discourse and have become part of the European Urban Aquis. But the generic adoption of strategic visions for more flexible and multifunctional cities does not fully correspond to a consistent praxis, in a context in which city management and territorial governance are still dominated by traditional institutional settings and path dependencies. Confronting this rigidity, and exploring innovative ways to implement an effective intergenerational approach to urban regeneration is the specific challenge shared by the cities participating to the Re-Generation network.

Stimulating and managing an intergenerational dialogue calls for appropriate settings. Transforming neglected urban spaces into fertile and vibrant breeding fields for the future generations requires an investment in smoothing barriers and artificial separations. Participation requires to set up a “level playing field” fair to all the involved stakeholders. Existing public infrastructures and public spaces often lack the necessary flexibility, openness and inclusiveness required to step out from the existing constrictions.
They are often designed according to strict rules, or responding to specific interest groups. It is the case with city halls and social centers, schools, sport facilities and increasingly defensive public spaces. Within this thematic network activity, a main focus to understand and foster civic participation is dedicated to questioning the spatial context in which intergenerational exchange can happen, challenging the traditional rigidity and mono-functionality of specialized buildings and investigating the innovation in the field of multifunctional, flexible, cooperative spaces. Campuses, co-working and cohousing hybrid solutions, incubators and technology parks, pop up public spaces and temporary structures, an entire new generation of concepts for collaborating and sharing is transforming urban space as we knew.
1.2. CHILD FRIENDLY CITIES

“One common measure of how clean a mountain stream is to look for trout. If you find the trout, the habitat is healthy. It’s the same way with children in a city. Children are a kind of indicator species. If we can build a successful city for children, we will have a successful city for all people.”

Enrique Peñalosa, Mayor of Bogota (1994-1998)

The idea of children as parameters and warrant for the inclusivity and sustainability is one strong point of the Regeneration network project. The condition of children is particularly indicative of rigidities and dysfunctions affecting the urban environment, revealing how defensive issues and sectorial interest often inhibit the development of creative solutions, innovation and resilience. Putting young generations at the centre of the urban regeneration discourse is a provocative way to challenge the segmented city.

UNICEF created UNICEF Child-Friendly Cities and Communities Initiative (CFCI) to provide a framework to guide communities to create child friendly cities as a way to create better cities for everyone. Recently UNICEF published a CFCI Toolkit for National Committees, providing instruments for the application of such principles. The Toolkit contains tested step-by-step guidance and methodologies for establishing a child-friendly city or community that respects the rights and principles enshrined in the UN Convention on the Rights of the Child. These framework and toolkit are valuable terms of reference for the development of the Re-Generation intergenerational approach and its specific set of tools.

In the context of Re-Generation IN the sparkle to focus on the intergenerational exchange derives from the Kid Campus project that the lead partner is proposing for implementation in the URBACT context, supported by the long lasting attention that San Lazzaro di Savena has dedicated to the civic involvement of children, starting from their 20 years experience of City Council of Children.
This experience relates to the approach developed by the Italian project “The City of Children”, born in Fano in 1991. Not wanting it to be interpreted as strictly educational or as simply a support for children, the project was given, from the beginning, a political motivation: work toward a new governmental philosophy of the city, engaging the children as parameters and as guarantors of the needs of all citizens. In the first years of the 1990s, the city of Fano invited the Mayors of the cities in Italy who were interested in adhering to the project, promoted the initiatives that involved hundreds of cities and schools, organized national meeting for children, educators and administrators. In 1996 the Institute of Cognitive Sciences and Technologies of the National Council of Research set up a research group towards the support and coordination of the cities that adhered to the international project “The City of Children” and for the study of the effects of its activities on the changes in the urban environments.

The project has created a series of professional joint actions, confrontations, and exchanges together with other areas of study interested in its contents and proposals. In particular, the National Council of Research has frequent contacts with the fields of psychology, sociology, pediatrics, architecture and urbanization, both at the university level and their professional orders; and of course, with politicians and the local administrations, both in Italy and in Spain and Argentina. As of 2001, Rome adhered to the project taking on the role of leader City.

Similar concerns are at the origin of the European Network of Child Friendly Cities (EN CFC), dedicated to promoting the rights and interests of children and young people in their local communities. The European network observes 5 general guidelines and encourages national and local networks to translate these into specific local policies addressing local points of focus:

- **Holistic approach.** Child friendliness requires a holistic approach and is representative of the entire city in all its aspects. It is not a quality limited to the development of specific provisions, it is not an aspect of provisions nor an aspect that is determined by the number of provisions.

- **Integral approach.** Child friendly policy requires an integral approach where all areas of life within the urban area should be child friendly: education, mobility, urban planning, care services, health, environment, leisure, sports and several others.

- **Intergenerational approach.** Child friendliness also requires an intergenerational approach. Child friendliness does not imply that children require their own city but it does imply that children are recognized as citizens that are a part of the entire city. Children should not be socially isolated.

- **Importance of participation of children and youth.** Child friendliness also recognizes the importance of participation of children and youth. Regardless of their age children and youth should be fully recognized as citizens who can contribute in their own way towards the quality of urban life. Their contribution should be stimulated, heard and included.

- **Dynamic trade and a continuous challenge.** Child friendliness is a very dynamic trade and a continuous challenge with constant evolving new aspects. Rather than a permanent label or brand, child friendliness is above all a constant ambition that a city continuously endeavours to achieve.

Although the focus of Re-Generation is not restricted to children’s issues, the above listed principles are consistent with the focus of the network, fostering a holistic, integral, intergenerational approach, stressing the importance of participation and the necessity of a dynamic and continuous challenge to regenerate urban spaces.
2. URBAN REGENERATION

2.1. DEFINITION OF URBAN REGENERATION

“In biology, regeneration means the regrowth of lost or injured tissue, or the restoration of a system to its initial state. And so it is with urban areas. Regeneration is concerned with the regrowth of economic activity where it has been lost; the restoration of social function where there has been dysfunction, or social inclusion where there has been exclusion; and the restoration of environmental quality or ecological balance where it has been lost. Thus urban regeneration is an aspect of the management and planning of existing urban areas rather than the planning and development of new urbanisation.”

Couch and Fraser 2003

Rotermann Quarter, Tallinn
Urban regeneration is the wide scope framing the network’s activity. In general terms it indicates no less than the management and planning of existing urban areas rather than the planning and development of new urbanization. Regeneration of urban space can happen through different approaches and typologies of actions, among which the main are:

- Reconversion of disused properties, brownfields and public buildings into new functions and/or productive models
- Improvement of public space
- Development of mobility and infrastructures able to endorse the revitalisation of degraded or congested areas
- Area based social interventions to improve disadvantaged neighbourhoods

As a matter of fact, rarely urban regeneration interventions are strictly classifiable only in one of these modes. Generally a successful regeneration process requires more, if not all of these action types to be integrated in a coherent strategy including spatial transformation, social intervention, infrastructural endorsement and governance innovation.

2.2. LIMITING LAND CONSUMPTION

Studies and practical evidence have demonstrated the disastrous impact of excessive exploitation of urban territories and soil sealing in terms of environmental deterioration, inefficient use of the existing stock and the deriving social and economic costs. When fertile land is put to other (mainly industrial or urban) use, it increases the risk of flooding, damages biodiversity and natural habitats, contributes to global warming and reduces the amount of land available for food production. According to the European Environment Agency, since the mid 1950s the total surface area of cities in the EU has increased by 78%, whereas the population has grown by only 33%. Every year, an additional 1,000 km² of soil – an area the size of Berlin – are claimed for human use in the EU. If current trends continue, Europe will have covered over an additional area the size of Hungary within a century.

In the context of the Soil Thematic Strategy (COM(2006) 231), the European Commission points out the need to develop best practices to mitigate the negative effects of sealing on soil functions. To raise awareness of the dangers involved and to demonstrate more sustainable alternatives, the European Commission produced in 2011 the Overview of best practices for limiting soil sealing or mitigating its effects in EU-27 presenting a range of best practices from across the continent, highlighting ways to limit, mitigate and compensate land consumption. On the basis of this report and with the help of national soil sealing experts, European Commission departments have prepared Guidelines on best practice to limit, mitigate or compensate soil sealing (SWD(2012) 101 final/2). The guidelines collect examples of policies, legislation, funding schemes, local planning tools, information campaigns and many other best practices implemented throughout the EU. They will support the Commission’s longer term goal, set out in last year’s Roadmap to a Resource-Efficient Europe, of achieving no net land take by 2050.
The guidelines emphasize the important role that regional and local authorities, with their many responsibilities for spatial planning and management, can play by implementing fully integrated policies from the design to construction phases. They advise development of specific regional approaches to limit urban sprawl. The guidelines recommend favouring the use of abandoned existing local resources, such as empty buildings and brownfield industrial sites over land already dedicated to agricultural or recreational use.

The Re-Generation network adopts such recommendations as an essential baseline, to further investigate how intergenerational participation can become an effective tool to regenerate urban spaces in a long-term perspective. Scoping the goal of limiting land take among the finalities of the project (i.e. the Lead Partner San Lazzaro di Savena has adopted officially a 0% land sealing objective by 2050, and so did Clermont Metropole), the Regeneration network will include participated strategies to sensitize the population and the private sector on the necessity to endorse such policies, and to improve the capacity of urban sustainable regeneration as the main urban model for future development strategies.

2.3. URBAN REGENERATION IN URBACT

Previous and existing URBACT networks have developed a great deal of practical experience and knowledge connected with the topic of urban regeneration. The activities of the network will draw on such a corpus to improve the implementation of actions planned by the cities. Among the most relevant:

- the implementation of policies for reducing new land use take the sustainable reuse of the existing city has been the specific focus of USEACT, (Urban Sustainable Environmental Action). Here the final report

- The theme of sustainable Land Use management has been investigated by LUMASEC. Here the final results. LUMASEC developed a specific land development paradigm. Its four-level model involves intervention across three conceptual layers: ‘capacity’, ‘governance’ and ‘spatial pattern’, all built on a fourth ‘real world’ layer.

- the specific issues of regenerating abandoned structures is at the core of networks like Maps, 2ndChance, Repair. The last one includes the well-known case of the Murate in Florence, that is a reference case of multifunctional integrated regeneration of an urban area able to involve diverse ages and social groups in the process and as final beneficiaries.
3. INTERGENERATIONAL PARTICIPATION

3.1. A (TENTATIVE) DEFINITION

Intergenerational participation is not a clearly codified theme. It is not the defined object of previous URBACT networks. It is not identified nor addressed by specific EU policy guidelines. Despite that, the idea of exchange, solidarity and continuity between different generations is a cornerstone of any integrated and participated urban policy. The necessity of continuity among generations is implicit in the idea of sustainability itself, but such a necessity is not always acknowledged in the pragmatic implementation of projects that are often narrowly targeted to specific users groups. We will focus here on experiences that in different ways have favoured the collaboration between generations as essential in developing a participated integrated approach to urban policy and projects. Projects that aside from providing specific responses to specific needs are also able to act as catalysts for innovative ideas, participation and transformative capacity. We look at the inspiring concept of “learning city”, leaning towards an interpretation of city as a place to grow together, and challenging the reductive interpretation of growth as a merely economic concept. Rather, in a holistic understanding of growth, the mutual exchange between generations is where the seeds for sustainable urban development are implanted.

Scribing: Roberto Alessi
The pursuit of an intergenerational approach does not mean to strictly define the generations we are referring to. We adopt children as an “indicator species”. We take the cue from childhood as the most sensitive and challenging age range, but the sparkle to design an intergenerational regeneration process can similarly derive from the specific issues of other age ranges. Children are the social component around which higher is the capacity to mobilize interest, participation and resources of the society at large, but similar capacity to enhance participation may derive also from youth programs, life-long learning, intercultural integration or housing. The main point is to produce virtuous short-circuits across the established diaphragms wrapping ages and policy sectors to create spaces acting as catalyst of social interaction. The assumption of this network is the necessity to put such intergenerational Zones of Public Intensity at the core of any ambitious regeneration project as a pledge for their success and sustainability on the long term.

3.2. PUBLIC INTENSITY ZONES

One of the aspects that an intergenerational approach needs to investigate is the identification, appropriation and design of physical spaces that can allow such an intergenerational participation to take place. A particular challenge for a participated regeneration of urban areas is to identify and enhance existing or potential appropriate locations to guest interactive processes: that is, public or private facilities that can act as catalysts for participation, as places of encounter, exchange, mutual support between citizens and institutions. Institutional settings are often rigid, asymmetric, emphasizing the gap between players and reinforcing established power relations. A truly participative interaction need level playing field, flexible spatial settings, spaces that invite the more disempowered actors to take part. It is therefore necessary for enhancing a substantial involvement of social components at large and the inclusion of multiple generations to activate appropriate “spaces of public intensity”, places representing and guaranteeing the larger inclusion of voices and issues. To this purpose very different structures or facilities can assume such a role.

They can be spaces dedicated by design to these functions, like community or social centres, but increasingly the higher capacity to engender participation comes form innovative solutions and inventive hacking of particular places into new “spaces of possibility”.

- So can be libraries, as in the experience of the Idea Stores, started in 2002 in Tower Hamlets and disseminated as an innovative concept in a number of locations in UK, where traditional libraries are redesigned to include a wide range of adult education classes, along with career support, training, meeting areas, cafes and arts and leisure pursuits.

- So can be community gardens, as in the case of Prinzessinnengarten in Berlin, which from the struggle to preserve a green area in central Kreuzberg has evolved into a vibrant community centre including the experience of the Nachbarschaftsakademie, an open platform dedicated to knowledge sharing and cultural practice.

- They can be schools, as in the case of Rütli school in Berlin and Robinsbalije presented in the following.
Similar role can assume theatres and other cultural facilities in facilitating civic involvement and participation. Exemplar is the case of Teatro Valle in Rome, and a series of similar experiences of occupied cultural spaces in Italy, like the Sale Docks in Venice, which from an antagonistic and resistance oriented approach have been able to move towards a proactive and constructive community organising capacity.

They can be generated by interim uses and flexible colonization of temporarily available buildings. An important trend in urban regeneration regards the temporary use of decommissioned structures. Youths are particularly relevant stakeholders in the interim strategies for urban regeneration, bringing in a flexible attitude and a better capacity to deal with precariousness. This topic has developed by networks as TUTUR, and the more recent Refill.

The tendency to design flexible multi-purpose space is increasingly explored in the current architectural practice, from designing open workspaces as the way to foster smart and innovative productivity to rethinking cultural facilities to improve their social capacity, or to revitalising public space through the use of pop up urban furniture.

3.3. PLACEMAKING

Urban public spaces are often shaped by specialised functions and targeted to specific users. They can be rigid, defensive, even exclusionary. Often they miss the necessary flexibility and openness to welcome new inclusive approaches. In this field that a variety of innovative practices are developing to mobilize and involve local society in the regeneration of lively and inclusive public spaces. An important contribution comes from the Placemaking movement, an approach pioneered by PPS and focusing essentially of Public Space development as a way to foster urban regeneration. In 2011, UN-HABITAT and Project for Public Spaces (PPS) signed a cooperative agreement, “Transforming Cities through Placemaking & Public Spaces”, to harness the power of public space for the common good.

“By recognizing and developing the positive potential of their public spaces, cities can enhance safety and security, create economic opportunity, improve public health, create diverse public environments, and build democracy”. PPS developed the handbook Place making and the Future of Cities, providing a set of ten principles for creating healthy public space and ten exemplar practices. Starting form the specific angle of public space, most of the principles and examples are fully consistent with an intergenerational approach.

The Place making approach has been explored, with explicit reference to the PPS methodology, by the PlaceMaking for Cities URBACT II network.

The topic of public space innovative uses has been developed by the USER network.
Opificio Golinelli, Bologna

Idea Store, UK
Starting in the summer of 2009, the non-profit company “Nomadisch Grün” has leased a site in Berlin/Kreuzberg in order to create a mobile urban farm: fresh, organic, locally produced herbs and vegetables are grown in raised compost beds without using any pesticides or artificial fertilisers. The Prinzessinnengarten quickly became a place of discovery where children, neighbours, experts and those curious about sustainable living can come together to about and explore alternative visions for our city. A series of initiatives ranging from workshops, neighbourhood assemblies, self construction projects, DIY wireless networking, social economic investigations and art project stemmed, transforming the once neglected fringe in a lively and active zone of public intensity in the middle of Kreuzberg.

Prinzessinnengarten images : Marco Clausen
3.4. LEARNING NEIGHBOURHOODS

In terms of spatial models, we look at campuses, incubators, thematic parks and similar sorts of multifunctional zones: projects concentrating different facilities and functions in the attempt to overcome sectorial approaches to deliver specific services. The most typical of such spaces are naturally connected with education and care. Educational and social services that target specific ages are in fact essential nodes in the social geography of the city. They facilitate the contact, communication and civic engagement of citizens. Schools, sport facilities and social services, independently from being public or privately owned, can easily develop and be perceived essentially as commons, as resource that need for a collective care. They overcome the specific limits of the service they provide to their direct beneficiaries to become “Public Intensity Zones”. Such elements of the urban geography are essential in fostering a steady and real participation of citizens and in producing the necessary social innovation to allow successful and sustainable regeneration processes. From this perspective, schools are essential elements in the geography of civic participation, and children may have an extraordinary potential in activating participation, involvement and critical thinking about urban development, but they are not the single target of an intergenerational planning. They become the pivotal element of designing and enhancing “learning cities”, cities that openly adopt the aim of growing and learning together as the essential scope of their development.

The Dutch city of Groningen has been among the forerunners of a similar thinking since the mid-1990s creating the so-called Vensterscholen, Dutch for ‘schools with windows’. First set up in Groningen in 1996, this new type of school bundles together several functions related to education, health and social inclusion. Located in new, architecturally ‘open’ buildings, these schools try to create synergies between public institutions and NGOs and play the important role of open neighbourhood centres. Schools thereby become much more than simply eight-to-twelve teaching institutions, and turn into easy-to-access centres for local communities. This pilot experience, explicitly connecting education with urban development, has been an inspiration for similar experiences in Belgium, as the community schools in Ghent, and in Germany, as in the initiative of Robinsbalije, in Bremen.

This approach is becoming increasingly popular, in particular in Northern Europe, to address issues of integration and regeneration of deprived neighbourhoods with substantial immigration background. Schools and their issues are just the starting point to develop integrated policies that invest on different actions to redesign and regenerate disadvantaged areas. In terms of management the aggregation of different services in multifunctional clusters increases the efficiency of the single activities and reduces the costs of facilities, but it also stimulates the collaboration between social workers, civil servants and local stakeholders, and the inclusion of marginalised components of local society. It allows the possibility to apply participated forms of spatial design, improving the success chances of projects also in terms of spatial development. Finally, it increases the feeling of ownership of the people on the projects, and the ability to better manage and preserve spaces as a result of shared care within local society.
ROBINSBALIJE, BREMEN’S LEARNING NEIGHBOURHOOD

Since 2010, Bremen (Germany) has had its first ‘learning neighbourhood’. At its heart, the emblematic Robinsbalje centre connects education with social inclusion and urban regeneration. The centre, located in one of Bremen’s disadvantaged neighbourhoods, gives a long-awaited impetus to urban rehabilitation in the area. Investing in education and social inclusion – both by building a new home for social and educational institutions and by creating a sustainable network amongst these institutions – has changed the neighbourhood’s situation, face and future. With financial support of €1 million from the European Regional Development Fund, a multitude of public and non-governmental institutions have joined forces in new premises to give the Robinsbalje neighbourhood and its residents better prospects for the future. In the brand-new Robinsbalje building, local communities can benefit from a broad range of services ranging from health care and social matters to job counselling and support for migrant families. By rethinking the traditional role of a school and widening the understanding of education, the Robinsbalje centre has become a unique, open ‘learning neighbourhood centre’. To make the project happen, cooperation between the city’s administrative units was crucial. For many of those involved, this co-operation was new (and difficult) ground, but led to important synergies and new impulses for future projects. Looking beyond the borders of ‘business as usual’ also contributed to raising mutual understanding among colleagues and to widening the horizons of those involved. With the Robinsbalje project, Europe 2020 and its objective of socially inclusive growth become tangible for local communities.

From Colini L., Ramsden P. Good practice in urban development: projects and approaches supported by the ERDF during the 2007-2013 programming period.

A similar case is that of Campus Rütli in Berlin’s neighbourhood of Neukölln. In general, schools are among the most exemplar defensive spaces. They are designed on the purpose to protect its dedicated users, children and teachers, and to separate them from surrounding spaces and people. To a certain extent this has obvious reasons, but projects like the above quoted demonstrate that there is still a great potential in rethinking schools like multi-purpose community centres and in opening and reconnecting educational facilities into multifunctional poles. They start from specific issues of social integration to ultimately design innovative spatial developments devising specific architectural solutions.
“Campus Rüti stands for the beginning of a new vision. It is responding to the demand for a successful integration strategy. The innovative integral educational and socialization approach merges all the forces and competences in one social space and forms an educational network in which cultural variety and multilingualism will be experienced and lived as an opportunity. Campus Rüti has the general goal to create a positive district evolution as a kind of ‘sociotope.’ It provides assistance for the construction of a value matrix as the foundation for self-reliant living in social participation with others. Campus Rüti – CR2 wants to assist the positive transformation of Neukölln by changing the perception from merely a problem area into a heterogeneous model district.”

From Campus Rüti Concept – CR2

Rüti school was a highly problematic school in the heart of Reuterkiez, in Berlin-Neukölln district. This area is a multiethnic melting pot with residents from 160 different nations. Half of the 150,000 inhabitants in the north of the district have an immigration background. In the schools this percentage goes from 80 to 100%. Mostly students of non-German origin of low-income and educationally disadvantaged households are concentrated at the schools of North-Neukölln. A lack of knowledge of German and a general slow-down in the development of the children and adolescents of overburdened homes interfere with educational opportunities and therefore their access to an education and to a subsequent professional life. These deficits represent the main obstacle for their integration into the society. With Campus Rüti- CR2, the district of Neukölln embarks on a new path of changes in the social system in a socially and ethnically segregated area. The common goal orientation should lead the children and adolescents to an acceptance of community values and to a stronger identification with their own neighbourhood.

The idea is to create a new social space as a campus with the size of ca. 47,900. The street is redesigned and the fences surrounding the area removed. In the regenerated area the emerging generations find a comprehensive and integrated socialization and education supply. This means breaking up existing departmental structures as well as the traditional allocation of social space with all its divisional proposals like day-care centers, primary schools and upper schools, vocational training, career choice through employment offices or job centers, the youth office, the health office, recreational playgrounds, and the youth club. The social competences of the partners are bundled together on the campus and appear integrated under one responsibility. The project developed in parallel a spatial strategy for the development of the area, and a pedagogic concept for the educational and social provision. An essential detail in the concept of the Campus Rüti is the responsible inclusion of the parents in the educational process of their children. This should be guaranteed for all age levels and therefore the existing offers must be further developed and differentiated. After several steps in the participated planning of the area, a meeting point for the parents was included as a central requirement for the Campus Rüti. The initiators of Campus Rüti are the Foundation ‘Zukunft Berlin’ and the Berlin District Office Neukölln. The Job Centre Neukölln has joined along with several organisations managing social services, child care, lifelong education, and integration services. Music school, childcare centers, the Volkshochschule, youth center, and the offices of the Quartiersmanagement are included in the area. The support at national level is essential for the development of the project.
It includes the financing through several programs and axes of ‘Soziale Stadt’, Community School and more. The Senate Department for Urban Development the Senate Department for Education and Scientific Research are among main institutions patronising the project. For the district of Neukölln-North the politically and socially sensitive Senate forms the foundation stone of the project. The coordination of the activities is guaranteed through regular meetings of all the components as well as specific participatory process to define the essential strategies.

3.5. DESIGNING AND PLANNING WITH CHILDREN

The participation of young generations can be even ambitiously understood as their direct involvement in the design and planning process. The theme of innovative co-design approaches is one necessary subtext to the intergenerational planning approach and as such need to be considered in the Re-Generation program. It is an approach increasingly used also in developing countries, as the striking cases of the design of schools in Kenya where the pupils have been actively and successfully employed to foster the design of their school. But the participation of children can also be employed to improve planning, as for instance in the Urban 95 approach heralded by the Bernard Van Leer Foundation. Urban95 asks city leaders, urban planners, architects and engineers the question: if you could see the city from an elevation of 95 cm – the average height of a healthy 3 year old – what would you do differently? It is premised on the belief that if we want to make a city livable for everyone, planning from the vantage point of a toddler is the best place to start.

A similar philosophy is the premise for the Humara Bachpan campaign in India. The program started in 2013 at Bhubaneswar and has spread to 17 states and 23 cities reaching out to 35,000 young children across India through 428 child clubs in 437 slums. Their Children led planning is a participatory approach that aims to incorporate the views and opinions of children in the urban planning and development process. It is a process in which children map their communities in terms of identifying the issues, analysing and prioritizing those and coming with solutions for creating their dream neighbourhood. It is a process to capture the needs and aspirations of children for creation of their dream neighbourhoods leading to better living conditions. The findings from the tool can be used as evidence for influencing the city master plans and zonal developments plans and urban development policies, ultimately leading to creation of child friendly cities.

