

EUniverCities Local Action Plan

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Introduction

City and university are "co-producers" of the urban knowledge economy. The future of any university city depends increasingly on the fruitful and sustainable cooperation from both sides in a number of fields.

The local Action plan - LAP is a document that represents the result of a participatory process aimed at the identification of a City - University collaboration strategy, which on the one hand, sees the student of the University of Salento as a protagonist of Lecce Smart City and on the other hand, young citizens of the city and province of Lecce as an integral part of a city-university that requires greater synergies to create new businesses in response to local needs and above all to contrast the growth of youth unemployment resulting in brain drain.

The Local Action Plan - LAP is developed within the EUniverCities project of the URBACT II plan, starting with the analysis related to the City-University collaboration, managed by experts of the program in the following areas : Attractiveness&Marketing, Science in Society, Local/Regional Economy, Internationalization, Students and City Life, and Governance.

The Local Support Group - LSG has taken into account the following aspects to prepare the LAP which will become final only after a thorough review by the City and University representatives:

- Analysis and expressed expectations in the beginning of the EUniverCities project. Report available in the attached document "*EUniverCities: City-University cooperation at the next level. A baseline Study*";
- Locations for Existing services made possible by:
 - Documentation related to the projects "*Studenti al centro (2009-2010)*" and "*Studenti al centro (2011)*" made possible by the financing of ANCI - National Association of Italian Municipalities
 - Statements from the representatives of student associations, associations/companies outside the university which are a part of LSG

- Quality contributions by the representatives of ADISU, Academy of the Fine Arts, Officine Cantelmo, The European Direct Information Centre of Salento, University of Salento, and the City Hall of Lecce
- Criticality and Solutions of services for young people and students analysed by the Local Support Group
- Best shared practices during International Peer Review Meeting 2012-2014 performed in some partner cities of the EUniverCities project: Aachen-Germany, Magdeburg- Germany, Aveiro- Portugal, Lublin- Poland, Varna-Bulgaria, Tampere- Finland, Ghent - Belgium. EUniverCities Timetable:
 - Aachen September 2012
 - Aveiro November 19-22 2013
 - Lublin February 25-28 2014
 - Varna June 3-5 2014
 - Tampere September 23-26 2014
 - Ghent December 3-5 2014
 - Lecce January 28/30 2015
 - Delft – March 17/20 2015
 - Riga – May 6/8 2015
- Recommendations emerged during international meetings through the Peer Review Session methodology, that is a focus group aimed at in-depth examination of the issues under analysis and discussion, intended to actively contribute to the implementation of Partner Cities' LAP.

The 5 aspects indicated represent the fundamental information that allowed the LSG to create, in a participatory manner, a first draft of the LAP which aims to create a shared City-University strategy to contribute to improving the identified criticality in the following sectors:

- Communication Lecce City-University
- Services and Spaces
- Link between Entrepreneurship and Employment
- Transport
- Governance

The LAP is therefore not the end result of the participatory EUniverCities process, but it is a shared document that will launch the implementation phase of the LAP expected in May 2015.

1. EUniverCities - Creativity and Innovation for the City-University Cooperation

URBACT II – The Programme

URBACT II is a programme funded by the European Union (European Regional Development Fund) and from national contributions, covering the period from 2007 to 2013. It derives from URBACT I, which was in effect from 2002 to 2006.

The overall objective is to promote policies of sustainable and integrated urban development throughout Europe. Urban areas face the great problem of poverty and integration management, but at the same time they are the engine of the European economy and, in particular, of the new knowledge-based sectors. The exchange of experiences between cities within the URBACT programme, helps accelerate the process of policy innovation in each city. The involvement of the various stakeholders - including economic and political participants and the public - is essential.

Specifically, the URBACT II aims to:

- Facilitate the exchange of experience and learning among city policy-makers, decision-makers, and operators;
- Spread the best practices and lessons learned from these exchanges and ensure the diffusion of know-how;
- Help urban policy makers and urban operators (including managers of operational programs) to define and implement Action Plans for sustainable urban development.
- To achieve these objectives, the programme helps create "projects" - which can be Working Groups or thematic networks - related to various urban problems. Each project has several partners (8-12 for thematic networks, 6-8 for Working Groups) from at least 3 different Member States or Partners. Project partners may be cities, regional authorities, national authorities, or universities and research centres. Some projects have been granted the "Fast Track" status. One of the main URBACT II innovations is the requirement that each project partner (both city and non-city partners) establish a Local Support Group (LSG) and create a Local Action Plan (LAP).

