



CONTRACT NO. 2014 URB 05 30

**PRODUCTION OF VIDEOS ILLUSTRATING
URBACT WORKSTREAMS FINDINGS AND RESULTS
IN THE FRAME OF THE 2014-2015
CAPITALISATION PROGRAMME**

SCHEDULE OF SPECIAL CLAUSES

AWARDING AUTHORITY

Agence nationale pour la cohésion sociale et l'égalité des chances (ACSE)
Etablissement Public administratif de l'Etat
209-211, rue de Bercy - 75585 - Paris Cedex 12

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CONTEXT

A. The URBACT II Programme

URBACT II (2007-2013) is a European exchange programme promoting sustainable and integrated urban development in line with the objectives of the Europe 2020 strategy.

URBACT enables European cities to work together and to develop effective and sustainable solutions to major key urban challenges. Each project brings together 6 to 12 cities or other partners during two to three years and focuses on a specific urban issue.

Specifically, URBACT aims to:

- Facilitate the exchange of experience and learning among city policy-makers, decision-makers and practitioners;
- Widely disseminate the good practices and lessons drawn from the exchanges and ensure the transfer of know-how;
- Assist city policy-makers and practitioners, as well as managers of Operational Programmes, to define action plans for sustainable urban development.

The URBACT II programme has enabled more than 500 cities in 29 countries in Europe to participate in thematic networks consisting of 10-12 cities involving more than 7,000 actors on the ground (local administrations, elected representatives, civil society, residents, etc.).

URBACT is jointly financed by the European Union (European Regional Development Fund) and the Member States.

For more information, visit www.urbact.eu

B- Capitalisation Framework 2014-2015

URBACT II capitalisation framework for 2014-2015 is structured around the following four themes studied by four working groups (workstreams):

- New urban economies
- More jobs for urban youth
- Social innovation in cities
- Sustainable regeneration of urban areas

The aim of these workstreams is to increase the knowledge and capacity of URBACT city partners, external cities and EU community in action planning and delivering results at local level in relation to the workstream topics.

These workstreams will gather evidence, good practices and issue policy recommendations on their dedicated challenges, building on knowledge and experience coming from URBACT networks and their partners on one hand, and on relevant experience and knowledge from other programmes/ projects/ organizations working with cities on similar issues.

More details on the topics of the workstreams and their way of working are available at Appendix 2.

ARTICLE 1: PURPOSE OF THE CONTRACT

The purpose of the contract is the production of 5 videos illustrating URBACT workstream findings and results for 2014-2015.

Target audiences of the videos include European urban practitioners and policy-makers (local, regional, national and EU levels) in order to support the design and delivery of integrated and sustainable policies and strategies in European cities.

ARTICLE 2: CONTRACT-RELATED DOCUMENTS

The contract is made up of the contractual documents listed below in decreasing order of importance:

- the tender document (DC3);
- the present Schedule of Particular Clauses¹ (SPC);
- the schedule of General Administrative Clauses applicable to government procurement of Intellectual Services (GAC/GPIS), approved by the directive of 16/09/2009, option B;
- the successful bid.

Only original documents, stored in the agency's archives, shall be considered valid.

ARTICLE 3: FORM OF THE CONTRACT

3.1 The contract's procedure and form:

The present contract is a service provision contract signed in the frame of an adapted call in compliance with the article 30 of the government procurement code.

It is matter of a single contract at an overall and fixed price.

3.2 Form of notifications:

The successful bidder will be notified of the awarding authority's decisions or information about deadlines:

- 1) either directly or through a duly qualified representative in exchange for a receipt submitted by hand;
- 2) or by letter (registered mail with acknowledgement of receipt);
- 3) or by dematerialised exchanges, electronic transmission (fax, e-mail or any other electronic means) or electronic materials (the means of transmission must make it possible to give a certain reception date);
- 4) or by any other means making it possible to attest the date the decision or information was received.

¹ In case English and French versions of the tendering documents can be interpreted differently, the French wording will prevail.

ARTICLE 4: TERM OF THE CONTRACT – DEADLINE FOR COMPLETION

The contract will last a total of 12 months from the date of the successful bidder's notification. The deadline for completion is 30 June 2015.

