

URBACT



The URBACT programme 2002-2006

BILAN



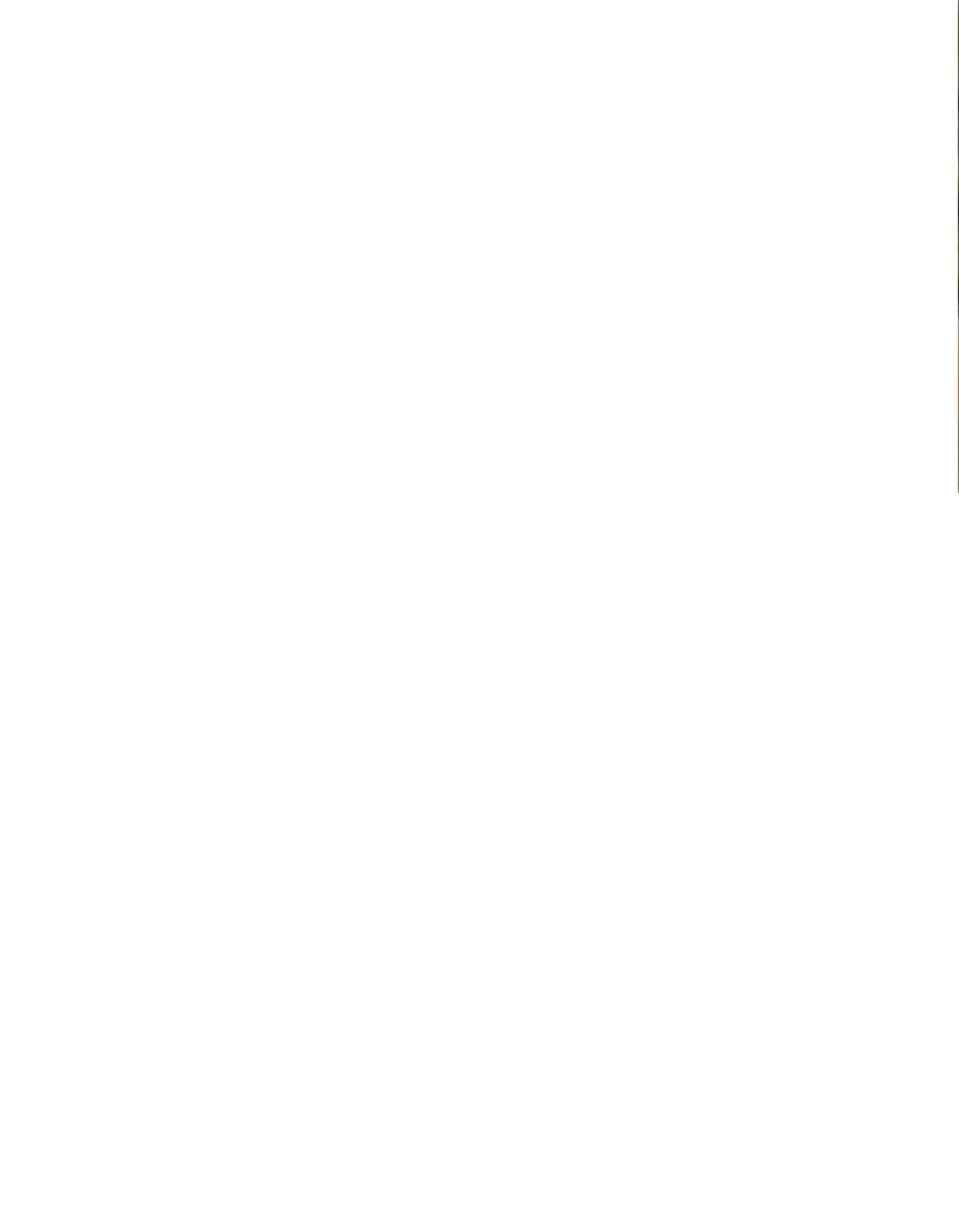
URBACT



The URBACT programme 2002-2006

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Back in 2002, when thirteen Member States and the Commission entrusted France with the management of a small exchange programme between cities receiving assistance under the URBAN programme, nobody could have foreseen how far URBACT would have come five years later.

And yet, the figures are there: 274 cities have participated in exchange activities under this programme and 20,000 people have been directly involved, thereby creating a European

community of players tackling urban issues. About a hundred conferences and seminars are organised across Europe every year and just as many reports have been written and posted on the URBACT web site for everyone to read. But figures aren't everything.

The programme has worked to gather, compare and pool experience and recommendations, building up a collective body of intelligence and knowledge, fed by the people helping to manage Europe's cities. This was one of URBACT's aims from the very outset and it is about to be achieved. The summary documents in this report are a good reflection of this. They deal with urban regeneration, local development, public participation or the place of young people in our cities.

URBACT has proven it is capable of adapting supply to demand. This is reflected not only in the acceptance and rapid integration of cities from the new Member States as of the summer 2004 (these cities now account for a third of URBACT partner cities!), but also in the appearance of new, specially adapted instruments such as the Support for Cities operation, which provides some forty cities with personalised support from an expert to assist them in their urban development policy.

This summary report marks the end of a phase. The success of URBACT I has naturally cleared the way for URBACT II for the period 2007-2013. The new programme builds on the achievements of URBACT I and aims to convert them into operational urban development strategies. It is also driven by the determination of all the Member States to make our cities genuine stakeholders in a competitive Europe, which implies that they must also work towards social integration for all those left by the wayside in a society geared to competition. URBACT II is an exchange programme for ideas and proposals and aims to help those working in evolving cities to take up a major challenge: to achieve success without exclusion and develop competitive cities with a place for everyone. As Managing Authority of the URBACT programme, France is proud to make an active contribution to this work.

Christine Boutin
French Ministry for Housing and Urban Development





Thanks to the programmes initiated by the EC, URBAN I and II, the Commission and successive Commissioners have succeeded in putting names and faces to urban issues, making contact with mayors and local officials to develop a deeper understanding of the real issues involved in urban planning and to find solutions to their problems. These programmes have enabled us to turn the concepts of “integrated development” and “sustainable development” into

reality in our urban areas. Since Year 2000, the URBACT I programme has promoted dialogue and knowledge-sharing between the towns benefiting from the URBAN programmes.

Due to the URBAN and URBACT programmes, a common frame of reference has been established for all EU Member States and for the actual cities.

In July 2006, the Commission drew up and published a report entitled, “Cohesion policy and cities: the urban contribution to growth and jobs in the regions”, which was based on feedback from URBAN and on the work achieved under the URBACT programme, particularly on results furnished by the networks.

In fact, it is thanks to the city networks, which are focused on extremely diverse subjects, and thanks to the implementation of capitalisation instruments and the experts’ network related to the programme, that the Commission has now built up a resource centre for urban issues and EC policy.

Operational Programmes for 2007-2013 are currently being finalised and, in many cases, include an urban dimension that should provide a response to the challenges facing our cities. The experience gained under URBAN has often served as a reference in drawing up national policy in a number of countries.

We wish to develop this dynamic and sustain the visibility of EC initiatives aimed at cities by means of the Cohesion policy. URBACT provides fertile ground for ideas and experimentation. We need it to nourish our own discussions and look ahead to future development.

This document reflects the experience gained by the cities involved in the programmes. It is a rich, concrete and operational source of information for towns and cities, however big or small and whatever their past experience, to refer to and draw on for examples of good practice

Danuta Hübner
Commissioner for Regional Policy



PROJECT FACTSHEETS

PAGE 15

CHORUS	16
CIT-UM	18
CITIZ@MOVE	20
ECO-FIN-NET	22
HOUS-ES	24
Information Society Network	26
MEDINT	28
PARTECIPANDO	30
Partners4action	32
PHYRE	34
REGENERA	36
REGENERANDO	38
SECURCITY	40
SURCH	42
UDIEX – ALEP	44
URBACT Culture	46
URBANITAS	48
URB-HEALTH	50
Young Citizens’ Project	52
Young People: from Exclusion to Inclusion	54
MILE	56
URBAMECO	57
CIVITAS	58
Euromediation Securities	60
European Urban Knowledge Network EUKN	62
METROGOV	64
Skills for Sustainable Communities	66
STRIKE	68
SUDC	70
SUDEST	72
EQUPTI	74
PRE-REGENERATION	76
URBAMAS	78
Building Sustainable Communities	80
LCS: Public Procurement Feasibility Study	82
Strengthening Local Economy and Local Labour Market in Deprived Urban Areas	84
The European URBAN Experience	86
Support For Cities	88

THEMATIC DOSSIERS

PAGE 91

The Role of Cities in Economic and Employment Development. A review of the URBACT experience	92
Citizen participation in urban development. A review of the URBACT experience	99
Integrated urban regeneration	107
URBACT cities and their young people	116
Sharing and capitalising on experience: Lessons to be learned from URBACT I on organisation and methods	122

FACTS & FIGURES



Introduction

URBACT, a Community Initiative Programme, was established to create networks between the cities that benefited from the URBAN programmes and UPPs. On 1st May, 2004, the programme was opened to cities with more than 20,000 inhabitants in the new Member States.

The programme has a three-fold objective:

- to develop transnational exchanges of experience between the cities and their partners
- to capitalise on the lessons to be learned from analysing these experiences
- to disseminate the best practices to the stakeholders in European cities as a whole

European cities, their partners and their inhabitants are both the players and beneficiaries of URBACT 2002-2006. The establishment and coordination of thematic networks and working groups that are mainly composed of cities are two of the key initiatives of URBACT 2002-2006. The representatives of cities meet, exchange views and analyse their practices in order to learn lessons and receive recommendations.

Networks, working groups, studies and qualification projects are established based on various different themes. Since 2003, 274 partners – cities, Member States, regional authorities and universities – have been participating in the 38 URBACT projects. These projects bring together 217 cities from 29 countries and 57 other partners from universities, regions, member states and private and voluntary organisations. A majority of 43% have fewer than 200,000 inhabitants and close to one-third of them are in new Member States.

38 URBACT 2002-2006 PROJECTS

- 20 thematic networks
- 8 working groups
- 3 studies
- 4 qualifications projects in the new member states
- 2 fast track pilot projects
- 1 support for cities initiative

The key statistics outlined above provide a general overview of the variety of partners and member states represented within the URBACT projects. The graphs provide more detailed information on how each project contributes to these figures.

Table 1 - Project Partners

This chart shows all 38 approved URBACT projects. It illustrates the breakdown between city partners and other partners. Cities are the main target for URBACT which explains why 80% of all partners are cities. Only 3 thematic networks had non city partners, the majority of the 'other' partners participate in working groups.

Table 2 - Member State Breakdown

Table 2 shows the number of partners participating in the programme from all the EU member states and other countries. It shows that 29 countries participated in the URBACT programme with at least one active city or partner.

Table 3 - New Member State and Other Countries Participation

From May 2004 10 new member states and accession and neighbouring countries were eligible to be financed by the URBACT programme. In order to assist their participation an option of joining a network as an 'expert' was made which reimbursed cities for travel and subsistence costs. The following graph illustrates that of the 165 new member state and other countries cities participating in the URBACT Programme a total of 46 were experts and 119 made financial contributions and were full partners. The same city may appear more than once in different projects.

It should be noted that expert status was only offered for thematic networks and working groups and 44 of the 46 expert cities participate in thematic networks. Two special projects were organised to target new member state participation in the URBACT programme – Support for Cities and Measure 1.2 Qualifications. Of the 119 new member state and other countries partners, 63 are from these two initiatives.