In the field of Children cultural education a useful source to access good practices comes from the Eurocities Inspiration Toolkit for Children’s culture and cultural education.
3.6. SPORT AS A FACTOR OF INTEGRATION

Another important means of intergenerational involvement is physical activity and sport. Sport facilities, associations, and their activities are essential nodes fostering the interaction of different generations, and represent as well an important point of contact / opening of schools. Sport promotes the involvement of people in using, caring and claiming public space, and is an essential aspect of promoting a healthy society. An increasing attention at the integration of sport facilities and the design of public space enhancing a healthy physical activity of urban populations is emerging in the planning field.

Particularly advanced is the experience of the city of Copenhagen in Denmark, including the collaboration with the innovative Centre for Sports and Architecture of the School of architecture (KADK) The Centre is probably the only of its kind worldwide that focuses exclusively on the relationship between body culture, architecture and urban planning in the broadest sense. It is responsible for research, communication and counseling, where the main objective is to enhance the architectural quality in construction of sports, recreational, educational, health and culture sectors in general.
An example of how sport can be employed to boost integrated planning comes from the URbACT network Vital Cities. The project seeks answers on how to combat social exclusion through the redesign of public spaces in deprived residential areas by using the power and common language of sport through innovative urban sport actions, physical equipment and better orchestrated service delivery.

3.7. ACTIVATING YOUTH

Youths from high school to first employment condition are powerful agents of regeneration of spaces and policies. Their issues challenge the relation within different generations, and push for innovation and exchange of knowledge. Strategies to attract youth to urban areas as a way to trigger new competences, entrepreneurial capacities and ideas are frequent in the European context.

The issue of youth and cities is tackled by the YouthfulCities organisation. The YouthfulCities Urban Millennial Survey, now in its third year, is the largest ever survey of the views of youth in cities throughout all regions of the world. The survey provides a good indicator of the views of young people by examining how 15-34 year olds feel about the infrastructure needs of their cities and the benefits and challenges of city life from their perspective. The YouthfulCities Index is an ambitious collaborative effort to analyze the largest cities around the world from a unique youth perspective. It looks at how youth live, work and play in their urban settings, in order to examine how cities are serving their youth. It asks how youth can be better integrated and engaged in their cities.

In terms of producing new spaces of public intensity, a great deal of experiments are produced in the field of youth, social and cultural centres and co-working spaces. A good example of how such capacity is deployed at territorial scale by an integrated program is the experience of Bollenti Spiriti.

URbACT has developed the topic through several networks, and their achievements will be a substantial background to develop the activities of Re-Generation

- **MyGeneration URbACT** network, led by Rotterdam, delivered a toolkit for transforming youth policy.
- Successively, **My Generation at Work** has focused on what cities, with their partners, can do to promote the employability and employment of young people.
- **The Gen-Y City** project includes activities dedicated to diagnosis and support for young, creative businesses as the means of reviving city centres.
BOLLENTI SPIRITI

Bollenti Spiriti is a programme of the Puglia Region aimed at youth empowerment. Although directed by a sectoral office for social policy, it is explicitly conceived as an integrated programme with an urban development approach, which combines building renovation with the creation of new public facilities for socio-cultural and educational initiatives, valuing the entrepreneurial and creative potential of young generations. In a relatively short time starting from 2006, the Bollenti Spiriti (‘High Spirits’) programme has been able to mobilise a great number of young people, associations, and municipalities to enhance a network of cultural facilities and social projects supporting creativity as a resource for the region, and empowers young people by encouraging cooperation, participation and coproduction among several stakeholders. The programme also developed a series of participative practices that are innovative in the regional administrative context. The programme comprises three main actions (sub-programmes) which run in parallel and are meant to build a system in which youth-based actions will create a critical mass of micro-cultural transformations.

The most impacting action is Laboratori Urbani, a program that redevelops public properties using a multi-stakeholder and participative strategy: the regional administration invites municipalities to identify unused buildings in their area, and funds a twofold action for their recovery: first, the physical regeneration of the building, managed by the technical offices of the local administration; second, a public call for an organisation to manage the new facilities for training, education and cultural purposes. These organisations are contracted for five years, and given a start-up contribution for the first year. Since 2006, 150 buildings have been selected. All the regeneration processes have started, and are creating more than 100,000 sq. m. of new public facilities. So far, 109 managing organisations have been contracted, and 91 structures have been activated. In addition, Principi Attivi is a programme aimed at young people (18-32) who are required to form a partnership (minimum two people) and propose an idea for territorial, social or entrepreneurial activities. Good ideas are granted up to €25,000 and given full support for the development and communication. The action has financed 610 projects so far.

From Colini L., Ramsden P. (cit.) More on Bollenti Spiriti here
3.8. AGEING TOGETHER

The issues of ageing people are not disconnected from a comprehensive intergenerational approach. The global population is ageing at an unprecedented rate: by 2050 the number of people aged over 65 is expected to triple to two billion, representing 22% of the total population. In 2050, for the first time in human history, there will be more older adults than children under 15 years old. Inactive people are constantly increasing in our society and to allow their harmonious and fruitful coexistence with young generations is a fundamental task of cities.

This important challenge has generated several responses in terms of integrated planning. Among these, New York started in 2007 the Age friendly NYC public-private partnership, developing a comprehensive action plan to address the challenges of growing older in the city. The plan covers four key areas, community and civic participation, housing, public spaces and transportation, and health and social services designed to make the city more age-friendly. In Barcelona the Municipal Plan for the elderly 2013-2016 defines four major strategies for intergenerational social inclusion. The action plan defines 208 actions carried out in crucial domains, such as welfare, health care, participation, everyday-life of senior citizens.

The synergy and complementarity of the issues of youth and elderly generations is an important challenge for integrated policies that aim at the successful regeneration of multifunctional areas. The ultimate tendency to blur the barriers between age compartments produces interesting experiments, as the recent tendency in Netherland to develop cohousing projects between students and retired people.

Among URBACT networks, Active A.G.E. developed an exchange of experience between 9 cities facing an ageing population, and implement actions for an integrated approach to labour market and social policies for older people.

Similarly, Healthy Ageing promoted exchange of knowledge, tools and expertise to promote active & healthy ageing and age-friendly environments in cities.
“GEMEINSCHAFTLICH WOHNEN, SELBSTBESTIMMT LEBEN”

“Gemeinschaftlich wohnen, selbstbestimmt leben” (community dwelling, independent living) is a program of the German Ministry for Family, Elderly, Women and Youth that sustains experiments of integrative cohousing throughout Germany. The program is aimed at supporting innovative forms of collective living granting individual independence and self-determination, social contacts and participation in social life - and also ensuring the necessary care of the elderly in need of personal assistance and support, or in case of disability. Among the objectives of the project:

- to analyze a wide range of ideas for the co-existence of young and old on the basis of practical examples from all 16 Länder.
- To support community housing projects for the development of neighbourhoods or villages, and as cornerstones to build intergenerational inclusive communities.
- To develop solutions for socially mixed and participatory housing.
- to implement cohousing projects with different specific priorities.
- to transfer experiences and insights from these projects to other initiatives in the long term.

The project is managed though the association Forum e.V., providing a platform to support the development of projects with technical, financial, administrative and creative expertise and direct funding.

- Monitoring, consulting and networking of the model projects in their implementation.
- Information about the model projects and the results from the model program.
- Analysis and evaluation of steps for the successful implementation of the model projects.
- Documentation of main results of the model program and transfer of knowledge to experts.
One of the projects of the “Gemeinschaftlich wohnen, selbstbestimmt leben” supported by the program is Ro70, an intergenerational cooperative housing project in Weimar, inspired by the philosophy of the “transition Town” movement. The project regenerates a dismissed old clinic in the center of the city, planning to host about 180 inhabitants in 76 apartments, including families with children, young and elderly, people with and without handicaps.
3.9. RECONNECTING LOCAL SOCIETIES

Finally, the issue of recomposing diverse social components and generations, reconnecting local stakeholders and their interest into a coherent and integrated action plan requires specific tools, competences and sensibility. Communication, facilitation, social networking, capacity building, IT development and smart technologies, E-governance and social innovation, these are all important factors in the process of reconstructing social cohesion and regenerating urban spaces. It is a transversal aspect that every integrated regeneration process needs to include. Several Networks of URBACT have dealt with devising policy innovation, participatory approaches, tools and techniques to strengthen social inclusion. Among them:

- **CoNet** aims to improve the knowledge about integrated approaches to strengthen social cohesion in neighborhoods.
- **GeniUS Open** [http://urbact.eu/genius-open](http://urbact.eu/genius-open) focuses on a technological platform to foster civic participation.
- **TOGETHER** is aimed at promoting close cooperation between public authorities, citizens and private stakeholders following a principle of co-responsibility.
- **Boostinno** aims at boosting social innovation through the facilitation role of public sector.
- **Change!** Attention is on how to redesign and open up public services.
4. SEVEN CHALLENGES FOR REGENERATION

4.1. ENSURING THE INTEGRATED APPROACH IN THE DELIVERY OF THE STRATEGY AND THEIR RELATED ACTIONS/PROJECTS

The full understanding of integrated policy calls for cross-cutting strategy. It requires the interdependency of multi-sectoral policies which may lead to the creation of new planning instruments or new governance arrangements, rather than be a mere combination of sectoral interventions with a limited level of internal cohesion. While the integrated approach is widely recognized as an added value of EU urban policy, studies and concrete experiences demonstrate that its full-fledged application in practice is often problematic.

Colini and Tripodi, 2011
This main challenge for implementation is particularly crucial for the Re-Generation network, as any intergenerational approach implicitly calls for the integration of actions that are traditionally dominated by sectoral approaches and agencies. Institutional rigidity, consolidated bureaucratic patterns and lack of competence in multi-sector approaches often prevent the full implementation of integrated plans.

A complication in fostering an effective intergenerational approach is that it requires great efforts both in horizontal and vertical coordination. Schools, sport facilities, social services and public space depend on different departments that may act in strong autonomy and within well-established procedures. Furthermore, in order to integrate sectorial policies targeting specific age ranges and type of beneficiary not only it is necessary to coordinate departments at local level, but often the provision of such public services depends on higher administrative level. They generally refer to different national, regional, metropolitan or local administrative tiers not always efficiently collaborating and on different policy frameworks and funding schemes. Often the secondment for effective integrated policies, able to cross-fund different type of actions, and consequently endorse an intergenerational approach combining different initiatives, comes from schemes at higher level - national, regional or European - that frame initiatives at local level. Such examples are the German Soziale Stadt federal programme, New Deal for Community in UK, the Neighbourhood Urban Rehabilitation in Catalunia, Spain, or the above quoted Bollenti Spiriti Regional Program in Puglia, Italy.

Among the URbACT networks, the efficient collaboration between cities and regions has been specifically tackled by RegGov.

Another set of instruments to incentivize vertical coordination and increase the bottom-up participation for the delivery of integrated plans comes by instruments like the Integrated Territorial Investment (ITI) and Community Led Local Development (CLLD) devised at European Level by the Cohesion Policy 2014-2020. These instruments allow to draw on funding from several priority axes of one or more Operational Programmes to ensure the implementation of an integrated strategy for a specific territory and enable the efficient implementation of integrated actions through simplified financing. Such tools are relatively new and their performance is still to be evaluated, but some partners in the Re-Generation network like Vilnius and Bialystok are implementing ITI, and the challenge of delivering actions in a fully integrated manner is among their main concern.

The Re-Generation implementation network will have a substantial attention at this theme, challenging the partners to reflect and act to enhance the implementation of effective integrated actions, including the involvement of Managing Authorities and the application for cross-funding opportunities.
4.2. MANTAINING INVOLVEMENT OF LOCAL STAKEHOLDERS AND ORGANISING DECISION-MAKING FOR DELIVERY

“Good practices are those that succeed in sowing the seed of change and in engaging public authorities in reflection on the effectiveness of public participation in local micro projects as well as in governance more broadly.”

Ramsden and Colini 2013

The participative approach is today taken for granted in urban policy. Its outcomes are nevertheless greatly varying in interpretation, effectiveness and empowerment capacity for local societies, and often participation is reduced to a mere informative, consultative or marketing practice. The Re-Generation network aims at challenging radically the theme of participation to make it a real pillar not only in the envisioning and marketing of ideas, but as well in the implementation process of actions. Adopting an intergenerational participatory approach is a key to understand participation not only as the pragmatic involvement of active stakeholders bearer of current interest, but as well of future generations, of those that will be essential beneficiaries of today policy in the sustainable transformative process of the lived environment.

The intergenerational approach implies even a greater feat, as the involvement of sensitive groups as children and elderly people constitutes a challenge in the challenge. These social groups are generally considered inactive in terms of civic engagement, passive recipients of policies and care, and their voices and issues are often mediated by representatives of different generations. Typically, stakeholders of participative process or local support groups are quite homogenous in their age and social group.

How to include and empower the voice and points of view of sensitive or disadvantaged components of local society?

How give their participation a sense that overcomes simple tokenism?

How to actively engage intergenerational confrontation as a way to facilitate, let appropriate by local society, and even monitor the implementation of projects?

Similar questions need to lead the composition of local support groups accompanying the implementation of strategies and organising the decision making for the delivery of actions. The challenge is double. On one side is necessary to ensure the collaboration among different institutional and economic stakeholders involved in the multiple policy sectors and departments called into action by integrated intergenerational projects. On the other, to guarantee the participation and ownership of the projects by underrepresented categories of citizens / beneficiaries like children, youths and elderly people. Such a complex interaction cannot simply happen by putting stakeholders together in a room. It requires complex and multi-leveled strategies of involvement and facilitation, well-designed time plans, appropriate competences, tools and techniques, and, how underlined in the previous section, proper spaces with opportune settings.
To respond to this key challenge, a range of methodologies and good practices need to be examined during the exchange activities of the network to support the co-creation of policy solutions and implementation of actions. Important approaches to look at are:

- Organising walkshops and performative site visits to develop a collective evidence-based knowledge of locations interested by regeneration projects.
- The development of online platforms that act as connective devices with and within local communities, facilitating communication, visioning, decision making, and even monitoring of project.
- The creation of periodical events involving interactive formats like workshops, unconferences, etc.
- Developing temporary uses and open-air festivals prefiguring the activities and form of engagement envisaged for the future life of projects.
- Organizing site visits and exchanges with other projects or communities providing examples and good practices.
- Using food, local markets and cultural activities as a way to foster conviviality and common understanding among local stakeholders.

### 4.3. SETTING UP EFFICIENT INDICATORS AND MONITORING SYSTEMS TO MEASURE PERFORMANCE

Not less critical is the challenge to identify proper parameters and procedures to measure the advancement and the impact of the implemented actions. Several factors make need to be taken in account in this regard.

- The variety in the understanding of role and procedures of monitoring through very different planning contexts. Some cities do not have set a specific monitoring systems, other one face indicators and procedures set at national or European level by Operational Plans and Integrated instruments. Some local administration have set in their administration organs in charge for monitoring, some refer to external bodies.
- The difficulty to identify reasonable parameters to measure the impact of integrated policies that involve complex combinations of multi-sectoral actions and large partnerships in their implementation.
- The necessity to distinguish between quantitative output of the actions, and their qualitative impact in terms of actual change in the use and perception of the beneficiaries.
- The issue of identifying administrative bodies and tiers to carry out the monitoring tasks.
Such variety of factors is complicated in the context of the Implementation Network by the necessity to confront and evaluate the situations of seven very different partners. The challenge to establish a common language among the different partners is tackled in the network development since the initial phases, identifying common and diverging patterns in establishing indicators, evaluating results and impacts and monitoring implementation.

Important connected questions for the Re-Generation Network are:

- How to include the intergenerational approach into the evaluation and monitoring aspect, and namely, how to deploy the potential of sensitive generations as children, youths and elderly citizens of “indicator species” as postulated by the premises of the intergenerational approach?
- How to employ communication platforms and collaborative procedures enabling both the ULG and the citizenship at large to take in charge part of the monitoring tasks?

### 4.4. MOVING FROM STRATEGY TO OPERATIONAL ACTION-PLAN

This is the most crucial challenge for the Implementation Network, a challenge that is multiplied by the number of partners of the network and their different situation in terms of approval of strategies, funding, design solutions, call for proposals and public procurement of contracts. In any given context, the implementation of a strategy for urban regeneration requires a tailored and context based operational plan of actions. This is where the Re-Generation network will concentrate its effort in the second phase in the attempt to translate an integrated, participative and transparent approach into the operative phase. The first step in the networking activities will be to produce a draft operational action-plan for each partner according to some common template to be confronted during the first international meeting. This will be set in a simple what-how-who-when scheme, including an assessment of possible factors of risk, conflict and delay. The draft Operational Implementation Framework will be successively revised in the course of the 4th meeting (mid-term review) to verify the advancement and necessary adaptations and changes.

### 4.5. SETTING UP PRIVATE PUBLIC PARTNERSHIP FOR DELIVERY

If the necessity of the partnership of private and public agencies in developing integrated urban actions is broadly undisputed in present policy debate, the way to set up a balanced partnership to achieve effective implementation is still a main issue. On one hand, public institutional rigidity and lack of competence of administrations and civic servants may constitute a hindrance to the innovative and dynamic capacity of enterprises. On the other, priority on profit and competitive approach may undermine the common interest in urban projects and result in exploitative logic. In addition, the subsidized architecture of PPP may lead the public sector to take on the risk factors of projects, while giving up the profit margins to the private.
Such risk are particularly strong in urban regeneration projects focused on intergenerational issue, where sensitive social components require a thorough interpretation of public interest and welfare, and the design of long term sustainable initiatives can be threatened by the drive to short term profit mechanisms.

The challenge of setting up solid PPP for the delivery of project is to include the cooperation between public and private sector within a broader logic of management of common resources in an integrated, participated and sustainable way. Among reference cases for this challenge, the city of Vilnius, partner in the Re-Generation Network is the bearer of substantial experiences reported in the URBACT II capitalisation study on urban regeneration.

4.6. DESIGNING SMART PUBLIC PROCUREMENT FRAMEWORKS

The capacity to design smart public procurement procedures can provide an effective tool to implement sustainable actions for urban regeneration. The challenge is not easy, as consolidated interests and bureaucratic procedures generally strongly limit the operative capacity of administration in this field. Regarding the specific theme of the network, although the potential for supporting intergenerational approach may not be intuitive, directing the financial investment of the public sector on service providers that respond to sustainable, innovative and fair principles is a concrete way to enforce sustainable development.

Enhancing clauses that explicitly favour the involvement of diverse or disadvantaged age ranges in the provision of services could be a related theme. An interesting case study is that of the city of Utrecht, which develops a specific public procurement policy in the frame of its wide strategic interest in supporting social entrepreneurship.

The city of Utrecht identifies social enterprises in the community, supports their growth and upcales them. It also shapes its policy to encourage social entrepreneurship. This is seen as a cross-cutting objective, shared between various city departments, including the department for work and income, the social department as well as the economic and procurement departments. Public procurement This commitment is strengthened by the city strategically using its purchasing power. The social return clause added to all public tenders above €100,000 requires contractors to spend 5% of the contract value/sum on activities with a social added value. Contractors can fulfil this clause in several different ways; for example by creating jobs for people far from the labour market or by spending outside their own company, procuring goods or services from a social enterprise. This creates a vital eco-system allowing social enterprises to grow and ensures that public money is spent in a responsible way.

More on the Utrecht case study from Eurocities

The theme is developed by the Procura+ Network of European public authorities and regions that connect, exchange and act on sustainable and innovation procurement.
4.7. ENHANCING FUNDING OF URBAN POLICIES BY EXPLORING FINANCIAL INNOVATION

In current times funding ambitious and innovative urban policies is the greatest challenge for local administrations. Strategic visions and progressive principles enunciated on paper often collide with actual restrictions deriving from crisis and austerity politics. Cities increasingly need to innovate their way to finance projects and to foster integration of sectoral interventions and cross-funding. A great deal of solutions have been devised in European cities, but still few evidence of clearly successful strategies is showed.

Revolving funds and similar financial engineering solutions potentially provide schemes able to regenerate the investment in urban projects for their continuity, but the practice shows that their application is still problematic, uncertain, and requires a change of mentality in both administrations and investors.1 Crowd-funding by citizens is some cases can be a useful support, but still tends to reproduce the gap of potentiality between more and less developed societies. Furthermore, no innovative practice can be easily transferred in the field of financing without a deep understanding of the specificities of the social, political and economic contexts of the different member states. Such a consideration is particularly fitting within the network of seven partners of the Re-Generation network, accounting very diverse socio-economical profiles and urban governance cultures. During the survey on the field for the baseline study two main considerations have emerged in the conversations with local stakeholders:

- There is no financial innovative model that emerges in the current scenario as a working solution in itself: rather, the innovation is the specifically tailored mix of different funding resources to guarantee the sustainable implementation of actions.

- It is essential in designing the financial architecture for the implementation of actions aimed at the complex intergenerational urban development to maintain a strong public leadership. Independently by the necessity to involve private investment and stakeholders, a successful urban regeneration action in order to be successful need firm local public agency to set up the conditions for a fair development process.

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1 Ramsden, P. Colini L.,[cit.]
5. REFERENCES


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VILNIUS

- Big Area
- Increase Density

NEW TERRITORIAL MASTERPLAN

TWO MAIN TARGET AREAS

- Used to be villages
- Underdeveloped

ISSUES

- Preserve uniqueness
- Local cooperation

POTENTIAL

WE WANT TO SHARE & LEARN

BIALYSTOK

- Important medical area
- Low investments
- Private enterprises

FUNCTIONAL AREA

- Attractiveness
- Professional competencies

LOW EMISSIONS

SOCIAL INTEGRATION

CULTURE ACCESS

SPECIALISTS...SCHOOLS...INSTITUTIONS...

RE...Clermont

- Big region
- Ageing population

NEW PLAYER

IN...Urban

IN...Between

EMPPOWER

Authorship program

Workshops

LYME

Sciene & Tech

Coordinated by

Education...
6. SAN LAZZARO DI SAVENA

“San Lazzaro di Savena is working on the topic of intergenerational participation as a real pillar and added value to urban planning processes. Starting from a participative approach, the challenge is to involve young generations in urban-making processes as we believe that, if a city works for children, it works for everybody”.

KEY FACTS:
Population: 32,000
Area: 44 km²
Enterprises Jobs: 2064
Strategy: PRU Campus KiD
6.1. MAIN CHARACTERISTICS

6.1.1. GEOGRAPHY

San Lazzaro di Savena, is a neighbouring municipality of Bologna and is part of its metropolitan area, one of the ten Città Metropolitane established in Italy. It counts about 32,000 inhabitants and its extension is about 44 km2. Its territory is composed half by flat land (northern area) and half by hilly land (southern area). The southern area is a protected natural park called “Parco dei Gessi e dei Calanchi dell’Abbadessa”. Few watercourses such as Savena creek, from which the town take its name, flow through the town. Its northern area is crossed by an historical road dating back to Roman times called “via Emilia”, a direct link to the centre of Bologna. The town lives in a strong relation with the county and regional seat Bologna. During the 1970s and 1980s it has been interested by a huge expansion connected with migration from the city towards the Municipalities in the external belt. San Lazzaro has developed a strong identity connected with a high level welfare model, and a favourable position within one of the most dynamic economic region of Italy, resulting in the municipality with highest income pro capita in the Emilia Romagna Region and one of the highest in Italy. This also resulted in a strong pressure on soil consumption, resulting in urban sprawl and progressive occupation of residual rural territories. San Lazzaro population is in steady growth, but the balance is positive due to migration while the population is ageing. There are 2064 enterprise registered. The economy is mainly based on services and commerce, as the city is essentially a residential settlement related to Bologna, but it offers also a quite wide and dynamic provision of cultural and social activities.
INTERGENERATIONAL APPROACH TO URBAN REGENERATION
6.2. PLANNING AND STRATEGIC FRAMEWORK

6.2.1. PLANNING ORIENTATION

The expansive approach that has characterized San Lazzaro in the post-war boom feeding the sprawling tendency has been strongly questioned in recent years, and the new administration in place since 2014 is strongly oriented to territorial policies limiting land consumption in compliance with European land use planning guidelines. This new paradigm for urban growth is strongly committed to a new legislative system actually on going in Emilia Romagna Region whose main aim is to achieve “no net land take” by 2050. The objective is stated by a new Regional Law in discussion, but the administration of San Lazzaro took the lead recently on this subject by cancelling some existing building rights contemplated by the master plan stopping a new planned private development. The straight initiative raised public debate and legal contestation, and the young Mayor Isabella Conti consequently surged in the media as a champion of the struggle against overbuilding and urban sprawl. The aim of stopping land consumption has become an important strategy point of San Lazzaro urban planning.