More info on the description of the program in English:

<http://urbact.eu/en/projects/innovation-creativity/eunivercities/our-project/>

EUniverCities – The Project

EUniverCities is a project that brings together 10 European cities of medium size that have the common goal of improving the city/ university relationship through the URBACT programme. The cities involved intend to improve by sharing their best practices and experiences, directing the city towards an inclusive 2020 European dimension. Cities and universities have to develop new

knowledge, ideas, products, and services, that are the Entrepreneurial base of the territory, together.

The EUniverCities project covers areas of common interest for the cities involved, but the key points selected which will be pursued in the 2 and a half years of project duration are as follows:

- To create Living Labs for students/ researchers to address the problems of urban society and economy of the area;
- Internationalizing places focusing on "urban hospitality", sharing places for students, researchers, and workers
- Promote the urban and economic development in a regional context
- Create/strengthen the University/City partnership through a shared agenda

The project partners are: Magdeburg- Germany, Delft- Netherlands, Ghent - Belgium, Aachen-Germany, Varna- Bulgaria, Lublin-Poland, Linköping- Sweden, Aveiro- Portugal, Tampere - Finland and Lecce- Italy.

Project link:

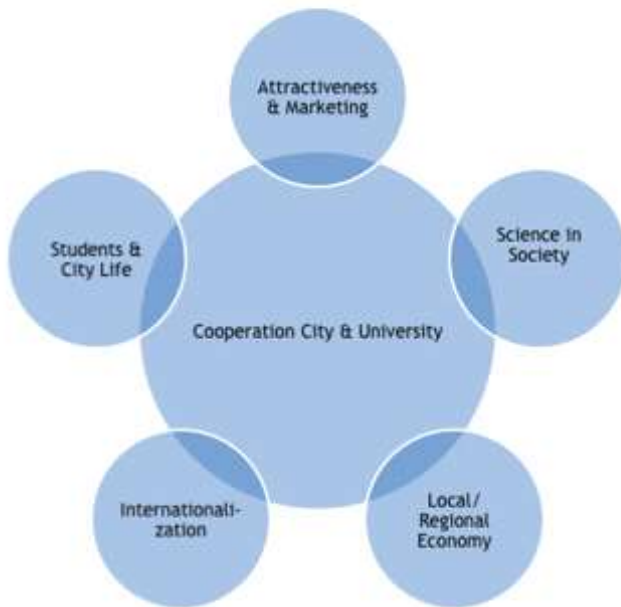
<http://urbact.eu/en/projects/innovation-creativity/eunivercities/our-partners/>

Baseline 2012 - Starting Point 2012

Referring to the document "*EUniverCities: City-University cooperation at the next level. A baseline Study*", this section summarizes the profile of the City of Lecce and University based on interviews with representatives of both institutions and students. The analysis is based on 5 domains related to City-University collaboration:

- Local/Regional Economy
- Internationalization
- Student&City Life
- Attractiveness&marketing
- Science and Society
- Cross-sectorial governance

Figure 1 areas for city-university collaboration



(City & University Cooperation)

For each domain of reference there is an analysis of the partnership, activities, and common challenges between City and University.

In the case of the City of Lecce and Unisalento there is no strategic alignment between city and university. As a consequence, a cooperative relationship between them is more difficult and takes more time. A key issue is the economy. Many students move to other regions after graduation. **The challenge is to create suitable conditions for students, so that they can stay in Lecce after the completion of their studies, for example, through the development of highly skilled jobs in specific sectors, or by offering them the opportunity to create their own enterprise.** Increasing the number of spin-offs could be a link for the creative initiative in Europe. Lecce also wants to requalify its city-university brand. The suggestion that some parties stress in the industry is that in order to create a consistent and effective collaboration, there must be more parties that communicate, and not only the city and university, there should also be a co-production between different cultural institutions, businesses, region/ province, and many other interested stakeholders.

Main expectations from the network

- Construction of a solid city-university networks throughout Europe,
- use of network activities as a catalyst to improve the cooperation between interested participants at a local level,
- drawing the right inspiration from project partners, and testing of models/ initiatives that have had success in other partner cities,
- concrete learning from partners.

Problems to be solved through the Local Action Plan (LAP).

From the city viewpoint, there are two subject matters of particular importance.

- The first is to increase the number of spin -offs and create more activities related to the university,
- The second is to strengthen the sense of European citizenship of students and young people in general.

For the universities, the priorities are represented by:

- the growth of attraction from outside,
- starting a process of internationalization.

The LAP will be focused on one of these problems.

How can the city benefit from the network?

- Helpful advice from peers (after peer review),
- starting the C-U structured collaboration

What can the city bring to the network?

- Innovative services - developed by the City Halls and cities to facilitate the study and integration among the main subjects.