TABLE 1 – Number and Type of Project Partners

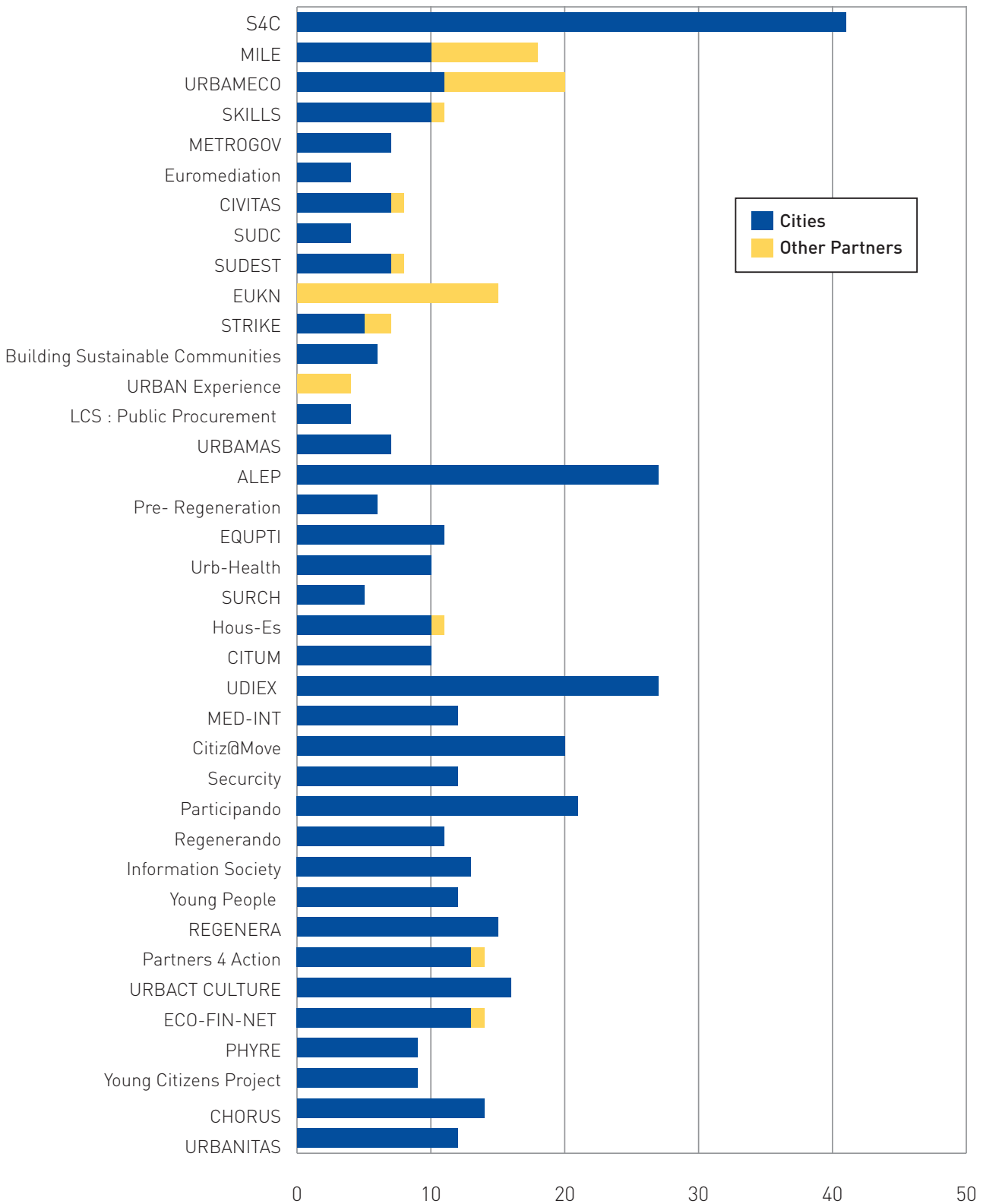


TABLE 2 – Member State and Other Countries Representation

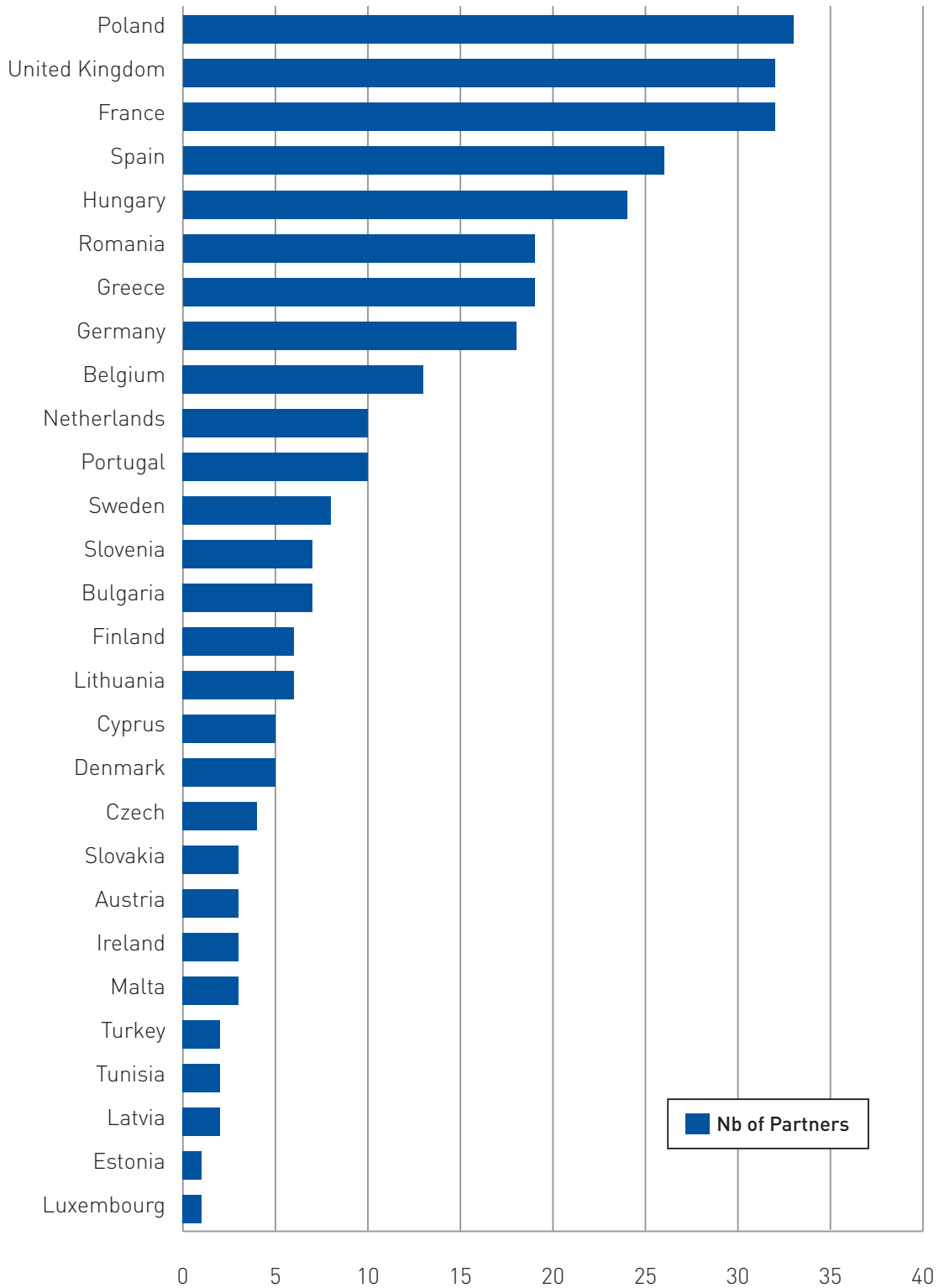
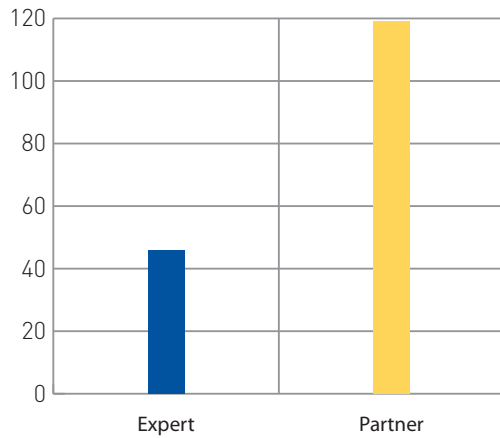


TABLE 3 – New Member State and Other Countries Participation



Conclusion

The URBACT Programme has allowed hundreds of cities and other partners to exchange their experience and knowledge on important urban topics. It has done this with a very small budget with the average cost of a network being 620,000 euros.

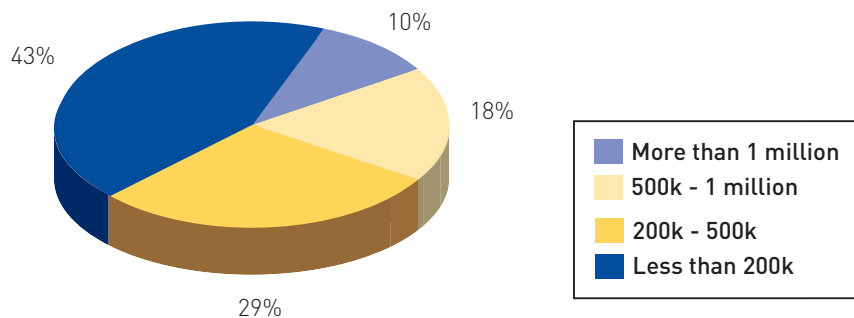
The link to the URBAN initiative has also been successful as a balance between all of the URBAN programming periods has been achieved. Cities from UPP through to URBAN II have all participated in the URBACT programme.

The projects financed have all produced a number of interesting products. The information sheets outlined in this publication provide details of these outputs and summarise the key findings and recommendations.

Graph 4 - City Size

Graph 4 illustrates the diversity of the cities participating in the URBACT programme. The majority of cities participating are small cities and in some cases city districts, this is due to the link in many cases to the URBAN initiative which focused efforts in deprived urban areas but also due to the large number of small cities participating from the new member states. A total of 72% of the cities participating in the programme have less than 500k inhabitants.

TABLE 4 – City Size



PROJECT FACTSHEETS



NETWORK TITLE

CHORUS

LEAD PARTNER

BASTIA, FRANCE

MAIN THEME

CULTURAL HERITAGE

**NETWORK DETAILS****PARTNERSHIP** – 13 cities from 7 countries:

Anderlecht (Belgium) • Bastia (France) • Cosenza (Italy) • Graz (Austria) • Syracuse (Italy) • Volos (Greece) • Foggia (Italy) • Naples (Italy) • Toledo (Spain) • Girona (Spain) • Belfast (Northern Ireland) • Ourense (Spain) • Vila do Conde (Portugal) •

NETWORK DURATION – 39 months**NETWORK STATUS** – complete**TOTAL COST** – 600,000 euros**ERDF APPROVED** – 300,000 euros**BRIEF DESCRIPTION OF NETWORK**

Partners in the CHORUS network set out to valorise the contribution cultural heritage can make to urban regeneration projects.

A number of sub themes were identified:

- Urban regeneration projects and cultural heritage
- Cultural heritage as an important development asset
- Cultural identities and social cohesion

SUMMARY OF PROJECT ACTIVITY

The city of Bastia in Corsica is the smallest URBACT Lead Partner city in population terms but by no means should this be a judge of the quality of the networking activity. This project which started work in June 2004 with a kick off meeting in Bastia has held a total of 8 seminars and a final conference in November 2006 in Naples. The seminars always included site visits and case study examples which are now presented within the Final Report.

The network's activities are based on the assumption that cultural heritage has a contribution to make to the processes of territorial valorisation and modernisation and has to be considered as a major resource for economic development and social cohesion. The network set out to prove through practical examples that cultural heritage should not be considered as a constraint in urban regeneration projects but should be considered as a resource which can be used to improve such projects.

The work undertaken resulted in the identification of clear guidelines on how to create links between cultural heritage preservation and urban regeneration.

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The final report for CHORUS is presented as a folder including 10 sheets of practical guidelines and a full report of the network findings.

The network's recommendations focus on the different steps in order to achieve harmonious and sustainable development based on cultural heritage, built or non-built. The conclusions of the network can be summarised as follows:

Any approach to improve cultural heritage should be based on the best possible existing knowledge and experience. The importance of prior knowledge of history of cultural goods through the creation of an inventory is considered essential to ensure a well managed project.

Good quality training in heritage related jobs is essential to contribute to the continued relevance of cultural heritage in urban regeneration. There is more and more demand from young people for such jobs which has led to new schools being set up to avoid losing these disappearing skills.

In order to ensure successful incorporation of cultural heritage into an urban regeneration project it is essential to consider the following three stages; safeguarding, enhancement and regeneration. Safeguarding is a set of actions enabling the protection of the physical integrity of a cultural asset, enhancement is the research of new uses for the asset and regeneration is the integration of the heritage asset into the plans for an urban area.

Funding for heritage projects is complex and needs full political backing. Heritage projects are expensive and

the innovative use of finance from public sources is just as important as seeking private partners.

The integrated approach to an urban regeneration project which includes a consideration of cultural heritage can contribute to a long lasting economic benefit through an understanding of the areas identity and values.

Cultural heritage is a true resource in itself especially in the field of tourism and hence a positive tool for economic development. However it remains problematic to prove and quantify the link between tourism and the economic development of a city.

Cultural heritage in a city has a natural capacity to provide a feeling of belonging to local populations, however, there is a risk that at the end of the regeneration process there is economic and cultural segregation due to gentrification. Projects should recognise the social tissue from the outset to avoid this phenomenon.

Modern architecture can be instrumental in enhancing cultural heritage. For example, an architectural work of quality can reveal the deep identity of a city ignored until then or an underground car park can free the access to cultural monuments.

Industrial heritage must be conserved in the same way as buildings with historical value. The industrial heritage of a city is often the key to the identity of the local community and acts as an important urban regeneration tool. In order to ensure that this heritage is treated respectfully it is necessary to safeguard it as with other cultural heritage monuments.

KEY DOCUMENTS

- 8 seminar reports
- Best Practice Charter including over 80 case studies
- 10 sheets of practical guidelines

QUOTES FROM PARTNERS AND EXPERTS

•What's great about working as a network is that different professions get to meet. I was genuinely surprised by this true community of friendship whose members all pull together, almost like a family. This close relationship leads to enhanced spontaneity during discussions, in spite of the language barrier , comments François Guiguet, Thematic Expert.

NETWORK TITLE

CIT-UM

LEAD PARTNER

ASDA, WEST ATHENS, GREECE

MAIN THEME

TRANSPORT

**NETWORK DETAILS****PARTNERSHIP** – 10 cities from 7 countries:

ASDA (Association for the development of West Athens) (Greece) • Catania (Italy) • Valladolid (Spain) • Larnaka (Cyprus) • Alexandroupoli (Greece) • Sevilla (Spain) • Budapest-Csepel (Hungary) • Valletta (Malta) • Szekszard (Hungary) • Kalisz (Poland) •

NETWORK DURATION – 33 months**NETWORK STATUS** – complete**TOTAL COST** – 516,686.56 euros**ERDF APPROVED** – 258,343 euros**BRIEF DESCRIPTION OF NETWORK**

The project aims to demonstrate how local mobility problems can be dealt with through an open democratic consultation procedure involving the active participation of the users concerned within deprived urban areas i.e. local SMEs and work force, local authorities and travelling residents.

The following four sub themes were considered:

- Transport and Urban Regeneration
- Assessment of Mobility Policies - evaluation
- Alternative transport means
- Urban Mobility and Citizen Participation

SUMMARY OF PROJECT ACTIVITY

The CITUM network sets the issue of transport and environment within a local authority context. It has identified the achievements and the problems and barriers that European cities face with regard to urban mobility planning and it has reviewed methods and processes regarding urban transport system management as a tool for urban development.

The network identified good practice case studies which were used as discussion tools for the thematic workshops based around the four themes: [A] – Urban Mobility and Planning, [B] – Evaluation of Urban Mobility Practices, [C] – Promotion of Alternative Urban Mobility Solutions and [D] – Citizen Participation in Urban Mobility Planning and Management. The 19 case studies produced were enhanced by a thematic Template Survey carried out among the 10 partners, which produced in-depth and detailed insights on the issues not covered or exhausted by the case studies.

The results of the survey and the case studies have been developed into (i) a Guide for Urban Mobility Practices, and (ii) a Pan-European Handbook for Urban Mobility Planning, for which the details and conclusions are outlined below.

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The CITUM Guide for Urban Mobility Practices is based on the 19 thematic case studies produced by the CITUM partners and the responses from the four surveys carried out by network representatives.

The report outlined the journey travelled by the network based on the four identified sub themes. It takes in detail on each theme, outlines the collective findings and provides a detailed overview of some of the more relevant case studies.