The Municipality is working as well on the topic of intergenerational participation as a real pillar and added value to urban planning processes. The Municipality has developed advanced experiences in the civic involvement young generations, including the creation of a City Council of Children comprising elected representatives of pupils from the classes of primary and secondary schools. The experience runs since 1997. Kid’s City Council regularly meet giving voice to proposals and opinions of new generations about local issues. It is divided into Commissions working on different topics. Each commission works on proposals to be submitted to City Council after an internal assessment.

6.2.2. METROPOLITAN LEVEL

The Metropolitan Strategic Plan PSM2.0 has been adopted in 2016. It is an orientation document subscribed by all the mayors of the municipalities in the Metropolitan Area. It is composed by five strategic lines and 7 objectives:

Objectives:

The Bologna metropolitan identity: a great place to live and to develop new projects.

- Urban and environmental regeneration for beautiful, safe and healthy cities.
- More mobility and fewer greenhouse gases.
- Manufacture, new industry and school as a development engines.
- Bologna Metro as a capital of cultural production and creativity.
- Open, free, easy access to knowledge.
- A fair and equal education system from early childhood to university.
- Health and welfare: the welfare sector that generates wealth.

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6.2.3. MUNICIPAL LEVEL

Urban development at municipal level is regulated by an updated planning framework. The City Structural Plan (PSC) adopted in 2009 is the main reference identifying strategic, preservation and structural directions for the whole territory. It classifies the urbanised, available to urbanisation and rural areas. It evaluates the consistency and vulnerability of natural and anthropic resources, and defines the settlement demands that can be fulfilled by the City Operative Plan (POC). The Operative Plan is the instrument for the actualization and translation in action of the strategic lines of the administration. The main objectives declared by the POC are:

- raising the quality of public city;
- revival of the role of fractions in the urban system;
- expanding of services and local facilities (children, senior citizens, etc.);
- contrast to the ground rent;
- enforcement actions to contrast the economic crisis, starting from the prediction of substantial social housing shares – (ERS);
- urban and environmental regeneration.

As a matter of fact, these planning instruments still left a margin to the expansion of urbanisation. In recent years citizens committees have mobilized against the implementation of new constructions (comitato no POC). These struggles led to new attention to the theme at political level, including the election of members of the citizens’ committe in the new city council, and influenced the orientation of the new Mayor, as stated above. Therefore, the current administration is strongly oriented in fostering urban regeneration as the leading development strategy for an Lazzaro.

6.2.4. STRATEGY FOR IMPLEMENTATION

In this context San Lazzaro di Savena recently subscribed an agreement with Emilia Romagna Region about the implementation of “Campus KID” urban renewal program. The Programma di Rigenerazione Urbana (PRU) Campus KID”, aims to tackle the following policy challenges:

- urban regeneration as a strategy for raising urban quality;
- access to culture;
- access for all;
- active social integration;
- low emission economy and environmental protection;
- promotion of sustainable mobility;
- promotion of healthy lifestyles.

The Regeneration program has ben undertaken through a participative process, and ha lead to the design of a specific masterplan for the project.
6.3. TARGET AREA FOR IMPLEMENTATION

Campus Kid concerns the renovation of an existing public multifunctional area located in the city centre, close to the historical via Emilia. The ancient road dating back to Roman times provides a direct link to the centre of Bologna and connection with the neighboring towns. Campus KID covers an area of about 100,000 square meters crossed by a small water canal. It borders on one side with the town center of San Lazzaro di Savena and one side with a protected historical green area included in “Parco delle Ville”. Currently the area hosts a school, the city stadium and the swimming pool. The project envisions the total reconstruction of existing structures with the inclusion of more facilities. Another school located nearby is planned to be moved inside the pole and a different concept is foreseen to integrate educational, cultural and leisure function in an intergenerational campus. The inclusion of a theatrical venue guesting the local theatre company is part of the project.

“Campus KID” renewal is funded by municipal funds with the contribution of the region. The program obtained also national contribution to improve security conditions and energy efficiency in school buildings.
INTERGENERATIONAL APPROACH TO URBAN REGENERATION

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6.3.1. FUNDING

The estimated cost of the whole project is 50.000.000 €. The first part regarding the School complex is totally funded:

- Comune di San Lazzaro di Savena: 2.544.750,00 €
- Regione Emilia Romagna: 3.000.000,00 €
- Contributo statale: 2.048.013,85 €

Regarding the swimming pool, a negotiation is going on with Piscine SO.GE.SE for a project financing. For the other parts, the Municipality has its own funds to invest. Also, there is interest in including European funding. The city has not planned to include private investment in the area.

The main expected results of Campus KID renewal program are:

- the creation of a multifunctional urban campus on a central and public area;
- to improve the supply of public services to citizens (including green areas and parking zones);
- the renovation of public buildings (swimming pool, stadium, primary and secondary school);
- to improve the public image of the city, creating an urban public center, according to sustainability and well-being goals for citizens;
- new pedestrian and bicycle connections, consistent with existing connections to a larger scale.

6.3.2. PARTICIPATIVE PROCESS

The master plan for the KID campus has been created through a participative process involving all the main stakeholders, including theatre, schools and children. Different tables have been coordinated involving local stakeholders on the themes of Sustainability, connectivity and usability. Organisations of people with disability, and technical agencies providing consultancy on accessibility of public facilities have been involved, as well as all the managers of the structure supposed to be located in the campus, including Theatre and swimming pool. A laboratory in the schools with children has taken place. The next step for the implementation is the issuing of a public call for the technical design of the area, to which will be invited three teams of architects. The participative process has been coordinated by an external organisation, as well as the technical design of the masterplan has been realised by an external designer. All the stakeholders have been newly involved in the launch of the URBACT Local Group.
6.4. APPROACH AND COMPOSITION OF THE ULG

The project is led at municipal level and includes the participation of the region Emilia Romagna (also Managing Authority for ERDF) and the Metropolitan City. It is coordinated by the department of urban planning, but collaboration is established with departments of sport, environment, school, public works. The task is facilitated by the small dimension of the city and the daily direct contact among different departments as well as with other stakeholders and citizens.

The ULG draws on the experience that the municipality has developed during the Kid Campus participative process. The process was facilitated by an external consultancy (Cronopios) which has been further employed to participate to the new URBACT networking activities. The kick-off meeting of the ULG has taken place during the visit of the Lead Expert. It included among the many the architect that has designed the master plan for the area, representatives from the schools destined to be in the campus, the cooperative that runs the swimming pool, the theatre group that is supposed to move in the area. Invited were also the association of people with handicap and an agency that provides technical expertise for improving the accessibility of spaces. Political representatives were present, and the mayor has granted her political support to the initiative. The ULG coordinator is Arch. Sebastiano Sarti, which has been the responsible for the participative process.
Successively, during the kick-off meeting of the Network in San Lazzaro di Savena on February 27 - 28, the ULG coordinator Sebastiano Sarti together with members of the external consultancy and other members of the ULG have actively taken part to the international meeting and have facilitated a number of activities directed at involving the partners in the elaboration of ideas for the local project. They also led the visit of the regeneration area including the workshop Campus Box. An explorative workshop session on the identity of San Lazzaro has been also facilitated in the ITC theatre by director and cultural manager Manuela Casalboni, providing an insight into the social activation techniques supplied by the cultural institution.
6.5. CHALLENGES FOR RE-GENERATION

San Lazzaro is a small municipality with a good record in term of efficient management of the territory, public participation and sustainable development. Its challenge within the Implementation Network is double sided. On one side the Campus Kid project marks the shift towards an ambitious fully integrated approach to redevelop a pivotal area of the city towards a complex social and operational partnership of unprecedented scale. On the other, as lead partner of the network, the city steps into an European cooperation and planning approach which is equally unprecedented in term of responsibility and scope.

<table>
<thead>
<tr>
<th>CHALLENGES</th>
<th>CURRENT SITUATION</th>
<th>CHALLENGE FOR IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring the Integrated Approach in the delivery of the strategy and their related actions / projects</td>
<td>The strategy for the campus kid has a defined integrated approach. The project is led by the urban development office.</td>
<td>The commitment of public and private stakeholders is required for the sustainability of the project.</td>
</tr>
<tr>
<td>Maintaining involvement of local stakeholders and organising decision making for delivery</td>
<td>The project has been designed through a participative process and URBACT provides the opportunity to further involve the stakeholders in a ULG accompanying the implementation process.</td>
<td>To fulfill the high expectations engendered by the participation process, and give a substantial role to the ULG.</td>
</tr>
<tr>
<td>Setting up efficient indicators and monitoring systems to measure performance</td>
<td>The participative process has set qualitative and quantitative objective for the project. At administrative level, output indicators are set in the Management Executive Plan 2016-2018 (PEG)</td>
<td>The meet high expectation set by the participative project, to involve the ULG as part of the monitoring procedure.</td>
</tr>
<tr>
<td>Moving from strategy to operational action plan</td>
<td>The Regeneration for Kid Campus has been developed into a participated Master Plan and the design competition is ready to be launched</td>
<td>To prioritize solutions that can be realized with existing funding while searching for further resources needed.</td>
</tr>
<tr>
<td>Enhancing funding of urban policies by exploring financial innovation</td>
<td>The project is partially funded by local, regional and national fund.</td>
<td>Innovative solutions and private public partnerships are needed to fund the reconstruction of the swimming pool and to secure the missing part of the estimated cost.</td>
</tr>
<tr>
<td>Private Public Partnership</td>
<td>PPP is consolidated practice and it is not in the main interest of San Lazzaro to deepen the practice</td>
<td>The realization of the swimming pool involves a project financing.</td>
</tr>
<tr>
<td>Smart Public Procurement</td>
<td></td>
<td>The project involves a consistent public investment and a fair procurement approach could provide an added value.</td>
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6.5.1. LEARNING NEEDS

In terms of competence building, San Lazzaro looks for learning:

- how to manage complex integrated projects with the involvement of multiple stakeholders;
- how to foster intergenerational participation in the implementation process;
- to improve the use of EU funding opportunities for urban regeneration projects

6.6. RELATED PROJECTS

Parallel to the Kid Campus, San Lazzaro is developing another important regeneration project of a brownfield area. The project is supported by Save Our Soil for LIFE as part of the LIFE Environment and Resource Efficiency European Programme. The action of de-sealing of an area of about 2,250 mq is at the core of an ambitious project of a multifunctional campus involving the leading enterprise in organic food production Alce Nero in the project financing. The project, object of an approved masterplan, includes the realization of a services buildings of the company, together with the new municipal archives, a riverfront park, bicycle paths, environmental services and educational facilities. It proposes the activation of areas for urban gardening and a plant nursery. It is conceived as a flexible campus for the thematics of environmental sustainability and greening the city, with a strong interdisciplinary environmental educational approach.
7. BIALYSTOK FUNCTIONAL AREA

“The biggest challenge of Bialystok Functional Area is to change the mentality of local stakeholders. They need to be more involved in local initiatives and to be more aware of the influence that they can have on the social and economic development of the place.”

KEY FACTS:
10 Municipalities
Population: 410.00
Area: 1728.15 km²
Strategy: BFA Integrated Territorial Investment
Total Budget: 76 mln Euro (ERDF/ESF)
7.1. MAIN CHARACTERISTICS

7.1.1. GEOGRAPHY

Bialystok Functional Area (BFA) is an association of municipalities including the capital of the Podlaskie Voievodship, the city of Białystok, and 9 communities belonging to the Białystok county, such as the urban-rural communities of Choroszcz, Czarna Białostocka, Łapy, Supraśl, Wasilków, Zabłudów and rural communities: Dobrzyniewo Duże, Juchnowiec Kościelny, Turośń Kościelna. The total area of 1728 km² framed by the Integrated Territorial Investment strategy includes a great extension of rural and forest territory and is not densely urbanised. Białystok is located at 188 km from Warsaw, and 54 km from the border with Belarus. Nine roads and railway tracks cross here. Its location close to Belarus, Lithuania and Russia, as well as the convenient transportation links, create good potential conditions for the development of economical and cultural contacts with countries of Eastern and Southern Europe. Nevertheless, the quality of the infrastructure is insufficient, there is no highway for most of the main road connection to Warsaw and also the urban road infrastructure needs improvements. The city depends on Warsaw Airport for air connections, which is located 200 Km away, with a substantial impacts the attractiveness of the city as a business location in an international perspective. An area for the construction of a Regional airport has identified, but despite the local support for the project it requires an investment that is not realistic at current conditions.
7.1.2. CULTURE AND EDUCATION

In terms of quality of life, Białystok has been for centuries a multicultural, multinational and multireligious city where the Poles, Belarusians, Lithuanians, Jews, Tartars, Germans and Russians co-existed. This has shaped the city’s built environment and contributed to the richness of its cultural life. The city enjoys a lively cultural scene: Białystok is the seat of many cultural institutions, culture promotion associations and artist unions.

The city counts many 'buildings of cultural value’, the most outstanding one is the Branicki palace-garden complex, dubbed “the Polish Versailles”. The close Białowieża Primeval Forest is the only Polish national park included on UNESCO’s World Heritage list as a World Biosphere Reserve.

The last decade of the 20th century was characterized by rapid development of tourist infrastructure of the city. Białystok is a major regional academic and scientific centre in east Poland, with a number of university-level schools and a student population of around 50,000. The oldest institutions of higher education include the Białystok Medical University (Akademia Medyczna), the Białystok Technical University (Politechnika Białostocka), and the University of Białystok. Non-state universities comprise such schools as The Białystok Higher School of Public Administration, The Białystok University of Finance and Management, Higher School of Economics and Higher School of Mathematics and Applied Computer Sciences. Białystok’s oldest university is the Archdiocese Seminary, established after World War II and continuing the academic tradition of the Theology Department of the Stefan Batory University in Vilnius ever since. Higher arts education offered in Białystok is provided here by local branches of Warsaw universities, as well as the Aleksander Zelwerowicz Theatre and the Frederic Chopin Academy of Music.

The scientific potential of the city is there in terms of quantity, but from a quality perspective in international comparison the knowledge base is not that strong. Few professors have experience in business and education in entrepreneurship.
7.1.3. SOCIO-ECONOMIC PROFILE

The beginning of Białystok’s rapid development was marked in the mid 19th century by the construction of a railway line running across the city and the first textile manufacturing plants. This industrial vocation nevertheless declined in the second part of last century. Today, there is no dominant industrial branch, but there are few large players in the region that conduct high-level research. Among the leading branches are: Food processing industry, electro-technical and electrical machinery industries, timber industry, plastics processing, textile industry, construction industry. The main trading partners of the city are Germany, Russia and Belarus. A few years ago, Białystok benefited from its location as ‘switchboard’ between the EU and Eastern Europe, but recently, there is hardly any impact of the economic growth in nearby Russia and Belarus. New regulations on both sides on the border have made trade more difficult, and this especially hits smaller trade companies in the city. Income levels are low from a European perspective.

In 2012 the group of people of working age (women of 15-59 years of age, men of 15-65 years of age), made 65.4% of Białystok Functional Area’s inhabitants. In 2005-2012, the working population remained stable with a 14% decrease of population in the pre-working age (14 years and below) and an almost 18% increase in the population in the working age. Such changes in the population structure of the BFA confirm the occurrence of the global problem of an aging population. However, in the BFA there is a visible slowdown of this negative process when compared to the changes taking place in all of Poland. In the years 2005-2012, the BFA experienced a positive birthrate, although diversified in the municipalities of the BFA.

In 2012, the majority of municipalities in the functional area achieved positive growth, including the largest - the Wasilków commune. In the 2005-2012, there occurred in the BFA a positive net migration total since 2007, showing a rising trend. Białystok held the 6th highest position in the country among voivodship cities in terms of net migration and was the last in the group of cities with a positive migration balance. The employment rate is among the lowest in the country. In 2012 the BFA unemployment rate, measured as a percentage of registered unemployed persons in the working age population, was 8.4% (with 8.3% in Poland). In this respect, the BFA is internally diverse. The highest percentage of employed inhabitants are in Białystok, and the least in rural communities: Turośń Kościelna and Dobrzyniewo Duże. The labour resources of BFA residents are not fully utilized despite the positive potential of the population. The problem is reflected in the professional and competence-based structure of the unemployment and is caused mainly by inadequacy in education versus the expectations of the employers representing the regional economy.

The economic strengths of the BFA include a favourable location within the European transport corridor between Western and Eastern Europe, promoting the development of economic cooperation with Eastern markets; the proximity of the Warsaw agglomeration - the main socio-economic centre of Poland; a high population potential with a relatively favourable economic structure of the population; a relatively high share of the population in pre-working age and a high proportion of the working age population. A relatively high quality of life, stopping negative migration from BFA elsewhere.
The area has the seeds of development sectors that could become intelligent economic specialties of the BFA: medical services, food, machinery, medical equipment, linen production. There is scientific knowledge for the development of smart specialization associated with high levels of medical science and the general potential of scientific research and development located in the BFA universities. BFA has a potential to create attractive investment areas, resulting, among other things, from a low population density in most of the municipalities (with the exception of Białystok).

The economic weaknesses of the BFA are described in term of low internal economic potential, with a low industrial production sold per capita and low gross value of fixed assets in enterprises, low level of entrepreneurship, low number of entities of the national economy recorded in the REGON register per inhabitants, low investment in innovation activities. The analysis claim insufficient investment in the private sector with lack of job creation, and a low investment in enterprises, insufficient attractiveness to foreign investors with a low inflow of external.

Among the weak point is listed the scarce capacity of the residents to the changing needs of the labour market, which is reflected in a high share of long-term unemployment, a decline in the number of students in vocational schools and an inadequate utilization of labour resources. There is an unfavourable income situation of residents and a consequently low domestic demand; high unemployment, low average wages and the fall in the ratio of the average monthly gross salary in relation to the national average. Finally, existing barriers in access to physical infrastructure necessary to conduct business, as gaps in communication infrastructure, power, gas, heating.

Ultimately, among the weaknesses detected by SWOT analysis, the low level of institutionalized cooperation in the field of development planning was the reason that lead to the creation of the Białystok Functional Area as an intermediate entity responsible for the execution and coordination of urban development at metropolitan level.

7.2. PLANNING AND STRATEGIC FRAMEWORK

7.2.1. GOVERNANCE

The project partner Białystok Functional Area is an association of Municipalities created appositely to develop the Integrated Territorial Investment Strategy. The BFA is an integrated, single organism with strong internal economic, communication and social ties and the institutions, structures and procedures to ensure a lasting and effective cooperation. The association is led by the capital city of the Podlaskie Voivodship Białystok. The city has an independent mayor at his third mandate. Charismatic and decisionist, he is formally the CEO of the Association. The association is quite fresh in its establishment, and the participation to URBACT has been taken as an opportunity to deepen understanding of integrated planning and to support competence building. Its governing bodies are the General Assembly, the Board of Directors and the Audit Committee.
The main tasks of the Association of the BFA as in Intermediate Body include:

- to develop a ITI Strategy for the BFA and update it,
- to put to life tasks related to the choice of projects,
- to prepare and update instructions for the Executive Intermediate Body,
- to monitor and report back on the implementation of a ITI within the *Regional Operational Programme for Podlaskie Voivodeship 2014-2020* and the ITI BFA Strategy,
- to govern publicity activities,
- to manage the transfer of the ROPPV 2014-2020 results of external audits carried out in the Intermediate Body regarding the accuracy and the execution of certain tasks,
- to archive documents related to the execution of the assigned tasks,
- to protect and process the personal data with data security and confidentiality and in accordance with the Law on Personal Data Protection, depending on the scope of tasks.
7.2.2. FRAMING STRATEGIES

The general strategic framework includes:

- the Podlasie Regional Development Strategy until 2020,
- the Regional Operational Programme 2014-2020 for the Podlaskie Voivodeship,
- the Strategy for the Socio-Economic Development of Eastern Poland,
- the National Regional Development strategy 2010-2020: Regions; Cities, Rural Areas,
- the Europe 2020 Strategy for Smart, Sustainable and Inclusive Growth.

7.2.3. LOCAL PLANNING

Currently Białystok has the document called The Revitalization Program for degraded areas in the city of Białystok in the process of preparation and public consultation. The issue with reducing land consumption is critical, as the pressure from developers producing housing sprawl is very strong. There is in fact no relevant demand for housing, but investment is still strong and unmitigated, as the building sector is still seen as a dominant model of development. Nevertheless this issue is not directly tackled by current planning strategies.

7.2.4. STRATEGY FOR IMPLEMENTATION

Białystok and its functional area have been recognized as the first so-called “Area of Strategic Intervention” in the Podlasie Regional Development Strategy until 2020 and identified as the strongest growth pole influencing the region. It was emphasized that an important dimension of the development of this area is to work with the communities surrounding Białystok, developing the inter-municipal cooperation dimension.

The possibility of implementing a Integrated Territorial Investment within the Regional Operational Programme of the Podlaskie Voivodeship (ROPPV) for 2014-2020 creates a unique opportunity for the BFA, allowing it to take advantage of its natural assets in the development process to ensure its strong impact as a growth spot in the context of the entire province of Podlaskie.

In order to meet this challenge, it was required to adopt the Strategy of Integrated Territorial Investment for the BFA (ITI BFA Strategy), which is not only the basis for the disbursement of funds under the Integrated Territorial Investment, but indicates the long-term growth path of the metropolitan area, taking into account a variety of opportunities and a variety of funding opportunities beyond the ITI. The challenge of the ITI Strategy for BFA is to create the necessary conditions for the conducting of integrated and complementary activities in the area of the BFA, linking both “hard” and “soft” interventions, financed in particular from the European Regional Development Fund (ERDF) and the European Social Fund (ESF).
The seven development objectives of *Integrated Territorial Investment Strategy for Bialystok Functional Area 2014-2020* are:

1. **Investment attractiveness;**
   - Support for investors
   - Creating the network of investment areas in BFA
   - Preparing the investment areas
   - Ensuring the availability of investment areas

2. **Professional competencies**
   - Development of vocational and lifelong learning education potential
   - Rebuilding the vocational education infrastructure
   - Setting up the Competency Centre in BFA
   - Development of preschool education
   - Development of general children and youth education
   - Development of infrastructure popularizing science and innovation

3. **Access to culture**
   - Adaptation of culture resources for cultural activity

4. **Active social integration**
   - Social inclusion and providing equal opportunities on the labour market
   - Increasing access to social services
   - Rebuilding establishments in order to foster social integration

5. **Low-emission economy and environmental protection**
   - Low emission of city public transport and non-motorized
   - Improving energy efficiency and reducing air pollutant emission
   - Increasing the efficiency of energy management structure for street lightening systems
   - Modernization of individual energy and heat sources

6. **Communication accessibility**
   - Development of key communication connections
   - Constructing the runway at Białystok-Krywlany airport

7. **Integration of strategic management of the Bialystok Functional Area’s development**
   - Institutionalization of cooperation between BOF’s self-governments
   - The BFA’s strategic documents

The ITI BFA Strategy has a total budget of 76 mln Euro, of which 67,2 mln Euro funded by ERDF and 8,8 mln Euro by ESF.
7.3. TARGET AREA FOR IMPLEMENTATION

The original interest of BFA in participating to the Implementation Network was in supporting the process of implementing the ITI Strategy, with specific focus on developing integrated inter-municipal governance. The attention of BFA is particularly directed at managing the overall strategy in highly integrated way. In order to focus on a specific target intervention has been selected the Laboratory of Young Master and Explorer, a project aimed at popularizing science and technology among the young generations. The project is going to be located in the City Stadium in Bialystok (1 Sloneczna Street). The organisation responsible for the coordination of the Laboratory of Young Master and Explorer Bialystok is the Science and Technology Park.

More than 3 200 square metres of space in the stadium have been rented from the City of Bialystok in order to adapt it for science centre purposes. The first step planned for the project is to realise a series of training workshops in the ten Municipalities to develop and promote the concept for the LYME and popularize the topic among the beneficiaries.

These workshop have conceived with the aim of promoting science and innovation among the local population and in particular youth, fostering multigenerational cooperation, creating synergy with the existing human and equipment resources in the Bialystok Science and Technology Park, strenghtening the attractiveness and quality of vocational education motivation to learn.
7.4. APPROACH AND COMPOSITION OF THE ULG

The ULG in Białystok was created with the intention to steer the overall ITI BFA Strategy in relation with the URbACT project. The group of stakeholders, including representatives from local administration of Białystok, and several educational institutions entrepreneurs organisations and NGOs, has been involved since the initial phase in discussing the challenges for Białystok Functional Area Integrated Strategy within the URbACT programme.