However, the successful bidder may request a deadline extension by sending the awarding authority (ACSE) a request in writing, including the reason for the extension request and the new requested deadline, which must fall by the end of the contract's term. If the extension request is accepted the successful bidder will be notified in writing or by e-mail.

ARTICLE 5: SERVICES REQUESTED

It is expected from the contract's holder to produce videos that illustrate the findings and results of the URBACT workstream implemented for 2014-2015 in the frame of the capitalisation policy of the Programme. In particular:

- 4 videos are expected to illustrate the findings, city cases, policy recommendations of the four URBACT workstreams on the following themes:
 - New urban economies
 - More jobs for urban youth
 - Social innovation in cities
 - Sustainable regeneration of urban areas
- 1 video is expected to illustrate cross-cutting themes and findings from the above four workstreams.

Target audiences of the videos include European urban practitioners and policy-makers (local, regional, national and EU levels) in order to support the design and delivery of integrated and sustainable policies and strategies in European cities.

The content of the videos will be based on the following outputs produced by the workstreams:

-State of the art per workstream topic, available in July/August 2014: The State of the Art will include a review of existing knowledge and material related to the topics addressed by each workstream. This baseline will consider EU level context and connections to the EU 2020 strategy and it will frame the added-value of each workstream. It should back up the rationale of the workstream scope and the key questions that the workstream proposes to address.

-URBACT Tribune articles to be published in electronic and paper version: The article should present first findings of the workstream in terms of approaches/ policies developed by cities to address specific challenges that have been identified as central to the workstream topic. These should be illustrated by concrete practices (city examples). The article will be around 8 A4 pages, including a short abstract, context, city examples coming from different countries (preferably but not exclusively from URBACT cities), conclusions and recommendations, quotes, etc. The articles are to be provided by 18 August 2014 and they will be published and presented for the first time at a special dedicated event on 8 October in Brussels.

-2 detailed city case studies per workstream by December 2014: These city case studies shall be products of the workstream activities (collection of data, interviews, hearings, etc.) and explore original context, action/ policy implemented, achievements, conditions for success, etc.

-A final report per workstream by January 2015: The workstream final report will consolidate all findings, evidence base, policy recommendations, good practices, etc. that will have been developed as a result of each workstream. Final reports should be published in a single collection at the same time (see the publication Capitalisation workstreams 2013 – Cities of tomorrow: Action today, available in paper and e-book version - <http://urbact.eu/e-books/urbact2-capitalisation-key-messages/appli.html>).

The results of the final reports shall be presented at the URBACT II ultimate event in Riga on 6-8 May 2015 and at special dedicated event in Brussels in spring 2015.

Videos should illustrate key messages, policy recommendations, city practices and solutions coming from the above outputs, in an attractive, contemporary and creative way. Possible formats could be filming real stories/ places/people (incl. interviewing), motion graphic animation, a mix of the above or another format, by February 2015.

Deliverables and timeframe

a/ A detailed conceptual note: after notification of the contract and within one week after the kick-off meeting with the URBACT Secretariat and the coordinators of the workstreams, the contract holder shall present to the URBACT Secretariat, from the short conceptual note proposed in his bid, a detailed conceptual note including:

-concept and planning: suggestion of format to be used for the videos (mix of filming, interviews, photographs, graphic animation, etc). information on way of working (travelling, interviews² and liaison with workstream coordinators), timeline for process and delivery.

b/ Graphic approach and style: After validation of the conceptual note, and within two weeks after the kick-off meeting, the contract holder shall deliver the graphic approach and style coherent for the videos, based on URBACT's graphic charter.

c/ A draft script (written work detailing story, setting, and dialogue) two weeks after validation of the graphic approach and style.

d/ A final script or storyboard (depending on the chosen format): deadline to be agreed during the conceptual phase.

e/ A series of videos: 4 videos of 3-4 minutes each and 1 video including cross-cutting findings of the four workstreams of 5 to 10 minutes by February 2015.