Finally the guide outlines a series of conclusions and suggestions from the baseline work, these are all classified by theme and can be summarised as follows:

1. Urban Mobility and Urban Planning – urban mobility planning needs to become more integrated within the wider urban planning process in order to maximise the positive effects on the development of the city.

2. Evaluation of Urban Mobility Practices – should rely more on thorough and comprehensive analyses of the impact of urban functions to become a genuine tool for informing

politicians and citizens and increasing participation levels. There should be a multi-criteria methodology no longer simply focusing on economic concerns, along with more resources available for ex post assessment.

3. Promotion of Alternative Urban Mobility Solutions – alternative solutions are gaining in importance because of the opportunities provided by new technologies and the increasing shortage of resources for heavy infrastructure. However, the potential for sustainable mobility is limited unless linked to car restrictive practices.

4. Citizen Participation in Urban Mobility Planning and Management – citizen participation is now being taken seriously due to the growing social concerns for better and higher levels of mobility. It should however be supported by valid and complete information from comprehensive studies.

KEY DOCUMENTS

- 1 inception report
- 8 working group / thematic reports
- 1 Guide for Urban Mobility Practices
- Pan-European Handbook for Urban Mobility Planning and Management.

QUOTES FROM PARTNERS AND EXPERTS

•CITUM is only the first step towards a wider forum that aims at placing urban mobility within an Integrated Urban Planning context. The initial outcome provides more questions than answers, but all partners hope to deal with those questions more deeply and thoroughly in the near future , Kostas Petrakis, thematic expert of the CITUM network.

NETWORK TITLE

CITIZ@MOVE

LEAD PARTNER

SEVILLE, SPAIN

MAIN THEME

CITIZEN PARTICIPATION

**NETWORK DETAILS****PARTNERSHIP** – 19 cities from 9 countries:

Aalborg (Denmark) • Aarhus (Denmark) • ASDA West Athens (Greece) • Brussels (Belgium) • Charleroi (Belgium) • Cosenza (Italy) • Derry (United Kingdom) • Gera (Germany) • Graz (Germany) • La Louviere (Belgium) • Misterbianco (Italy) • Valenciennes (France) • Pecs (Hungary) • Sambreville (Belgium) • Seville (Spain) • Siracusa (Italy) • Toledo (Spain) • Turin (Italy) • Valencia (Spain) •

NETWORK DURATION – 40 months**NETWORK STATUS** – complete**TOTAL COST** – 1,047,744 euros**ERDF APPROVED** – 518,872 euros**BRIEF DESCRIPTION OF NETWORK**

THE Citiz@MOVE network focused its exchange on finding new ways to involve citizens in urban regeneration.

The following sub themes were addressed:

- Citizen Participation and inclusion of minorities
- Citizen Participation and Governance of urban projects
- Citizen Participation and information and communication technologies

SUMMARY OF PROJECT ACTIVITY

The Citiz@Move network lead by the city of Seville was the result of a joining of forces of three potential lead partners. This marriage resulted in a network with three distinct working groups in line with the three sub themes. The first, led by the Danish city of Aarhus, studied the issues surrounding the empowerment of ethnic minorities. The second, run by Charleroi in Belgium, concentrated on producing guidelines on citizen participation and city project management. The third and final group, managed by the network's lead partner, Seville, looked at how new technology can help encourage citizen participation.

The network carried out individual working group meetings with Seville acting as the link between these groups. The exchange of experience was carried out on three levels:

- 1. Local workshops in each participating city**
- 2. Seminars to exchange experiences** – 3 or 4 meetings per topic
- 3. General Assemblies with all network cities** – 3 over the lifetime of the project

The network used a wide variety of best practices to illustrate how citizens can be included in local life, from the Everyday House in the industrial part of Turin to the inter-religious discussion forums in Gera, not forgetting the efforts made by the city of Graz to promote citizen participation through ICT. All these best practice case studies are presented within the network final report.

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The Citiz@move network's final conference was held in Seville in October 2006. The Citiz@move network presents its conclusions in the rather original form of a journey of participation through twenty European cities, with the three working groups each mapping out an itinerary: the green itinerary (starting with the actors), the red itinerary (starting with the processes) and the blue itinerary (starting with the tools). It hopes the experiences outlined in this journey will encourage cities to adopt a participatory approach as well as offering them some guidance.

A number of conclusions were reached during the conference, such as the usefulness of adopting an intercultural approach to participation, rather than one that is solely restricted to the integration of ethnic minorities. The network's members also pointed out that sustainable human and financial means are vital if the participatory process is to run smoothly. A further recommendation the network makes: take account of the relationship between people and place, in other words the relationship between local citizens and the places in which they live.

The travel guide outlines recommendations from each working group some of which are outlined below:

Working Group 1 Strengthening and Integrating Ethnic Minorities

The main recommendation fall into three categories:

Empowerment of Young People, women and elderly from ethnic minorities – create a local structure which can support the needs of each group and encourage their interest in participating. Such structure need to take into account specific needs of confidentiality and special services

Promoting Ethnic Enterprise – the use of role models and partnerships is essential

Develop a dialogue between ethnic communities – finance for multi cultural events and activities is key to encouraging ethnic groups to participate

Working Group 2 Conditions for Participatory Governance

The following 6 dimensions are considered to be important to guarantee participatory governance

New policy making at local level – a political will based on corporate decision making is required

Culture of Transparency – transparency in the process of drafting projects

Information and Communication – use of clear documents and common website

Sustainability of Practices – integrated approach as an ongoing process

Culture of day to day participation – not something imposed or added on but a real culture needs to be developed

Collective Spaces and Learning Support – connection between the place where action is happening and the social links of this place

Working Group 3 - Governance and E-Democracy

A series of 5 recommendation have been developed for this group:

Develop a new information culture – rethink the institutional culture on communication

Beyond e-government – create new virtual assemblies

Bridging the digital gap – IT facilities should be accessible eg free internet posts with education to avoid social exclusion

New forms of communication with Third Sector – cross sectoral cooperation will help to improve communication at city level

Develop human workforce – improve local awareness of people working on local actions

KEY DOCUMENTS

- Workshop meetings reports related to the working groups and the General Assemblies
- 13 newsletters
- 1 travel guide to participation in 20 European countries (French and English)
- 1 CD ROM
- IT tool - Design and function of the IT - User Book and administrative Book
- Telecenter training Documents

QUOTES FROM PARTNERS AND EXPERTS

•If there is just one lesson to be learnt from this journey, it is that participatory culture is definitively pluralistic, comments Bernard Declève, Citiz@move's general expert, in the final report.

NETWORK TITLE

ECO-FIN-NET

LEAD PARTNER

LEIPZIG, GERMANY

MAIN THEME

LOCAL ECONOMIC DEVELOPMENT

**NETWORK DETAILS**

PARTNERSHIP – 14 partners from 9 countries:

- Deutscher Verband für Wohnungswesen (Germany)
- Evosmos (Greece)
- Gdansk (Poland)
- Gera (Germany)
- Gijón (Spain)
- Grenoble (France)
- Leipzig (Germany)
- Marseille (France)
- Rotterdam (Netherlands)
- Venice (Italy)
- Vienna (Austria)
- Vilnius (Lithuania)
- West Athens (Greece)
- Birmingham (United Kingdom)

NETWORK DURATION – 30 months

NETWORK STATUS – complete

TOTAL COST – 569,000 euros

ERDF APPROVED – 279,500 euros

BRIEF DESCRIPTION OF NETWORK

The ECO-FIN-NET network dealt with issues of support to small and medium size enterprises (SME). Three distinct sub themes were identified:

- Access to finance for SMEs
- Public Sector Financial Support
- Non financial services

SUMMARY OF PROJECT ACTIVITY

The network was approved as one of the first URBACT projects focussing on access of SMEs to finance through innovative financial instruments and in particular on the access of the smallest companies in less favoured urban areas.

The ECO-FIN-NET partners identified the following three issues which formed the structure for the three working groups:

- 1. Access to Finance for SMEs** – generally through banks or other financial institutions with which SMEs can encounter difficulties. The network studied the reasons for these difficulties and suggested possible solutions
- 2. Public Sector financial support** – grants and loans for businesses and start ups are commonplace in many cities but ECO-FIN-NET questions the relevance of such schemes and in particular the adaptations required for the specific conditions of micro enterprises in deprived areas
- 3. Non financial services** – business advice, training, mentoring and networking are all ideas which have been studied by the network partners

A series of meetings including the kick off meeting, 5 working groups meetings, 1 interim meeting and 1 expert meeting have taken place followed by the final conference held in March 2006 in Marseille.

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The ECO-FIN-NET network was the first of the URBACT networks to complete its work. By sharing experiences and analysing the best practices employed in each of the cities as well as the difficulties encountered, ECO-FIN-NET has been able to put together a certain number of recommendations on how cities can help facilitate SMEs' access to financing in rundown urban neighbourhoods.

These recommendations are outlined within the Final Report – •SMEs' access to finance- Cities' actions in less favoured urban areas . Including a series of recommendations developed from the three working groups.

1. Access to Finance

Some traditional lending institutions are reluctant to finance some projects for a variety of reasons. The network has tried to suggest how to address the problems causing this:

Lowering or sharing the risk – Local authorities should consider contributing to loan guarantee schemes for SMEs in disadvantaged areas. A guarantee scheme should be flexible targeted at businesses. Guarantee schemes should be managed by specialised financial institutions to lower operational cost

SME access to finance needs to be part of a wider economic policy

Access to private finance for SMEs should be made easier for SMEs via assistance when preparing loan applications. It is recommended that this support be eligible for regional support schemes

2. Public Sector Financial Support

SMEs need stable, visible and efficient procedures:

Sustained access to financial resources meaning multi annual programmes linked to the private sector as public resources are dwindling

Schemes have to be promoted to SMEs through organisations set up for this purpose

Technical expertise developed by specialist institutions in partnerships are required to be efficient

3. Non financial support

Non financial measures are an important complementary part of the measures to allow SMEs to access finance.

The network identified 4 types of non financial service:

Information – a variety of aspects are covered including tax, business planning, etc.

Training – aim to deliver a higher level of entrepreneurial skills in bookkeeping, IT and e-commerce

Mentoring – assistance from experienced entrepreneurs to help solve problems

Network support – networks between entrepreneurs to do joint advertising and business to business transactions

Taking account of these recommendations and good practice case studies can go towards ensuring more coordinated local support for SMEs.

KEY DOCUMENTS

- 1 report on Financial Instruments for SMEs (Microcredits, mezzanine funding, guarantee schemes, venture capital, loans)
- 1 report Public SME Support (Grant schemes, subsidies)
- 1 report Support Services and SME networks
- 1 Compendium of Case studies ...more than 20 from all partners on all sub themes
- 1 final report and executive summary

QUOTES FROM PARTNERS AND EXPERTS

- What SMEs need is a package that includes specific financial products and that is directly integrated in the support provided by financial institutions, local authorities and local players. This need is present not only during an SME's creation phase, but throughout the company's life , explained Detlef Schubert, Leipzig's deputy mayor, and responsible for the city's economy.

NETWORK TITLE

HOUS-ES

LEAD PARTNER

POZNAN, POLAND

MAIN THEME

HOUSING, URBAN REGENERATION, PUBLIC REALM
MANAGEMENT & RENEWAL OF LARGE HOUSING
ESTATES



NETWORK DETAILS

PARTNERSHIP – 16 partners from 8 countries:

Poznan (Poland) • Brindisi (Italy) • Prague (Czech Republic) • Olsztyn (Poland) • Budapest-Csepel (Hungary) • Duisburg (Germany) • Sopot (Poland) • Dunaujvaros (Hungary) • Brno (Czech Republic) • Warsaw (Poland) • Grand Lyon (France) • Gelderland (Netherlands) • Architects Council of Europe (Belgium) • Council of Europe Development Bank (France) • CECODHAS (Belgium) • Politecnico di Milano (Italy) •

NETWORK DURATION – 24 months

NETWORK STATUS – ongoing

TOTAL COST – 596,000 euros

ERDF APPROVED – 298,000 euros

BRIEF DESCRIPTION OF NETWORK

The Hous-Es network has as a principal theme the management of large housing estates. The network has selected three sub-themes:

- Regeneration of deprived housing areas with a focus on the quality of housing environment, quality of life and management questions
- Modernisation of large housing estates with a focus on the quality of housing environment, quality of life and management questions
- The development of new housing areas: this theme was considered at the end of the network in order to make practical recommendations and guidelines

SUMMARY OF PROJECT ACTIVITY

Hous-Es has brought together a strong and varied partnership representing both the new EU member states and those from the EU 15 (benefiting or having benefited from URBAN initiatives or Urban Pilot Projects) with the aim of examining together the subject of Management and Renewal of Large Housing Areas.

The network is characterised by a high degree of differentiation not only in geographical location but also in the scale of urban concentration and perspectives, involving 1 provincial authority, 3 capital cities, 1 urban agglomeration, plus city and district authorities – as well as 4 important associate partners.

The intention was to focus on the policy issues and situations affecting large housing estates and homogenous inner-city housing areas with a view to identifying strategies which can produce improved urban planning, architectural and general living standards in such areas. The network placed an important emphasis on the improvement of living conditions in deprived housing areas and neighbourhoods.

In order to examine and share partner experience and expertise Hous-Es instigated a series of working seminars focussing on thematic aspects of the problem but always referring back to a holistic point of departure. The seminar topics are outlined below:

- Duisburg (Germany) – An introduction to integrated practices
- Milan (Italy) – The public realm
- Brindisi (Italy) – The physical dimension
- Gelderland (Netherlands) – Process
- Brno (Czech Republic) – Financing housing provision
- Rillieux-la-Pape (Grand Lyon, France) – The social context
- Csepel: Budapest and Dunaujvaros (Hungary) – Review of partner experience and future perspectives

The result of these exchanges (based on preparation of case studies and papers, site visits, and partner debate) has generated a common understanding of the issues but also demonstrated a wide variety of experience among the network members ranging from: the comprehensive and often sophisticated approach to neighbourhood renewal with housing as a key component, to; the application of targeted even punctual actions in response to defined priorities; and the appreciation of the scale and scope of ongoing difficulties confronting many cities which is frequently context specific.