The composition of the first meeting comprised:

- Tomasz Buczek - City Hall of Białystok, Department of Strategy and Development
- Andrzej Parafiniuk - Podlaska Regional Development Foundation (NGO)
- Prof. PB dr hab. Maciej Zajkowski - Białystok University of Technology
- Prof. Uwb dr hab. Bogusław Plawgo - University of Białystok
- Sebastian Rynkiewicz - Metal Processing Cluster
- Anna Daszuta - Zalewska – Białystok Science and Technology Park
- Anna Tomulewicz - Family Assistance Association ‘Droga’
- Dorota Perto - Association of Białystok Functional Area
- Anna Busłowska - Association of Białystok Functional Area
- Anna Augustyn - Association of Białystok Functional Area

The first working session was held in presence of the Lead Expert in December 2016, and has been dedicated to focusing the challenge of Białystok in relation with the objectives of the Re-Generation network. The participants had already responded to a call for defining local challenges by the ULG coordinator, and this list has been discussed to get to a synthesis. The discussion enlightened some important aspects of Białystok specific challenges for the implementation of actions in relation with the aims of the Re-Generation network:

- Regarding the first objective of reducing land consumption, there is a necessity to confront the theme of land use and regulations in the specific context of a post-socialist, relatively peripheral rural-urban territory, where development and private investment are undisputed priorities.

- Regarding the participatory, intergenerational aspects, it is evident the necessity to enhance what has been defined a « change of mentality » in the local society, creating awareness and fostering participation.

- Furthermore, was agreed on the interest in developing specific focus on young generations, supporting the transmission of competence and interest towards technology and knowledge and favouring qualified employment opportunities.

- Finally, regarding innovative financial solutions to fund projects, an interesting notation was made by the representative of the Podlaska Regional Development Foundation pointing at the fact that rather than specific innovation financial instruments what is needed for the realisation of sustainable actions is an innovative combination of different kind of resources.
In terms of composition and role of the ULG two main aspects emerged from this meeting:

- The important contribution of Bialystok Science and Technology Park as an experienced stakeholder contributing to the activity. This project has been already the object of an URbACT II Local Action Plan in the REDIS partnership “restructuring districts into Science Quarters”.

- The necessity to reach civil society and NGOs, that were represented in the first meeting only by the Droga association, a catholic organisation that works with children and families with social problems in disadvantaged areas.

### 7.5. CHALLENGES FOR REGENERATION

The overall challenge for the Bialystok Functional Area is in delivering implementation of the objectives of the ITI BFA Strategy, which is a new and complex instrument for integrating planning, relying on an equally new Intermediary Body that is the Association BFA. The participation to URbACT is seen as an opportunity to find support and expertise for improving the integrated governance of the territory. The specific intergenerational approach promoted by the network responds to the objectives 2 “developing professional competencies”, objective 3 “Access to culture” and objective 4 “Active social integration”, which include a set of actions for the development of preschool education, children and youth education and infrastructure popularizing science and innovation.

Bialystok Science and Technology Park - Enterprise Incubator
### Challenges

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Current Situation</th>
<th>Challenge for Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring the Integrated Approach in the delivery of the strategy and their related actions / projects.</td>
<td>The strategy is an Integrated Territorial Investment managed by the Intermediate body BFA.</td>
<td>To maintain the integrated nature of the project in the actual implementation.</td>
</tr>
<tr>
<td>Maintaining involvement of local stakeholders and organising decision making for delivery.</td>
<td>The ULG was launched in December including local administration, universities, entrepreneurs organizations, universities, NGOs and the Science and technology Park.</td>
<td>To maintain the interest of the stakeholders providing concrete benefits out of the participation. To create a participatory mentality in local society.</td>
</tr>
<tr>
<td>Setting up efficient indicators and monitoring systems to measure performance.</td>
<td>Integrated territorial Investment provides a full set of output indicators for the actions.</td>
<td>To meet the requirements of the ITI.</td>
</tr>
<tr>
<td>Moving from strategy to operational action plan.</td>
<td>The ITI BFA Strategy details a set of objectives and actions, the technical definition of project is in progress.</td>
<td>To meet the deadlines set by the ITI.</td>
</tr>
<tr>
<td>Enhancing funding of urban policies by exploring financial innovation.</td>
<td>The project is funded by ERDF at 85%</td>
<td>Funding the continuation of activity requires a strategy, but the realization of planned actions is not an issue.</td>
</tr>
<tr>
<td>Private Public Partnership</td>
<td></td>
<td>Attracting private investors is a main issue for Bialystok. The challenge is how to set transparent law regulations and trust between involved parties.</td>
</tr>
</tbody>
</table>

### 7.5.1. Learning Needs

- In terms of competence building, Bialystok looks for learning:
- in participatory approaches and multi stakeholders process;
- how to foster intergenerational participation in the implementation process;
- Land use policy for limiting consumption.
7.6. RELATED PROJECTS

The BFA target project for URbACT draws on the experience of the Bialystok Science and Technology Park. This project has been the object of the previous REDIS URbACT local action planning network, which was focused on how municipalities can re-shape districts into science quarters. Bialystok Science and Technology Park (BPN-T) is located at the southern edge of the city, adjacent to the Special Economic Zone, with which it constitutes a new business quarter. The BPN-T is a project of the City of Bialystok, and it is co-financed by the European Regional Development Fund in the Operational Programme 2007-2013. The city owns the land and undertook the initiative to create the park.

ERDF have been employed to develop infrastructure and buildings in order to attract investment and support entrepreneurial capacity connected with scientific and technologic excellence. The goal is to support creative people to turn their ideas into a technology-based businesses by providing them a broad range of facilities and services. BPN-T provides assistance not only to newly established undertakings (start-ups), but also the existing companies.

The main activities connected with BPN-T are:

- Technology Incubator and BPN-T Administration: a place dedicated to people who are starting or planning to start a business as well as for entrepreneurs who are in the market for less than three years;
- Technology Centre: a place for co-operation between business and science. Its equipment will be used for the implementation of tasks connected with service and manufacturing operations of its residents in the field of high-tech and for the implementation of tasks resulting from the participation of the Park’s residents in research and development programmes.

The project has been developed through a strong collaboration with university research units, with a focus on medical technology as ‘unique selling point’. The city has a strong medical school, and there are several companies in this sector as well developing and producing surgery products, and biotech. The structure offers special support in the field of IT, facilities for CAD, prototyping, etc. Since its groundings the project has been successful in attracting local enterprises and supporting local start-ups, although it had minor success in attracting foreign investors. All the available space has been so far occupied, and start-ups and enterprises are consolidating their businesses. Discussing with the manager, an issue has been identified into the lack of collaborative mentality, that makes the different entrepreneurs occupy the structure without fully exploiting its potential for synergy. The Bialystok Science and Technology Park is the main stakeholders in charge for implementing the Laboratory for Young Master and Explorer as an innovative intergenerational bridge between technological innovation and enterprise and future generation expected to provide an injection of innovative capacity to the local society.
8. CLERMONT FERRAND

“In order to limit land consumption, Clermont has operated major shift in urban planning with no new areas to be urbanized and a focus on urban regeneration of brownfields and wasteland as the core of its development strategy for the years to come.”

KEY FACTS:
21 Municipalities
Population: 281,000
Area: 300 km²
Existing Jobs: 190,000
Strategy: SCoT Grand Clermont/Ecocité
8.1. MAIN CHARACTERISTICS

8.1.1. GEOGRAPHY

The metropolitan agglomeration of Clermont-Ferrand counts more than 281,000 inhabitants and is made up of 21 municipalities. The capital of the Auvergne (Massif Central) has so far enjoyed a relative demographic and economic vitality among fragile rural areas. The territory is marked by an exceptional and varied ecological and landscape environment, and by the presence of two regional natural parks. From the Chaîne des Puys to the foothills of Livradois, the Val d’Allier and the rosary of hillsides inserted in the metropolitan heart, these spaces give the territory an identity of “natural metropolis”. The structure of the landscape is composed of two structuring elements, the elevation and the water domains. The elevation domain takes multiple facets, with the hillsides of the agglomeration, the elevations of Chaîne des Puys, the volcanic hillocks or the foothills of Livradois. The elevations constitute the familiar silhouette of the agglomeration. Dialoguing with the elevations, the water domain designs the functional and distributive structure of the urbanized area. Taking their source at the foot of the Chaîne des Puys all the streams converge towards the spinal column constituted by the Allier Valley. The original implantation of the building often finds its logic in a direct relation to the course of water, but over time this link has been lost and urban extensions have gradually freed from this logic, thus denying the character of many spaces and erasing the presence of water in the city. The course of the rivers has also gradually disappeared from the cultivated plains, where they are found reduced to the narrowness of ditches and canals. With the disappearance of rivers, it is the structure of the territory that is lost sight of. Part of the current territorial strategies focusing on recovering such relation, uncovering sealed rivers and unsealing land. The city of Clermont-Ferrand is made of the junction of 2 medieval cities, Clermont and Montferrand, giving is final name: Clermont-Ferrand.
8.1.2. SOCIO-ECONOMIC PROFILE

The city has grown during the last century in strong synergy with the Michelin Tyre Industry, which has been the main employer for Clermont population and has strongly marked its territorial and infrastructural development. Due to global shifts in the production process and economic restructuring, the company has progressively reduced employment in Clermont from 33,000 to 12,000 people, shifting mainly to white collar functions, with a significant reduction of the productive structures and a consequent issue of reconversion of brownfield and industrial buildings into new functions and productive models.

Employment is dominated by public sector (35%) and services (more than 60%). Current institutional restructuring threatens public sector employment. The city is positioning itself as a smart specialisation leader with a focus on 5 areas of excellence: precision agriculture, healthcare prevention, innovative factory, sustainable living spaces and physical and digital traceability (with a focus on digital trust). Clermont Ferrand is home to Michelin headquarters - employing around 12000 people.

The unemployment rate reached 13.1% and there is a youth unemployment rate of 26% and an employment rate of 60.2% – all slightly better than national averages. The city has a total student population of over 40,000, 16% of the population, but due to mismatch between the education and training on offer and the skills needed by existing and future employers, a lot of students leave the city when they have graduated.
A DYNAMIC AGGLOMERATION

GRAND CLERMONT

STRATEGIC PRIORITY ZONES
8.2. PLANNING AND STRATEGIC FRAMEWORK

With a specific context of numerous economically obsolescent, outdated or underused real estate or land and a quite poor architecture, Clermont Metropole has a relatively important issue with regards to its image of an unattractive city, generally seen much smaller than it really is. It has therefore chosen to focus on correcting this disqualified image in order first, to bring to its inhabitants an urban environment of quality, second, to attract new population and jobs and correct a rather low demographic trend. By projecting a major shift in urban planning, it has chosen to work on important areas, identified as priority zones, focusing on greyfields as well as brownfields sites, managing flood risks and having as a major guideline to give to the city a prosperous economy with a new urban quality and developing new economic and cultural paradigms connected with digital technology, education and creative production.

8.2.1. GOVERNANCE

The context of territorial governance in France is subject to a series of important reforms during last years, starting from the Loi du 27 janvier 2014 de modernisation de l’action publique territoriale et d’affirmation des métropoles, (MAPTAM) that has introduced a more integrated governance of Metropolitan areas. Clermont-Ferrand and its urban agglomeration is substantially affected by such processes. During the course of the 1st phase of the project the partner shifted its official the denomination from Clermont Communaute to Clermont Metropole, while taking over a new series of responsibilities on urban planning, water sanitation and road infrastructure. In addition, the city is also affected by the fusion of the Region Auvergne with Rhone Alpes, rescaling its role from Regional capital to a relatively marginal pole in the new Region dominated by the Lyon agglomeration. This institutional change threatens also the public sector, which is one of the main employment sector in town.

Following Art 7 of the ERDF regulation and the opportunity of benefiting from the added-value of an integrated territorial approach, the urban authority of Clermont Metropole has been involved in developing a sustainable urban strategy. The regional level has chosen to undertake the Article 7 obligation through a specific priority axis in the ERDF operational program. Based on the choice of two thematic objectives, it has organized a call for tender in order to foster urban sustainable strategies among the 6 main agglomerations of the regional territory. Following a thorough analysis of the urban strategy presented, the managing authority at regional level has designated Clermont Metropole as an “intermediate body”. As such, it shall be responsible for selecting operations that will contribute to the coming out of its strategy and thus benefit from up to 60% of ERDF funds. It will limit its assessment to the quality of the operations submitted and their relevance to the strategy. Communication of the selected operations is then made to the managing authority which undertakes the final verification of eligibility of operations before funding approval.

A global diagnosis and SWOT analysis has allowed for identification of priority issues relative to the urban development of Clermont Metropole. The main assets identified are from one hand, an exceptional natural environment with a specific setting of majestic volcanoes needing a strong preservation policy, and on the other hand, a quite dynamic urban area which acts as a leading territory for its periurban surroundings.
The two thematic objectives as investment priorities are the following:

4(e): Promoting low-carbon strategies including sustainable multi-modal urban mobility and mitigation relevant adaptation measures

6(e): Taking action to improve the urban environment, to revitalise cities, regenerate and decontaminate brownfields sites, reduce air pollution and promote noise-reduction measures

8.2.2. NATIONAL POLICY

At national level several laws have been implemented in France with the objective, namely, to tackle land consumption:

↘ Loi Solidarité et Renouvellement Urbain (SRU): 2000
↘ Loi Engagement National pour l’Environnement (ENE): 2010
↘ Loi pour l’Accès au Logement et un Urbanisme Renouvelé (ALUR): 2015

A strong involvement comes also from the government body ADEME (Agence de l’Environnement et de la Maîtrise de l’Energie). Clermont Metropole planning and coordination role are coherently positioned in the solid vertical organization of policy.

8.2.3. REGIONAL LEVEL

At a regional level, in the Rhône-Alpes part, since January 2015, some active policies are conducted with a collaborative work among 4 networks that concern more than 500 economic, academic and public stakeholders.

↘ the AXELERA cluster (research and training in chemistry and environment)
↘ the INDURA cluster (innovation with regards to sustainable infrastructures and expertise on material re-use)
↘ the CERF ( regional body dedicated to land management)
↘ Envirhonalp (scientific gathering in the environment and sustainable development field linked to industrial innovation and public bodies)

The regional program has 4 priorities: to know the stakeholders involved, to identify and qualify brownfields, to identify and develop an adapted training offer linked to the needs considering depollution and deconstruction. A clearly identified objective is to “regenerate brownfields faster and cheaper” with a better organization of stakeholders, a broader view of competences, know-hows and innovative procedures.
8.2.4. METROPOLITAN STRATEGY

The Schema de Coherence Territorial (ScoT) Grand Clermont was approved in 2011 and covers a large territory of 420,000 inhabitants. It has defined a strategy to tackle a twofold challenge, the one of attracting more than 50,000 inhabitants by 2030 and the one to strengthen metropolitan functions so as to keep this territory as a driving one with regards to its hinterland. The Grand Clermont bears the inheritance of urban sprawling’s stigma. It principally grew with a suburban development, characterized by an individual housing pattern which weakens the landscape and environmental exceptional heritage.

The strategy denominated Ecocité Clermont Métropole sets direction to welcome 50,000 inhabitants by 2030 within a sustainable and socially inclusive metropolitan territory. Willing to promote a metropolis which preserves its spaces, resources and energies, the Grand Clermont advocates for a development model such as an archipelago, placing its major hubs within a green oasis. This organization should allow for strengthening proximity and functional mix between settlement, employment, knowledge, culture, leisure and local agriculture zones.

The development schema is the one of a multi-polar organization around a metropolitan core that should welcome 70% of housing to be built so to answer the demographic objective. Urban regeneration is one of the main axis of the development strategy. What is called the “in-between cities” is clearly identified as a priority urban space for regeneration with the objectives of environmental performance and change of image. This strategy is about giving back attractiveness to relegated spaces so has to stop urban sprawl. To succeed, this ambition has to take into consideration the metropolitan core’s urban regeneration, which holds many important mutable brownfields. Clermont-Ferrand’s inner city, EcoCité’s laboratory, concentrates some exemplary and innovative initiatives from an urban, energetic, social, ecological, economical and citizen involvement’s point of view for a virtuous contamination. The aim is to experiment new ways of making the city and reproducible practices. The action plan for 2010-2020 promotes energetic sobriety, natural risks management, nature in the city’s progression, and to new mobility’s purposes. Among the actions included, the Positive energy high school Saint-Jean is the first urban piece of a new high environmental quality neighborhood’s regeneration process that is the core of the target area for URbACT.

At metropolitan level, a strategic policy entitled “See further” is implemented to act on multiple levels simultaneously, namely operating a major shift in urban planning, a profound investment in digital economy focused on e-mobility, a special attention to university life and the will to catalyze the multiple cultural initiatives into a robust application for European Capital of Culture by 2028.

8.2.5. THE INTEGRATED SUSTAINABLE URBAN STRATEGY

As developed previously, Clermont Metropole has formalised a sustainable urban strategy which goes beyond the two thematic objectives of the ERDF urban axis.
BEING AMBITIOUS AND PROUD TO LIVE HERE

- Taking fully our place in the world
- Offering visibility to our research and university
- Joining our forces in the new Auvergne Rhône Alpes region

MAKING A DECENT AND PLEASANT LIVING HERE

- Keeping away from segregation
- Insuring urban quality
- Promoting mobility and digital uses

TAKING CARE OF OUR NATURAL ENVIRONMENT

- Protecting an exceptional heritage
- Fostering a circular metabolism
- Adapting to environmental vulnerabilities

8.2.6. THE MUNICIPAL LEVEL

Clermont-Ferrand has approved, on November 4th, 2016 its new Urban Local Plan (PLU) which foresees a major shift in urban planning, with no new urbanization areas and focuses on urban renewal and use of brownfields and waste land as the core of its development strategy for the years to come. Since urban planning is now a field of intervention of the new urban community, it is now up to Clermont Metropole to insure the application of the PLU. The plan identifies a set of strategic areas as priority zones. Thus the « in between cities » area is the strategic site for urban transformation enhancing density with housing, office buildings and major facilities. The regulatory approach is quite new, leaving a normative view for a more flexible and collaborative vision of urbanism to involve key actors of the city. This is where the participation to URBACT plays an important role for Clermont to improve such a capacity.

8.3. STRATEGY FOR IMPLEMENTATION

The main area to be concerned with regards of the URBACT Implementation Network is “East Clermont”. The focus is on the area called « entre deux ville» [in-between two cities] that belongs to the strategic “Metropolitan Axis”. This is the area at the junction of the 2 medieval cities giving the city its final name, Clermont and Montferrand. This area of about 300 ha. has been the object of a renewal program started at the beginning of the 1990’s and still going on involving the functional redevelopment of huge properties freed by the Michelin Tyre Company.
At that time the company was not using anymore the big manufacturing plants and employees housing built in the 1940’s and 1950’s. These vast grounds were used to implement at first, an exhibition centre and a concert hall giving the kick-off of an important real estate program. The inner land will progressively see the construction of a private hospital, a religious centre, housing, the headquarters of the local newspaper, etc. In 2006, a very important development takes place with the implementation of a tramline, which gives a new dynamic to the area. In 2010, a new hospital of regional rank opened giving to the whole area its metropolitan character. The urban renewal currently continues involving vast properties being freed by Michelin in the industrial site of Cataroux (40 ha). One of the main issues concerns a small river that has been completely covered up and that could be put back in the open by creating a landscaped park.
Regeneration of the Republic Axis:

The new hospital Estaing

The local newspaper headquarter

New Housing
This could play a major role with regards to flood risk. In the area is present also the emblematic "Les Pistes", a former testing structure for tyres which could become a strategic site for a cultural events. The prosecution of the process concentrates on the three targeted areas with the completion of the République/Estaing, which includes the implementation of a digital hub, Cataroux, and Saint-Jean. Also of strategic importance is the railway underpass planned to connect the tramway with the area of Saint Jean endorsing its regeneration.

8.3.1. THE TARGET AREA: SAINT JEAN

Behind the railway, there is the heart of the Saint-Jean area, the selected target for the URBACT project: 40 ha of diverse properties characterised by abandoned industrial sites and waste lands. An important urban development is to start with the plan to settle housing for more than 4000 inhabitants. The starting piece is the new professional high school with funding secured through a regional and national investment plan to be realised with a positive energy building. This pilot project has been conceived as a bioclimatic building with zero carbon and zero fossil energy goal, employing photovoltaic / wind turbine electricity, natural cooling device, rainwater retrieval, waste reduction. This project is in the responsibility of the Region, which requires a coordination with the Clermont Metropole authority in charge for the overall strategy. A master plan is to be launched very soon. In parallel, an action to realise here a social housing complex is funded. The area will benefit form the infrastructural connection with the tram, although the timing of this important infrastructural development are connected with the technical issue of realising a passage under the railway that currently divides Saint Jean from the central area of Republique. Furthermore, among the actions to be developed in the implementation plan, is the promotion of initiatives for temporary uses of vacant spaces, as a strategy for triggering the requalification of the area.

Saint Jean
Different actions are currently being engaged to prepare the ground for the regeneration program:

**HAVING A BETTER KNOWLEDGE OF POLLUTED GROUNDS**

- The national government must identify grounds where existence of pollution may justify, namely in the case of change in use, the production of studies with regards to the state of soil pollution and needed decontamination to preserve public security and healthiness of environment. Databases are being built up on an open data basis.

**PROPOSING DECONTAMINATED, READY TO USE PROPERTIES**

- Land negotiations and public action on property sales have made it possible for urban authorities to acquire more than 45% of the real estate (16 ha over 37 ha). For more than 15 years, the public body in charge of land purchasing for local authorities (EPF) has been operating in this area. An intense collaboration has been settled between the city of Clermont-Ferrand and the EPF on this complex area. The EPF is putting into action a major program of soil diagnosis allowing for the rehabilitation of 2 ha to be decontaminated in order to put forward « ready to use » land.

Furthermore, the city of Clermont-Ferrand has chosen a specific company in charge of assistance for project management on the specific topic of polluted grounds and groundwater. The first diagnosis on Saint-Jean were started in 2014. Other actions are to be undertaken and should be finished at the end of the year 2017, and will see more than 18 800 m² to be treated over the concerned 11 ha.

Main issues for the regeneration process have been identified, in term of guaranteeing social diversity, mix of urban functions, greening etc. The regeneration plan poses important challenges. One regards one of the main properties in the area which is currently occupied by a train mechanical workshop. The firm is an important employer in Clermont but is affected by some crisis and its future is uncertain. Several options are still open, regarding moving out of the area, closing out the business or remaining in Saint Jean, which is a factor of complication for planning the redevelopment of the whole area. A mayor challenge regards the stigmatised identity of the area, which historically has been a leper colony, then the seat of the slaughterhouse, and after the latter’s dismantling remained a disqualified brownfield and terrain vague. The plan to regenerate the area and transform it in a lively neighbourhood requires a complex strategy of communication and stakeholders involvement.

### 8.4. APPROACH AND COMPOSITION OF THE ULG

The ULG had its initial meeting during the visit of the lead expert and partner. The composition of the group relies on the solid partnership managed by the Clermont Metropole office to coordinate urban development at Metropolitan level. The meeting was very participated and showed a context of consolidated and structured collaboration among the local institutional stakeholder, showing both horizontal and vertical coordination, and provided a welcoming start for the activity of the Re-Generation ULG.
### TABLE OF PARTNERSHIPS/COMMITTEES

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ecocity Committee</td>
<td>Organized by the Syndicat Mixte du Grand Clermont with project partners that will receive subventions from the Ecocity Convention. It has a monitoring role on projects advancement.</td>
</tr>
<tr>
<td>MICHELIN - Tyre Company</td>
<td>Plans to sell important brownfields to the private/public sector giving the opportunity to put these spaces back in use.</td>
</tr>
<tr>
<td>EPF – Etablissement Public Foncier</td>
<td>Public body in charge of land acquisition for municipalities</td>
</tr>
<tr>
<td>NACARAT – Shopping Mall</td>
<td>Located in the Saint-Jean neighborhood and concerned by the implementation of the high school which could modify the mall’s entrance.</td>
</tr>
<tr>
<td>ADEME – Agence de l’Environnement et de la Maîtrise de l’Énergie</td>
<td>Government body concerned with energy transition and sustainable development.</td>
</tr>
<tr>
<td>ACC – ATELIERS DE CONSTRUCTION DU CENTRE</td>
<td>Fragile industrial company which could eventually find another location if its business is secured.</td>
</tr>
<tr>
<td>CAUE – Conseil Architecture Urbanisme Environnement</td>
<td>Public body in charge of sustainable development in land planning and architecture.</td>
</tr>
<tr>
<td>SMTC – Syndicat Mixte des Transports Collectifs de l’agglomération Clermontoise</td>
<td>Public body in charge of public transport.</td>
</tr>
<tr>
<td>LOGIDOME – Social Housing</td>
<td>Involved in the Saint-Jean neighborhood.</td>
</tr>
<tr>
<td>VILLE DE CLERMONT-FERRAND</td>
<td>Municipality concerned by the Saint-Jean neighborhood.</td>
</tr>
<tr>
<td>CDC – Caisse des Dépots et Consignations</td>
<td>Public body for project financing.</td>
</tr>
<tr>
<td>SNCF – Société nationale des Chemins de Fer</td>
<td>National Railway.</td>
</tr>
<tr>
<td>AGENCE D’URBANISME</td>
<td>Local development and planning agency.</td>
</tr>
<tr>
<td>SPL – Société Publique Locale Clermont Auvergne</td>
<td>Public body with competence in operational urban planning.</td>
</tr>
<tr>
<td>CONSEIL REGIONAL AUVERGNE RHÔNE-ALPES</td>
<td>Regional Council EU Managing Authority.</td>
</tr>
<tr>
<td>CLERMONT AUVERGNE METROPOLE</td>
<td>Urban authority of the metropolitan area. Economic Department. Land Planning &amp; Urbanism Department. Ecological Transition Department.</td>
</tr>
</tbody>
</table>
Among the participant stakeholders, the *modus operandi* of the Etablissement Public Foncier (EPF) resulted particularly interesting in terms of supporting the public leadership of integrated projects. The EPF is a public body in charge of land acquisition for municipalities. It also provides engineering competences with regards to property management, purchase, expropriation, pollution diagnosis and treatment. This experience represents an important contribution to the exchange activities during the international Meeting planned in Clermont. Also an opportunity comes from the involvement of Clermont in URBACT network Tech Town dedicated to the potential of digital economies in job creation, and the participation of the local coordinator to the ULG may enhance some synergies in the future knowledge exchange activities.