The videos shall foresee sound effects (music and voice with copyrights) and shall be ready and validated by February 2015. They shall be delivered in a high-definition format suitable for Youtube, Dailymotion, URBACT website and other web channels. The videos will be used for dissemination purposes and during dissemination events. Videos will be under URBACT's intellectual property.

² In case of interviews, the contract holder should make sure that interviewees allow URBACT to use their image for communications reasons by signing a release form.

ARTICLE 6: METHODS OF EXECUTION

6.1 Working language

All activities and outputs (written and audio forms) are to be delivered in proficient English.

6.2 Correspondents

To implement and deliver the services, the Contract Holder shall designate a person to act as Project Leader.

The technical correspondent of the URBACT Secretariat for this contract shall be Melody HOUK, Projects and Capitalisation Manager, while the administrative and financial correspondent shall be Thierry PICQUART, Administration and Coordination Manager. The language of correspondence between the Contract Holder and ACSE – URBACT Secretariat shall be English or French.

6.3 Kick-off meeting

A kick-off meeting shall be organised between the Contract Holder, the four workstream coordinators and the URBACT Secretariat after notification of the bid. During this meeting, working procedures shall be set out and the work programme and timetable shall be agreed definitively.

6.4 Coordination meetings:

Besides the kick-off meeting, the project's leader appointed by the contract holder shall participate in at least one actual coordination meeting with the four workstream coordinators, the four URBACT Thematic Pole Managers and the URBACT Secretariat to discuss about the work in progress. This is likely to take place 27 and 28 November in London. If necessary, other online coordination meetings can be scheduled.

6.5 Visiting cities:

It is also recommended that the contract holder travels to at least one city studied by each workstream (4 in total) to meet and interview urban practitioners and experts that will share their practices and knowledge on the workstream topic. The cities will be decided with the workstream coordinators and the URBACT Secretariat.

6.6 Liaison:

The workstream coordinator shall liaise with i) the URBACT Secretariat, ii) the four workstream coordinators to identify content to be showcased as well as cross-cutting topics and, iii) the four URBACT Thematic Pole Managers.

6.7 Production of outputs

For the production of outputs, the contract holder should review all documents produced by the workstreams.

Before the delivery of the five videos the contract holder should provide detailed scripts or storyboards for the five videos including audiovisual samples. Workstream coordinators and URBACT Secretariat will comment on the scripts and send feedback to the contract holder to be taken into account for the production of the videos. Again, there will be exchanges and possibly slight changes before final validation of the videos in February 2015.

ARTICLE 7: DOCUMENTS TO SUBMIT AND VERIFICATION

The documents to be submitted are identified under the term "Deliverables and Timeframe" in article 5. The documents provided by the contract holder must be written in English.

The ACSÉ-URBACT Secretariat shall validate written forms (e-mail, fax or mail) of the documents listed in article 5 within two weeks after receiving them. Requests for changes may be submitted as needed before the final validation of the documents. The successful bidder agrees to make them within the deadlines set by the ACSÉ- URBACT Secretariat.

The services are considered received only upon final validation of the documents by the ACSÉ-URBACT Secretariat.

ARTICLE 8: PRICE

The price is firm, flat and total throughout the length of the contract.

It includes the completion of the entire requested services, in particular the costs linked to the visits to cities and coordination meetings (travel and accommodation costs), secretariat, reprography, etc.

ARTICLE 9: INVOICING AND PAYMENT METHODS

9.1: Invoicing methods

Payment will be made according to public accounting rules after the ACSÉ-URBACT Secretariat verifies the service provided and receives the invoice. The only payment method is by bank transfer to the bank or postal account corresponding to the bank statement/IBAN provided by the successful bidder.

The government accountant in charge of payments is the ACSÉ accountant located at 5 rue Pleyel 93283 Saint-Denis (France).

Invoices relating to the payment (one original and one copy) must be drafted in French or English and bear the following information:

- The contracting parties' names and addresses,
- The reference to the present contract,
- The invoice date and number,
- The services billed,
- The total amount of the service excluding tax,
- The VAT rate and amount and/or, if necessary, the intracommunity VAT number of the successful bidder's country,
- The total amount including tax.