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The Hous-Es network recently held its final working seminar and the closing conference is scheduled for November 2007. The final report is currently being drafted and will be a series of documents comprising:

- Case study dossier
- Analysis of Hous-Es partner experience and activity
- A checklist for the evaluation of housing projects and programmes in form of Regeneration Toolkit (software + tutorial)
- A tutorial tool for local practitioners to highlight selected topics within an integrated approach (e.g. citizen participation)
- General and topic related recommendations

Determining recommendations proved to be a delicate task for the network because advice which can be beneficial for certain city experiences and situations is for others a tried and tested even adapted evidence. Nevertheless the Hous-Es network, based on the transfer of experience and practice and joint reflection, has put together a list of general recommendations and specific topic guidelines which include:

General Recommendations:

1. The continued need to recognise the value of initiating and supporting pilot projects as a catalyst for integrated action
2. Increase the effectiveness of knowledge transfer to the local level by providing access to a pool of expertise and coaching with effective on-site (working) presence in the localities concerned or training of practitioners in another practice context
3. Encourage more NGO involvement in housing areas in difficulty
4. Aspects such as resident involvement/participation and integration should be given structure on a systematic basis across the EU by initiating specific programmes in this respect to familiarise practitioners and politicians with balancing top-down/bottom-up approaches

Targeted Recommendations:

1. Develop an assessment framework based on globally accepted and local quality indicators, particularly quality of life indicators to optimise problem and priority definition and monitor the effects of intervention
2. Create diversity in housing areas both in terms of physical provision and social composition and create appropriate levels of amenity
3. Involve all stakeholders public authorities, private partners and developers, community groups and service providers in ensuring the intrinsic quality of the surroundings. Improve and upgrade communal areas, public space, accessibility and the public realm as a matter of priority
4. Apply the concept of revolving funds to recycle public, housing association or market revenues (planning gain or incentive negotiation) creating a direct channel of reinvestment back to housing neighbourhoods in difficulty
5. Stimulate awareness and encourage acceptance of loan products as a means of subsidising individual and authority based housing improvements
6. Systematically seek to improve energy efficiency while introducing safeguards that the cost of utilities does not become a prime contributory factor in household financial stress

The completed final report and full recommendations will be available for the final conference in November 2007.

KEY DOCUMENTS

- Meeting reports
- 1 baseline study
- 1 report on indicators and questionnaire
- 20 Case Studies
- Newsletters
- Web Site

QUOTES FROM PARTNERS AND EXPERTS

- The public realm is the community glue which determines the viability of housing districts in our towns and cities ...in order to create a good place to live and a viable neighbourhood you have to design a great public realm , Prof. Alex Garvin during the Milan seminar.

NETWORK TITLE

INFORMATION SOCIETY NETWORK

LEAD PARTNER

MANCHESTER, UNITED KINGDOM

MAIN THEME

INFORMATION SOCIETY



NETWORK DETAILS

PARTNERSHIP – 13 partners from 9 countries:

Aviles (Spain) • Bari (Italy) • Gdansk (Poland) • Gera (Germany) • Gijon (Spain) • Glasgow (United Kingdom) • Helsinki (Finland) • The Hague (Netherlands) • Manchester (United Kingdom) • Tallinn (Estonia) • Tourcoing (France) • Valence (Spain) • Warsaw (Poland) •

NETWORK DURATION – 31 months**NETWORK STATUS** – complete**TOTAL COST** – 679,759 euros**ERDF APPROVED** – 339,879 euros

BRIEF DESCRIPTION OF NETWORK

The Information Society Network (ISN) aimed to identify, codify and disseminate examples of good practice where information technologies had been used as innovative tools to aid economic regeneration and social inclusion. The following 4 sub themes were identified:

- E-Democracy and Empowerment
- ICT and business development
- Culture, e-content and citizenship
- Citizen's access to ICT

SUMMARY OF PROJECT ACTIVITY

ISN partnership held 8 seminars in different partner cities, creating an opportunity for each partner to showcase good practice examples. These examples acted as a catalyst to generating debate and material that the expert could use to draw conclusions.

The seminars covered for each of the four sub themes:

- 1. E-Democracy and Empowerment** – ICT can be used to encourage citizens to participate in decision making in their community. ICT can increase the choice of channels for communicating with citizens and improve the consultation process.
- 2. Citizens Access** – government and public authorities are increasingly using ICT to provide a better service at a lower cost. This fact can have a negative effect due to the exclusion it can cause for those members of society without access.
- 3. ICT and Business Development** – business can become more efficient and profitable through the use of ICT.
- 4. Culture, E-Content and Citizenship** – ICT can help to promote the inclusion of different social groups and through cultural activities it is possible to engage with local citizens.

The case study approach adopted by ISN allowed the analysis to highlight interesting projects, a large number of which can be found in the network final report.

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

In Brussels on May 17th, the Information Society Network (ISN) presented the conclusions of its work on the use of new information and communication technologies in urban development.

The report incorporates a summary of the network's findings and a number of case studies, concluding that ICTs can help to improve the quality of life of those living in cities: smartcards, on-line administration and continuing education are just some of the services that have been made possible by technological developments. However, the most important aspect is the interests of the citizens themselves.

The network's recommendations are based on a series of best practices:

It is vital for all cities to have a coherent, evidence based ICT strategy which prioritises policy options against the achievement of key strategic goals – strategies need to be regularly updated and monitored against changes in user needs and available technologies.

Future policy initiatives dealing with e-inclusion need to take into account the fact that the digital divide is multi dimensional – the gap between users and non users of ICT is becoming greater. Programmes which aim to reduce that divide should involve disadvantaged groups in the development of the schemes and produce a compelling content. Programmes aimed specifically at sector groups needs funding over the long term and not just as a short term solution.

The Lisbon strategy focus on jobs and growth should recognise the importance of cities as employers and purchasers of goods and should bear this in mind when considering questions of e-procurement – the threat is to local SMEs that fail to come to terms with e-commerce and e-purchasing.

High speed internet connections are an economic necessity – the supply of broadband into the home should be regarded as any other service such as water or electricity. Public/private partnerships should be used to help to achieve this goal with EU finance available to assist where there is market failure.

Future programmes should consider funding the mobility of key personnel so that in-depth technical exchange can take place – further and more comprehensive funding for cross thematic groups would be of use.

KEY DOCUMENTS

- 8 working seminars
- A system which allowed users to develop and update case studies online
- Mentoring programme for partners
- Final report

QUOTES FROM PARTNERS AND EXPERTS

- Europe is by far the most advanced in the development of a social model for ICT, addressing questions of social exclusion, cohesion and regeneration, and this is the real added value looking at the socio-economic role of ICT and not just the technological or business role , comments Dave Carter, Director of the Digital Development Agency in the city of Manchester.

NETWORK TITLE

MEDINT

LEAD PARTNER

SYRACUSE, ITALY

MAIN THEME

INTEGRATED APPROACH

**NETWORK DETAILS**

PARTNERSHIP – 12 partners from 7 countries:

Alicante University (Spain) • Granada (Spain) • Heraklion (Greece) • Misterbianco (Italy) • Seville (Spain) • Syracuse (Italy) • Toledo (Spain) • Zarzis (Tunisia) • Valencia (Spain) • Larnaca (Cyprus) • Kutna Hora (Czech Republic) • Białystok (Poland) •

NETWORK DURATION – 37,5 months

NETWORK STATUS – complete

TOTAL COST – 678,000 euros

ERDF APPROVED – 300,000 euros

BRIEF DESCRIPTION OF NETWORK

The MEDINT network set out to exchange on the following sub themes:

- Urban regeneration: integrated approach to urban preservation and regeneration as a resource for urban regeneration and promotion
- Economic activities: public private partnerships to promote historic heritage safeguard and tourist activities valorising local production peculiarities
- Social inclusion: social insertion of young people and disadvantaged groups
- Culture and development: promotion of local economic activities through the valorisation of local culture resources (culture, local art crafts, tourism)
- Improved urban governance mechanisms: partnership for local project management

SUMMARY OF PROJECT ACTIVITY

As one of the first thematic networks approved MEDINT has shown the importance of local working for effective networking. This network was established with the aim of having few key exchange meetings where all partners came together but more local forum meetings in each partner city bringing together all sectors to create groups which are sustainable after the network is complete. This structure has provided a much stronger local impact with more local actors participating in the network than in other networks.

The theme of integrated approach allowed the city participants to bring together key urban actors from all sectors at a local level and reported the findings of these groups at 3 key exchange meetings.

MEDINT's starting point was that the integrated approach is the best strategy to solve problems of sustainable urban development across Europe.

Local Forums have been a central and driving activity of the network and produced many of the strongest results. Based on an active dialogue between inhabitants, municipality personnel, businesses, and elected representatives prior to effectively start any urban project, Local Forums were a new concept to many of the cities. Its success in the MEDINT experiment has underlined the essential need for interchanges between inhabitants and municipalities, but also the need for exchanges between all levels of actors – public and private sectors, citizens, voluntary sector – to guarantee the future development of European cities.

The results of the local forums were brought together into a final report on the Integrated Approach in Mediterranean Local Development.

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The final seminar for the network was held in Syracuse in September 2006 and brought together all partners and some external participants. The meeting presented the final report for this network which is in the form of a folder.

Some of the most interesting elements of the report include:

The golden rules for managing a local forum:

- Involve the right representation of members and clearly define your objectives
- Assure a democratic control and motivate your members
- Select an experience and effective coordinator
- Never stop preparing
- Introduce yourself and explain what the group is about
- Ask about the participants, create mutual respect
- Ask general questions to start the conversation flow
- Have participants write answers down before discussion begins
- Spread discussion don't allow some to dominate
- Record the group sessions and analyse themes discussed

Concrete suggestions for local decision makers:

- Construct new relationships between people and institutions
- Involve excluded citizens
- Enrich the policy making process with sharing of content and responsibilities
- Institutionalising and financing the organisation of groups
- Promote local actions in an era of globalisation
- Strengthen accountability – how to take account of local forum final results
- Participation in decision making processes – all sectors present
- Participation and the delivery of local services – management of local projects

In addition to these recommendations, the MEDINT partners also made proposals for new integrated urban plans for their cities. This sort of concrete plan is a strong output which can help to ensure the continuity of a project.

MEDINT has also produced a new system of indicators to measure the level of integration and effectiveness of projects.

KEY DOCUMENTS

- The manual of integrated good practice ...39 case studies
- The integration indicator system
- Toolkit for integrated projects

QUOTES FROM PARTNERS AND EXPERTS

Among the different experiences of the network the most charming one has been the experience of Local Forums, through which twelve cities from 7 different partner countries have tested a new tool that, in most of the cases, has become an indispensable instrument assuring a stronger relationship between institutions and citizens , Giambattista Bufardecì, mayor of Syracuse.

NETWORK TITLE

PARTECIPANDO

LEAD PARTNER

ROME, ITALY

MAIN THEME

CITIZEN PARTICIPATION



NETWORK DETAILS

PARTNERSHIP – 22 partners from 8 countries:

Belfast (United Kingdom) • Bordeaux (France) • Maribor (Slovenia) • Région Bruxelles-Capitale (Belgium) • Cannes (France) • Pamplona (Spain) • Stavroupoli (Greece) • Catania (Italy) • Venice (Italy) • Cosenza (Italy) • Polichni (Greece) • Rome (Italy) • Duzce (Turkey) • Evosmos (Greece) • Foggia (Italy) • Grenoble (France) • Paris (France) • Inverclyde (United Kingdom) • Naples (Italy) • Newcastle (United Kingdom) • Reggio di Calabria (Italy) • Hacer Network •

NETWORK DURATION – 37 months**NETWORK STATUS** – complete**TOTAL COST** – 872,500 euros**ERDF APPROVED** – 420,000 euros

BRIEF DESCRIPTION OF NETWORK

The Partecipando network has made it possible for the partners to reflect upon, capitalise and circulate local experiences of direct citizen participation in urban development.

Sub themes:

→ Citizen participation in the development, implementation and management of integrated and sustainable regeneration and local development projects

→ Education and training to increase local capacities to be involved in local issues

SUMMARY OF PROJECT ACTIVITY

Partecipando set out to exchange experience and disseminate good practice around the issue of local citizen participation. The large number of partners was both an advantage in the sense that there were lots of good experiences to share. However so many partners can also be problematic when seeking consensus as Rome realised when producing the final results.

The network proposed a phased approach to working which included:

1. The first phase of **local enquiries** using local expertise was carried out in 9 partner cities. These surveys were intended to help to gain a better understanding of the experiences by a thorough analysis of the strengths and weaknesses of the practices undertaken.
2. The second phase aimed at defining the best practices of citizen participation through 12 **working seminars**.
3. The third phase was to organise this wealth of knowledge into the major productions the European Handbook and the Participation Charter.

The partners identified 5 major areas of participation upon which the analysis was structured:

1. Participation, why and for whom?
2. Communication and training of players and actors
3. Methods and Tools for Citizen Participation
4. Participation aspects in each stage of project development
5. How to assess the results and impact of participation

The final conference took place in Rome in April 2006 where the main conclusions of the network were presented.

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The partner cities' networking has resulted in the production of a European Handbook for Participation and a Participation Charter, two tools which should encourage heightened citizen participation in cities across Europe.

The network makes two main recommendations:

1. To improve communication between the cities administrative bodies and its citizens

2. To make a concerted effort to involve all those who are not generally consulted

The following specific points are made concerning these recommendations:

- Create a global communication strategy
- Set up communication networks involving all appropriate players
- Use IT and multimedia
- Organise key events in neighbourhoods
- Foster training courses for citizenship within schools
- Follow up on participatory actions
- Use language which is accessible to those being consulted

The European Handbook also highlights some 'participation challenges' which it feels if addressed these points can help a participatory process to avoid failure:

- 1.** The tension between inclusion and exclusion – those inside and those outside, those integrated within the city and those marginalised from social and political life. This is first and foremost a cultural issue, equality must be sought for a participatory process to be successful.
- 2.** The tension between top-down and bottom-up – conflicting agendas often leads to tension between institutions and local citizens and associations. Partnerships need to be forged to bring ideals and criteria closer to collective aspirations.
- 3.** The tension between marginal and central areas – avoid a focus on city centres ensure a balanced territorial approach.

As far as PARTECIPANDO is concerned, involving citizens in the decision-making process encourages social cohesion, stimulates creativity, preserves diversity and contributes to the autonomy of local governments.