Peer Review in Lecce January 28-30 2015 – Lecce as a Smart and Student City

To transform universities from cultural places into urban development activators is the leap that many medium sized urban areas are making across Europe. From a city with a university to a city-university: a change not only in terminology, but one that radically affects the quality of life in the urban context, as well as in many vital aspects such as mobility, housing policies, cultural offers, and strategic positioning on an international scale.

Lecce has chosen to focus its action of international comparison on these subject matters in the area of interest of the [Urbact EUniverCities](#) project, led by Delft, with the aim of addressing the different aspects of the connection between cities and universities.

The international meeting was held in Lecce on the 28th, 29th, and 30th for the *EUniverCities - program Urbact II* project, in order to facilitate the exchange of experience, good practice, and learning to accelerate the process of City-University innovation shared with other partner cities: Magdeburg, Delft, Gent, Aachen, Varna, Lublin, Linköping, Aveiro e Tampere.

The common thread was **Lecce Smart City and City-University** which analysed the economic interconnections between Unisalento higher education University and the development of youth entrepreneurship for the growth of the city of Lecce and Salento.

Official inauguration on Thursday, January 29th, at 9 am, at the Must of Lecce, with institutional greetings from the Mayor of Lecce, Paolo Perrone, and assistant director of the University of Salento, Vittorio Boscia, Assessor for technology Innovation, community policies, youth policy, labor policy, and professional training, Alessandro Delli Noci and Dr. Tarricone from Adisu, Puglia Smart Lab representatives, and the testimony from students Association Link.

Main activities included in the program:

- Presentation of C-U good practice
- Visit of the Ecotekne Campus and several important spin-offs
- Presentation of the 2012-2014 EUniverCities local action plan: solutions proposed by students and local entrepreneurs about the identified clusters: City/University Communication - Transport - Study spaces - Student services - Entrepreneurship, Training, and Employment.
- Presentation of the program #rethinking Cantelmo, the result of a participatory process activated in May 2014 to regenerate the Officine Cantelmo space, which is considered, even by European visitors, as a good practice of collaboration between City University and Region.
- To analyse the feedback from European guests in order to initiate strategic measures which could improve City-University cooperation for a Smart city and University-City.

From the relationship with the local and regional business environment, to new creation of employment, from the improvement of student life, to the creation of international networks capable of developing the university and the urban context in which it operates, and in which it can test solutions and knowledge acquired by students, at the same time. The experiences of the partner cities have served as an inspiration over the course of these months, to the administration of Lecce, which has long since embarked on a path of enhancement of the university heritage as an element of collective growth.

In the past fifteen years, Lecce went from 30 thousand to 20 thousand host students, and had to cope with the impact of the economic crisis on the university sector by creating new spaces and services for local young people and more. Promoting clean mobility and upgrading the residential estate by activating strategies for the emergence of undeclared employment, have been among the most visible actions of a strategy that has focused particularly on the right technology and its impact on the city to describe the presence of universities in the urban context. The Youth Politics assessor, **Alessandro Delli Noci**, provides an overview of how the relationship between cities and universities is evolving and how it can contribute to addressing the challenges of future development and strategic positioning of the territory.

Interviews

Why can the presence of a university in the area be a factor of growth for the region, and what are the new challenges that this brings, especially in relation to innovation processes?

Delli Noci: We are not a metropolitan city but an area finis terrae, which can not be considered solely for the number of inhabitants living in Lecce, but for all of Salento. We have a series of excellent resources that have international connections and research projects requested in various parts of the world. Therefore, as a territory, we need to build a structured dialogue with the university, and we need to transform our city into an open-air laboratory that allows us to be competitive and attractive in economic terms as well. This can definitely help in attracting new companies to invest here exactly because this is where the right skills are found. Lecce has done so much in recent years to harmonize the presence of universities in the urban context, but what are the issues that remain to be improved? The services have improved a lot but we need to realize the third mission of the university, that is, to create an important alliance between universities and the territory in order to attract investment and create employment. At the same time, we have to explain to young people that the world has changed and that we don't have to aim only to recruitment, but also to the development of creativity and new companies. We must

therefore help young people in creating new businesses from education, inserting the theme of business creation in all courses of study, so that it creates a multiplicity of innovative cells that bring Salento to be competitive with the rest of the country.

What contribution do you expect from students living in Lecce for the growth of the urban context?

Delli Noci: We expect that this relationship between universities and local institutions is driven by its students, because otherwise it remains a simple institutional collaboration. If it is instead the territory, at its core, that wants this bond, then it will be the students themselves to dictate the line, to explain what they want in the development plan of the city, as there is the full availability of both the municipal administration and the university to call everything into question.