Invoices must be sent to:

L'ACSÉ - Secretariat URBACT
5, rue Pleyel
93283 Saint-Denis cedex

Reminder: the currency is the euro and the price remains unchanged in the event of exchange fluctuations.

9.2: Overall payment deadline

In compliance with the amended decree of 21 February 2002 on the maximum payment deadline for government contracts and with article 98 of the Government Procurement Code,

the public corporation must pay the amounts due within a maximum of 30 days from the date the ACSÉ-URBACT Secretariat receives the request for payment.

If the contract deadline is not met, the applicable deferred interest rate is equal to the main refinancing interest rate the ECB applies to its most recent main refinancing operation prior to the first calendar day of the semester of the calendar year during which the deferred interest started accruing, plus seven points.

9.3: Payment methods

Payment will be made according to the following schedule:

- An advance payment of 50% is made to the contractor after validation of the graphic approach and style by the URBACT Secretariat
- The remaining 50% is paid to the contractor after validation by the URBACT Secretariat of the 5 videos and upon reception of the final invoice

ARTICLE 10: THE SUCCESSFUL BIDDER'S OBLIGATIONS AND RESPONSIBILITIES

The successful bidder appoints a team leader to carry out the service on behalf of the ACSÉ-URBACT Secretariat.

The successful bidder agrees to replace any team member in charge of executing the present contract who fails to adequately carry out his or her tasks. The proposed replacement's qualifications must be at least equal to those of the team member he or she replaced and no replacement may result in a change in the services' price.

The ACSÉ-URBACT Secretariat must approve any change of the team leader and members on the successful bidder's initiative beforehand.

ARTICLE 11: SUB-CONTRACTING

During the execution of the contract the successful bidder can present one or more sub-contractors to the ACSÉ-URBACT Secretariat. However, the sub-contractor cannot begin performing the services the successful bidder has requested him/her to carry out without first obtaining the awarding authority's acceptance of the sub-contractor and approval of his/her payment terms.

ARTICLE 12: CHANGES AFFECTING THE SUCCESSFUL BIDDER'S STATUS

During the contract's period of validity, the successful bidder is required to inform the ACSÉ-URBACT Secretariat, in writing and without delay, of any changes affecting the company's status, including changes to the name of the account to which payments of the amounts due on the present contract are to be paid.

If the successful bidder neglects to comply with that provision, he or she is informed that the ACSÉ will not be held responsible for late payment of invoices containing an anomaly compared to the instructions in the bid, due to changes occurring in the company or involving the company's status of which the ACSÉ has not been made aware.

ARTICLE 13: CONFIDENTIALITY – OWNERSHIP OF THE RESULTS

The successful tenderer commits to abstaining from disclosing any information of which he might have knowledge during the execution of his service.

In the framework of this contract, the contractor exclusively waives all his property rights related to the results, partial or not, to the Acse- URBACT Secretariat, enabling it to freely exploit them for the legal duration of the intellectual property.

The "results" signify all the components, regardless of the form, type and medium that are consequent to the execution of the services covered by the contract.

In compliance with copyrights, these intellectual property rights include all the property rights to reproduction, representation and distribution, notably the right to use and permit use of, to incorporate, integrate, adapt, arrange, correct and translate the results, even partial, of all or a part of them, as they are or modified, by any means, in any form and in any medium. The Acse-URBACT Secretariat, who is owner of all the documents related to this contract, may use the results, even partial, of the services, reproduce the results and transmit them to a third party, in compliance with the regulations defined by the CNIL. Prior approval from the URBACT Secretariat should be received for these uses. The Acse- URBACT Secretariat reserves the right to publish the results of services; this publication should mention the contractor and the URBACT financing.

The price of this transfer is included in the contract amount.

This transfer is applicable in France and the entire world, notably in case of publication on the Web.

This transfer covers the results, even partial, as of receipt of the services requested.

For this use and publication of the results, even partial, by authors or third parties, there should be a prior agreement with the Acse- URBACT Secretariat.

This request for authorisation is sent by post addressed to the URBACT Secretariat.

Any authorised publication should mention URBACT financing and be sent to the Acse-URBACT Secretariat for information purposes.