KEY DOCUMENTS

- European Handbook
- Participation Charter
- 9 local enquiries
- 12 seminar reports
- 31 case studies

QUOTES FROM PARTNERS AND EXPERTS

•In current city administration habits, you never have much time for thinking, since all needs and priorities are urgent. Getting a chance to think our practices over, by comparing them to what others do was a great experience , points out Paolo Carrazza, Rome's deputy Mayor.

NETWORK TITLE

PARTNERS4ACTION

LEAD PARTNER

LIVERPOOL, UNITED KINGDOM

MAIN THEME

PUBLIC PRIVATE PARTNERSHIPS

**NETWORK DETAILS**

PARTNERSHIP – 15 partners from 11 countries:
 Amsterdam (Netherlands) • Brussels (Belgium) • Budapest (Hungary) • La Caisse des dépôts et Consignations (France) • Chemnitz (Germany) • Copenhagen (Denmark) • Gera (Germany) • Graz (Austria) • Lille Métropole (France) • Liverpool (United Kingdom) • Nicosia (Cyprus) • Nottingham (United Kingdom) • Riga (Latvia) • Porto (Portugal) • Royal Institute of Chartered Surveyors Europe (Belgium) •

NETWORK DURATION – 40 months

NETWORK STATUS – complete

TOTAL COST – 820,000 euros

ERDF APPROVED – 410,000 euros

BRIEF DESCRIPTION OF NETWORK

The Partners4Action (P4P) network considered how public-private partnerships can be used in urban regeneration projects. The following 3 sub themes were identified:
 → Structure & type of PPPs – Legislation, policy & incentives influencing PPPs
 → PPPs and industrial/commercial (re)development
 → PPPs and housing as a catalyst for urban regeneration and PPPs and education/training/civic facilities as catalyst for urban regeneration

SUMMARY OF PROJECT ACTIVITY

As one of the first approved thematic networks, Partners4Action has a very specific theme focussing on Public Private Partnerships in urban regeneration. The lead partner city, Liverpool, has significant experience in this theme and wanted to share this and learn from other cities experiences.

The P4A network firstly undertook a baseline study to assess the immediate needs of the partners to then allow them to further develop their understanding of PPP. This entailed gathering comparative data from the partner cities on their perceptions of PPP and their current usage of PPP in order to adopt a common framework to be used for the duration of the network. In addition to the baseline study a glossary of terms was created to ensure that in the exchange and discussions all the partners had the same understanding of what was being debated. This defined key concepts such as urban regeneration and PPP itself.

The main activity of the network focussed on the development and analysis of PPP case studies, based on the practical experiences of the partners in undertaking projects in their cities. These ranged from individual buildings through to large scale area based regeneration schemes and the use of a template format allowed the partners to identify common features, issues, and characteristics that would of interest and value to other regeneration practitioners.

The network produced a practitioners guide illustrating results and case studies which will be useful to other European cities considering Public Private partnerships. A CDROM is included within the report which explains in more detail the case studies and also outlines in full the baseline study.

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The network final report takes the form of a guide. Easy-to-read and well illustrated, this handbook should enable cities that are not yet familiar with PPPs – or who still need some convincing - to find practical advice and innovative ideas.

The Guide is split into 3 sections:

1. Understanding the Opportunities and Context

PPP will have different combinations of public and private funding and this should be negotiated to suit the project concerned.

There are 4 main PPP structures available – formal, contractual, special purpose vehicle or memorandum of understanding.

There are many constraining EU and national forms of legislation to be aware of.

Leadership and local knowledge are crucial to the success of a PPP.

Adapting to innovation and change are also essential.

2. Partnership Development

The role of different partners should be made clear immediately

The advantages and disadvantages of working with each sector should be stated for all partners to consider
Building trust is vital for a PPP

3. Maintaining Successful Partnership

Ensuring the continuity of collaboration

Accountability and transparency

The practical guide for policy makers and project managers of PPP has the following final observations:

PPP have a significant role to play in urban; regeneration and not only for infrastructure projects

PPP are not the sole solution to urban regeneration

PPP are often born out of limited public finance but can offer wider benefits bringing different parties together

PPP can make a significant contribution to changing work practices and the approach in the public sector

PPP require time and patience for them to be successful

KEY DOCUMENTS

- Seminar reports
- 1 Baseline Study Report
- 24 Case studies within the final report
- 1 Practitioners Guide with CD ROM

QUOTES FROM PARTNERS AND EXPERTS

- A true partnership must benefit all those involved, and it is vital to acknowledge that fact , comments Councillor Flo Clucas, Liverpool City Council.

NETWORK TITLE

PHYRE

LEAD PARTNER

KASSEL, GERMANY

MAIN THEME

URBAN REGENERATION

**NETWORK DETAILS**

PARTNERSHIP – 9 cities from 6 countries:
 Bydgoszcz (Poland) • Heerlen (Netherlands) • Kassel (Germany) • Komotini (Greece) • Lomza (Poland) • Saarbrücken (Germany) • Taranto (Italy) • Vilnius (Lithuania) • West Athens - ASDA (Greece) •

NETWORK DURATION – 32 months

NETWORK STATUS – complete

TOTAL COST – 194,000 euros

ERDF APPROVED – 97,000 euros

BRIEF DESCRIPTION OF NETWORK

The city of Kassel developed a network focusing on Physical Urban Renewal but seeking to achieve this through understanding and incorporating a wider spectrum of causal and influential factors i.e an integrated approach across the following sectoral boundaries:

- Social and Mobility Policy - social and cultural integration, youth work and education, promotion of employment, culture and health, and strengthening of social cohesion
- Strategies in Urban Regeneration – revaluation of the urban surroundings through enhancing environmental measures and elimination of urban nuisances, improvement of housing environment/increase of quality of life
- Unemployment and the Local Economy – economic development and reactivation by means of systematic intervention regarding both job offers and human resources

SUMMARY OF PROJECT ACTIVITY

The PHYRE network adopted a cooperation model to establish a strong partnership from the outset.

According to the network the prerequisites for effective cooperation are:

Trust – built from previous working together or having a strong common interest

Commitment – willingness to put forward competent experts on the selected subject

Credentials – diversity of experience, scale and approach makes for an interesting exchange.

PHYRE built their partnership around these prerequisites and noted the importance of the start up conference to allow partners to get to know each other, provide an opportunity for organisational issues to be resolved, create a platform for formal and informal deliberation, get a common understanding of the agenda and the expectations and obligations of each partner. At this first meeting the partners identified 3 thematic seminars as key moments of cooperation. These seminars would be preceded by a preparatory meeting and followed up in the following meeting to present the results. This focus on improving mechanisms for transnational co-operation has a clear added value: Seminars are based on better defined theme, the concrete benefits for the partners are visible and the partners are motivated to contribute and actively participate.

The three seminars addressed the three sub themes:

1. Social and Mobility Policy within urban regeneration
2. Physical regeneration in housing areas; Cooperation and negotiation with owners; Innovative procedures in brownfield redevelopment
3. Economic aspects/unemployment within the field of urban regeneration

LEAD PARTNER CONTACT DETAILS

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The network produced four booklets outlining their findings. The booklets acknowledge the fact that it is no longer possible to consider physical urban regeneration in isolation and that urban regeneration requires a broader perspective and should be considered in a holistic manner. It is also noted, however, that not all urban authorities can be regarded as having stepped up to this benchmark of an integrated approach.

From its exchange PHYRE partners identified a number of obstacles which are summarised below:

Insufficient understanding of the interdependency of social, physical and economic factors

Deficient structures of cooperation between local government departments and institutional barriers through regulations and rigid procedures

Limited involvement of relevant stakeholders in the regeneration process, in particular community and voluntary sectors

Lack of experience, trust and willingness to venture into partnerships with the private sector

Lack of public funding

Insufficient attention to long term vision

Lack of strategic and corporate planning tools

Inability of existing frameworks to deal with rapid pace of change and a lack of assessment of effectiveness of interventions i.e evaluation

Insufficient human resource capacity, not enough trained and specialised personnel

To address some of these obstacles the PHYRE network outlines the following conclusions:

1. There is no single blueprint for the integrated approach, context, ambitions and priorities linked to the problem experienced need to be taken into consideration when customising an approach.

2. Strategies should deal with physical, social, environmental and economic problems simultaneously.

3. A combination of vertical integration (between levels of authority) and horizontal integration (between sectors, departments and external agencies) is essential.

4. Development of complex partnerships linking government, enterprise, business and voluntary community sector is required to pool resources.

5. Link short term actions to long term and global vision, neighbourhood issues should not be tackled in isolation.

The network also identified a series of best practice case studies linking physical urban regeneration to the wider considerations ensuring a more sustainable result. These case studies are presented within the PHYRE final report and are available on the URBACT website.

KEY DOCUMENTS

- Three thematic reports
- Case Studies from seminars
- Final Report including:
 - Booklet A ...PHYRE network and partner cities
 - Booklet B ...The Integrated Approach ...key components and lessons
 - Booklet C ...PHYRE method
 - Booklet D ...(CD-ROM) Case studies, thematic reports, site visit picture story movies

QUOTES FROM PARTNERS AND EXPERTS

- The PHYRE experience was positive from an expert, professional and human point of view. We have learned a lot from each other , Marlene Damerau ...project coordinator of the PHYRE network.

NETWORK TITLE

REGENERA

LEAD PARTNER

GREATER LYON, FRANCE

MAIN THEME

URBAN REGENERATION



NETWORK DETAILS

PARTNERSHIP – 15 cities from 9 countries:

Belfast (United Kingdom) • Berlin (Germany)
 • Birmingham (United Kingdom) • Budapest (Hungary)
 • Glasgow (United Kingdom) • Lyon (France) • Milan (Italy)
 • Pescara (Italy) • Saint-Étienne (France) • Barri de la Mina (Spain)
 • The Hague (Netherlands) • Turin (Italy)
 • Prague (Czech Republic) • Santa Coloma di Gramanet (Spain) • Warsaw (Poland) •

NETWORK DURATION – 40 months**NETWORK STATUS** – complete**TOTAL COST** – 870,785 euros**ERDF APPROVED** – 413,312 euros

BRIEF DESCRIPTION OF NETWORK

The main aim of the network was to work on integrated approaches to sustainable urban development with a view to exploiting and sharing the experiences and practice of all the city partners.

The overall goal was broken down into four areas corresponding to the concerns of the participating cities:

- Physical urban renewal
- The integration of ethnic minorities
- Accessibility and transport
- The organisation of local communities

SUMMARY OF PROJECT ACTIVITY

The REGENERA thematic network has a main theme of integrated development in disadvantaged neighbourhoods with a particular focus on integration of ethnic minorities. The network, which started in January 2004 with 4 main sub themes: physical urban renewal, integration of ethnic minorities, accessibility and transport, organisation of local communities.

The four themes were split into seminar topics in order to be able to make meaningful exchanges. The seminar themes are outlined below:

- Exchange methodology - Milan
- Housing - Glasgow
- Citizen participation - Berlin
- Security - Turin
- Economic development and employment - Sant Adrià de Besòs
- Changing image - Saint-Étienne
- Multiculturalism - Birmingham
- Health - The Hague
- Rundown condominiums - Budapest
- Education - Pescara
- Governance - Belfast

One of the most innovative elements of the REGENERA network was the Officer Exchange. Three individuals per city had the opportunity to spend five days in one of the REGENERA partner cities in order to deepen their knowledge of how that city implements the integrated approach to urban regeneration. This intense method of exchange proved to be very successful.

**LEAD PARTNER
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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The REGENERA final conference took place February 2007 and was the first stage of dissemination of results. The final report, recently completed, is split into six parts:

The first part of the report **describes the urban areas** where urban regeneration is taking place.

The second part of the report attempts to understand the **policies and strategies** of urban regeneration that have been implemented by towns and cities.

The third part is devoted to **partnerships, programme steering, implementation of projects** in cities and to the principles that can be seen to underpin certain ways of working.

The fourth part describes **participation dynamics and co-production** with local residents.

The fifth part details the **resources** deployed to do all this.

The sixth part is devoted to the topic of **assessment**, the results obtained, and the impact of programmes and projects of urban regeneration.

The final report attempts to make a number of recommendations on the basis of the main chapters:

Diagnoses

There is a need for the highest possible quality diagnoses of communities and neighbourhoods targeted by urban regeneration projects. These diagnoses must be shared among the various potential project partners and particularly with local residents. These diagnoses must consider both pros and cons. They must describe the features and trends of the areas concerned.

Policies, programmes and projects

These area diagnoses must contribute to the elaboration of accurate and viable strategies. In particular, they must help to narrow down the reasons why a neighbourhood has appeared on the local political agenda. These diagnoses have to enable us to understand why the decision to intervene has really been taken. It is then necessary to accurately decipher both the explicit and the implicit goals of programmes and projects.

Partnerships and steering

Partnership is one of the characteristic features of urban regeneration programmes. These policies involve a multitude of fields of action and skills, the agents of which have to be deployed and coordinated. To succeed professional staff of quality, strong local leadership, and efficient regulatory and steering bodies are needed.

Local residents and co-production

Rather than speaking of participation of residents in projects of urban regeneration, the Regenera network prefers to stress the concept of co-production; this highlights the need to •make the best of the city , which today characterises all forms of production. This co-production with communities and neighbourhoods can be envisaged through a focus on gender or on ethnic minorities. The use of community groups and associations needs to be given more importance.

Resources

There are never enough resources, financial or human and they are often not available over the long term. It is necessary to make sure that extremely flexible technical and financial resources are available. Transforming cities requires time horizons of 10 to 20 years.

Assessment

The art of assessment is a difficult one especially when dealing with integrated approaches such as policies for urban regeneration. Very occasionally these assessments look at the results obtained with respect to what had been predicted and, even more infrequently, they include an impact analysis with respect to local residents and institutions. Insofar as transferability is concerned, it should be considered that good practice does not guarantee reproducibility, but is important for purposes of inspiration.

The report considers that there is a need for all urban regeneration policies and practices to be continuously reviewed through meaningful exchange to ensure that practices change with the changing needs of the urban areas and their communities.