And how does the project Urbact participate in this? EUniverCities offers the unique opportunity to create a concerted local action plan that will bring out suggestions and criticality capable of creating new projects in order to really solve existing problems. I hope this project will also become a way to build a structured dialogue. Some scholars have written a half-truth in a text concerning the relationship between city and university, titled "separate in house": no doubt it was a challenge, but also an analysis of fact. Formally, we know that in reality it is not so, but perhaps it can be an incentive to start improving. The cross referencing between strategies and actions taken in one's own Local Action Plan through the method of peer review, is one of the distinctive elements of EUniverCities, whose partners examined the actions planned by the town of Salento point by point, highlighting strengths and weaknesses, during the meeting in Lecce.

Patrick Van Geel, European Affairs senior advisor of the City of Delft, and **Willem Van Winden**, leading network expert, tell how the experience gained in the Netherlands and elsewhere in Europe will inspire the beginning of a new relationship between cities and universities including in Lecce.

In which way can you really make the students and the university part of the urban brand of Lecce?

Van Winden: I think we need to have a clear vision of what makes Lecce unique, and favouring strong dialogue between university, city, and student organizations to define what the message is to be sent outside of Lecce together. I do not know exactly what it could be, but in general you need to have something that makes the city special with respect to others, because there are so many cities that have universities and students. Only through a constant comparison is it possible to understand what really makes this city

special and to find trajectories of common development for the city and university context.

What is the element that made Delft unique and different than other city-universities?

Van Geel: The distinctive aspect of Delft is having a party of students present in the city council and the municipal executive committee. This certainly represents an element of uniqueness: engaging students on a political level and in the decision-making processes, but also being very close to the student population, encouraging their participation in all aspects of development projects and in decision-making procedures. I do not think there are other cities with a similar situation, at least not among those of our network.

The role of local communities is also crucial to make the city more inclusive and able to make the world of knowledge a driver of local growth: what strategies should be adopted to facilitate real involvement in this?

Van Geel: In Delft, we focused primarily on main stakeholders such as university staff, students, student organizations, development incubators managed by students, spin offs born from them, and cooperatives that provide housing services for students. We did not particularly involve citizens at this stage, but we informed them of the results of what has been achieved at the end of the activity through the local press and radio stations in the city.

What is the future of the city-universities? What do they need to do to be more recognizable at regional, national, and local levels?

Van Winden: They have to be more strategic and proactive, think more about how to make what is created in collaboration with students accessible to the rest of the citizenship. Students, researchers, and professors rotate around the university, they could contribute to urban growth because they know what the city needs in terms of mobility, health care, or elderly care, very well. A number of interesting topics emerge in the cities which students can work on, both for their thesis and for the continuation of their career. There are great challenges facing universities that want to connect more with the problems of the city and make them living labs. This, however, is not automatic, but needs be organized.

In which way?

Van Winden: We must not have a rigid curriculum in which there are only teachers to decide, but there must be more dialogue and open forums as there are in Finland, where students can use a portion of their university credits for doing research to the benefit of local companies or city hospitals, in short, for

something that has a value for the local community. The university should make all this easier and be more flexible in terms of the curriculum, but at the same time local businesses should also be more open towards the university and understand how they can benefit from the students' actions. When young people put forth effort in this way, they learn a lot more because they understand how the society works in a more practical manner than just by studying it in books.

Afternoon Session - Presentation and Discussion Local Action Plan

The city becomes a driver of growth for companies by young people trained in the area, such as in spin offs born on the Ecotekne campus and projected towards international collaborations, with major players such as Alenia and Avio, but also as an ideal ground to test these innovations.

This is the case with www.cercoalloggio.com, an application that facilitates students' search for housing, but also the Zemove electric car sharing, which aims to introduce new modes of sustainable transport in cities. More complex and ambitious instead, is the path that connects Salento to Silicon Valley, in the name of social innovation, starting from the action of a group of young "social technologists" gathered in [Puglia Smart Lab](#) with the goal of identifying and co-creating services within the local strategy, concerning smart city. A few hours after leaving for San Francisco, **they** tell us how the dialogue between local government and knowledge present in the area may transfer some of the best international experiences of civic collaboration to Lecce.

How was the experience of Puglia Smart Lab born?

Biondi: We were created as Puglia@Service training and research project, a project coordinated by the Elvitech technological district, founded thanks to the Ministry of Education. As part of the PON-Rec 2007-2013 projects within Puglia@Service, our living lab was created, which is a space for innovation in which local stakeholders, government, businesses, and citizens work together to create both services and technology solutions to meet the locally arising needs. Through this structure, we carry out sessions of living labs, especially in the area of Lecce, which give a strong support to the ability of implementing experimentations

So you have made the link between universities and the territory concrete, making it an element of city growth as it serves to solve the city's problems?