The contractor is required to ensure that the title of the contract and the name URBACT appear on all the documents concerning the services of this contract (minutes of meetings, reports, etc.).

ARTICLE 14: PENALTIES

Late fees

If the successful bidder fails to meet the deadlines stipulated in the contract and the delays are not attributable to ACSÉ or a force majeure, a late payment penalty of €50 including tax per day of lateness will be charged.

However, the successful bidder may request a deadline extension by sending the awarding authority a request in writing, including the reason for the extension request and the new requested deadline, which must fall by the end of the contract's term. If the extension request is accepted the successful bidder will be notified in writing.

Penalties for poor execution

In keeping with Article 27 of the General Conditions of the Contract, where upon request from the ACSE-URBACT Secretariat, the quality of a service remains unsatisfactory given that it fails to comply with the services listed in the contractual documents, the Contracting Authority shall reserve the right to review the price depending on the extent of the defects observed, except in any cases of force majeure. Such a decision must be justified and the Contract Holder must be in a position to present his/her own observations.

Penalty for undeclared work

In accordance with article L.8222.6 of the Labour Code, penalties may be imposed on the contractor if it does not carry out the formalities stated in articles L. 8221-3 to L. 8221-5 of the Labour Code relating to undeclared work.

ARTICLE 15: TERMS OF CANCELLATION

The ACSÉ may cancel the contract in compliance with the provisions of chapter VII of the GAC/GPIS as well as in the following conditions:

15.1 Cancellation due to the successful bidder's fault

If the ACSÉ establishes that the successful bidder has poorly carried out the services or not at all, it will send him or her a registered letter with acknowledgement of receipt listing the defaults and asking him or her to present his or her observations and, if necessary, meet the obligations described in the letter, within 15 days of the notification date.

If the ACSÉ receives no reply or the services remain unsatisfactory by the end of the 15-day period, the ACSÉ may cancel the contract due to the successful bidder's fault without warning by registered letter with acknowledgement of receipt. In the event of cancellation for breach of contract, the successful bidder will not receive compensation for services performed.

In addition, and in application of article 47 of the government procurement code, in the event that the information required by articles 44 and 46 is inaccurate, the awarding authority, after prior warning, may decide to cancel the contract due to the contracting party's fault without compensation.

15.2 Unilateral cancellation by the public corporation

The public corporation may at any time end the execution of the services required by the contract before the term of the latter for on grounds of the public interest. The successful bidder will be notified of the decision to cancel by registered letter with acknowledgement of receipt. Compensation for the cancellation will be calculated in compliance with chapter VII of the GAC/GPIS.

ARTICLE 16: SETTLEMENT OF CONTRACT-RELATED DISPUTES

In no case can the successful bidder invoke disputes with the ACSÉ as a reason to permanently or momentarily stop providing the services called for in the contract.

The present contract is governed under French law. Only French courts are competent. Failing an out-of-court settlement, any dispute stemming from the application of the present contract will be submitted for referral to the Paris administrative court.

In compliance with article 127 of the Government Procurement Code, any dispute may be brought before the consultative committee of friendly settlements of disputes relating to government contracts.

ARTICLE 17: EXCEPTIONS TO THE GAC

Article 7, "verification of submitted documents", is an exception to chapter VI GAC/GPIS, "establishment that the services have been carried out".

Article 14 , "Late Fees", is an exception to article 14 of the GAC/GPIS.

APPENDIX 1

Examples of videos:

- 1) ***A short history of highrise (split in four parts)***, produced by New York Times

<http://www.nytimes.com/projects/2013/high-rise/>

We like: photography, story-telling, motion graphic animation, lively and pedagogical style, audio (voice and music), images of true people

- 2) ***Looking to 2060: A Global Vision of Long-term Growth by OECD***

<http://www.youtube.com/watch?v=fnlI212tBPk>

We like: useful and interesting information, mix of motion graphic animation and filming real people and places.