### 8.5. CHALLENGES FOR RE-GENERATION

The overall challenge for Clermont is to enhance a participated regeneration process able to redefine the image of the target area of Saint Jean negatively perceived as an industrial terrain vague. The aim is transforming the identity of a stigmatised neglected territory in a territory of possibility, as a precondition to attract interest, investment, and populate it. Strategic vision, consistent part of the funds and a local group of stakeholders able to steer the process are on place: the challenge is to design an operational plan and to manage the implementation of a highly integrated set of actions in a common timeframe able to maintain a participatory approach. One main issue identified is the time lapse these operations take which can sometimes amount to several decades which gives no visibility to the inhabitants to the improvement of their neighborhood.

An additional challenge derives from the impact of numerous institutional governance restructurings form national to local level on which background this project happens, including the creation of new agencies and intermediary bodies.

#### 8.5.1. LEARNING NEEDS

In terms of competence building, Clermont Metropole looks for learning:

- intergenerational participatory approaches;
- temporary uses
<table>
<thead>
<tr>
<th>CHALLENGES</th>
<th>CURRENT SITUATION</th>
<th>CHALLENGE FOR IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring the Integrated Approach in the delivery of the strategy and their related actions / projects</td>
<td>Clermont Metropole acts as an intermediate body managing the integration of different policies in the metropolitan agglomeration. It takes over (among others) the urban development function for the 21 municipalities of the area and coordinates different public and private agencies.</td>
<td>Maintaining the coordination within departments and administrative tiers. The core project of the High School is controlled by the region. The infrastructural works are complex. The technical part of the implementation is not controlled by Clermont Metropole.</td>
</tr>
<tr>
<td>Maintaining involvement of local stakeholders and organising decision making for delivery</td>
<td>The ULG was launched during the visit of the Lead Expert, including a wide range of public agencies and departments of local administration.</td>
<td>To include NGOs, schools and civil society and stimulate the codesign of the area.</td>
</tr>
<tr>
<td>Setting up efficient indicators and monitoring systems to measure performance</td>
<td>Indicators are set at general strategy level, but the Master Planning process for the area still has not started.</td>
<td>The diverse responsible agencies and timeframes of the actions involved in the target territory may constitute a difficulty in monitoring performance and measuring impacts in unitary way.</td>
</tr>
<tr>
<td>Moving from strategy to operational action plan</td>
<td>The strategy is approved. The master planning process is to be launched and should be completed by mid 2018. Half of the land is already controlled by the public body. Decontamination of brownfield soil started.</td>
<td>Building an operational action-plan is the next for Clermont. The main difficulties at this stage, are realistic planning in time, regular follow up, having plan B shifting possibilities. Also, the main shift in urban planning has now to be tested to see how construction authorization can be managed with the new regulation. The number of different stakeholders involved could create problems in coordinating implementation and in designing a common timeframe of actions.</td>
</tr>
<tr>
<td>Enhancing funding of urban policies by exploring financial innovation</td>
<td>A consistent part of funding is secured by different sources.</td>
<td>Funds for the park are needed.</td>
</tr>
<tr>
<td>Private Public Partnership</td>
<td>A few initiatives of this sort have been tested elsewhere in the metropolitan area</td>
<td>Private investors need to be convinced to invest in this area notwithstanding its poor image.</td>
</tr>
</tbody>
</table>
8.6. RELATED PROJECTS

8.6.1. L’HÔTEL-DIEU

This ancient hospital is a classified monument and occupied a large area at the center of the city. Being unappropriate to medical standards, a new hospital has been built on the Estaing site (which is now of our direct concern as part of the Saint-Jean-Republic-Cataroux-Estaing site), leaving a huge brownfield (ha) at the very heart of downtown Clermont with barbed wires on the walls to keep away trespassers and thus giving a dreary image of the city. This area is now a private property and will be developed in the nearby years to come. On this site, the new public library is to be built after two failed projects in the past ten years. The library will use part of the classified hospital.

8.6.2. LA MURAILLE DE CHINE

Built in 1961, this social housing building creamy white and brown, built on a belvedere that dominates the city, is a very controversial site. 320 meters long, this 8 stories building sums up to 354 apartments and can be seen miles away. It nevertheless offered the lowest rents of the city but with small and poorly isolated housing. With a very high percentage of social housing, up to 89%, the neighborhood has become a sort of fortress which stands as a barrier with the rest of the city. Classical rehabilitation was estimated to be insufficient to bring to its inhabitants a decent and comfortable housing. So the choice has been made to demolish the building with a renewed urbanism to link this part of the city to downtown. A major plan to shelter and find new apartments for the 900 inhabitants has been decided and should start in 2017.
9. ERCOLANO

“The challenge of Ercolano is to develop a cultural systemic change to mobilize the local social and economic actors for the implementation of concrete actions”

KEY FACTS:
Population: 53,838
Area: 19.6 km²
Density: 2,700 /km²
Strategy: PIU Europa / Grande Pompei Project


**9.1. MAIN CHARACTERISTICS**

Ercolano is a town in the Metropolitan City of Naples, located in Campania Region, Southern Italy. Its territory extends from the Vesuvius cone up to the sea, with a population of 53.838 and an area of 19.6 km². Its territory is a geological, environmental, cultural and naturalistic heritage of exceptional importance, declared “of significant public interest” by the Italian Minister for Cultural and Environmental Heritage by Decree in 1961. Furthermore, the whole territory is subject to high risk factor (Red Zone) for seismic and volcanic activity. About 2/3 of the territory are included in the perimeter of the Vesuvius National Park. Several ministerial measures have identified, moreover, many monumental and archaeological sites all over its territory, including the extraordinary site of the roman city of Hercolaneum. Buried by the ashes of the Vesuvius in AD 79, it is on of best preserved Roman cities, a almost unique heritage site which lays in the very heart of the city. UNESCO has included the archaeological area of “Herculaneum and Villa dei Papiri” in the global cultural heritage. In 1997 the “Miglio d’Oro”, together with Mt.Vesuvius, was included in the World Network of Biosphere Reserves under the Unesco’s Man and Biosphere Reserve Programme.

In past years the city has realized several projects completing the restoration and regeneration monumental villas and public spaces. **Via IV Novembre**, the main transversal axis that connects the Station of the Circumvesuviana train with the site of the ancient Herculaneum. The boulevard has been recently refurbished with finely designed urban furniture and curbed threes outlining the perspective that through the archeological site goes to straight the sea. Along Corso Resina, the old Strada Regia per le Calabrie, in the tract that goes from the Archeological Site of Herculaneum to **Torre del Greco** is called the “Golden Mile”. It lines the largest, finest and the most sumptuous villas designed by the best architects of that time built in the 18th century by the noble families of the Kingdom of Naples around the Royal Palace of Portici. In 1971 the Ente per le Ville Vesuviane was instituted, now a foundation, with the objective of restoring and preserving the impressive patrimony of 18th-century villas. The villas that were first restored were Villa Campolieto, Villa Ruggiero and the seaside park of Villa Favorita and its facilities that all now host cultural events and the headquarters of cultural institutions and postgraduate School. The big challenge is to make their use and maintenance sustainable on the long term.
The conditions of Ercolano constitute a mix of great opportunities and difficult challenges for the implementation of urban development policies. The extraordinary value of the territory represents as well a burden in terms of operability. It is charged in fact by all possible type of restrictions due to environmental, geological, cultural heritage and natural qualities of the territory. It is in the center of a territory at high-risk for seismic and volcanic activities threatening almost a million of inhabitants in the surroundings. It has a huge archeological area, a rich architectural heritage, natural parks, and a sensitive coastal line. One effect is that implementing urban developments becomes an very difficult task amid a jungle of restrictions and agencies in charge of policing the different sectors. Conversely, the praxis of abusive development in the booming Neapolitan suburbs has been a constant in the post war until recent times, leaving all over the territory a huge amount of illegal properties in need to be regularized or disposed.

### 9.2. PLANNING AND STRATEGIC FRAMEWORK

#### 9.2.1. GOVERNANCE

Today Ercolano has a new and dynamic administration, but inherits the burden of decades of inefficient and often corrupted government of the territory, leaving planning tools and projects in great delay. The development of a new and strongly needed master plan (PUC) was blocked during the previous administration due to legal-procedural issues, and still today planning permissions must refer to a 1975 old and obsolete Piano Regolatore. In a similar condition to implement actions as an exception to or in absence of updated regulations requires a leadership that can be only built on consensus and civic participation. Positive signs of change are evident over the territory and are perceived by the population, but Ercolano joins the Re-Generation network with a clear gap in terms of operational capacity, and greatly count on the transnational exchange to build competence and confidence to involve local society in the co-creation of solutions for implementing integrated actions.
INTERGENERATIONAL APPROACH TO URBAN REGENERATION
9.2.2. METROPOLITAN LEVEL

Ercolano is part of the recently instituted “Citta Metropolitana di Napoli”, in Campania region, established on January 1, 2015. Its capital city is Naples; within the city there are 92 Comuni (municipalities). It was created by the reform of local authorities (Law 142/1990) and established by the Law 56/2014, replacing the Province of Naples in 2015.

9.2.3. EUROPEAN LEVEL

Ercolano is one of the cities in the Campania Region participating to the PIU Europa program, an integrated axis dedicated to urban development in the ERDF OP 2007-2013. On 08/08/2008 a specific committee has been created (D.P.G.R.n. 169 del 08/08/2008) to coordinate the implementation process of PIU Europa Programme for the “Ercolano City Regeneration and Enhancement”, according to the POR FESR Campania 2007/2013 - Axis VI - Operative Objective 6.1. A Strategic Orientation Programme has been created, and definitively adopted with Deliberation G.M. n.240, October 2009. In 2010, the Comune di Ercolano has signed the Schedule Agreement with Regione Campania, receiving the Mandate to implement 17 actions within the Ercolano PIU Europa Programme. Programme aims are a better territory exploitation, rationalizing the destinations of preexisting structures. Due to technical and procedural hindrances some of the actions have not been completed. In 2014 the Region with the Decree n. 410 has approved the extension of the funding period with the refinancing of 24 actions among which the intervention in the target area.
9.2.4. NATIONAL LEVEL

Following the collapsing of some important preservation sites in Pompei, the Italian Ministry for Cultural heritage and Tourism (MIBACT) has approved a strategy for the revalorisation and reconnection of the important cultural and naturalistic patrimony of the Metropolitan area of Naples. Cofinanced through European funds for the programming period 2014–2020, the Grande Progetto Pompei is a strategic plan aimed at systemically connecting the sparse cultural and archeological resources part of the UNESCO patrimony along the coastal line from Naples to Pompei. It foresees a number of important projects in Ercolano, which has a pivotal position in the targeted territory. Among the interventions, the opening of a new Railway station, the restoration of Villa Favorita park, improvements in the Herculaneum archeological site, and interventions to connect the Vesuvio National Park with the tourism flows of the archeological site. This program is an important opportunity for Ercolano to connect into a strategic vision for the metropolitan area and to reinforce its potential role in the cultural and leisure economy of the Region. It is also an important reference for framing a local implementation plan aimed at integrated sustainable development.
9.3. TARGET AREA FOR IMPLEMENTATION

In the years after WWII in the central via Pugliano flourished the Resina (old name of Ercolano) street market that quickly became nationwide famous for the selling of used clothes ("pezze") and a mecca for seekers of vintage clothes and bargains. Until the 80s this market has been an essential contribution for the local economy, but moreover, it contributed consistently in creating a specific identity of the area and the whole Ercolano. Now its economic capacity is in decline, but its image is still very relevant. The area is in the very heart of the city, close to the main axis connecting the archeological area, the Circumvesuviana station and the Miglio D’Oro. It presents a neglected urban context, condensing social problems and the presence of consolidated illegal economies. The dense historical fabric is in degraded conditions, hygienic issues are present, the market brings congestion, but is also a lively characteristic urban context. The deprived urban area cohabits with the cultural attraction and the touristic and economic potential of the area, constituting an important key territory for the regeneration of the historical centre. The PIU Europa 2006-2013 program funded with € 2,634,000.00 a requalification project for the area based on physical refurbishment of the street. As a preliminary to the preparation of the Via Pugliano redevelopment project, the City Council has signed an agreement with the University of Naples “Federico II”, Faculty of Architecture, Department of Urban Design, which had as its
goal a feasibility study, the definition of the implementing regulation, compatibility with the PAC [Commercial Activities Plan] and the drawing up of a technical manual of procedures for the recovery of the facades of private buildings in the center. The project was blocked in 2012 due to unexpected technical issues of consolidation and to lack of competence and legal and financial tools to solve the issues. This has deepened the disadvantage of the area and complicated the local issues. In 2016 the Municipality was able to restart the process with the extension of the funding period until 2017. Furthermore, the historical Palazzo Capracotta facing the street is currently scaffolded, subject to a restoration project supported as well by the Grande Pompei strategy and must find a destination and a concept. There is the interest in transforming it in a training / exhibition centre on the textile sector, which would enhance the potential of the neighbourhood as a pole and incubator for fashion and vintage cloths. If the physical regeneration of the public space is funded and its implementation is going to happen, the integrated dimension of the project is still open. The concept calls for parallel interventions in the social and economic field to fully achieve the objectives of an effective, full and sustainable regeneration of the area. In this scenario the participation to URBACT is seen as an important opportunity to mobilize local stakeholders and citizens, to enhance vertical and horizontal cooperation, to build needed competence and to improve the capacity of the local administration to manage the challenge.
9.4. APPROACH AND COMPOSITION OF THE ULG

The ULG has had its first meeting on April 6, 2016, at the presence of the technical and political referents of the municipality and a first range of local stakeholders. Further relevant stakeholders will be involved. The meeting has been facilitated by the Councillor with delegation to Urban Planning and Environment Giuliana di Fiore, who is the URBACT local coordinator. ULG coordinator has been appointed in the person of Arch. Loredana Buono, while he coordination for the URBACT participation is done in collaboration with the consultancy firm COSVITEC. The meeting presented the opportunity and scope of the URBACT network to a first set of stakeholders, and formalised the creation of an internal URBACT group to the local administration. The meeting has been successful in terms of raising interest in the stakeholders and drafting an action plan.

<table>
<thead>
<tr>
<th>LOCAL STAKEHOLDERS</th>
<th>INVOLVED</th>
<th>TO BE INVOLVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other governmental tiers</td>
<td></td>
<td>To be involved</td>
</tr>
<tr>
<td>MA ERDF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University / research institutions/ foundations</td>
<td>STOA’, School of Management and Enterprise</td>
<td>CNR (National Research Council)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Faculty of architecture of the University of Naples has provided a feasibility study and consultancy for the regeneration project of Via Pugliano Packard Foundation /Herculaneum Conservation Project CIVES Foundation, managing the MAV</td>
</tr>
<tr>
<td>Enterprises / private sector</td>
<td>Cooperativa Resina Tipica</td>
<td>Local primary and secondary schools</td>
</tr>
<tr>
<td>NGOs / civil society</td>
<td>Forum dei Giovani di Ercolano Associazione FAI Antiracket Ercolano</td>
<td></td>
</tr>
</tbody>
</table>
## 9.5. CHALLENGES FOR RE-GENERATION

<table>
<thead>
<tr>
<th>CHALLENGES</th>
<th>CURRENT SITUATION</th>
<th>CHALLENGE FOR IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring the Integrated Approach in the delivery of the strategy and their related actions / projects</td>
<td>The project is led by the urban planning department and is currently an action of regeneration of public space.</td>
<td>To develop a more integrated approach, involving local stakeholders and enhancing a process of social and economic regeneration of the area</td>
</tr>
<tr>
<td>Maintaining involvement of local stakeholders and organising decision making for delivery</td>
<td>The ULG still has to be created. An external agency has been charged to coordinate the participation to URBACT.</td>
<td>Identify resources within the local administration able to support technically and politically the project. Activate social participation and a culture of collaboration among local stakeholders.</td>
</tr>
<tr>
<td>Setting up efficient indicators and monitoring systems to measure performance</td>
<td>Indicators are set in the PIU strategy, but works are stopped by irregularities in the technical implementation</td>
<td>To set a new operative action plan to be verified though output indicators</td>
</tr>
<tr>
<td>Moving from strategy to operational action plan</td>
<td>The strategy is set at Metropolitan level by the national Grande Pompei Plan and the PIU. Local Action Plan need to be designed. - A call for tender to complete works must be issued by mid 2018</td>
<td>To implement socio-economical regeneration of the area aside the physical regeneration works.</td>
</tr>
<tr>
<td>Enhancing funding of urban policies by exploring financial innovation</td>
<td>Fund for the physical regeneration are granted by ERDF</td>
<td>Need to fund actions for socio economic improvement</td>
</tr>
<tr>
<td>Private Public Partnership</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 9.5.1. LEARNING NEEDS

In terms of competence building, Ercolano looks for learning about:

- involvement of local society in participative processes,
- action planning
9.6. RELATED PROJECTS

The Museo Archeologico Virtuale (Virtual Archeologic Museum) opened in 2005 to give a multimedial approach to the history, lifestyle and habits of ancient Herculaneum, and the tragic events of the eruption of Mt. Vesuvius in AD 79. Adjacent to the Re-Generation target area of via Pugliano, it is centrally located in Via IV Novembre on the way from the Circumvesuviana train station to the northern entrance of the Archeological site from town centre. The building was erected in the late 1920s as a covered food market. Some years later was converted into school and so was operated until 1980 when suffered major damage by the earthquake and abandoned. After years of complete neglect, at the beginning of the new century the Municipality restored it and converted into multi-purpose cultural centre, including the museum, a bookshop and a 300-seat theatre. In 2005 the Province of Naples and the Municipality of Ercolano founded the C.I.V.E.S. foundation meant to manage the Virtual Museum of Archaeology and all cultural services connected. The MAV was inaugurated on July 8, 2008, while the Campania Region joined the Foundation in May 2009.
9.6.1. VILLA CAMPOLIETO

One of the most beautiful Baroque villas on the Miglio D’Oro, the villa was designed by Mario Gioffredo and then completed by Luigi Vanvitelli between 1757 and 1775. It remained in abandon after the war, until transferred under the administration of the Foundation Ville Vesuviane. Villa Campolieto has been one of the first pilot operations for the regeneration of the numerous wonderful villas in the area. It hosts cultural events and festivals. Today Villa Campolieto is the seat of STOA’, school for Management and Enterprise, that runs master programs in local development, management etc. The organization has been involved in the ULG and may be an important resource of knowledge and support for the URBACT Implementation framework.
10. LOURES

“The first challenge for Loures is to provide qualified public spaces to be enjoyed by well balanced communities, and the second challenge to continue reconnecting urban centers through healthy and rich natural and rural spaces.”.

KEY FACTS:
Population: 200,000
Area: 168 km²
Enterprises: 25,340
Strategy: Revitalização Urbana de Loures
10.1. MAIN CHARACTERISTICS

10.1.1. GEOGRAPHY

The Municipality of Loures is a local authority located in the region of Lisboa e Vale do Tejo (RLVT), and part the Lisbon Metropolitan Area. Its neighbouring municipalities are Lisbon, Vila Franca de Xira, Arruda dos Vinhos, Sintra and Odivelas. It has a 168 km2 polycentric territory ranging between the city of Lisbon, the Tejo river estuary and diverse rural landscapes, all connected by a thin river network. Loures is shaped with hills at the far north that turn softer towards south, up to the "Várzea de Loures", the large, central and interior floodplain, separated by a line of peaks from the southern and eastern areas, next to Lisbon and the Tejo River. Loures has an excellent connection to Lisbon and assumes a privileged position in relation to major freeways (CREL, CRIL, North-South axis; Lisbon Airport, A1, A8 and A10 freeways), with easy road accessibilities at regional and national levels and major transport infrastructures (airport, rail, road and harbour). The public transportation system in the municipality has some weaknesses in terms of the metropolitan grid, in particular the links between Loures and Lisbon and cross-links between the neighbouring municipalities, with insufficient connection between the eastern and western areas within the municipality.

In the past, Loures inner area was chiefly rural and its riverine zone, industrial. In the 1970-80’s, a strong urbanization pressure had its peak along the main connection axis to Lisbon, concentrating most of the 200.000 inhabitants of the municipality. The remaining live in the central/northern areas, in smaller picturesque villages which still preserve their rural vocation. For the past recent decades, an accelerated population growth has caused a rapid enlargement of the existing urban centres and the emergence of several new ones. This led to a set of towns and cities not always well fitted for a qualified urban life. It also led to a rapid disconnection between urban and rural/natural worlds, vividly shown by the disqualification of the interface areas.
Loures is located in the Mediterranean Region, with hot, dry summers, following thus its vulnerability to climate change most probable scenarios related to fluctuations in temperature and precipitation, since it suffers already periodic episodes of drought, forest fires, heat waves and air quality degradation related to intense solar radiation (photochemical smog). Loures has natural disposition to flood events, aggravated by the urban occupation of inundation areas and soil permeability reduction. Tragic events with the loss of many human lives occurred in 1967, 1983, 1996 and 2008. Accordingly, in the framework of the Floods Directive (2007/60/CE of the European Parliament and of the Council of 23 October 2007), the Portugal Environment Agency has designated Loures (with Odivelas) as one of the 22 flood critical zones in continental Portugal, for whom Flood Risk Management Plans are being prepared. Nevertheless, Loures territory has also important resilience factors, such as large floodplains that could be used to storage storm waters, a dense network of rivers and streams as well as gardens, parks, forests, shrublands and agricultural fields, within and between urban areas, which could help turning local climate milder.

10.1.2. SOCIO-ECONOMIC PROFILE

Taking into account the statistical data of the 2011 census, the municipality of Loures has 25,340 companies, of which 25% are wholesale and retail trade (6345 companies), 8% are in the construction sector (2129 companies), 6% are extraction or processing industries (1544 companies) and 5% are transport and storage (1384 companies). The remaining companies are small dimension and account for 55% (13,938 companies).

The most susceptible part of the population, children and senior citizens, represents 33% of the total inhabitants (Source: 2011 National Census Data; children :< 15 y.o.; seniors: >65 y.o.).
10.2. PLANNING AND STRATEGIC FRAMEWORK

10.2.1. GOVERNANCE

Loures Municipality is a local authority part of the Lisbon Metropolitan Area. The strategy of revitalization is totally designed and managed by the Municipality. An Urban Rehabilitation office was created specifically for this project, with the scope of coordinating the integrated planning process.

10.2.2. METROPOLITAN STRATEGY

Loures strategy is included in Urban Development Strategic Plan (PEDU), an integrated programming tool that supports contracting with Urban Authorities, under Lisbon Operational Programme - Portugal 2020 (ERDF). PEDU is an integrating element of the following planning tools that support each of the investment priorities [PI]:

- **PI 4.5 Sustainable Urban Mobility Plan (PAMUS);** total investment of € 3,806,828, co-financed 50% ERDF
- **PI 6.5 Urban Regeneration Action Plan (PARU);** total investment of € 1,649,626, co-financed 50% ERDF
- **PI 9.8 Integrated Action Plan for disadvantaged communities (PAICD);** total investment of € 2,791,674, co-financed 50% ERDF

For URbACT purposes, PARU (PI 6.5) is the subtopic to be taken in account. Loures is included in the Regional Plan of Territorial Management for Lisbon Metropolitan area / PROTAML, common strategy for the 18 municipalities of the Lisbon Region adopted in 2002 revised in 2008.

10.2.3. URBAN STRATEGY

Loures Strategy is defined in the Master plan for 10 years. Approved in 2015. The territory is divided in 5 areas with specific goals with specific Executive units dedicated to each. The overall strategy objectives are:

1. ENVIRONMENTAL AND TERRITORIAL QUALIFICATION:

- To value the natural and cultural components of the municipal territory as the main municipal resources, integrating them into the operational planning and management frameworks as structuring elements of territorial qualification, structuring and restructuring;

- Look for ways of humanized occupation of the territory that safeguard the areas of risk, natural resources and the functioning of the ecological system, namely recharge of aquifers, soil conservation and water and air circulation;
Contribute to the reduction of pollutant emissions, in particular by encouraging the increase of the energy efficiency of buildings, rationalizing and integrating the transport system;

To promote the cohesion and requalification of urban perimeters, through urban rehabilitation, public space qualification or urban restructuring, with a particular focus on central urban areas, old urban centers, degraded areas and urban areas of illegal origin;

Establish the qualification and expansion of the urban network in a mobility model based on a structured public transport network that responds to the needs of inter- and intra-municipal travel;

Program the urban expansion in articulation with the adjacent consolidated areas, promoting the settlement and qualified stabilization of urban shantytowns, resolving fragmentation and urban disruption.