Biondi: Exactly. The special feature is that, from the training course, made up not only of lectures, but also of testimonies and experts' contributions who told us about their experiences, we moved on to activate the processes of innovation in the territory.

From here, an action of meeting with people and of intervention activations in specific neighborhoods started, which focused on which issues?

Biondi: *The methodology of living labs is that of co-creation, but there are also different methods, such as the adaptive living lab, in which the needs of the examined area are mapped and solutions are built together with stakeholders. We centred our attention on a specific focus, such as tourism, cultural heritage, and mobility, through the surveys carried out in the street and also by interviewing tourists who visit the city.*

What needs have you identified through this kind of work?

Biondi: *The fact that tourists spend much time before departure finding out information about the location they will visit, emerged. From this, we were able to extrapolate the need and to create a technological solution, on which we are still working - an application that allows tourists to geo-reference themselves once they are in a place, and depending on their interests, they get directions and integrated notifications from sources of information. Shortly put, your experience is practically changing the way the city is related to the world of knowledge and awareness produced at a local level. We are moving from a public-private cooperation model of partnership, to a people-private model of partnership, where the user is no longer a mere consumer of services, but becomes an active stakeholder in the innovation process.*

What, on the other hand, are the experiences and practices from Silicon Valley that you will seek to bring into the territory?

Biondi: *We need to give continuity to this project, and for this reason, even before the end of the path, we have recently created the Be Mind start-up, with the aim of giving continuity to these projects. We will go to Silicon Valley for a month and the fifteen of us, will stay in the Bay Area and will cooperate with the local public administration to try then to replicate their methods of civic engagement in our territory . **Starting from this, is it also possible to promote a new collaboration from the university itself?** Not always, in fact, the city can find the ability to integrate with the surrounding area in all parts of the university. For us, it would be very important that this university paradigm changes. In my personal experience, the higher education path that we are pursuing is far removed from the university. By going in this direction, it would be essential to foster the approach towards entrepreneurship in students.*

Conclusions:

The path that is leading Lecce to become a city-university capable of competing with Italian and international situations alike, goes, therefore, through a series of both material and intangible strategic actions: from the strengthening of skills, to the requalification of the space where culture is produced and

disseminated. **The Officine Cantelmo regeneration in business incubator and expertise represent one of the main points of the Local Action Plan** that Lecce is completing thanks to the involvement of researchers, startups, and other possible users of a one of a kind centre.

Putting the students, the places where they live, and the services dedicated to them at the centre of the urban revitalization strategies is the road taken from Lecce in order to improve its urban quality for all types of residents: a long path that brings the city closer to Europe, but above all, also contributes to the strategic positioning of this culture and innovation epicentre.

Here you can find the Storify of the Lecce International Peer Review Meeting:
<https://storify.com/Cittalia/eunivercities-a-lecce-citta-e-universita-contribui>

Report by Simone D'Antonio

Cittalia- ANCI Research foundation is the National Association of Italian Municipalities branch dedicated to studies and research on main interest issues for Italian cities. The Foundation, established in 2008, deals with the environment, institutions, and innovation, and also focuses on welfare and society, social integration, and participation and management of public spaces and urban policies.

2. Local Action Plan - LAP

The participatory process of the local support group - LSG

The URBACT Local Action Plan is the result of an integrated process of co-production. The members of the URBACT Local Support Group have been involved in this process since its initial stage and the final document should be a coherent expression of a plurality of voices. The development and validation of each plan should be a collective activity, designed to strengthen the partners' commitment and to increase the perspective of a sustainable result. The process of co-production is the best guarantee for an integrated approach and it increases the chances of a successful implementation. A Local Action Plan (LAP) is, therefore, a strategic document that defines identified needs, analyses problems and opportunities, and proposes feasible and sustainable solutions. All the URBACT network partner cities need to create a LAP that can be edited in a variety of formats. For the city, the Local Action Plan is first and foremost a useful and practical tool to solve a local problem and/or improve a specific local situation.

The LAP contains a schedule and a detailed plan (with timing and funding information) that defines solutions for urban policies of the partner city concerning the identified subject matter in each URBACT network.

The main aspects of LAP:

- Background and problem definition/ Initial Political Action
- Definition of aims and objectives
- Action planning
- Financial Plan
- Implementation framework
- Process description
- Risk Analysis

Local Support Group - LSG 2012-2014

At the centre of URBACT activity, there are two main approaches: integrated urban development and **participatory action plans**. These initiatives are based on a holistic approach that takes the physical, economic, and social urban development dimensions into account, under a sustainable perspective. The participatory approach, the development of strong partnerships between public bodies, private sectors and civil society (including citizens and residents), is recognized as a cornerstone of policy for efficient urban development.