- 3) ***Larry King getting seduced by Blank on Blank:***

<http://www.youtube.com/watch?v=1yD8PzFFNFU>

We like: story-telling, happy and entertaining story

- 4) ***Caine's arcade:***

<https://www.youtube.com/watch?v=falFNkdq96U>

We like: real story (and telling)

APPENDIX 2

Outline of workstream topics and activities as described in their call for tender

Thematic content of the workstreams

A- Lot 1: New urban economies

Capitalisation actions in the workstream for new urban economies will explore the new economic drivers as part of an integrated sustainable development in cities.

Rationale and conceptual framework:

The crisis has destroyed jobs across both service and manufacturing industries in many cities. The old economic aspirations based on individual consumption (a job, a house, a car) are being challenged. The crisis has revealed the shakiness of the financial service sector dependent on permanent state guarantees. Despite the ending of the old certainties, the future is far from clear and in particular what type of growth will be possible, what types of enterprises will be the leaders of the new economy in which sectors and in which cities.

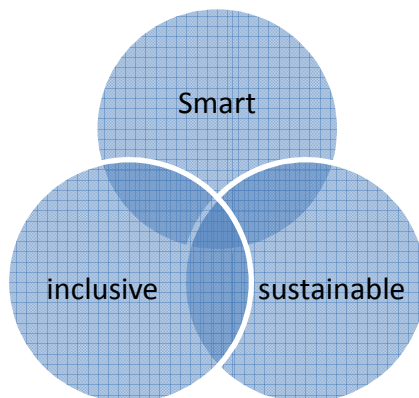
Urban economies will be central to achieving the growth needed to generate jobs and maintain standards of living. This workstream will examine the new trends in those urban economies which combine in an integrated way smart, sustainable and inclusive growth (see figure 1 below). These can include two-way combinations such as smart and sustainable, or smart and inclusive as well as three way combinations (in the centre of the diagram).

These trends are likely to include:

- areas of the green economy such as retrofitting and smart solutions to urban management,
- the support economy for delivering integrated health and care services and which involve the patient as a co-producer of services,
- new smart services which exploit the potential of digital technologies,
- social economy such as social incubators and other social inclusion measures

In parallel, the workstream will explore the way these trends are developed in particular through triple and quadruple helix models that are working in these overlapping areas of sustainable development.

Figure 1: Three circles of smart, sustainable and inclusive growth showing the two and three way overlaps (shaded darker)



The key questions to be explored by the workstream should include:

- What are the new urban economic drivers and related good practices developed by cities?
- How do triple and quadruple helices contribute to these trends and to an integrated sustainable urban approach?
- What are the characteristics of these helices? How are they initiated by the city and in what format (institutional arrangements, intermediaries)? What are the examples of cities developing the civil society dimension of the quadruple helix and how are they doing this?
- Are these trends and helix models enough to build a resilient city?

B- Lot 2: More jobs for urban youth

Given that 11% of Europe's labour force is unemployed with youth unemployment recording highest rates, this workstream will focus on what can cities do to create and sustain employment for young people.

Key questions to be explored by the workstream shall include:

- How can cities engage with employers on the quality of jobs and career progression agenda?
- Cohesion policy includes large investment in youth in the next programme period-how can we make sure that that money is spent well?
- Using the experience of the "More Jobs Better Cities" 2011-2012 workstream, how can URBACT knowledge add value?

The workstream shall bring concrete results and strong cases fully explored, with evidence and proof of concept

Capitalisation activities will build on the findings of the workstream "More jobs, better cities" developed in 2012-2013 to further explore concrete cases of cities fostering job creation (direct and indirect actions for entrepreneurship, human capital, green jobs, white jobs, etc.), using the framework developed. Capitalisation activities will also link with OECD-LEED e.g. to explore how their Job Creation Dashboard could be used at city level. There will be a special emphasis on HOW cities create jobs and growth.

C- Lot 3: Social Innovation in cities

Earlier this year, URBACT launched the workstream report "Supporting urban youth through social innovation". This concluded that cities must adopt innovative approaches to major social challenges. Where cities are struggling with diminishing public resources, new design and delivery models are required. A key finding was that municipalities occupy a pivotal role here, both in re-building trust with citizens and in brokering cross-sectoral approaches.