2. SOCIO-TERRITORIAL COHESION:

To value Loures Várzea and other natural, cultural or geographic elements that are related to factors of identity and local or local cohesion;

Consolidate the urban network, in a hierarchical model, with a focus on the polarization of the main urban centers, with a view to reducing external dependence on access to work, health, education, sports, culture, consumption, recreation and leisure;

To promote territorial equity by framing integrated social and urban development actions that establish conditions of equality in access to housing, equipment and services, as well as the improvement of living conditions and the level of qualifications of the population;

To recover urban areas that are degraded and of illegal genesis, including the aggregation of actions of urban restructuring that reinforce socio-urban property;

Encourage generational renewal in the aging urban areas, creating conditions that fit the development of specific housing programs in the municipality of young population;

Program and implement a network of collective equipment, consistent with the hierarchy model of the urban network, of mobility and centrality related to the urban fabrics where they are inserted, which is not limited to overcome gaps but which ambition to constitute competitive factor of municipal attractiveness;

3. SOCIO-ECONOMIC QUALIFICATION:

Adjusting the urban development framework to the creation of qualified employment initiatives, adapted to the needs of human resources qualification, particularly in the content and advanced tertiary sectors, in connection with the academic and research and development sectors;
Loures Municipality city and town centers currently face a progressive deterioration of their urban structures, buildings, public spaces and commercial areas, due to aging, overload of uses, and inadequacy of the current structure to new ways of life. In order to counteract this decline, it is essential to develop urban revitalization processes, rationalizing the existing resources with interventions in the areas of urban planning, nature, social action, culture, economy and heritage. In this context, the revitalization process aimed at improving quality of life of all agents who live, work or interact in a particular territorial space focuses on integrated interventions in urban centers, maintained and modernized by carrying out refurbishment or improvement of infrastructure systems, existing facilities, public spaces, shopping areas as well as the development of interventions in the field of culture and social cohesion. This whole process of revitalization plans an active participation of all partners working in each urban center - parish councils, neighborhoods, cultural, social, religious and business associations and municipal companies - in order to assess the needs and aspirations of the various actors. To implement this revitalization project, it becomes a priority to develop an intervention strategy that promotes the participation of the population that lives, works and enjoys these urban centres, promoting its objectives and priorities in public discussion processes, and involving all the stakeholders. The participation to URBACT is intended to support competence building and provide good practices for improving such aspects.

http://www.cm-loures.pt/Media/Microsite/microsite_revitalizacao/cidades-e-vilas.html
10.2.4. RURAL / URBAN STRATEGY

Due to the urban sprawl of recent decades, centre and south of Loures resulted in a patch of different urban areas and different sizes, some of them forming an urban continuum, while others, especially close to physical barriers, remained disconnected. The gaps between them are called periurban areas – that is, a rural interface between urban areas. In spite of their natural/rural values, these areas tend to be vulnerable to degradation, as they represent the backyard of the cities, often with no adequate transition, lacking infrastructures and with problems concerning waste dumping, illegal constructions and so many other territory disqualifying activities. However, these areas still carry great environmental and cultural richness, as well as economic value based on agricultural activity. For this reason, these areas have great demand from the population seeks them for leisure/sport activities. For this approach, we defined the Parque da Várzea e Costeiras de Loures area as the centre of our rural/urban strategy for Loures Municipality, carrying a huge role of territorial cohesion. Actions foreseen:

- Pedestrian paths
- Consolidation of fragile territories through profitable agriculture and forestry
- Agricultural treatment of waste water [2018]
- Cultural action to valorise archeological and cultural resources (itinerary)
- Preservation of natural species (scientific study)
- outdoor school classes for environmental education
- Park advisory board

10.3. TARGET AREA FOR IMPLEMENTATION

The implementation target in Loures is not concentrated in one area. Here the main objective is the reconnection of a quite disarticulated territory product of past unbalanced developments, and for this reason three different areas of intervention have been identified, completed by the reorganisation of the huge green infrastructure as an element able to integrate the diverse urban centres.

Loures Municipality has approved to initiate integrated processes in the cities of Loures, Moscavide and Camarate (a fourth was rejected by inhabitants during the participative process and it has been suspended. Now there is some change in citizens perception and possibly will the project be resumed in the second phase). One area of concern has been delimited for each location, goals and actions have been defined, and the needs expressed by all actors who share this space taken into account, as well as the capital gains for the community. The projects give special attention to the quality of urban space, focusing on eliminating visual pollution, creating larger quality areas for pedestrians and green spaces in the main axis, boardwalk enlargement, and physical barrier elimination, among others.
CAMARATE
INTERGENERATIONAL APPROACH TO URBAN REGENERATION

LOURES CENTRO

www.urbact.eu
For the purpose of participating to the URbACT exchange activity, has been decided to put special attention to the Camarate area, where among the planned interventions there is the realization of a playground under a dilapidated viaduct, the construction of a new school with the realization of walking path for school pupils and a new garden, considered particularly fitting to experiment intergenerational methodologies for a child friendly city.

On the other side, regarding the rural-urban strategy, Loures Municipality has approved a plan for the implementation of the Parque da Várzea e das Costeiras de Loures (1700 hectares), which aims protection, preservation and clever management of this urban-rural area, so that it can have a structuring role for the entire Municipality, including the urban areas nearby:

1) Being a link between two worlds and even two periods of times (past and present);
2) Opening natural/cultural spaces to visit and explore;
3) Qualifying farms for production and selling of vegetables and other agricultural products;
4) Establishing themselves as wealthy areas and an important life quality factor for the surrounding cities and villages.

10.3.1. FUNDING

The intervention is divided in two phases. For the first phase investment is approximately 2 million Euro and is already secured by municipal budget. More than 2 million Euro are estimated for the second phase, which can come by municipal budget and national financing (to be decided in 2017), as well as private investors interested into operate in the areas.

The Municipality applied for funds for a short-term loan in late 2014 for a set of actions which include the first phase of these projects. For the 2nd phase Portuguese government will give 50%, application by May 2017.

10.4. APPROACH AND COMPOSITION OF THE ULG

The ULG activity has not officially started yet. The composition will draw on from the intense participative process that has been developed in the consultation phase of the elaboration of strategy. A connected issue is the necessity to create an advisory board for the Vanzea Park. In the following table the subjects that are already been involved in the consultation for the revitalization strategy and the gaps that need to be filled.
<table>
<thead>
<tr>
<th>Local Stakeholders</th>
<th>Involved</th>
<th>To Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local administration departments</td>
<td>Loures Municipality: Urban revitalization office, urban planning, public works, communication, financial office, Education; Social Cohesion; Culture, Sports and Youth; Environment and Tourism Cabinet. Local Parishes: Loures Parish, Camarate/Unhos/Apelação Parish, Moscavide/Portela Parish; Sacavém/Prior Velho Parrish; St. António dos Cavaleiros/Frielas Parrish; St. Antão/S. Julião do Tojal Parrish; Sta. Iria de Azóia/S. João da Talha/Bobadela Parrish</td>
<td></td>
</tr>
<tr>
<td>Other governmental tiers</td>
<td>Portugal URBACT point; Representatives of Environment, Agriculture and Culture Ministries</td>
<td>Lisbon metropolitan area</td>
</tr>
<tr>
<td>MA ERDF</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>University / research institutions</td>
<td>Évora University environment, lanscape and planning dept. has developed the general plan of Parque da Várzea e Costeiras de Loures, in implementation.</td>
<td></td>
</tr>
<tr>
<td>Enterprises / private sector</td>
<td>Enterprises with municipal participation: SIMAR Loures e Odivelas (water and sanitation); Águas do Tejo Atlântico (wastewater treatment); Loures Parque (local parking enterprise) Várzea Park property is mainly private, managed by an association of peasants (territory of the park is mostly private) - Associação de Beneficiarios de Loures</td>
<td>Other partners who may be interested in taking advantage of the new qualified public space, as long as they follow our strategy</td>
</tr>
<tr>
<td>NGOs / civil society</td>
<td>Environmental organisation «Loures ADAL»; Infantado Residents Association Luis Pereira da Mota Association (handicapped children) Association of the Traders of Loures and Odivelas Municipalities – AECSCLO Loures Police Department Camarate Police Department Charity Association of Loures Fire Department Charity Association of Camarate Fire Department Loures Church Camarate Church Moscavide Church</td>
<td>Loures Agricultural cooperative. Santo Antão do Tojal Hunters Association. Other Residents Associations. Casa do Gaiato (children institutions managed by Portuguese Church, that includes relevant cultural heritage. Other local social institution working with neighborhoods at risk of poverty/social exclusion. Loures Sport Group (sports club) Moscavide Athletic Club (sports club) Águias de Camarate Sport Club Other Sports and cultural Associations. Teatro Nacional de Rua (National Street Theatre Company)</td>
</tr>
<tr>
<td></td>
<td>Schools - Joao Villaret Group of schools; Dr. Antonio Carvalho Figueiredo Group of schools</td>
<td></td>
</tr>
</tbody>
</table>
10.5. CHALLENGES FOR RE-GENERATION

Loures is among the network partners one of the most advanced in the implementation process. Pivotal physical regeneration actions are already in course of realisation for the purpose of providing qualified public urban spaces. The main challenge for Loures is to achieve a real integration of actions, to involve the population in animating public space and in creating the conditions for the long-term sustainability of planned projects.

10.5.1. IMPLEMENTATION CHALLENGES

<table>
<thead>
<tr>
<th>CHALLENGES</th>
<th>CURRENT SITUATION</th>
<th>CHALLENGE FOR IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring the Integrated Approach in the delivery of the strategy and their related actions / projects</td>
<td>The physical regeneration is in progress lead by the Municipality</td>
<td>To integrate hard measures with the participation of local society in order to realize socio economical regeneration and to connect the urban rural strategy with the central areas.</td>
</tr>
<tr>
<td>Maintaining involvement of local stakeholders and organising decision making for delivery</td>
<td>A participative process has been developed to define the regeneration strategy involving main local stakeholders and representatives of local society, but a formal ULG has not been created yet.</td>
<td>To involve missing agencies, like the ministry of agriculture to improve the rural- urban strategy for the Varzea park, and the private stakeholders needed to finance some actions (namely the market)</td>
</tr>
<tr>
<td>Setting up efficient indicators and monitoring systems to measure performance</td>
<td>A qualitative survey has been done at the beginning of the project and will be repeated in the end.</td>
<td>To reconnect the different components of the strategy in a set of actions to be evaluated in coherent integrated view</td>
</tr>
<tr>
<td>Moving from strategy to operational action plan</td>
<td>The strategy is divided in two phases, the first is already in course of implementation. The second will have public discussion in May 17, public procurement procedures in Nov 2017. Works will start in 2018 to be completed by 2019.</td>
<td>To reconnect the different intervention in an integrated development. The collaboration with the Ministry of agriculture to develop the rural/urban strategy.</td>
</tr>
<tr>
<td>Enhancing funding of urban policies by exploring financial innovation</td>
<td>Regeneration actions are mostly secured by local/ regional/ ERDF Funds.</td>
<td>The financing of the market project needs a convenient formula to attract private investor. Fiscal measures are devised by the municipality to attract investors</td>
</tr>
<tr>
<td>Private Public Partnership</td>
<td>the regeneration of the market requires a consistent private investment</td>
<td>To offer profitable revenue to the investor for the management of the parking</td>
</tr>
<tr>
<td>Public Procurement</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
10.5.2. LEARNING NEEDS

In terms of competence building, Loures looks for learning:

- how to connect urban centers through rural/natural systems in a balanced way to foster higher urban quality for citizens;
- how to better interact and involve citizens in projects related to their cities and beyond;
- how to best integrate citizens’ projects into the management dynamics of public spaces.

10.6. RELATED PROJECTS

- The plan for the Parque da Várzea e Costeiras de Loures has been the object of the NATURBA project (INTERREG IV-B SUDOE), which defined the guidelines for the park.
  

- Accessibility requirements for the urban center regeneration have been defined through the Loures Acessível Project, a municipal plan which aims to optimize accessibility and mobility in Loures city center;
  

- The project “Da Janela da Minha Escola” (“From my School's Window) is a partnership with a local Elementary School which explores the learning potential of outdoor places near school such as Parque da Várzea e Costeiras de Loures
  
  https://www.youtube.com/watch?v=K5fazltwPNI

- Building SPP Project, is a LIFE funded project which aims to develop and implement activities that result in the promotion and mainstreaming of sustainable procurement practices
  
11. ÚJPEST

“It is a task and challenge for the Municipality of to find actors of different generations who understand our purposes and that elderly people and youngsters simultaneously recognize the individual and common benefits of the objectives of this project.”

KEY FACTS:
Population: 99,050
Area: 18.82 km²
Density: 5,22/ km²
Strategy: ITS/IUDS Újpest
11.1. MAIN CHARACTERISTICS

Újpest, with its around 100,000 inhabitants, is one of the peripheral districts in the north of Budapest along the Danube. As an important peripheral district it has a “gate” role between the inner districts of the capital and the agglomerations. Újpest was an independent city until 1950, with a momentous population and strong industry along the river. In early 20th century Újpest gave place besides the traditional carpentry and leather industries, to the at that time innovative machinery manufacturing, light bulb and vehicle production, and the pharmaceutical industry too. During the half century after the second world war the traditional industries became extinct in the districts which has been united with Budapest. However, the high quality machinery and pharmaceutical manufacturing culture have survived, thus some international companies such as Sanofi and General Electrics are built on the industrial traditions of Újpest. The economical status of the district is better than that of other peripheral districts in Budapest. The rate of small enterprises is significantly higher. Among the slightly growing population the rate of graduates of higher education is lower, and the ratio of elderly people is growing. Újpest is a really sportive district with an own district sport club (UTE), which is the most successful sport club of Hungary.
11.2. PLANNING AND STRATEGIC FRAMEWORK

11.2.1. GOVERNANCE

Since 1950, Újpest is the 4th of the 23 Districts of Budapest. In Budapest, the central government is responsible for the urban planning at metropolitan level. Besides, each of Budapest’s twenty-three districts has its own town hall and a directly elected council and the directly elected mayor of district. The municipality of Újpest is fully responsible for its strategic development planning. The management and the communication of the project object of the participation to URBACT is carried in collaboration with the firm MUTK (Hungarian Urban Knowledge Centre).

11.2.3. ITS / IUDS - INTEGRATED URBAN DEVELOPMENT STRATEGY OF ÚJPEST

The Integrated Urban Development Strategy is an up to date document developed in 2015 by an external consultancy (Ecorys) and summarizes a series of objectives and goals that define those measures and actions which are essential to bring forward the current state-of-play in Újpest. Detailed development programs are linked to the individual goals of the strategy, which helps the district planning and launching well defined projects. At the moment there are a total of approximately 100 initiatives and project plans covering the whole district area and serving the goals of the development strategy. Some of the key action currently in focus regard the preparation of areas for future investments; development of intermodal intersections; pedestrian access and cycling route network development along the Danube; development of sports and active leisure infrastructure. Some of the networking projects are themed around the following fields: local economy and green infrastructure development, mobility network development and maintenance of the local cultural values.

ROLE AND TASKS OF THE ITS/ IUDS

The ITS/IUDS is an instrument that traces the urban development objectives to reach and the therefore required integrated implementation tools in a medium-term (2014-2020) perspective. The objective of the ITS/IUDS is to enforce in the next 6-8 years the succes of urban development activities with the help of strategic planning tools. The ITS allows that the single development activities in the district can be harmonized with each other in time and space.

METHODOLOGY, SET-UP OF CONTENT

The content of the ITS/IUDS is built-up of three document systems: Previous Survey, Urban Development Concept and Integrated Urban Development Strategy. The Urban Development Concept has a long-term perspective and traces various overal objectives of the district. The ITS/IUDS is based on the objective system of the Urban Development Concept.
RESULTS OF PREVIOUS SURVEY

From the survey forthcoming important development challenges whereon the strategic objectives are build up:

- take advantage of the possible “city gate” role of Újpest
- Strengthen localism and local communities
- Development of local economy
- Development of the quality of public services from the district
- Foster development of intermodal nodes
- Development of sport and recreation infrastructures
- Enforce the transformation and renewal of brownfield areas
- Correction of the accessibility of the Danube bank and a more efficient use of recreation areas
- More efficient use of the potentions of the built environment in the local tourism
- Development of better transport relations of Újpest with neighbour districts and the capital
- Reatment of trough segregation andangered areas
- Enforce eco-driven approaches

URBAN DEVELOPMENT CONCEPT (UDC)

Future vision of Újpest:
An independent district with own identity that simultaneously functions as an elemental part of the Capital. The district has a strong relation with the Danube and ensures for its citizens an outstanding quality of life, through the strong district centre, new secundary centre, excellent external transport connections, compact city character, knowledge industry, innovations, resaerch opportunities, on national and capital level attractive freetime and sport facilities and qualitative green areas.
Overall objectives of the UDC:

- The district keeps his autonomous identity
- Compact City - locally reachable, qualitative services and workplaces
- Competitive economy
- Wide range of highlevel leisure time and sport activities
- Integration of the Danube in the district life

In the ITS/IUDS are delineated 10 city quarters and exact objectives are drafted for each of them.

11.3. STRATEGY FOR IMPLEMENTATION

For the participation to the URBACT program, the focus of the municipality is on the area 2 and 3 Residential Estate of Újpest centre and City Centre.

Residential estate of Újpest Centre

Values:

- Good institutional network
- The functional supply of green areas is sufficient
- High education institute (Károli Gáspár református University)
- Hospital capacity of the area (Károlyi, Árpád)

Conflicts, problems:

- Parking difficulties
- Significant disused real estate stock
- Renewal of the energetic systems of the residential estate is necesarry
- The continue development and maintenance of the green areas is required
- On the Árpád street are big transit traffic flows and it has a negative impact on the environment

Development objectives:

- Handling the parking problematic of the residential areas and traffic calming
- Creation of local cycling infrastructures
- Support the extansion of the metro line M3
- Facilitate the energetic and visual renewal of Institutions and residential buildings
- A more livable Árpád street
- Rehabilitation of green areas with paying attention to the new recreation trends
- Continue and qualitative expansion of the community institution network
- Capitalisation of the existing hospital infrastructure
Several Projects:

- Enhance the start of the Árpád – Rózsa street development area and enforce the reuse of abandoned real estate.
- Organisation of local community programs
- Development of new services on the Rózsa street
- Development of the existing institutions in the area

3. City Centre of Újpest

Value:

- Density of public administrations, cultural and commercial functions
- The first fase of the rehabilitation of the city centre is completed
- Good public transport connections
- Various potential investment areas nearby the metro stations

Conflicts, problems:

- The real estate is in bad condition
- On the Árpád street are big transit traffic flows and it has a negative impact on the environment and competitiveness of the local retail trade
- The quality of the retail units is often low
- There is no continuity between the different units of the cultural institution network is and they are in a bad condition
- Segregated residential area on the south border of this city quarter
- The development and reuse of the area of the City Gate and the Szabadság park is needed
- Week connection with the Danube

Development objectives:

- Enforce the role of the City Centre with function expansion
- Renewal of cultural institutional network
- Facilitation of the revival of the City Gate as secundary district centre
- A more livable Árpád street
- Expansion of green areas
- Development of public spaces and to improve the connection with the Danube
- Creation of local cycling infrastructures
- Treatment of segregated and endangered areas

Several Projects:

- The renewal of the Market Hall (key project)
- Continuation of the rehabilitation of the Szent István square
- Enhance new functions in abandoned buildings
- Infrastructural developments
11.3.1. TARGET AREA

The project of Újpest Municipality within the Re-Generation Implementation Network has been named CoGeneration in assonance with the theme of the network. Újpest entered in the partnership in the course of the first phase, and the Municipality has seen in it the opportunity to adopt an Intergenerational approach to intervene in one key area of the Urban Strategy. The CoGeneration project fits in several objectives of the Integrated Urban Development Strategy of Újpest, but eminently it is linked with the objective Active and solidary society. This objective defines development programs as enhancing localism, support of local community life, effective social services and housing program.

The main objective of the CoGeneration project is to launch a pilot project that aims to transform the residential, “commie blocks” area in the centre of Újpest in an attractive, qualitative, multifunctional urban environment with a strong community life and place for intergenerational interactions. The CoGeneration project wants to achieve a qualitative change of the area through the enhancement and coordination of intergenerational and integrated cooperations of the wide range of actors (locals, elderly, youngsters, Municipality, schools, enterprises, startups, artists, etc.). In particular the project identifies one project / location to be adopted as a test methodology for intergenerational regeneration and trigger the wider process of regeneration in the area. The identified “Public Intensity zone” is a senior housing complex, currently underused, in which to develop an experiment of cohousing including start ups or similar related functions.
The structure is property of the Municipality. Its operational system is out of date, and its management is financially not sustainable for the Municipal budget. Rethinking of the function is needed, foreseeing the possibility to share the underused spaces with start-ups. The potential of the structure lies also in its favourable location. It is in good conditions and does not require excessive refurbishing to be reconverted to new uses. It is also a project that has a potential in expandability, as it could be replicated in other similar structures.

The CoGeneration operational model makes explicit reference to the Quartier Management approach as a way to generate, coordinate and moderate local community life, labour, engagement and cooperation among stakeholders. The project should be realised in cooperation with local schools, municipality offices, start-ups, and local population, including principally the retired people located in the structure. Their role is not limited to sharing part of the infrastructure, but is foreseen the possibility to involve elderly people in coworking tasks, with the benefit coming from their activation and involvement and in terms of capitalization of potentials and competences and improvement of care services.
11.4. APPROACH AND COMPOSITION OF THE ULG

The structure of ULG Újpest is based on a smaller permanent core group of representatives including schools, social institutions, cultural centres, senior club, NGO’s, and the Municipality. This core ULG group would have regular meetings (preferably on quarterly basis) to discuss current details and matters of the project. Regular panel discussions are planned, including forums for a wider range of stakeholders and also open for public. The core ULG group would take part in the organization of the panel discussions. The ULG would have an important and active role in the community building as well.

The ULG had so far three meetings. The first two meetings (January, February) were smaller, with 2-4 key stakeholders for the project including the directors of two local secondary schools, the president of the Senior Club in the action area, director of the Home for Elderly People, executive of the Child and Family Care Centre of Újpest. For the third meeting on the 22st of March 2017 were sent official invitations to a wider range of stakeholders. In total were sent out 90 invitations for local social and religious institutions, schools, cultural centres and NGO’s. On the meeting there were 26 representatives of different sectors present. The wide range of the local stakeholders provided a wide range of approaches and ideas about the best possibilities to improve the life of the target area.

<table>
<thead>
<tr>
<th>LOCAL STAKEHOLDERS</th>
<th>INVOLVED</th>
<th>TO INVOLVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local administration</td>
<td>Secretariat Deputy Mayor</td>
<td></td>
</tr>
<tr>
<td>departments</td>
<td>Social and Housing Department</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Property Management Department</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Management of Elderly Home</td>
<td></td>
</tr>
<tr>
<td>Agencies</td>
<td>MUTK is an external company supporting the coordination of the project</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and facilitating the ULG</td>
<td></td>
</tr>
<tr>
<td>University / research</td>
<td>Involvement planned</td>
<td></td>
</tr>
<tr>
<td>institutions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprises / private</td>
<td>Involvement planned with specific focus on Start Up projects</td>
<td></td>
</tr>
<tr>
<td>sector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NGOs / civil society,</td>
<td>Senior Club, Cultural Centre of Újpest, Local Folksdance company, NGOs</td>
<td>Direct involvement of citizens is planned</td>
</tr>
<tr>
<td>culture</td>
<td></td>
<td>through forums and public events</td>
</tr>
<tr>
<td>Schools</td>
<td>Primary school</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Secondary school</td>
<td></td>
</tr>
</tbody>
</table>
The meeting on the 21st was facilitated by a professional facilitator working with MUTK. Hiring a professional proved to be very effective and is planned to continue with this practice. In the future is planned to involve more stakeholders the work of the ULG Group, such as: private investors, start-ups, universities, local residents, etc.

11.5. CHALLENGES FOR RE-GENERATION

The main challenge for Ujpest is to transform a specific intervention to optimise and refunctionalise a public care facility in an action able to foster positive effects triggering the regeneration of the surrounding area.