The URBACT Local Support Groups translate these principles into concrete local dynamics that aim to encourage shared ownership of urban planning processes and strengthen the capacity of local stakeholders.

URBACT tools are designed for the stakeholders involved in the URBACT networks and

those who will play an active role in the challenging process of definition and implementation of participatory public policies. These tools have been updated with the experiences of the thematic networks approved in recent years to help partner cities conduct efficient URBACT Local Support Groups and to develop Local Action Plans (LAP). In addition to the National Training Program, the Summer University and training for political representatives are key elements of our repertoire of activities to support the city community.

The URBACT program requires each partner create a local support group (LSG).

This group works with the aim to maximize the impact of the transnational exchange of practices between cities. The LSG can verify that the ideas emerging from the project are realistic and can assess their validity on a local level. They have the potential, as a part of the vast URBACT European "community", to deliver the key messages concerning the sustainable management of cities to a much wider audience. The LSG can mobilize stakeholders, define needs, and, together, produce the Local Action Plan (LAP). They can leave a lasting heritage once the URBACT project is finished.

Criticality Analysis

Local Support Group - URBACT LSG consists of representatives of the city of Lecce, the University of Salento, ADISU, Academy of Fine Arts, student associations, and foreign associations/companies at the university.

The activities of the URBACT Local Support Group, during the EUniverCities Project implementation, include:

- the analysis of local problems, finding solutions, and finally, the development of a Local Action Plan to address these issues
- the consolidation of the knowledge derived from the transnational exchange (know-how, best practices, peer review evaluation, etc., from other cities, internal or external from one's own network) in the definition process of public policies
- the contribution to the transnational exchange and learning process on a network level
- reporting the local results and disclosure of the lessons learned to a wider community
- the participation in organized training courses at a European and at a national level in regard to the URBACT program in order to develop the capacities of local stakeholders.

The criticalities identified by the URBACT Local Support Group and developed within a logical framework are as follows:

- **Services and Study Spaces**
 - Reduced usability of facilities/libraries used for study space and facilities for students

- Reduced usability of structures during the weekend - Lecce forgets to be a city-university on weekends
- Scarce information on student support services and counseling services

Accommodation Services

- Welcome services for unqualified students: Where and when to study? Info about the several existing Accommodation Services
- Poor reliability of the several CercAlloggio services. Need to validate existing services

- **Entrepreneurship & Employment**

- Little information on the career services guidance provided by the University
- Poor connection between the university and the labor market
- Few incentives to innovate and test new models

- **Public Transportation**

- Bus: Low frequency of evening rides, periphery-centre-periphery, and during the weekends
- Bike sharing paths are not adequate to connect the university's buildings
- Insufficient parking areas for students, forcing the students to not make the most of the university experience because of time-limited parking fees;

- **Communication&Marketing**

- The C-U shared information aimed to promote Lecce City-University in the field of tourism is also almost non-existent
- There is no marketing plan to promote Lecce City-University abroad and to welcome potential students coming from other regions to visit the university
- Little attention is paid to high school students, potential Unisalento freshmen. The Information and Guidance Program is unsuitable.
- The Communication occurs in Italian, there is absence of information, brochures, and services for students in the English language

Objectives, Lines of action, and LSG suggested Actions

There are 18 actions suggested by the Support Group. The detailed time schedule will be defined only on the actions selected for implementation.

N.	Specific objective	Line of action	Identified activities	€
<p>1. C-U Communication</p> <p>C-U Communication</p>	<p>Communicate Lecce City-University through a shared plan</p> <p>#marketing&communication #inform #attractstudents #tourism #internationalization</p>	<p>1.1 Improve the C-U communication in the territory in order to strengthen the "Lecce City-University" brand by also exploiting the tourist flow in the city of Lecce.</p> <p>1.2 To promote C-U in Italy and abroad to attract potential students</p>	<ul style="list-style-type: none"> • Action 1 Come study in Puglia: Create a communication plan coordinated online (Unisalento and City hall websites) and offline (brochures and set of gadgets) to promote the main identified C-U services for young students (Salento's Student Kit: Transport, Services&Spaces, Enterprise & Business, etc). • Action2 Information and Orientation Services to make use of the territory and promote its Excellent resources Unisalento in Tour in schools aiming to inform and guide high school students on the Unisalento Faculties, professions, and deriving job opportunities from the Salento area. Participation and Appreciation of Companies/ local Talents as a positive role model for students. • Action 3 Student for a day in your City-University: Create 1 day tourist itinerary for tourists and student-tourists to promote in Italy and abroad (in the country of origin of tourists) both the City of Lecce and UniSalento in a vision of integrated CU services and spaces (services for students, museums and libraries, and spin offs/start ups). Experience activity during the Peer Review Meeting in Lecce with Lecce TourandGo start-up - Live Like a Local! • Action 4 Unisalento at the Fair told by young people and students To Promote University and C-U services at national and international orientation fairs with the direct involvement and active participation of students from the student associations. See Young International Forum - Italia Orienta 	
<p>2. Services&Spaces for Young People and Students</p>	<p>Services for students and Study Spaces 24 hours per day Increase the usability and functionality of STUDENTS' SERVICES & SPACES and intensify those services during the</p>	<p>2.1. Increase the library/study space access and its related internal services during the weekend as well, 24 hours per day</p>	<ul style="list-style-type: none"> • Action 1: Create a map of the already existing libraries/study spaces. Communicate the internal services (PC, Internet) and opening during the weekends thanks to the activation of "After Hours" through university internships or card systems and recording softwares. • Action 2: Psychological support 	