The workstream report underlined the conditions required to create a social innovation ecosystem in Europe's cities. These included the:

- Support for new ideas generation
- Value of unusual suspects
- Pre-requisite of a strong evidence base
- Importance of coproduction
- Potential of new service delivery models
- Impact of smart finance

Building on this, URBACT will continue its capitalisation work around this theme but with a universal application. In particular, this workstream will focus on two aspects of social innovation which have been highlighted in discussions. The first is the concept of *new city leadership*. The second will identify the *tools and models* being developed and used by enabling public authorities to support social innovation.

Tackling the challenges most European cities face today requires exceptional leadership. City leaders – both elected and professional – are expected to drive and facilitate change in order to achieve better results with fewer resources. Some of the key questions to be addressed on this topic are:

- What steps are leaders taking to work differently with other city stakeholders?
- What are city leaders doing to promote what Won Soon Park calls ‘super sectoral collaboration’?
- Within their administrations, where do city leaders meet most resistance to social innovation and what are the effective ways of dealing with this?
- How are city leaders mobilising new technologies to engage differently with the public and encourage coproduction?
- To what extent can “New City Leadership” be learnt?
- How can URBACT support effective city leadership in future?

The initial workstream output underlined the changing role of municipalities. Faced with fewer resources, they have little option but to reinvent their *modus operandi*. This in itself is an opportunity from the Crisis. In relation to this, the workstream will explore the following questions:

- How are city authorities effectively assuming the brokerage role?
- What steps are being taken to build the capacity of the non-governmental sector
- How are public authorities engaging with residents and organisations to create new delivery models?
- What procurement steps are cities taking to widen the range of service providers?
- How are cities developing the capacity of their personnel to work differently?
- What steps are city authorities taking to ensure that legislative barriers are removed/addressed?
- How are city authorities using financial tools to stimulate social innovation?

D- Lot 4: Sustainable regeneration of urban areas:

As a result of one years’ work, in June 2013 the URBACT workstream report “Against Divided Cities in Europe” has been published. This concluded that in order to address the problems of their socially segregated deprived residential areas cities have to build up, in dialogue with citizens, long-term policies based on a careful mix of sectoral and area-based tools, implementation and evaluation. Planning and interventions across the whole city are needed, even if problems might concentrate on certain areas.

The original workstream activity focused on socially deprived residential areas as an entry point, while the concept of sustainable urban regeneration (aiming for low carbon and energy efficient regeneration of urban areas) has much wider application from environmental perspectives. Besides strategic and land-use planning many types of sectoral policies, such as housing, transport, energy, employment and food supply are also connected.

There is a rich information base existing in URBACT regarding different territories of cities (inner city neighbourhoods, large housing estates, markets and commercial places, peripheral brownfield areas, abandoned former transport areas, suburban territories, etc.). Similarly, broad knowledge exists about sectoral policies (housing, transport, energy, industrial development, commercial, etc.) which shape urban development. This workstream

will explore practices of sustainable regeneration of different urban areas with a focus on low carbon and energy-efficient strategies.

Focus

The EU2020 strategy aims for integrated sustainable development of urban areas. Urban regeneration is of key importance for sustainable urban development. It is a condition to avoid uncontrolled urban sprawl, to use efficiently natural resources, to avoid a widening split between less and more affluent neighbourhoods. It is also a very important condition to maintain and enhance the attractiveness of cities making them liveable and attractive places for residents and investors.

Each city has areas which are in difficulties or can potentially turn into problematic areas. The reasons might be very different: high energy consumption, high carbon emission, access difficulties by public transport, concentration of poor people, monofunctional character and maintenance problems in large housing estates, declining market places and empty commercial units, unused peripheral brownfield areas, suburban territories far away from city centres, etc. Such areas need urban regeneration to avoid them to become critical problem territories. Sustainability of the regeneration means that the problem is approached not just as a task to immediately react on the largest, most visible problem but that it is considered from the perspective of the whole urban area (what can be the role of this area in the whole city taking also carbon emission, energy efficiency and social aspects into account) and from the perspective of what the residents of the area know and how they could contribute (what opportunities they have). Interventions should be based on the inherent potentials and assets of the people and the area, so as to optimally contribute to the sustainable development of the whole city.