KEY DOCUMENTS

- Baseline study of all cities involved
- Three thematic background documents: on urban regeneration, ethnic segregation, and accessibility and urban quality in key suburban centres
- Workshop orientation document: this document is a presentation of the themes addressed by the network and of the methodology the network has chosen to adopt in evaluating case studie
- 18 Case Studies
- Final Report

QUOTES FROM PARTNERS AND EXPERTS

- The Regenera exchanges have demonstrated the determination of cities to mobilise their know-how in order to make their towns sustainable, competitive and committed to solidarity , Maurice Charrier, Vice-President of Greater Lyon.

NETWORK TITLE

REGENERANDO

LEAD PARTNER

REGGIO DI CALABRIA, ITALY

MAIN THEME

ECONOMIC DEVELOPMENT



NETWORK DETAILS

PARTNERSHIP – 11 cities from 5 countries:

Catania (Italy) • Evosmos (Greece) • Chalon-sur-Saône (France) • Leicester (United Kingdom) • Syracuse (Italy) • Naples (Italy) • Oradea (Romania) • Palermo (Italy) • Reggio di Calabria (Italy) • Rome (Italy) • Salerno (Italy) •

NETWORK DURATION – 33 months**NETWORK STATUS** – complete**TOTAL COST** – 620,000 euros**ERDF APPROVED** – 260,000 euros

BRIEF DESCRIPTION OF NETWORK

The REGENERANDO thematic network proposes a methodology to tackle key aspects in urban policies, namely: employment creation, human capital and economic prosperity. The following sub themes have been addressed:

- employment and social inclusion
- creation of economic activities for employment
- The irregular economy
- Efficiency of training and insertion actions to create employment
- New forms of self-employment and the creation of news micro-enterprises; encouraging the transition from social assistance to the economic approach

SUMMARY OF PROJECT ACTIVITY

The REGENERANDO network focused its exchange on reinforcing the role cities play in shaping employment policies. Since starting work in March 2004 this network has held a total of 9 working meetings including international conferences and expert meetings. These meetings have covered topics such as the irregular economy, employment policies for target groups like young people, older people, long term unemployed and ethnic minorities and use of ICT in employment policies.

The presence of a large number of Italian partners in this network could be due to the fact that Italian Municipalities encounter a lot of problems when dealing with employment policies, not to mention the fact that the country's parallel economy and illegal work situation are far worse than in any other Member State.

At the beginning of the REGENERANDO partnership, the eleven city partners reviewed their city centre strategies with regard to employment issues and this information was developed into a matrix which was then used to identify 5 categories for action:

1. State of Action including financial resources and target group
2. Actions directed against the irregular economy
3. Actions encouraging employment
4. Actions encouraging economic development with employment impact
5. Actions encouraging social inclusion with employment impact

**LEAD PARTNER
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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The REGENERANDO network final report summarises the state of the art in employment policy at a European level and outlines the work carried out by the city partners. As a result of the exchange a number of common strong points can be identified and show which cities rely on to be effective on employment actions:

1. Proximity – a city should be close to the local stakeholders (future employees, employers and local professional organisations).

2. The Public Status – public sector provides confidence and stability to stakeholders especially those in disadvantaged neighbourhoods.

3. Flexibility – some public sector bodies can experience barriers which hinder their ability to be flexible when implementing employment projects. New approaches need to be developed to avoid this.

In November 2006 the partner cities involved in the REGENERANDO network met in Reggio di Calabria, southern Italy, for their final conference. The highlight of the conference came when the 'European Cities' Charter for Employment was signed with great pomp by all the Mayors present.

By sharing best practices and discussing their different experiences, the cities involved in REGENERANDO realised that they had a specific role to play and that they really could make a difference to the employment rate, despite the fact that in the majority of European cities responsibility for this generally falls upon the national governments.

The partner cities consequently decided to put together the charter. Based on five different axes:

- fostering the integrated approach
- improving employment policy-related information
- promoting human resources
- guaranteeing positive policies to promote equality and inclusion
- creating coherent policies to discourage irregular working

This document offers visibility as to the role cities can play in encouraging employment within the framework of the Lisbon Strategy. The charter calls for this role to be recognised. The REGENERANDO network would like city councils to be more closely involved in preparing employment policies and in the related decision-making processes.

KEY DOCUMENTS

- 10 case studies ...5 on employment policies and 5 on the informal economy
- The Charter of the Principles of Employment signed by the mayors of all partner cities
- Final Thematic Report

QUOTES FROM PARTNERS AND EXPERTS

- This project has directed us down a path that makes good sense. Cities are now able to develop initiatives that can have major occupational impact , comments Giuseppe Scopelliti, Mayor of Reggio di Calabria. •And cities can then get involved in and share the decisions made at all levels of governance .

NETWORK TITLE

SECURCITY

LEAD PARTNER

ROTTERDAM, NETHERLANDS

MAIN THEME

URBAN SECURITY AND CRIME PREVENTION



NETWORK DETAILS

PARTNERSHIP – 12 cities from 8 countries:

Bari (Italy) • Birmingham (United Kingdom) • Gera (Germany)
 • Glasgow (United Kingdom) • Helsinki (Finland) • Heerlen
 (Netherlands) • Leeds (United Kingdom) • Prague (Czech
 Republic) • Ljubljana (Slovenia) • Rotterdam (Netherlands) •
 The Hague (Netherlands) • Warsaw (Poland) •

NETWORK DURATION – 36 months**NETWORK STATUS** – complete**TOTAL COST** – 784,354 euros**ERDF APPROVED** – 392,177 euros

BRIEF DESCRIPTION OF NETWORK

The SecurCity network focused its exchanges on the importance of security as an issue in urban development. It selected 5 sub themes:

1. Youth crime and education
2. Commercial investment in a public setting
3. Drugs and Insecurity
4. Citizen participation
5. Fear of crime, disorder and environment

SUMMARY OF PROJECT ACTIVITY

Safety issues unaddressed can create a climate giving rise and increasing the general fear of crime. These issues can have an effect on business and future investment in an area.

The SecurCity set out to address some of the issues around the theme of crime prevention. This network undertook a series of 10 working groups and carried out field visits, developed case studies and experience data sheets. The network operated around 5 sub themes:

1. Youth Crime

- Multi-agency approach on youth crime
- Empowerment of Young People
- Involvement of local community in programmes for young offenders
- The safe(r) school

2. Commercial Investment in a Public setting

- Improve safety situation in areas of high crime to make it more attractive for the retail and business to stay
- To encourage retail and business communities to locate and stay in areas of high crime and lack of security

3. Drugs and Insecurity

- To identify and to reduce the number of criminal and anti-social offences committed by drugs and alcohol misusers
- To understand the linkages between drugs misuse, homelessness and crime
- To review and share good practice of partner cities
- To develop a common framework from the experiences gained

4. Citizen Participation

- Promoting the fact that recorded crime levels are falling
- To encourage citizen participation to ensure improvement in the safety and security
- To foster community engagement
- Establish mechanisms to ensure policy and programmes respond to identified need

5. Fear of Crime

- Reduce the perception of crime – cleaning the streets, removing litter and graffiti
- Build up civic pride and start to get people involved
- To find factors influencing Fear of Crime, because only focusing on Environmental issues does not significantly improve feelings of unsafety
- Try to counteract the negative impact of media. And communicate in direct with the residents

**LEAD PARTNER
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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The network held its final conference in Rotterdam in June 2006. The final conference was aimed at policy and practice specialists from the SecurCity Partner Cities, regions across the EU, as well as key decision makers in the field of safety. It aimed to share experience and good practice through interactive workshops and field visits, examining the five key issues of the network in-depth.

The network produced an original final report which mapped out the journey of Securcity through the eyes of each of the partners. The following conclusions can be drawn from each of the working groups:

1. Youth Crime

- Devise a multi agency approach
- Empower young people
- Strengthen social relations – involve local communities in programmes
- Secure schools as safe places

2. Commercial Investment in a Public Setting

- A safer shopping area can be the solution to many area specific problems
- Good communication to shop owners that such projects have wider benefits

- Personal approach is better than flyers
- Appoint appropriate staff to manage such a project
- Allow for flexibility to make changes as you consult your businesses

3. Drugs and Insecurity

- Conduct a thorough needs analysis
- Establish good working practices between partners
- Identify long term funding
- There is a need for robust legislation

4. Citizen Participation

- Set up a residents network
- Listen to citizen's needs and build mutual understanding
- Help citizens to articulate needs
- Use young people as a resource
- Use schools creatively

5. Fear of Crime

- Devise a long term strategic multi agency approach
- Gain political support
- Use preventive and protective measures hand in hand
- Clean and refurbish the environment with citizen's help

KEY DOCUMENTS

- 40 case studies and presentation of experiences
- Thematic dossiers- on each of the five themes of the network, an online thematic dossiers provides reports, PPT presentations of local initiatives and contexts and a selection of case studies
- Guide of good practices (printed paper form and CD-ROM)
- Publication of a handbook of the comparative studies undertaken by EURICUR for the network
- A final report ...experiences and good practices of the Securcity Network

QUOTES FROM PARTNERS AND EXPERTS

- They said that normally when young people were involved in meetings they acted as a side act, doing hip hop or skating and then only the adults talk. But now we did it together! , Cleo Pouw, Network Coordinator, Rotterdam.

NETWORK TITLE

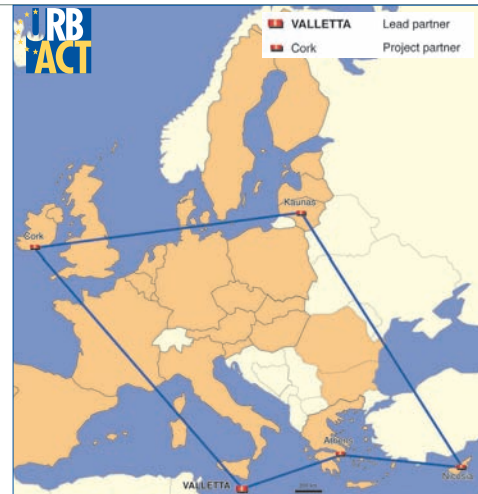
SURCH

LEAD PARTNER

VALLETTA, MALTA

MAIN THEME

CULTURAL HERITAGE AND SOCIAL INCLUSION

SURCH**NETWORK DETAILS**

PARTNERSHIP – 5 partners from 5 countries:
Cork (Ireland) • Athens (Greece) • Valletta (Malta) • Kaunas (Lithuania) • Nicosia (Cyprus) •

NETWORK DURATION – 20 months

NETWORK STATUS – complete

TOTAL COST – 270,670 euros

ERDF APPROVED – 135,335 euros

BRIEF DESCRIPTION OF NETWORK

The network focuses on cultural heritage as the basis of social inclusion beyond the confines of the respective community. It is aimed at creating mutual understanding between the actors in urban regeneration, promoting inclusion of communities in the decision making and benefit-sharing from redevelopment and contributing to intercultural awareness and understanding of values from local community level, to national, transnational and European levels.

SUMMARY OF PROJECT ACTIVITY

The SURCH network explored experiences of urban regeneration with a focus on social inclusion through the active use of cultural heritage. The five cities involved have developed new knowledge in this field through their exchange and have fed their results into their daily work with local partners.

The network particularly focused on 3 sub themes:

1. Creating mutual understanding between local actors in urban regeneration
2. promoting inclusion of communities in decision making and benefit sharing from redevelopment
3. contributing to intercultural awareness and understanding of values from local community level to national, transnational and European level

A clear-cut conclusion from the networks activity is that urban regeneration cannot be done without considering the cultural heritage of the city as a whole or that of one of its districts, and a city's cultural baggage should even be the starting point for urban regeneration initiatives.

**LEAD PARTNER
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NETWORK CONCLUSIONS AND RECOMMENDATIONS

In their final report that was presented during the conference in June 2007, the SURCH network's five partner cities outline their journey of exchange and illustrate case studies, develop themes and issues and draw conclusions.

In concrete terms, the SURCH network's partner cities came to the conclusion that the issues surrounding cultural heritage must be central to all urban regeneration projects. And the cultural heritage they're talking about is not simply based on bricks-and-mortar, but on the different cultures of local populations, which must be considered when tackling rehabilitation projects. The network's members even believe that identifying cultural heritage should be a prerequisite for all projects. Why? Because otherwise projects may have the opposite effect to the one desired, resulting in the social exclusion of the very local citizens who should be involved in the decision-making process.

During the final conference the Mayor of Valletta the SURCH network's lead partner and his counterpart from Nicosia made the most of the occasion to sign a cooperation agreement.

The document concludes with a number of questions still to be answered:

How can cities bridge the gap between the different cultures of existing residents and new ones?

When is it proper to intervene? Should action be taken in a stabilised area or more in problematic areas?

How far is cultural heritage an issue of identity and ownership?

How can the concepts of cultural heritage and social inclusion be united to provide a sound basis for development?

How can we move the focus away from solely economic factors and onto culture driven inclusion based regeneration?

What role can social employment schemes play?

Full inclusion cannot be achieved but how far can we go towards it?

How can informal local networks be used effectively, avoiding those which abuse their power?

How far can those intervening instil control back into the community?

How can unemployment questions be addressed when the reasons are more about lifestyle than other reasons?

The network partners are keen to go further in considering some of these unanswered questions with new city partners and a new URBACT network.

KEY DOCUMENTS

- Short reports from each seminar have been produced
- Case studies
- A final network report

QUOTES FROM PARTNERS AND EXPERTS

- URBACT has served as a bridge of experience in this network of three cities out of five coming from the new acceded countries joining the European Union in 2004 , states Paul Borg Olivier, Mayor of Valletta.

NETWORK CONCLUSIONS AND RECOMMENDATIONS

During the closing conference in september 2006, the network presented its web based document which was expressly produced to ensure that it could be regularly updated.