	<p>weekends</p> <p>#officinecantelmo#libraries #studentcentre #studyduringtheweekend #accommodationservices #psychologicalsupport</p>	<p>2.2 To sensitize the student on psychological support services provided by the University and City - Psychological support services</p> <p>2.3 Encourage students to use the existing housing services to standardize the rental market of apartments for university students in the city of Lecce</p>	<p>Facilitating the usability of information on psychological support services for students.</p> <ul style="list-style-type: none"> • Action 3: CercAlloggio Services Facilitate the usability of information for students looking for accommodations; improve the existing website and provide an English version for foreign students.
<p>3. Lecce Smart – Student – Social City</p>	<p>Experiment to Occupy - Creativity and Innovation</p> <p>#experimentationforinnovation #smart/social/student #Training #Employment #University #youthpolicy #newcompetencesfornewjobs #entrepreneurstudent</p>	<ul style="list-style-type: none"> • Experiment for InnovationLecce Smart/Student /Social City: Analyze and anticipate the local needs, experiment with new competences , and new working models in a European context/international network. • Enhance local excellence, talent, and youth creativity • Improve orientation services for employment through the direct interaction of companies and 	<ul style="list-style-type: none"> • Action1: Structure an innovative platform/ Incubator by replicating the Demola Finnish model: Adapt the DEMOLA model in Lecce to make companies, universities and students meet in a parallel university training program to develop the necessary skills to respond to local needs. Create a new reality that can anchor the student after the end of their studies. http://www.youtube.com/watch?v=vDo7u6Fwfaw&feature=youtu.be • Action2: Activate the "Erasmus for Young Entrepreneurs" Front Office : The program Erasmus for Young Entrepreneurs helps aspiring European entrepreneurs acquire the skills necessary to initiate and/or successfully manage a small business. New entrepreneurs learn and exchange knowledge and business ideas with experienced entrepreneurs, by whom they are hosted and with whom they collaborate for a period that ranges from 1 to 6 months. This experience is co-financed by the European Commission and operates throughout the European countries. Facilitate the usability of information on European programs and opportunities for students by promoting the role of the Salento Europe Direct.

		<p>entrepreneurs during the university experience</p> <ul style="list-style-type: none"> Promote training in Europe during the university experience in order to improve the feasible usable competences in the labor market. Encourage the students towards their own entrepreneurship/creativity to develop innovative products and services and increase the number of local spin-offs and start ups 	<ul style="list-style-type: none"> Action3: Contest Lecce Open Data Contest (Started): Competition open to European citizens over eighteen, public administrations, schools, universities, and businesses to stimulate the development of innovative solutions based on the use of public data. Through the competition, we intend to stimulate the development of applications that facilitate the access to information assets of the municipality made available in the datastore dati.comune.lecce.it, increasing its transparency and participation and, at the same time, incentivizing the creation of new economic opportunities in the Technological Innovation field. Action4: Lecce Innovation City School/Camp Program a summer/winter camp intended for local youth ages 18-35 and European people to experiment with new models of innovations that generate new employment for the city of Lecce. Tell European people about the local resources
<p>4. Transport</p>	<p>Enhance the public transport services for the students and optimize existing C-U services</p> <p>@bus @bike sharing @car pooling</p>	<ul style="list-style-type: none"> Increase the accessibility of public transport in the evening and weekend slots to encourage students to experience the campus at its best in all of its aspects. Encourage 	<ul style="list-style-type: none"> Action1: Transport by Bus Map the services offered by the public transport to reach the university's buildings and centre-periphery of the city, eliminate double routes and optimize evening rides periphery-city. Action2 - Transport by bike Create cycling routes to connect the universities and Ekotecne. Action3 - Transport by carpooling Activate the 'blablacarUnisalento' service to facilitate the transfer of students from