<table>
<thead>
<tr>
<th>CHALLENGES</th>
<th>CURRENT SITUATION</th>
<th>CHALLENGE FOR IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring the Integrated Approach in the delivery of the strategy and their related actions / projects</td>
<td>The targeted structure is currently managed as a sectoral public facility with high costs of management</td>
<td>To integrate its use within an integrated action plan and to enhance the socio-economic improvement of the area.</td>
</tr>
<tr>
<td>Maintaining involvement of local stakeholders and organising decision making for delivery</td>
<td>Actors for the ULG have been identified and a first round of meetings has started to inform stakeholders about the project.</td>
<td>Involve continuatively local stakeholders and population, to foster intergenerational exchange.</td>
</tr>
<tr>
<td>Setting up efficient indicators and monitoring systems to measure performance</td>
<td>Expected outcomes of the project need to be specified</td>
<td>To set a action plan to be verified though output indicators</td>
</tr>
<tr>
<td>Moving from strategy to operational action plan</td>
<td>The strategy is still in definition. Operational plan must be designed</td>
<td>Verify feasibility of project, risks factors and stakeholders involvement is preliminary to design an operational plan</td>
</tr>
<tr>
<td>Enhancing funding of urban policies by exploring financial innovation</td>
<td>Municipality funds are in place for the project</td>
<td>Future sustainability must be assessed including private investment</td>
</tr>
<tr>
<td>Public Procurement</td>
<td></td>
<td>The reconversion of the public structure to mixed uses could be improved by innovative public procurement approaches</td>
</tr>
</tbody>
</table>
11.5.1. LEARNING NEEDS

In terms of competence building, Újpest looks for learning:

- involvement of local society in participative processes,
- how to foster intergenerational participation in the implementation process

11.6. RELATED PROJECTS

11.6.1. FECSKE HÁZ (SWALLOW HOUSE)

The Municipality of Újpest owns and operates two “swallow houses” in the district. In these buildings the Municipality guarantees for a five year period affordable housing for young married couples, who do not own any real estate and at least one of them is an official resident of the IV. District, Újpest. In return the married couples of the swallow houses have to set aside housing savings as long they stay there. The aim of this initiative is to help young couples in starting building up their lives. After five years when they leave the swallow house they have sufficient financial background (housing savings) to rent or buy flat/property of their own.
12. VILNUS

“The major challenge of Vilnius is to create the bridge between the municipality and all stakeholders, to use the participative approach when developing the target area, where we have the most important objective – to increase the satisfaction of the inhabitants about the area they live today – to tackle urban, economic, social and environmental problems.”

KEY FACTS:
Population: 542,000
Area: 401 km²
Density: 1340 person/km²
Strategy: ITDP Vilnius
12.1 MAIN CHARACTERISTICS

12.1.1. GEOGRAPHY

Vilnius, capital of Lithuania, is the major economic, financial, political, administrative and cultural centre in the Baltic States. City administrative boundaries cover 401 km² area, for about 542,000 inhabitants, which with the commuting flows become more that 700,000 presences by day. Also, differently from the rest of the country, population in Vilnius is steadily growing. The density of the city is very low compared with other cities in the region and Europe – 1340 person/km². The urban development shows very different pattern across the ages, creating three concentric rings. The historic centre of Vilnius is the Old Town, which was declared UNESCO World Heritage Site in 1994 due to its unique architectural character and huge number of architectural monuments. The middle zone is produced mostly through typical soviet high-rise blocks, while the peripheral zone is basically characterized by sprawling single housing. Real estate development in Lithuania is faster than close countries. Although the demand is not significant, the investment of building is still strong, and more than 60% of the families have invested in buying properties to rent. The goal of limiting land consumption is hindered by the substantial privatisation of soil connected with the provisions of Article 12(3) of the Law of the Republic of Lithuania on the Restoration of the Rights of Ownership of Citizens to the Existing Real Property, defining territories classified as land to be bought out by the State.
12.1.2. ECONOMIC ISSUES

The potential of Vilnius of becoming a competitive regional centre is supported by the geopolitical location and the role of the city. The city is situated at the intersection of three - Eastern, North and Central European- important geopolitical, economic and cultural dimensions. This offers the city a unique opportunity to integrate good practice of different regions and to participate in a variety of academic, cultural and business exchanges. Vilnius Region has the largest market in the Baltic States, with a population of 15.5 million people living within a radius of 300 km around the city. From this point of view, Vilnius is second only to Warsaw.

The city has up to 20 Universities and Colleges, several knowledge economy clusters. Strongest industries are in the sector of life sciences, photonics & optics, information technologies, shared services & BPO. In 2015 Vilus was rated fastest WiFi in the world and awarded best in CEE for Shared Service Centers and BPO /CEE Outsourcing. Shared service centers is an important sector of occupation. Service are provided to different EU country, due to low labor cost and educated young people. R&D and innovation have been funded in part through EU structural funds, but remain relative weaknesses.
12.2. PLANNING AND STRATEGIC FRAMEWORK

12.2.1. GOVERNANCE

Vilnius governance structure is quite centralised, as the city is the main urban pole of the country, and the territory of the metropolitan region is administered as one single municipality. Vilnius City Master Plan was approved by the Council of Vilnius city in February, 2007. It sets out the guidelines for physical development of the city until 2015. It outlines directions for Vilnius city development and development priorities. The revision process is in course to be finished in 2017, extending its validity with strategy focused on 2030. The target area for implementation under URBACT is listed among the zones subject to upgrading. The municipality has created an office to coordinate the Integrated Strategy.

12.2.2. STRATEGIC PLANNING

Strategic instruments at city level include:

- **Strategic Development Plan** of Vilnius City for 2010-2020, approved by the Council of Vilnius city municipality on 24 November, 2010, Decision No. 1-1778 (further – Strategic Plan of Vilnius City).

- Being a member of Covenant of Mayors since 2012, the Municipality has produced and submitted its **Sustainable Energy Action Plan** in 2013.

- **Sustainable Mobility Plan** is under the preparation and will be approved in the second half of 2017.

12.2.3. STRATEGY FOR IMPLEMENTATION

INTEGRATED TERRITORIES DEVELOPMENT PROGRAM

Vilnius with the rest of 4 biggest cities of Lithuania was chosen by following the Operational Programme for EU Structural Funds Investments for 2014-2020 section 4 „Description of the integrated territorial development”; priorities 7 and 8 „Stimulation of qualitative employment and participation in the labor market” and „Increase of social inclusion and decrease of poverty”. Vilnus ITDP was approved by the Ministry of the Interior on 2015 06 19 No. 1V-513.

The purpose of the Vilnius ITDT is to define a strategy for the integrated sustainable development of Vilnius city for 2014-2020, and the action plan with a view to ensuring an efficient utilisation of the investment of the EU structural funding. The overall objectives are declared as follows:

**Objective I. Increase the employment rate of residents of Vilnius**

1) Create high added-value jobs by developing innovative services.

2) Provide the conditions conducive to creation of new jobs, increase in the employment rate by rehabilitating abandoned urban areas, natural and cultural heritage locations.
Objective II. Increase the satisfaction of the residents by their living environment

1) Promote creation of high quality urban regions by converting abandoned and former industrial areas in the central area of the city.

2) Optimise the social-demographic structure of the old construction residential areas by increasing their attractiveness.

3) Increase the social integration, the role of the communities by improving the access to high quality informal education and social services.

Objective III. Decrease the negative impact upon the environment

1) Promote sustainable mobility by developing public and clean transport and improving traffic safety.

2) Improve the condition of the physical environment of the city, reduce the pollution caused by transport and the negative outcomes of climate change.

<table>
<thead>
<tr>
<th>TOTAL VALUE OF THE PROJECT Eur</th>
<th>EU FUNDS Eur</th>
<th>STATE BUDGET FUNDS Eur</th>
<th>MUNICIPALITY BUDGET FUNDS Eur</th>
<th>OTHER PUBLIC FUNDS Eur</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>406,936,826</td>
<td>308,807,258</td>
<td>59,600,280</td>
<td>35,035,628</td>
</tr>
</tbody>
</table>

The main targets, related with challenges of territorial development are set:

- Encouragement of the inner development in the city, e.g. speeding up conversion processes;
- revival of public spaces while attractive higher flows of residents,
- decreasing the effect of urbanization to the surrounding environment and climate change.

The ITDP purpose is to concentrate investment on selected territories. For the purpose of the program two area of intervention are identified in the Northern and Southern target territories.
12.3. TARGET AREA FOR IMPLEMENTATION

12.3.1. CHARACTERISTICS

The target area for the implementation is the district of Šnipiškės, located on the north bank of the river Neris. The area is regarded as the new business centre for the city, subject in recent years of massive developments with high rise commercial and office buildings, including the Europa tower, the tallest skyscraper in the Baltic states. In 19th-20th century, Šnipiškės was a suburban settlement, named after a rich merchant Šnipis. In the past, Šnipiškės had a synagogue and a working cemetery. Until recently the area was just a small village north of Vilnius proper, it continues to be expanded with plans for modern commercial and apartment complexes. Šnipiškės is also home to the Kalvarijos Market. Today Šnipiškės has three different faces, that coexist in strong contrast: the central part is regarded as a “Village inside a city” and is almost entirely dominated by wooden private homes. Most of them are heated by burning wood in stoves and many even lack tap water and sewerage (public water outlets are used). Some of the streets are not yet paved. This central Šnipiškės is an indirect heritage of Soviet urban planning when new districts would be built in some places while some others would be left completely untouched. Šnipiškės was among the later and so you can still witness how a 19th-century wooden suburb of Vilnius looked like. The southern Šnipiškės ha a totally different character, however. Designated to be the new city center in the 1980s it saw its old homes replaced by 22 story Hotel Lietuva, planetarium and the largest department store in Soviet Vilnius. In the 2000s this trend continued with the first skyscraper district in Lithuania hugging the modern Konstitucijos (Constitution) Avenue and the new Europos (Europe) Square. Several mid-sized shopping malls and many offices are here next to Neris river as is the National Gallery of (20th Century) Art. On the area’s western edge the Baltic Way memorial commemorates the world’s original (and largest) human chain (2 million people, 650 km for the Baltic States independence in 1989). The tricolor wall itself is unique for being crowd-funded, every brick bearing a name of a benefactor. The third face of Šnipiškės is the north district dominated by Soviet functionalist apartment blocks not different from similar buildings elsewhere in Vilnius. Except that there is an occasional wooden house left between them.
INTERGENERATIONAL APPROACH TO URBAN REGENERATION
12.3.2. LOCAL INITIATIVES

Today the central traditional village is under the pressure of the new massive development of the CBD. The pro-development stance that regards the wooden Šnipiškės as a total anachronism frequently clashed with a stance that sees it as an important heritage that must be saved. The future of the area is very much left to the people interest on staying/selling. Owners are pressed by real estate companies to sell.

In this context in 2012 a group of local activist started actions for the regeneration of public space employing techniques of co-design and various participatory approaches to activate local population and strengthening local solidarity network through cooperative actions in public space. Seeking to re-examine a traditional stereotype of the Šnipiškės neighbourhood as of a slum, a visual identity was developed. The peculiar architecture contrast between the inhabited wooden houses of 19th century and modern skyscrapers was adopted as a core idea of the logo. It is supported by the idea of the neighbourship and recreational values of the neighbourhood. Among the activity, the team mapped everyday routes and empty spots, they started initiatives like neighbourhood picnics, and developed communication tools, both offline and online. Several notice-boards were arranged, which serve as a place for playful written interaction and meeting points. These initiatives have been successful in raising awareness on the value of the neighbourhood as a resource to preserve. Currently Šnipiškės is the object of regeneration actions funded by the Integrated Territorial Development Programme. The organisation that facilitated the bottom-up regeneration process has been involved in order to facilitate a participative process for the redevelopment of public space and will be active stakeholder in the ULG. The experience realised in Šnipiškės will contribute to the toolset of participative approaches produced by Re-Generation.

12.3.4. INTEGRATED PROGRAM

The financial support for Šnipiškės renewal planned investment for 2016-2020 is about 16 mln euro.

TARGET: Promote creation of high quality urban regions by converting abandoned and former industrial in the central area of the city

MEASURE: Convert part of Šnipiškės region creating the preconditions for the growth of the new centre of the city (reconstruction of Kernavės, Fino, Daugeliškių, Krokuvos, Giedraičių streets, by arranging an engineering infrastructure, traffic safety means, arranging public areas)

TARGET: Provide the conditions to creation of new jobs, increase in the employment rate by rehabilitating abandoned urban areas, natural and cultural heritage locations

MEASURE: Restore the green joints of the old bed of the Neris river for the whole area on the right bank of the river, including Šnipiškės and neighborhoods, in the Northern target territory by creating areas attractive for recreation and activities of city residents close to the new centre of the city (developing a Japanese garden, restoration of natural areas with water bodies, greenery and adapted for recreation activities)
<table>
<thead>
<tr>
<th>TARGETS / ACTIONS</th>
<th>START</th>
<th>COMPLETION</th>
<th>TOTAL Eur</th>
<th>STATE BUDGET Eur</th>
<th>MUNICIPAL BUDGET Eur</th>
<th>EU SUPPORT Eur</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.5v Water and sewage systems development in Snipiskes southern area. Users connection to the centralized system</td>
<td>2016</td>
<td>2018</td>
<td>745.765</td>
<td>372.883</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.6v Water and sewage systems development in Snipiskes Northern area. Users connection to the centralized system</td>
<td>2016</td>
<td>2018</td>
<td>372.391</td>
<td>186.196</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.8v Restore the green joints of the old bed of the Neris river</td>
<td>2017</td>
<td>2019</td>
<td>285.926</td>
<td>42.889</td>
<td>1.448.112</td>
<td></td>
</tr>
<tr>
<td>1.2.7v Neris old bed area - recreational infrastructure (for active leisure, pedestrians and bicycles)</td>
<td>2017</td>
<td>2019</td>
<td>2.415,218</td>
<td>181.141</td>
<td>181.141</td>
<td>2.052.935</td>
</tr>
<tr>
<td>2.1.1v Kernavė str reconstruction</td>
<td>2018</td>
<td>2019</td>
<td>5,749,085</td>
<td>2,875,130</td>
<td>2,873,955</td>
<td></td>
</tr>
<tr>
<td>2.1.3v Giedraičių str. reconstruction</td>
<td>2018</td>
<td>2019</td>
<td>1,482,808</td>
<td>346,411</td>
<td>1,136,397</td>
<td></td>
</tr>
<tr>
<td>1.2.11v Japanese garden in the degraded area near by Lvovo and Gelež. Vilko str.</td>
<td>2016</td>
<td>2018</td>
<td>1,158,480</td>
<td>86,886</td>
<td>86,886</td>
<td>984,708</td>
</tr>
<tr>
<td>2.1.4v Public spaces in Šnipiškės area</td>
<td>2017</td>
<td>2019</td>
<td>3,620,250</td>
<td>271,519</td>
<td>271,519</td>
<td>3,077,213</td>
</tr>
</tbody>
</table>

The investment in the area needs to combine the issues of the local community with the massive development plans happening in the surrounding. The area has an interesting potential as a green, historical and cultural leisure zone, but has also complicate issues in terms of ownership, use regulations, and public space management.

The implementation plan for Snipiskes is set out in all his stages by the Integrated Strategy. The project proposal preparation must be completed by June 2017. The participatory process is starting and will last one year. Technical design is planned by end 2017 and public procurement procedure by early 2018. Works should start and end within 2019.
THE ŠNIPIŠKĖS TOOLBOX

The toolbox pre-developed by Laimikis.lt for the local network development and cultural regeneration of the neighbourhood (2012-2015). Some of them need renewal and further re-development:

- **Info-boards** in the most active spots of the neighbourhood for intensive inner communication and for other groups of interests to get in touch with the local community.

- **Facebook group “Šnipiškiečiai”,** active and growing [1199 members].

- **Module objects set “Letters”** that serves both as urban furniture and as a place branding set. Light yet huge these blocks make it possible to test the most favourable spatial configurations for various scenarios in public spaces [informal picnics, formal celebrations, community meetings, etc]. This tool allows residents to “tame”, “appropriate” the space in artistic way, little by little turning it into a public space.

- **Open code urban furniture**: module blocks co-designed in cooperation with the local residents, that allow to re-arrange the space for various occasions. This tool allows residents to test various configurations of the space and brings to a clear understanding of the local needs.

- **Urbingo** – an urban game and a matrix for collecting the data [visual and stories] on the changing neighbourhood. It was developed by Laimikis.lt as a participatory creative learning tool.

Further info: https://www.behance.net/Laimikis // http://laimikis.lt
Typographic set serves both as a landmark and placemaking tool for community meetings.
12.4. APPROACH AND COMPOSITION OF THE ULG

The ULG in Vilnius is a direct consequence of the previous involvement of stakeholders and municipal departments in the Šnipiškės participative process. Conditions for the dialogue were pre-arranged in 2012-2015 by developing local network of mutual trust and help between residents. In 2014-2016 some of developers started contacting the emerging local community. A clear vision of what could be functional connections between business area (sky-scrappers area), traditional living area (wooden houses), and new/future residents of the high-raised houses, was needed. A series of interdisciplinary, ethnographic and geographic researches were conducted in the neighbourhood to reveal its cultural and recreational potential. Within the local community there is a strong believe that wooden architecture and traditional lifestyle provide conditions for culturally attractive spots. In 2016 the initiative group „Šiaudinė“ (historical name of a part of Šnipiškės) was gathered, including one of the developers, and a leader of the local eldership, and several meetings with Urban Development Department considering the vision of the neighbourhood and its public spaces were held. The bottom-up initiative group is integrated now into the Urbact Local Support Group.

The challenge for Šnipiškės is to co-develop a shared vision of the development of an area with high urban and social contrast. As the ULG coordinator puts it “We seek to do so by bringing together different groups of interests for the cooperative work on the public spaces in the area. A public space is by a definition is a place for meeting strangers and building a dialogue with them. We hope, that while co-developing open, vibrant and inclusive public spaces in the area we build conditions for the further fruitful cooperation of the stakeholders in Šnipiškės. As one of the tasks we see a need of building a working model of effective cooperation between the stakeholders for the participatory and inclusive development of public spaces. It involves building the efficient communication formats, applicable for other contexts and cases”.

The first ULG meeting took place on March 30th attended by the following members:

- Jekaterina Lavrinec - ULSG coordinator, researcher and educator in Urban Studies. Co-founder of urban games and research laboratory Laimikis.LT
- Aušra Sičiūnienė - Vilnius city administration, Urban development department, Project Coordinator
- Rūta Matonienė- Vilnius city administration, Urban development department, deputy director, Project leader
- Giedrė Čeponytė - Vilnius city administration, Greeneries division, landscape architect
- Artūras Smaliukas - Municipal company “Vilniaus planas”, architect
- Paulius Jonys - Municipal company “Vilniaus planas”, architect
- Romanas Kalcis - representative of Šnipiškės ward (official municipal unit)
- Markas Grinevičius - Company “Noarchitects”, architect
Miroslavas Bielinis - Šnipiškės community chairman;
Kęstutis Matuliauskas - Šnipiškės resident, active member of various initiatives
Asta Nazarovienė - resident, Šnipiškės excursions guide
Pijus Čeikauskas - representative of youth group
Vytas Zabilius - Real estate developer, actively investing in Šnipiškės area, member of the Real estate developers association.

Among the stakeholders to be involved, representative of MA and City Council member from “Green party”.

Working scheme for the ULG:

ULG is working in smaller units of architects and local residents, gathering together periodically for the exchange of the information on the progress. The current task of the ULG is to shape the proposal for the local public spaces.

The task of the active residents core-team at ULG is to involve as many residents of the area as possible into a decision-making process and to transmit the gathered information.

The demand for the public spaces is exactly the area which connects the interests of local residents (various groups), local business, developers and future residents of the area, visitors of the city center, and municipality. So currently the ULG work focuses on the public spaces. Three territories are chosen to be co-developed as public spaces, each of them embracing different configurations of the interests (i.e. developers, various groups of local residents, municipality, future residents of the neighbourhood).
12.5. CHALLENGES FOR RE-GENERATION

The main policy challenge for Vilnius is to compensate sprawling and suburbanisation by creating attractive conditions for young generations in the city center. The specific challenge is to valorise the Šnipiškės community and its social values within the strong interests of private developers transforming the area.

<table>
<thead>
<tr>
<th>CHALLENGES</th>
<th>CURRENT SITUATION</th>
<th>CHALLENGE FOR IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring the Integrated Approach in the delivery of the strategy and their related actions / projects</td>
<td>The implementation of action is planned in the framework if the Integrated Territorial Investment for Vilnius (ITPD).</td>
<td>To create an effective integration of actions led by different offices. There is an ITI office in charge of coordination.</td>
</tr>
<tr>
<td>Maintaining involvement of local stakeholders and organising decision making for delivery</td>
<td>The ULG is in phase of activation. The experience of co-design lead by the Laimikis NGO is a basis for the inhabitants participation.</td>
<td>To include the participatory process within the strict timeline of the ITI. To activate young generations underrepresented in the area. To create a dialogue with the developers association bearers of strong economical interests.</td>
</tr>
<tr>
<td>Setting up efficient indicators and monitoring systems to measure performance</td>
<td>ITDP provides a set of output indicators for the actions.</td>
<td>To meet the requirements of the ITDP</td>
</tr>
<tr>
<td>Moving from strategy to operational action plan</td>
<td>The implementation plan for Snipiskes in the project proposal preparation must be completed by June 2017. All the steps towards implementation are set, including the participatory process. Works should start and end within 2019.</td>
<td>Claims deriving from the participatory process could slow the implementation timeline.</td>
</tr>
<tr>
<td>Enhancing funding of urban policies by exploring financial innovation</td>
<td>ERDF for physical regeneration are secured.</td>
<td>Future sustainability must be assessed including private investment.</td>
</tr>
<tr>
<td>Private Public Partnership</td>
<td>Private developers are main stakeholders in the regeneration of the territory.</td>
<td>To involve private investors maintaining the public interest dominant in the project.</td>
</tr>
</tbody>
</table>

12.5.1. LEARNING NEEDS

In terms of competence building, Vilnius looks for learning:

- participatory approaches in multi stakeholders processes;
- how to foster intergenerational participation in the implementation;
- Land use policy for limiting consumption;

www.urbact.eu
12.6. RELATED PROJECTS

12.6.1. ARCH PARK

Architecture Park is an area of redevelopment on the banks of the Vilnia River funded by ITDP. The area was a former industrial zone, now is going to be regenerated residential / mixed purposes. It includes the management and improvement of the Vilnia embankment by installing a required recreational infrastructure, bicycle and pedestrian paths, a pedestrian bridge, arrangement of the Paplauja recreational zone with a swimming facility.

12.6.2. ZIRMUNAI TRIANGLE - PLATFORM FOR COMPREHENSIVE AREA RENOVATION

This project is the continuation of a previous URBACT network RE-Block. In term of planning the project has developed: Urban vision, Integrated planning of public spaces, greeneries, traffic organization, retrofitting, and comprehensive space planning has been started. Regarding social inclusion, platform of local stockholders, active residents and social actors has been created. Action to raise interest in participatory planning and awareness have been developed and small scale activities introduced. In term of institutional participation an Information campaign, cross-institutional working team have been started, planning of complementary financial resources was developed (EU, national, local, private). New policy framework has started. A discussion on parking fee, has been initiated by local residents.