The paper report produced summarises some of the case study examples and outlines the conclusions from each of the 6 sub themes:

1. Children and Young People at the Margins

Need to focus on the child in their context
Should focus on process on different levels and changes required

- Improve dialogue and interaction methods
- Aim to combine facts, experiences and ethics
- Be subjective, listen to different voices
- Use a clear structure and transparent process

2. Participation and Empowerment

Involve all stakeholders
Involve communities of interest and communities of place
Invest in skills and training for residents
Create micro social investment funds
Need permanent institutional arrangements
Clear rules and procedures to ensure actors know how to get involved
A joined up approach to regeneration
Find new ways to get to the hard to reach communities
Should measure the results

3. Long Term Unemployment and Discrimination

Employ a targeted approach not general actions for all groups
Client centred service to address all their needs
Schemes should mirror real working life, involve local employers to do this
Involved employers in the design of interventions
Provide specific job search advice
Ease the transition from benefits to working through ensuring a financial gain
Continued monitoring and evaluation is needed

4. Enterprise Development

Make a distinction between opportunity enterprise and necessity enterprise
Misconceptions and stereotyping is a problem for many social groups not just ethnic minorities
Ethnic entrepreneurs copy success i.e restaurateur which can lead to high failure rates
Ethnic entrepreneurs see respect in the community as more

important that turnover – use of role models can help to change this

Business service providers should avoid 'one size fits all' approach

Financial initiatives are often not suitable for the kind of businesses started by ethnic minorities.

Develop innovative methods of business support for hard to reach groups

Social enterprises can help to boost the local economy
It pays to invest in women in self employment

5. Integration of Ethnic Minorities

A policy of ethnic minority integration should be done openly and publicly

Policy needs to recognise the political landscape of the groups concerned

Service deliver should be based on the actualities of the situation and not assumptions about a particular group

There is as need for imaginative research

Mobilise the ethnic groups around a particular issue which is important to them

Need to develop a means of measuring success

6. The role of Culture for Social Inclusion

It is possible to change perceptions of an area using culture
Culture and artistic actions have helped some cities to regain a new vitality

Culture is an important tool for social integration
Use of new technologies in culture and the arts

7. Cultural Diversity, Tourism and Urban Regeneration

Culture is also a source of economic growth through tourism
Need for training to ensure access for all
Develop tourism and culture into broader urban regeneration policies

Use a broad definition of diversity

Risk that some projects such as 'gay villages' or 'ethnic quarters' can cause more xenophobia and homophobia

Need collaboration public, private and voluntary sectors

Avoid short term solutions and look more for sustainable packages

Tourists want distinctiveness

Environmental tourism is a niche and can provide links to educational institutions

8. The role of ICT for the promotion of social inclusion

Need to remove the barriers to access to ICT in the community

Need to help users overcome cognitive barriers

User friendly design – involve users in the process

KEY DOCUMENTS

→ The final report and outputs are all web-based documents. The web based final outputs are very comprehensive and include: Reports from all the workshops held Over 120 case studies 3 staff development handbooks ...Project management, EU policy handbook and tools for exchange of experience

An on-line coaching and mentoring network with 100 professional profiles Skills and Training Audit

→ In addition a paper report has been produced outlining the conclusions from the 6 thematic workshops

QUOTES FROM PARTNERS AND EXPERTS

•The experience developed within a big network like that one of Udiex Alep has been very demanding but at the same time very reach in term of exchange of experience and best practice. The methodology applied has been successful and taken as model to implement a fast track pilot project always within the Urbact programme dedicated to Managing Migration and integration at local level , Mara Vittori, city of Venice.

NETWORK TITLE

URBACT CULTURE

LEAD PARTNER

LILLE MÉTROPOLÉ, FRANCE

MAIN THEME

CULTURE AND URBAN REGENERATION

**NETWORK DETAILS****PARTNERSHIP** – 16 cities from 14 countries:

Amsterdam (Netherlands) • Bari (Italy) • Birmingham (United Kingdom) • Brno (Czech Republic) • Budapest (Hungary) • Donostia San Sebastian (Spain) • Evosmos Thessaloniki (Greece) • Gijón (Spain) • Helsinki (Finland) • Katowice (Poland) • Lille Métropole (France) • Manchester (United Kingdom) • Maribor (Slovenia) • Naples (Italy) • Velenje (Slovenia) • Vilnius (Lithuania) •

NETWORK DURATION – 33 months**NETWORK STATUS** – complete**TOTAL COST** – 694,000 euros**ERDF APPROVED** – 347,000 euros**BRIEF DESCRIPTION OF NETWORK**

The URBACT Culture network set out to exchange experience on the role of culture in urban regeneration. The exchange of experience was carried out through seminars on 4 sub themes:

1. Social Cohesion
2. Economic Development
3. Physical Regeneration
4. Integrated Approach

SUMMARY OF PROJECT ACTIVITY

The URBACT Culture network objectives can be summarised as follows:

- To illustrate the importance of culture in regeneration policies and projects by compiling case studies and by sharing the knowledge and experiences of the partner cities
- To study, describe and diffuse transferable models and approaches

→ To draw recommendations to be diffused
Following the kick off meeting in January 2004 a series of 8 working group meetings were held two for each of the 4 sub themes to try to achieve these objectives:

1. Social Cohesion

- culture as a tool for participation
- Culture and civic society – use of cultural events to create a feeling of cohesion
- Public space and sense of re-appropriation
- Culture and the fight against social inequality
- Multi-culturalism and inter-culturalism

2. Economic Development

- Culture, art and heritage as a tool for regeneration
- City strategies for creative industries
- ICT, communication media as a cultural tool
- Festivals and cultural events

3. Physical Regeneration

- City centre and neighbourhood development
- Cultural Infrastructure
- Public Space for creativity
- Planning of metropolitan and local cultural facilities
- The inclusion of cultural professionals in urban regeneration

4. Integrated Approach

- Cultural activities as a strategic resource
- How social, economic, and physical activities come together for urban regeneration
- Power and potential of culture
- Context and circumstances for use of culture in urban regeneration

Four thematic experts were appointed to head each of the sub themes, animate and guide the work of the partner cities. Each seminar was held in a different city so partners had the chance to see practical projects on the ground and have direct contact with project leaders.

The conclusion seminar was held in May 2006 and the final conference for the project was held in Roubaix in September 2006 where the main findings and conclusions were presented.

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The Urbact Culture network has produced a conclusions and recommendations documents presenting: **The main conclusions from the exchange of experiences:**

The cultural dimension is crucial to the effectiveness of urban regeneration initiatives and the competitiveness of cities:

- Cultural activities and creative industries – a powerful engine to drive Europe forward
- Culture – an indispensable dimension for urban development

On the economic dimension

- Creativity boosts local development and business creation.
- Importance of partnerships between creative people and economic agents
- A creative city is defined by citizenship, cultural openness, respect and tolerance – such places attract creative people and activities
- Development of clusters is key to supporting economic development

On the social dimension - Cultural projects:

- Contribute to reinforcing a feeling of belonging in a city
- Allow individuals participating to gain confidence and self esteem
- make new forms of creativity and the potential of people be recognised
- Stimulate openness and respect towards other cultures
- Constitute educational processes not linked to mainstream education

On the physical dimension

- Inner city strategies promote leisure and consumption should be balanced with housing and production activities
- Neighbourhoods have significant cultural potential

- Quality of the public realm is an important factor
- Restoration and renovation of the built heritage contribute to develop a feeling of belonging and can be a catalyst for regeneration – risk of gentrification should be carefully considered
- The brief (specifying mission, aims and objective, etc.) – a key planning instrument for creating a successful cultural facility

On the need for an integrated approach to Culture

- Attention is needed for the built environment and the social structure as well as the quality of a cultural programme
- Cultural activities require certain types of infrastructure and intensive human interaction
- An open, tolerant climate is essential to attract creative talent
- Culture, art and heritage are tools to provide cities with an identity

On the implementation of public policies

- Strategies and policies for economically benefiting from culture and creative industries mainly have to be developed, formulated and executed locally
- There is no one-size-fits-all strategic model
- The role of governments is partly in funding, but also in providing the necessary pre-conditions for a cultural sector to develop
- Cultural professional need to be recognised as important urban agents

Some recommendations:

The Urbact culture network has produced general recommendations but also specific recommendations from cities level to European Union level

KEY DOCUMENTS

The URBACT Culture network has produced:

- a compendium of case studies
- three thematic reports: social cohesion, economic development and physical regeneration
- a final report on integrated approach bringing together the findings
- a document of conclusions and recommendations at EU, national, regional and local level
- a CD rom of all the network productions

QUOTES FROM PARTNERS AND EXPERTS

Bernard Delebecque, councillor of Lille Metropole, said that culture helps to improve the social climate: it can help strengthen bonds between citizens of different origins and can make inhabitants more proud of their neighborhood or city. It can also integrate a number of different objectives: make a specific location or a whole neighborhood more attractive, develop creativity and thus improve residential or economic competitiveness .

NETWORK TITLE

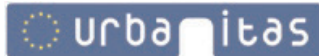
URBANITAS

LEAD PARTNER

ANDERLECHT, BELGIUM

MAIN THEME

PHYSICAL REGENERATION OF URBAN AREAS



NETWORK DETAILS

PARTNERSHIP – 11 cities from 11 countries:

Anderlecht (Belgium) • Cosenza (Italy) • Albacete (Spain)
 • Berlin Mitte (Germany) • Kirklees (United Kingdom)
 • Kosice (Slovakia) • Grenoble (France) • Krakow (Poland)
 • Sliven (Bulgaria) • Brasov (Romania) • Budapest 18 district,
 (Hungary) •

NETWORK DURATION – 28 months**NETWORK STATUS** – complete**TOTAL COST** – 667,145 euros**ERDF APPROVED** – 333,572 euros

BRIEF DESCRIPTION OF NETWORK

The URBANITAS network has urban breakdown as its central theme. An urban breakdown is a stoppage or an interruption of spacial, economic or even behavioural continuity in areas of high population density.

The network aims to:

- Analyse and define the problems resulting from such breakdown
- Study and develop common strategies to prevent urban breakdown designed to improve the overall climate and quality of life in our cities

SUMMARY OF PROJECT ACTIVITY

Over a two-year period, the URBANITAS network united eight cities from as many different countries ...with a substantial proportion coming from new Member States ...around the subject of urban breakdown. From defining the very concept of urban breakdown to recommending possible solutions, the exchanges between the cities highlighted the multi-faceted nature of the notion of urban breakdown. In Krakow, for example, the river is responsible for the physical dislocation of the urban area, whilst in Albacete it is the ring road that isolates one part of the city. In Berlin-Mitte, meanwhile, a huge piece of wasteland surrounding a rail line in the heart of the city destroys the urban continuity.

In order to achieve the objective of finding a common strategy to address urban breakdown, a series of seminars were organised on the following sub themes:

- **Physical dislocations:** roads, waterways and rail networks, mono-functional areas like offices and business parks
- **Social dislocations;** behavioural, economic, identity-based dislocations, social exclusion
- **Access to housing;** housing rights, property speculation, balancing economic development against access to property

**LEAD PARTNER
CONTACT DETAILS**

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The URBANITAS partnership found that building a cohesive and sustainable community is best achieved through an integrated approach to urban regeneration. To achieve this, cities should follow a few principles:

1. Define and maintain a long term urban strategy
2. Adopt the principles of a sustainable community as outlined in the EU Bristol accord
3. Set up transversal, multi disciplinary teams within local administrations
4. Establish collaboration and co-operation between local authorities and stake holders
5. Use the knowledge, experience and expertise of other cities across Europe

The network identified a number of challenges to work in this way including, political barriers, barriers between services, communication difficulties, lack of participation, mistrust between public and private sector, insufficient evaluation, lack of finance and competent human resources.

Several solutions are suggested by the URBANITAS network to address these challenges including better long term strategic planning, better communication tools, a participative, bottom up approach, and more public/private initiatives. In addition the network concludes that it is necessary to recognise and develop local expertise and to foster mutual assistance between European cities and their experts. Building a sound knowledge base through capitalisation and dissemination of good practices is crucial.

One of the highlights of the URBANITAS network's final conference was the proclamation of the •Grenoble Declaration . In this text, and within the framework of the reorientation of the European Union's objectives and programmes, the partners ask for the role of cities to be taken into account more than is currently the case and for their expertise to be recognised and encouraged through the development of European financing and increased exchanges between city experts. They also ask for the recommendations made by the URBACT networks to be integrated in the terms of reference for the operational programmes.

KEY DOCUMENTS

- 7 Case Studies
- 1 Book and CDROM

QUOTES FROM PARTNERS AND EXPERTS

- The people involved in this network are a bit like a collective brain that benefits several partners , commented a representative from the British city Kirklees.

NETWORK TITLE

URB-HEALTH

LEAD PARTNER

TURIN, ITALY

MAIN THEME

HEALTH AND SOCIAL INCLUSION

**NETWORK DETAILS****PARTNERSHIP** – 8 cities from 8 countries:

Belfast Quartier en Crise group (United Kingdom) • City of Turin (Italy) • Budapest (Hungary) • City of Coventry (United Kingdom) • Centre Public d'Action Sociale de Charleroi (Belgium) • City of Liverpool (United Kingdom) • Pezínok (Slovakia) • City of Toulouse (France) •

NETWORK DURATION – 26 months**NETWORK STATUS** – ongoing**TOTAL COST** – 372,108 euros**ERDF APPROVED** – 186,054 euros**SUMMARY OF PROJECT ACTIVITY**

The URB HEALTH thematic network aims to promote larger cooperation between the urban and the health policy sectors by providing examples of how such partnership can be put into action.

The peer review exchange programme will consist of four workshops focusing on four interrelated themes: **Vulnerable Groups** (Elderly, Children, Disabled) and **Health, Ethnic Diversity and Health, Gender and Health, Housing and Health.**

BRIEF DESCRIPTION OF NETWORK

The aim of the URB HEALTH network is to establish a cross-national exchange of effective strategies illustrating how urban regeneration practice in Europe can contribute to reducing health inequalities.

Four workshops will focus on four interrelated themes:

1. Vulnerable Groups (Elderly, Children, Disabled) and Health
2. Ethnic Diversity and Health
3. Gender and Health
4. Housing and Health

**LEAD PARTNER
CONTACT DETAILS**

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The URB HEALTH network continues its work until November 2007. The final conference is scheduled to take place in September 2007. The final report will bring together elements from each of the thematic meetings and make a number of recommendations. This report is currently not available so the recommendations from the first three workshops are outlined below:

Workshop 1

1. Member States and cities need to commit themselves to taking more sustained action to improve the health of their young people and to reduce inequalities. Objectives for health systems and government policy should be:

The establishment of equity and equality of health outcomes

The strengthening of information systems as a key element of strategic development

The importance of multisectoral action and the need for coordination across government ministries, nongovernmental organizations, and the private sector

The involvement of young people, families and communities in the planning, delivery and evaluation of plans to improve child and adolescent health

2. Health Impact Assessment can facilitate the development of integrated planning approaches by bringing sectors together to identify potential health effects

3. In view of the ageing of the population, long-term care needs to be expanded

4. Health promotion and empowerment should be the foundation of health care for young people

Workshop 2

Social exclusion is very much interrelated with health; in fact bad health outcomes are often the consequence of social exclusion. Also it was a common understanding that as much as ethnicity determines social exclusion, it determines health opportunities for many of the clients. Therefore successful programmes have to deal with ethnicity, social exclusion and health outcomes at equal terms.