		<p>the use of the existing bike-sharing service in the city and plan new ways to connect the university buildings.</p> <ul style="list-style-type: none"> Limit the use of cars by promoting other sharing services to make Lecce become an intelligent urban community that makes use of innovation, technology, creativity and culture. 	<p>the neighboring towns</p> <p>Action4: Transport by car sharing ZEMOVE Car sharing - Promote the use of the ZEMOVE electric car to also connect the city centre - Ekotecne - City Centre by installing new green areas around the university buildings. http://www.zemove.it</p>
<p>5. C-U Governance&Empowerment</p>	<p>Governance and Local Empowerment</p> <p>Increase the LAP impact and give the beneficial results back to the Community</p>	<ul style="list-style-type: none"> Educate to participate: focus attention on events that are organized in the local area, giving importance to the needs of local youth and students Find and Integrate Direct and indirect Funds: Integrate direct and indirect funds in a "Progettazione Permanente" workshop to elaborate on the planning idea. 	<ul style="list-style-type: none"> Action1: LAP Local Observatory Action2: EUniverCities Co-production laboratory Action3: Social Media Communication campaign

		<ul style="list-style-type: none"> Monitor the results and give their benefit back to the Community 	
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Stages of development and Timetable

The Local Action Plan - EUniverCities is not the end result of the URBACT project, but the result of a participatory process carried out by the local support group in 12-14 months and it ends with the drafting of a shared and sustainable plan, which starts a 2015 implementation phase that follows a defined time schedule:

0	EUniverCities Project Start	2012
1	Participatory Process Start	November 2013 - November 2014
2	The Local Action Plan Drafting phase – EUniverCities	October - December 2014
4	Communication phase to the community	May 2015
5	Preparation phase of online and offline activities	January - April 2015
6	Implementation phase	May 2015 - May 2020

Budget Example

Subject matter	Description	Budget
1. Communication	Objective 1	- to be defined
2. Services and Spaces	Objective 2	- to be defined
3. Lecce Smart/Student/Social	Objective 3	- to be defined
4. Transport	Objective 4	- to be defined
5. Governance	Objective 5	- to be defined
C-U Total budget		- to be defined

Example Resource planning 2015-2020

Specific Objective	Connection action	Regional politics	Indirect Funds	Direct Funds
Objective 1				
Objective 2	Action 1			<ul style="list-style-type: none"> Horizon2020
Objective 3	Action 1,2,3,4	<ul style="list-style-type: none"> Training, Employment, University, Youth Policy Innovation and Competitiveness for Companies Research for Companies 	ESF	<ul style="list-style-type: none"> Phases for employment and innovation Erasmus+ Cosme Horizon2020
Objective 4	Action 1,2,3,4	<ul style="list-style-type: none"> Innovation, Urban Development 	ERDF	<ul style="list-style-type: none"> Horizon2020 LIFE

Objective 5	Action 1		ESF	<ul style="list-style-type: none"> • Erasmus+ • Europe for Citizens
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Communication and Plan circulation

Once the Main actions are identified and a publishing format is organized, we will proceed with the LAP disclosure to the community.

Among the main information actions of public communication there is certainly the LAP official presentation and its free distribution to all interested people. The most important moment, however, will be the action and planned operation implementation, when young people, but not only, will see what will be achieved with their own eyes.

PAL Monitoring and evaluation system

The monitoring consists of a collection of information, made on a regular basis, aimed to observe the conduct of the process and the achievement of outputs and outcomes:

- to observe the results and compare them to the planned expectations and identify contingent problems
- analyze the results and compare them to our potential resources
- observe when and how we will reach the target beneficiaries
- document the working process, even if the results are not as expected.
- a) The monitoring of actions implementations (their development)
- b) The monitoring of recipients and beneficiaries reached (distribution of questionnaires modulated to test knowledge of LAP, the needs of young people, and the suitability to the needs of the interventions made).
- c) The actions content monitoring (coherence between priorities and objectives, action functions, and adopted instruments)
- d) Monitoring of the partners involved in the "PLG" Local youth plan (type, role, resources)
- e) The monitoring of partnership activities

This methodology makes use of collection of data tabs and electronic format information, which will be compiled periodically and in particular:

- - in the action's start-up phase (within 6 months after the start of second term: November 30th, 2015)
- - In the intermediate phase (August 31st, 2015)
- - At the end of the action's implementation year (May 2015).

Possible changes to the timing of the monitoring will be agreed upon with the technical assistance staff in relation to the agreements concerning the national experimentation.