As the initial workstream results show, the deterioration and/or inefficiency of urban areas is a complex process, whose drivers and challenges need to be properly analysed, so that appropriate and effective interventions can be developed. It is important to understand the types and problems of given areas and also the dynamics of the processes. This has to be followed by an analysis of the reasons behind the dynamic processes (changing energy priorities, mobility of population groups, changing market situations, etc.) A typical mistake cities make is to judge neighbourhoods on the basis of static measures, and to focus on policies which undermine the role the area might play in the city in a dynamic sense. Finally, interventions have to be part of the strategic planning and overarching management of the whole urban area, so as to achieve the most possible sustainable outcomes.

The main idea of the work is that the handling of the problem areas of cities needs horizontal and area-based policies alike and can only be approached on the basis of integrated strategies developed in multi-level governance setup. Building on the initial workstream findings and on the discussion with the Round 3 projects, the following sub-themes have emerged as being of particular importance:

- Identification of problematic areas
 - How can cities develop long-term strategies towards more sustainable energy use, decrease of carbon emission and more equitable social development?
 - What are the methods for cities to continuously monitor their urban area to discover environmentally and/or socially deteriorating territories in time (avoiding the development of extreme difficulties)?
 - How can the problems be explored in static (comparative) and in dynamic terms?
- Development of sustainable urban regeneration plans
 - How can the existing assets of the areas and the potential skills/opportunities of their residents be explored and included into the planning of sustainable urban regeneration?

- How can the plans for the problem areas become connected to the strategic vision and plans of the whole urban area and to its low-carbon and energy-efficiency aims?
- Governance and financing
 - How can the different aspects of integrated development (horizontal cooperation between sectoral departments, territorial cooperation between municipalities of the functional urban area, vertical cooperation to assure multi-level governance) be assured in the decision on and implementation of sustainable urban regeneration?
 - How can the problems of existing areas given enough attention as opposed to ideas based on new construction and further increase of built-up areas?
 - How can the environmentally preferable solutions (based on renewable energy sources and resulting in lower carbon emissions) be made also financially more attractive, with regard on their long-term advantages and taking social affordability in account.
 - How can the usual grant approach to regeneration be substituted by publicly funded financial instruments, providing below market rate loans?
 - What governance models could promote best financial flexibility and mixed funding responses while heading towards more equitable social development?

Tasks for the workstream coordinators

a/ Design and organisation of the workstream:

Building on previous URBACT workstream experience the workstream coordinator shall adopt a participative approach and set up a multidisciplinary team composed of: a workstream coordinator, core group members and appointed witnesses in relation to the workstream theme. The workstream has to be geographically balanced and representative of Europe with core group members and witnesses coming from North and South, East and West. At least half of the core group members and witnesses should come from URBACT projects. Finally, the workstream coordinator should try to ensure as much as possible balance between experts and urban practitioners as well as gender balance within the group.

b/ Coordination of the workstream:

The workstream coordinator shall be responsible for coordinating all workstream activities and outputs. In particular, he/she will engage with core group members, organise meetings, draft agendas, contact experts for hearings, draft notes during meetings, prepare participants lists, deliver all outputs on time according to the requested terms etc.

c/ A minimum of three meetings/webinars for core group members including hearings:

These meetings aim to organise work between the workstream members, coordinate activities and discuss deliverables. Parts of these meetings shall be dedicated to hearings for experts, policy makers, urban practitioners invited to input on the workstream theme. The location of the meetings will be proposed by the contract holder and will be decided with the URBACT Secretariat.

d/ Up to six coordination meetings with the URBACT Secretariat:

The coordinator designated by the contract holder shall participate in coordination meetings (including kick-off meeting), between the other four workstream coordinators, the four Thematic Pole Managers and the URBACT Secretariat to define thematic scope and outputs, review work progress, etc.

e/ Maintain webpages on the workstream topic:

Workstreams shall update workstream webpages on the URBACT website and share work in progress, discussions and interim findings.

f/ Participation in dissemination events