- Total investment 4,250,00 Eur
- EU 3,612,000 Eur
- Municipal budget 319.000 Eur
- State budget 319.000 Eur

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Intergenerational Approach to Urban Regeneration

- Participation
- Dialogue
- Implementation
- Mobility
- Public Space
- Infrastructures
- Pub Development
- Exchange
- Solidarity
- Segmentation
- Integrated City
- Child-Friendly City
- Fresh Energy
- Entry Point
- Zones of Public Intensity

Limiting Land Consumption

Reconvert to New Functions

Strategy

Horizontal Partnership

Improve Vertical Coordinatation

Public Support
PART 3 SYNTHESIS

INTERGENERATIONAL APPROACH TO URBAN REGENERATION

Respect - Improve

Democracy - Education - Participation - Active Citizenship

Public Programming - Implementation

Learning Cities - Inclusion

Capitalising Knowledge

Co-Design

Young People are key players - Active Participation of the democratic process
## 13. SYNTHESIS

### 13.1. OVERVIEW

<table>
<thead>
<tr>
<th>PARTNER</th>
<th>STRATEGY</th>
<th>FOCUS AREA/ PROJECT</th>
<th>OBJECTIVE</th>
<th>MAIN CHALLENGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Lazzaro</td>
<td>Urban Regeneration Program (PRU)</td>
<td>Campus Kid</td>
<td>Redevelopment of schools and sport facilities in a multifunctional cluster</td>
<td>To redevelop a cluster of sectorial services into a multifunctional Zone of Public Intensity</td>
</tr>
<tr>
<td>Bialystok</td>
<td>ITI BFA</td>
<td>Laboratory of Young Master and Explorer</td>
<td>Development of a science and technology center for children</td>
<td>To develop participation and social ownership of projects</td>
</tr>
<tr>
<td>Clermont Metropole</td>
<td>SCot Grand Clermont (Metropolitan) voir + loin - Entre deux ville (city)</td>
<td>Saint Jean</td>
<td>Regeneration of a brownfield area including high school, park, social housing.</td>
<td>To revive the degraded image of the area to attract new inhabitants and investment</td>
</tr>
<tr>
<td>Ercolano</td>
<td>Grande Pompei project National [Metropolitan]</td>
<td>Via Pugliano</td>
<td>Regeneration of a traditional textile market in historical centre</td>
<td>To overcome limitations of planning tools and activate planned actions. Competence building and stakeholders involvement</td>
</tr>
<tr>
<td>Loures</td>
<td>Loures Revitalization + Varzea Park</td>
<td>Camarata</td>
<td>Regeneration of urban centres and reconnection through green infrastructure</td>
<td>To bring people to use regenerated public spaces and attract economies</td>
</tr>
<tr>
<td>Ujpest</td>
<td>ITS / IUDS–INTEGRATED URBAN DEVELOPMENT STRATEGY OF ÚJPEST</td>
<td>Ujpest centre</td>
<td>Regeneration of a retirement home to include start ups / intergenerational co-working</td>
<td>To combine presence of youth within the elderly community</td>
</tr>
<tr>
<td>Vilnius</td>
<td>ITI</td>
<td>Snipiskes</td>
<td>Regeneration of public space in a traditional area amid huge new developments</td>
<td>To preserve, regenerate and valorise a traditional neighbourhood</td>
</tr>
</tbody>
</table>
13.2. STAGE OF IMPLEMENTATION

The scope and state of advancement of the strategies and the implementation of their actions greatly varies among the partners. Some like in the case of Vilnius and Bialystok have wide scope Integrated Territorial Strategies that set strict deadlines for the technical definition of projects and implementation of actions within the 2014-2020 funding period. At the opposite, Ercolano struggles to reactivate and complete an operation funded in the 2006-2013 ERDF programming period. Loures has already started the physical regeneration of its public spaces. Clermont has initiated depollution of soil necessary at the regeneration of the brownfield area, but has a longer time horizon in order to fully realise its vision. San Lazzaro and Ujpest have more focused strategies, on which they have developed visions but still need to start the technical design.

<table>
<thead>
<tr>
<th>PARTNER</th>
<th>MASTER PLAN</th>
<th>TECHNICAL DESIGN</th>
<th>FUNDING</th>
<th>STATE OF IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Lazzaro</td>
<td>Master plan for the regeneration of the area designed after participative process, adopted</td>
<td>To be launched soon</td>
<td>Municipal funds for the first part are granted</td>
<td>Works did not start</td>
</tr>
<tr>
<td>Bialystok</td>
<td>Master Plan under revision</td>
<td>To be realised</td>
<td>ERDF 85% granted</td>
<td>Works did not start, workshop activity to be launched soon</td>
</tr>
<tr>
<td>Clermont Metropole</td>
<td>To be delivered</td>
<td>Partial, on some projects (High school, social housing)</td>
<td>Acquisition and depollution of soil is funded through EPF (intermunicipal revolving fund). School is funded by Ecocity. Social Housing is funded</td>
<td>Decontamination of soil started.</td>
</tr>
<tr>
<td>Ercolano</td>
<td>City Master plan is old and the new one is blocked by procedural irregularities</td>
<td>Existing for the physical implementation, need to be integrated with socio economic actions</td>
<td>ERDF + municipal funds (2006-2013)</td>
<td>The physical regeneration started since five years but works stopped by irregularities</td>
</tr>
<tr>
<td>Loures</td>
<td>Revitalization plan of the target areas designed after participative process, adopted.</td>
<td>Existing</td>
<td>The first part is funded through a Municipal loan, the second phase is planned though ERDF co-financing. Private project financing need for one action.</td>
<td>The physical regeneration of public spaces is in progress.</td>
</tr>
<tr>
<td>Ujpest</td>
<td>City master plan currently adopted. Concept for the target project in progress</td>
<td>To be realised</td>
<td>Municipal funds</td>
<td>Action Plan to be developed, Participative process is starting</td>
</tr>
<tr>
<td>Vilnius</td>
<td>City Master plan in revision.</td>
<td>Technical design is planned by end 2017 and public procurement procedure by early 2018.</td>
<td>Funded through ERDF with a specific ITI</td>
<td>Participative process is starting. Works must be ended by 2019.</td>
</tr>
</tbody>
</table>
It is evident that the network presents a clear shift between partners that have a more consolidated capacity to implement integrated planning and are on track in delivering actions of their strategies, and partners that are still in the need to move from planning to implementation, or are hindered by a number of issues regarding planning tools, management, integration of sectors, political support, etc. Although some of the partners could face some difficulties in fully implementing an integrated set of actions within the two years horizon, they are also those more in need for confronting with the objectives of the program, and we are confident that the participation to the URBACT network would be of great support to facilitate their tasks and improve their performance.

13.3. RELEVANCE OF THE THEME (S) AMONG THE PARTNERS

The three consequential policy objectives of the Re-Generation Network – reducing land consumption, intergenerational participation and innovative financing - are in different measure significant for all the integrated strategies developed by the partners. Although in a rich variety of declinations, the challenge of reducing land consumption and fostering a more effective use of natural and built resources is shared by all the partner cities. Their strategies find a common ground in promoting a more efficient, competitive and greener urban development, improving economy and social and territorial cohesion. The theme of intergenerational participation was in the initial stage of the partnership a specific feature of the lead partner, but in the course of the first phase it has been assumed as a mayor objective at network level, defined as a tool to achieve sustainable regeneration, to set long term horizon to the strategies and foster social inclusion. Finally, the issue of funding the continuation and consolidation of strategies and making projects sustainable in the long run is the binding agent giving solidity to the common scope of the partners. An essential interest of all partners is to know more about opportunities coming both from European structural funds and from innovative financial instruments. On the other hand, the relevance of the themes and the competence and tools available to each partner to tackle these objectives greatly differ. The initial acknowledgment of such diversity has been confirmed during the cycle of site visits that Lead Partner and Expert have carried between December 2016 and January 2017. Similarly confirmed is the belief that such a variety may constitute an opportunity to foster the knowledge exchange and mutual support among cities and improve the implementation of strategies at local level.

13.4. CHALLENGES FOR IMPLEMENTATION

Starting from the first meeting in Paris in November 2016 all along the city visits the partners have clarified the seven implementation challenges as formulated by URBACT. The selection of the optional challenges has been quite undisputed, leading smoothly to adopting challenge 4 and 7. Conversely, as a reflex of the above quoted diversity among contexts and governance system in the partnership, a longer process has been necessary in order to condense the challenges for each partner in a common set of challenges for the network, and to find a common formulation. The tables below have been first circulated among the partners, then discussed in a dedicated workshop in the kick off meeting in San Lazzaro in February, and finally in the Paris meeting on March 9 in the session on deepening the implementation challenges through the dedicated exercise.
13.4.1. ENSURING THE INTEGRATED APPROACH IN THE DELIVERY OF THE STRATEGY AND THEIR RELATED ACTIONS / PROJECTS

<table>
<thead>
<tr>
<th>PARTNER</th>
<th>CURRENT SITUATION</th>
<th>CHALLENGE FOR IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Lazzaro</td>
<td>The strategy for the campus kid has a defined integrated approach. The project is led by the urban development office.</td>
<td>The commitment of public and private stakeholders is required for the sustainability of the project.</td>
</tr>
<tr>
<td>Byalistok Functional Area</td>
<td>The strategy is an Integrated Territorial Investment managed by the Intermediate body BFA</td>
<td>To maintain the integrated nature of the project in the actual implementation</td>
</tr>
<tr>
<td>Clermont Metropole</td>
<td>Clermont Metropole acts as an intermediate body managing the integration of different policies in the metropolitan agglomeration. It takes over the urban development function for the 21 municipalities of the area and coordinates different public and private agencies.</td>
<td>Maintaining the coordination with external partners. The core project of the High School is controlled by the region, the infrastructural works are very complex, the technical part of the implementation is not controlled by Clermont Metropole.</td>
</tr>
<tr>
<td>Ercolano</td>
<td>The project is led by the urban planning department and is currently an action of regeneration of public space.</td>
<td>To develop a more integrated approach, involving local stakeholders and enhancing a process of social and economic regeneration of the area</td>
</tr>
<tr>
<td>Loures</td>
<td>The physical regeneration is in progress lead by the Municipality</td>
<td>To integrate hard measures, with the participation</td>
</tr>
<tr>
<td>Ujpest</td>
<td>The targeted structure is currently managed as a sectoral public facility with high costs of management</td>
<td>To integrate its use within an integrated action plan and to enhance the socio-economic improvement of the area.</td>
</tr>
<tr>
<td>Vilnius</td>
<td>The implementation of action is planned in the framework if the Integrated Territorial Investment for Vilnius.</td>
<td>To create an effective integration of actions led by different offices. There is an ITI office in charge of coordination</td>
</tr>
</tbody>
</table>

At network level, the challenge is to adopt for each city a target area as a catalyst for integrated policies, able to activate positive chain effects for the regeneration of neighbourhood, to improve the general quality and to ensure long term, sustainable development. The term “Public Intensity Zone” proposed by the Lead Expert in the State of the Art document has been adopted to qualify those spots of the city that are able to intensify public participation, foster debate and attract interest, and in particular to facilitate intergenerational exchange.

The common challenge for the network is to develop a competence on the activation of specific targeted interventions as a strategy to trigger sustainable and inclusive development of wider areas.
13.4.2. MAINTAINING INVOLVEMENT OF LOCAL STAKEHOLDERS AND ORGANISING DECISION MAKING FOR DELIVERY

<table>
<thead>
<tr>
<th>PARTNER</th>
<th>CURRENT SITUATION</th>
<th>CHALLENGE FOR IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Lazzaro</td>
<td>The project has been designed through a participative process and URbACT provides the opportunity to further involve the stakeholders in a ULG accompanying the implementation process.</td>
<td>To fulfill the high expectations engendered by the participation process, and give a substantial role to the ULG.</td>
</tr>
<tr>
<td>Byalistok</td>
<td>The ULG was launched in December including local administration, universities, entrepreneurs organizations, universities, NGOs and the Science and technology Park</td>
<td>To maintain the interest of the stakeholders providing concrete benefits out of the participation. To create a participatory mentality in local society.</td>
</tr>
<tr>
<td>Functional</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Area</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Clermont</td>
<td>The ULG was launched during the visit of the Lead Expert, including a wide range of public agencies and departments of local administration</td>
<td>Include NGOs, schools and civil society and stimulate the co-design of the area.</td>
</tr>
<tr>
<td>Metropole</td>
<td>The ULG has been created. An external agency has been charged to coordinate the participation to URbACT.</td>
<td></td>
</tr>
<tr>
<td>Ercolano</td>
<td>A participative process has been developed to define the regeneration strategy involving main local stakeholders and representatives of local society, but a formal ULG has not been created yet.</td>
<td>Identify resources within the local administration able to support technically and politically the project. Activate social participation and a culture of collaboration among local stakeholders.</td>
</tr>
<tr>
<td>Loures</td>
<td>Actors for the ULG have been identified and contacted. Two partial and one plenary meeting have been realised so far.</td>
<td>To involve missing agencies, like the ministry of agriculture to improve the rural-urban strategy for the Varzea park, and the private stakeholders needed to finance some actions [namely the market]</td>
</tr>
<tr>
<td>Ujpest</td>
<td>The ULG had is first meeting on March 31.</td>
<td>Involve actively local population, foster intergenerational exchange.</td>
</tr>
<tr>
<td>Vilnius</td>
<td>The ULG had is first meeting on March 31.</td>
<td>To activate young generations underrepresented in the area. To create a dialogue with the developers association bearers of strong economical interests.</td>
</tr>
</tbody>
</table>

Public participation and multi stakeholder governance are to different extent claimed in all the strategies, but the reality on the ground is that rarely they are effective and inset in local governance culture beyond elementary tokenism. The shift needed is from using participation as a specific technique to facilitate a project to creating conditions for permanent participated governance.

The challenge for the network is to go beyond the focus of the specific implemented projects, to place the seeds for participation culture and intergenerational dialogue on a longer term.
### 13.4.3. Setting up efficient indicators and monitoring systems to measure performance

<table>
<thead>
<tr>
<th>PARTNER</th>
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</tr>
</thead>
<tbody>
<tr>
<td>San Lazzaro</td>
<td>The participative process has set qualitative and quantitative objectives for the project. At administrative level, output indicators are set in the Management Executive Plan 2016-2018 (PEG)</td>
<td>The meet high expectation set by the participative project, to involve the ULG as part of the monitoring procedure.</td>
</tr>
<tr>
<td>Byalistok Functional Area</td>
<td>Integrated territorial Initiative provides a set of output indicators for the actions</td>
<td>To meet the requirements of the ITI.</td>
</tr>
<tr>
<td>Clermont Metropole</td>
<td>Indicators are set at general strategy level, but the Master Planning process for the area still has not started.</td>
<td>The diverse responsible agencies and timeframes of the actions involved in the target territory may constitute a difficulty in monitoring performance and measuring impacts in unitary way.</td>
</tr>
<tr>
<td>Ercolano</td>
<td>The physical regeneration is contracted but works are stopped by irregularities in the technical implementation</td>
<td>To set a operative action plan to be verified though output indicators</td>
</tr>
<tr>
<td>Loures</td>
<td>A qualitative survey has been done at the beginning of the project and will be repeated in the end.</td>
<td>To reconnect the different components of the strategy in a set of actions to be evaluated in coherent integrated view</td>
</tr>
<tr>
<td>Ujpest</td>
<td>Expected outcomes of the project need to be clarified</td>
<td>To set a local action plan to be verified though output indicators</td>
</tr>
<tr>
<td>Vilnius</td>
<td>Integrated territorial Initiative provides a set of output indicators for the actions</td>
<td>To meet the requirements of the ITI</td>
</tr>
</tbody>
</table>

How to translate this challenge at network level has been a main issue in the discussion of the partnership. The great differences in the dimension, typology and timing of the strategies to implement complicate the task. On the other hand there is the opportunity to connect with IC 2 to employ the intergenerational perspective and the involvement of local society as a resource for monitoring performance. Among the propositions for the 2nd phase is to adopt the concept of “children as indicator species” as a common experimental approach.

The challenge for Re-Generation network is to test common tools and techniques to engage ULG and citizens as monitoring body, and to perform some evaluation task.
## 13.4.4. MOVING FROM STRATEGY TO OPERATIONAL ACTION PLAN

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>San Lazzaro</td>
<td>The Master Plan for Kid Campus has been developed and the design competition is ready to be launched.</td>
<td>To prioritize solutions that can be realized with existing funding while searching for further resources needed.</td>
</tr>
<tr>
<td>Byalistok Functional Area</td>
<td>The ITI details a set of objectives and actions, the technical definition of project is in progress.</td>
<td>To meet the deadlines set by the ITI</td>
</tr>
<tr>
<td>Clermont Metropole</td>
<td>The strategy is approved. The master planning process is to be launched and should be completed by mid 2018. Half of the land is already controlled by the public body. Decontamination of brownfield soil started.</td>
<td>Building an operational action-plan is the next for Clermont. The main difficulties at this stage, are realistic planning in time, regular follow up, having plan B shifting possibilities. Main shifts in urban planning to be tested to see how construction authorization can be managed with the new regulation. The number of different stakeholders involved could create problems in coordinating implementation and in designing a common timeframe of actions.</td>
</tr>
<tr>
<td>Ercolano</td>
<td>The strategy is set at Metropolitan level by the national Grande Pompei Plan and the PIU. Local Action Plan need to be designed. A call for tender to complete works must be issued by mid 2018.</td>
<td>To implement socio-economical regeneration of the area aside the physical regeneration works.</td>
</tr>
<tr>
<td>Loures</td>
<td>The strategy is divided in two phases, the first is already in course of implementation. The second will have public discussion in May 17, public procurement procedures in Nov 2017. Works will start in 2018 to be completed by 2019.</td>
<td>To reconnect the different intervention in an integrated development. The collaboration with the Ministry of agriculture to develop the rural/urban strategy.</td>
</tr>
<tr>
<td>Ujpest</td>
<td>The strategy is still in definition. Operational plan must be designed</td>
<td>Verify feasibility of project, risks factors and stakeholders involvement is preliminary to design an operative plan</td>
</tr>
<tr>
<td>Vilnius</td>
<td>The implementation plan is in the project proposal preparation, must be completed by June 2017. The participatory process is starting and will last one year. Works must end within 2019.</td>
<td>Claims deriving from the participatory process could slow the implementation timeline.</td>
</tr>
</tbody>
</table>

This is the probably the most complex challenge to define at level of network, given the complexity of factors influencing the implementation process at network level. The temporal horizon of the strategies of the partners are diverse, and partners enter the network activities at different stages towards their implementation.

The challenge for the partners is to draft some sort of common operative implementation framework to be used as a tool of comparison and share a set of common solutions to facilitate the process.
13.4.5. ENHANCING FUNDING OF URBAN POLICIES BY EXPLORING FINANCIAL INNOVATION

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>San Lazzaro</td>
<td>The project is partially funded by local, regional and national fund.</td>
<td>Innovative solutions and private public partnerships are needed to fund the reconstruction of the swimming pool and to secure the missing part of the estimated cost.</td>
</tr>
<tr>
<td>Byalistok Functional Area</td>
<td>The project is funded by ERDF at 85%</td>
<td>Funding the continuation of activity requires a strategy, but the realization of planned actions is not an issue.</td>
</tr>
<tr>
<td>Clermont Metropole</td>
<td>A consistent part of funding is secured by different sources</td>
<td>Funds for the park are needed.</td>
</tr>
<tr>
<td>Ercolano</td>
<td>Fund for the physical regeneration are granted by ERDF</td>
<td>Need to fund actions for socio economic improvement.</td>
</tr>
<tr>
<td>Loures</td>
<td>Regeneration actions are mostly secured by local/ regional/ ERDF Funds.</td>
<td>The financing of the market project need intervention of private investor for parking concession. Fiscal measures are devised by the municipality to attract investors.</td>
</tr>
<tr>
<td>Ujpest</td>
<td>Municipality funds are in place for the project</td>
<td>Future sustainability must be assessed including private investment.</td>
</tr>
<tr>
<td>Vilnius</td>
<td>ERDF for physical regeneration are secured</td>
<td>Future sustainability must be assessed including private investment.</td>
</tr>
</tbody>
</table>

In the course of the first phase the meaning of financial innovation has been often discussed, and a definite need for deepening its understanding and building competence on the topic emerged among the partners. As a matter of fact, the cities are not currently exploring particular financial innovative solutions, but the issue of funding is relevant for everybody to carry on their strategies and make them sustainable in the long term. In term of developing the challenge at network level, an interesting observation made during the ULG first meeting in Bialystok has been reported and adopted as a common orientation: rather than to focus on specific innovation of financial instruments, what is needed for the implementation of sustainable actions is an innovative combination of different kind of resources.

The ideal solution is to design a solid mix of “traditional” instruments together and cutting edge approaches. There is a clear demand of specific expertise in this field for the future activity of the network.

The challenge at network level is to learn about innovative approaches to funding urban projects in a sustainable long-term perspective.
### 13.4.6. OTHER OPTIONAL CHALLENGES

<table>
<thead>
<tr>
<th>PARTNER</th>
<th>PPP</th>
<th>SMART PUBLIC PROCUREMENT</th>
</tr>
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<tbody>
<tr>
<td>San Lazzaro</td>
<td>It is not a main challenge, but the realization of the swimming pool involves a project financing.</td>
<td>The project involves a consistent public investment and a fair procurement approach could provide an added value to the project.</td>
</tr>
<tr>
<td>Byalistok Functional Area</td>
<td>Attracting private investors is a main issue for Bialystok.</td>
<td></td>
</tr>
<tr>
<td>Clermont Metropole</td>
<td>Part of the vacant buildings are private and it is necessary to foster private initiatives for their regeneration. The new regulation in urban planning has to be communicated, understood and accepted by private investors.</td>
<td></td>
</tr>
<tr>
<td>Ercolano</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loures</td>
<td>The project of the market regeneration requires a consistent private investment through PPP.</td>
<td></td>
</tr>
<tr>
<td>Ujpest</td>
<td></td>
<td>The reconversion of the public structure to mixed use could be improved by innovative public procurement approaches.</td>
</tr>
<tr>
<td>Vilnius</td>
<td>Private developers are main stakeholders in the regeneration of the territory.</td>
<td></td>
</tr>
</tbody>
</table>

Setting up of Public Private Partnerships has not been considered a main challenge at level of network. For some partners it is rather a consolidated praxis, and one with limited potential of innovation. For other it is an unavoidable necessity for the realisation of their actions. In general the partners agreed on including PPP as part of the necessary mix described in IC7. Similarly, smart procurement has stirred the interest of some partners as a way to deliver more sustainable strategies, but has not been acknowledged as an essential challenge. In the course of the exchange activities there will be some attention at good practices in these fields.
13.5. RATIONALE FOR THE PARTNERSHIP

The group of cities that gathered to create this network represents a wide range of socio-economic contexts, policy orientations, governance structures, and practical approaches to urban regeneration. Joining the network, the partners share the aim to develop inclusive, participated intergenerational participatory approaches for the implementation of local action plans.

This includes also the experimentation of communication devices and innovative monitoring procedures involving ULGs and local society in the assessment of projects advancements and performance. The critical issue is in the specific understanding and the coordination of the implementation process among the partners, with the necessity to define common steps in the course of the two years partnership. From this point of view, the diversity among the partners and the current stage of implementation of their strategies complicates the task of the network.

Among the adopted solutions:

- To clearly distinguish the implementation process at local level and the knowledge exchange at network level.
- To draft an ideal implementation roadmap to which each city should confront with, identifying current and next stages to be reached within the two years horizon.
- To structure the international meetings calendar in a coherent and consequential scheme dedicated to different themes, stages and challenges in the implementation process.
- Accordingly, to position the contribution of each partner to the international exchange activities in reason of the competence and good practices that they can provide to the scheme and/or the most important capacity demands they have.

While experimenting some common patterns in implementing local strategies at project level, the objective at network level is to assemble a toolkit for the intergenerational approach to urban regeneration to be delivered as a specific outcome.

13.6. CONTRIBUTION TO ADDRESSING GAPS AND NEEDS

Each of the cities involved brings defined competences, or has some strong specificity that contributes to enrich the exchange of knowledge and practices. The following table of supply/demand of specific competences shows a good level of complementarity between needs, competences and practices contributed by the different partners.
### CITY NEEDS

San Lazzaro | Experience in international cooperation. EU funding opportunities. | Long term experience in children civic participation | Alce nero regeneration, LIFE

Byalistok Functional Area | Competence in participatory approaches and multi stakeholders process. Land use policy | Enterprise incubation, science and technology pole. URBACT LAP | Science and Technology park

Clermont Metropole | Involvement of local society, intergenerational facilitation, temporary use | Efficient governance structure and public management of projects. Acquisition of land for public purpose. Industrial reconversion and depollution | Axe Republique

Ercolano | Involvement of local society, participative processes, action planning | Heritage management competence, | MAV, Villa Campolieto

Loures | Place making, involving private investors | Urban - rural integration | From my School’s Window

Ujpest | Involvement of local society, participative processes, intergenerational facilitation | Urban communication skills | Swallow houses

Vilnius | Involvement of local society, multistakeholder processes. | Local action planning. Integrated territorial Investment | Architecture Park

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### 13.7. THEMATIC EXPERTISE AND COMPETENCE BUILDING

According to the analysis of the needs expressed by the partners as summarized above, the main demands of learning and competences building regard:

- Facilitation of multi-stakeholders processes
- Cross-funding physical regeneration and social actions
- Involving children / youth in urban regeneration
- Elderly people and intergenerational housing
- Place making and public space co-design
- Innovative monitoring approaches and qualitative indicators
- Innovative funding instruments
The thematic expertise required for the knowledge exchange activity in the second phase is inherently multidisciplinary. The role of the Lead expert needs to be focused on the facilitation of the discursive process, introducing different themes and examples and curating the progressive assemblage of thematic outputs into a coherent methodological framework. His main task will be the translation of the *thesis for an intergenerational approach* into an *operational tool*. Specific expertise from ad hoc experts is necessary and needs to be involved at every stage of the learning activity to deepen the multiple aspects called in by the general theme. Some knowledge and good practices may be supplied by partners and local thematic experts in the international exchange process, but presentations and visit of experiences from other cities and URBACT networks is required to improve the competence building process.

### 13.8. EXPECTED OUTCOMES

**Expected results at local level:**

- To facilitate the implementation process through thematic competences and expertise in the intergenerational participation field, including the realisation of workshops and public events
- To experiment innovative tools for the involvement and coordination of local groups
- To improve the capacity of local administrations to develop and fund integrated programs

**Expected results at network level:**

- To collect a set of good practices and guidelines in the field of intergenerational planning and policy
- To design a toolkit for the intergenerational involvement of local stakeholders
- to refine a common operational implementation framework within the URBACT capitalisation process