1. For the achievement of healthy urban environment integrated approaches are necessary:

Health considerations should be represented in the planning process

Health should be incorporated into education, both at institutionalised and informal level

Creating supportive social environment

Improve intercultural dialogue for better understanding (communication, understanding of cultures, traditions and languages)

2. Re-orienting health services - high quality health services should plan for and respond to the needs of ethnic minority people.

Services should be accessing the communities, and should be ethnicity oriented and receptive

High level of intervention on individual persons

Labour intensive services should produce quality products

This can be achieved by high quality, enthusiastic workforce

Primarily it is not health skills which are really needed

3. The last group of recommendations relate to the community, the individual. Projects should be planned for community capacity building and for empowering the individuals:

Increase community capacity, and aim at strengthening community action

Continuity and sustainability of services are essential for building up trust

Migrant organisations should also be health oriented

Health programmes should at the same time help to build up self esteem and to develop personal skills

Workshop 3

Several gender norms and values, and resulting behaviours, are negatively affecting health.

One of the goals should be to increase health professionals' awareness of the role of gender norms, values, inequality in disease, disability, death, and to promote societal change with a view to eliminating gender as a barrier to good health

Develop tools to promote and expand health sector policies, interventions and programmes at the regional and national level that systematically address gender concerns

Partnerships and networks are useful to raise public awareness of specific gender related health problems And important to consider how to fit the programs to the needs so that there is continuity after the financing ends

Social inequalities in health should be described and analysed separately for men and women

Health services must be gender-sensitive and appropriate for the special needs of women

The public understanding of gender issues is to be improved by developing advocacy materials and activities, create awareness and provide support to design and promote gender-sensitive health policies and strategies

KEY DOCUMENTS

- 10 Newsletters
- Network Case Studies
- Good Practice Guidelines
- Final Report

QUOTES FROM PARTNERS AND EXPERTS

•Health is still a pending issue in every EU city and country, I'm happy to have the opportunity of comparing and exchanging experiences with other people that, like me, are daily involved on this topic. I believe that quality of life and urban transformations have to be a priority in the political agenda. A Torino social worker involved in the local implementation of the thematic network.

NETWORK TITLE

YOUNG CITIZENS•PROJECT

LEAD PARTNER

BRISTOL, UNITED KINGDOM

MAIN THEME

YOUNG PEOPLE

**NETWORK DETAILS****PARTNERSHIP** – 9 cities from 6 countries:

Bristol (United Kingdom) • Belfast (United Kingdom)
 • Evosmos (Greece) • Hetton and Murton (United Kingdom)
 • Liverpool (United Kingdom) • Misterbianco (Italy) • Sabadell (Spain)
 • Mazeikai (Lithuania) • Birkirkara (Malta) •

NETWORK DURATION – 30 months**NETWORK STATUS** – complete**TOTAL COST** – 351,000 euros**ERDF APPROVED** – 175,500 euros**BRIEF DESCRIPTION OF NETWORK**

The Young Citizens' project aims to empower young people (10 to 30 years old) to contribute to civic life in their cities. It also aims to encourage young people to participate in decision-making bodies. It has the following specific objectives:

- To empower young European people (which we define, in common with the South Bristol URBAN Programme, as people between 10 and 30) to make a contribution to civic life in their cities, including participation in decision-making bodies
- To explore different models of participation, and to make a significant contribution to establishing good practices in youth involvement, such that other cities and authorities can have access to a body of appropriate guidance on youth involvement
- To make recommendations to statutory bodies and others in order to enable them, where appropriate, to develop forms of governance and decision making which encourage the participation of young people in Europe
- To disseminate the findings of this process through multi-media routes

SUMMARY OF PROJECT ACTIVITY

The Young Citizens•Project was launched by the city of Bristol, which has had already made previous efforts of youth inclusion in the decision-making process, through their URBAN II programme.

The network held its first meeting in September 2004 to launch the work of the group. This network held a series of local focus group meetings in-between the 2 key network meetings to ensure a continued work on the subject. At the interim meeting in April 2005 the first results were presented and the work programme was reshaped to involve more young people in the exchange. A further interim meeting was held in October 2005 to focus on the analytical work and to produce some policy recommendations.

The work of the network is structured around focus groups (•laboratories) in which young people will act as researchers on, or evaluators of, a practice whereby young people play an active role in decision-making. These focus groups are conducted separately in each partner city following a common guide issued by the thematic expert.

**LEAD PARTNER
CONTACT DETAILS**Steve Morris • E-mail - steve_morris@bristol-city.gov.uk

NETWORK CONCLUSIONS AND RECOMMENDATIONS

The final conference was held in Bristol in June 2006. At this meeting the results of the project were presented in the main report •A toolkit for Youth Participation in urban policies . The toolkit highlights many engaging and innovative case studies based on the concrete experiences of young people from across the partner cities. It is intended to provide professionals with tools and examples of good practice, and also contains key recommendations for decision-makers across local authorities.

This important guide carries a number of key messages, and is vital reading for those serious about tapping in to the potential of their young citizens. Based on a number of key principles the guide demonstrates how, through participation, young people can contribute significantly to their cities by:

Developing their own understandings of citizenship, their knowledge, skills, ambitions and confidence

Reinvigorating the democratic credentials of city government and bridging the democratic deficit that threatens to underline local political structures

Improving the efficiency of services directed at or affecting them

The main recommendations focus on seven key points in local administrations efforts to empower young people to play an important role in decision-making:

1. Different forms of participation – young people can play a variety of roles in the decision making processes within a city administration. A wide variety of models can be used there is no one size fits all.

2. The diversity of young people – it is not enough to state that opportunities are open to all, there is a need to be proactive with disadvantaged and excluded young people to encourage their participation.

3. Motivating young people to participate – young people should be included in the process from the outset and by selecting processes which are of real interest to young people it is possible, if challenging, to maintain their interest.

4. Communication – use of accessible language and a range of media including creative means such as the arts can motivate and stimulate the participation of young people.

5. Credibility of participation processes – city councils need to be open and honest with their young people and need to be realistic in what they aim to deliver.

6. Sustainability of participation – to ensure real change their should be a culture of dialogue and a flexibility for young people to opt in and out according to their interests. The inclusion of young people should not simply be seen as an add on.

7. Resources for participation – young people's participation is not free. There should be an assessment of the resource implications and some sort of compensation offered, this does not always mean traditional salaries but can be part of the final goals.

KEY DOCUMENTS

- 7 focus groups reports in different cities
- 2 newsletters
- 5 Case Studies
- 1 working toolkit (hard copy publication)

QUOTES FROM PARTNERS AND EXPERTS

According to Steve Morris, project manager in the city of Bristol •The core of best practice is to take it seriously, to understand that youth involvement is not something that can happen overnight. It requires the commitment of time, resources and values. This is an absolutely crucial point.

NETWORK TITLE

YOUNG PEOPLE: FROM EXCLUSION TO INCLUSION

LEAD PARTNER

MALMÖ, SWEDEN

MAIN THEME

YOUNG PEOPLE



NETWORK DETAILS

PARTNERSHIP – 12 partners from 10 countries:
 Aarhus (Denmark) • Copenhagen (Denmark) •
 Gera (Germany) • Gijon (Spain) • Göteborg (Sweden) •
 Helsinki (Finland) • Velenje (Slovenia) • Malmö (Sweden)
 • Lomza (Poland) • Strovolos (Cyprus) • Tallinn (Estonia) •
 Ukmerge (Lithuania) •

NETWORK DURATION – 38 months

NETWORK STATUS – complete

TOTAL COST – 450,000 euros

ERDF APPROVED – 225,000 euros

BRIEF DESCRIPTION OF NETWORK

The •Young People – from exclusion to inclusion network aimed to exchange information using good practice examples to change the situation of excluded young people.

The following key themes were identified:

- The school in close co-operation and in harmony with the local community, its citizens and NGOs/local organisations
- Local community co-operation with focus on schools, enterprises, housing companies and other economical interest groups
- Empowering young people
- Building social bonds
- Structural changes in schools
- New approaches to knowledge and learning

SUMMARY OF PROJECT ACTIVITY

The Young People from exclusion to inclusion network was one of the first financed by the URBACT programme. It aimed to address some of the issues surrounding young people in European cities, in particular young people of school age. The network focussed on the school as part of the community and the role of parents in the social inclusion process.

The network held a serie of exchange meetings to share best practice and discuss with researchers. There were 2 conferences which had wider participation.

The strategic objectives of the network are outlined below:

1. To inform each other about examples of good practice on how to change young peoples situation from exclusion to inclusion
2. To learn and capitalise from each others examples
3. To develop a strategy for how to change young people's situation from exclusion to inclusion

Each partner was responsible for selecting a number of examples relevant to the theme. This was carried out by setting up a local working group within each city partner and writing a local report. The learning and capitalisation from this led to the development of the 5 success criteria outlined within the network final report.

LEAD PARTNER CONTACT DETAILS

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NETWORK CONCLUSIONS AND RECOMMENDATIONS

The network partners created documents designed to summarise the activity and conclusions of the network and outline the good practice case studies. A more detailed research report was produced to consider the topic in more depth and provides a strategy for revitalising European cities.

The final conference held in April 2006 attracted over 100 participants. Its conclusions promote the idea that young people should not be seen as a problem, but rather as a source of potential.

1. Empowerment:

Cities should develop structures that allow young people to act for themselves, make their own choices, develop a sense of responsibility and be aware of their rights. A bottom up approach is required to ensure young people are not treated like objects.

2. Strengthen social relations:

Learning depends on social relations so social relations need to be strengthened to favour learning and the social inclusion of young people. This means improving confidence and trust as well as communication between teachers and young people.

3. Structural changes in schools:

Educational structures as they stand today can, paradoxically, represent a stumbling block to young people's integration in society. A structural change within the school itself can help stop young people from losing confidence in themselves and from throwing in the towel.

4. Cooperate with local society:

Structural changes need to be carried out within the local society to remove barriers for young people.

5. Renew the view on knowledge.

Finally, the network recommends promoting the informal knowledge that young people acquire within the educational system putting an emphasis on active and creative learning. Encouraging young people to solve problems, criticise and take a stand.

The results of the work carried out by this network highlights and confirm the fact that getting citizens involved in public life from a very young age is vital.

KEY DOCUMENTS

- Young People from exclusion to inclusion: Revitalising European cities
- Young People from exclusion to inclusion: Operational guidelines
- The Operational guidelines are available in 12 different languages
- Young People from exclusion to inclusion: Case study report

QUOTES FROM PARTNERS AND EXPERTS

According to Kent Anderson, the Deputy Mayor of Malmö (the network's lead partner),
 •the problem doesn't so much lie with the young people themselves, but with society's inability to pinpoint and harvest the potential these young people have .

PILOT FAST TRACK NETWORK TITLE

MILE

MANAGING MIGRATION AND INTEGRATION AT LOCAL LEVEL/CITIES AND REGIONS

LEAD PARTNER

VENICE, ITALY

MAIN THEME

MIGRATION AND INTEGRATION



PILOT FAST TRACK

PARTNERSHIP – 10 partners (cities and regions) from 7 countries:

Venice + Veneto region (Italy) • Turin + Piedmont region (Italy)
 • Vantaa + Uudenmaan TE-keskus (Employment and Economic Development Centre for Uusimaa) (Finland) • District of Rotterdam- Charlois + City of Rotterdam (Netherlands) • Timisora + General Directorate Managing Authority for Regional Operational Programme, Ministry of Development, Public Works and Housing (Romania) • Komotini + Managing Authority of the Regional Operational Programme of Eastern Macedonia and Thrace (Greece) • Seville + Consejería de Empleo del Servicio Andaluz de Empleo de la Junta de Andalucía (Spain) • Amadora + Managing Authority (Portugal) • Nea Alikarnassos with the Heraklion agency+ the Managing Authority of Region of Crete (Greece) • Municipality of Herrea de los Navarros + Managing Authority Government of Aragon (Spain) •

TOTAL COST – 92,860 euros

ERDF APPROVED – 46,430 euros

BRIEF DESCRIPTION

OF PILOT FAST TRACK NETWORK (PFTN)

This pilot fast track network aims to develop an integrated exchange programme relating to the theme of **Managing migration and integration at local LEvel Cities and Regions (MILE)** .

The proposal has two closely interrelated sub themes: Migration and Integration. In practice there will be a number of structured and sequenced actions to address each sub-theme:

→ Each partner (city and region equals one partner) would seek to identify 3 participants (cross-sectoral) who would form an Action Learning Group (ALG) for the specific sub-theme.

→ Each sub-theme will involve each ALG undertaking the following steps:

- Participation of members in a First Peer Review exchange which would focus on mapping of practice and identification of need of all partners in relation to the sub-theme;
- Participation in an online module which would exchange/identify good practice in relation to the sub-theme. This would incorporate external inputs as well as examples from the partners. The module would be moderated with expert support develop actions for inclusion operational plans.
- Participate in a Final Peer Review workshop that would focus on the emerging action plans and present projects identified in module two as constituting good/better practice.

The work of each ALG would be undertaken over 5-6 month period thus enabling participants to develop good relationships that will enable ongoing working with each other beyond the life of the group.

Alongside the work of the ALG, the project will create the online resource consisting of:

- Case Studies
- Sub-theme reports
- Links to relevant websites
- Publications/reports
- Contacts with regional/city/national/European actors

The outputs of phase I of this PFTN (financed through URBACT I) are a baseline study, the work programme for phase II and a framework for local action plan. The outputs of phase II project financed through URBACT II will be the setting up of Local Support Group and local action plan for each partner city.

LEAD PARTNER
CONTACT DETAILS

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PILOT FAST TRACK NETWORK TITLE

URBAMECO

URBAN PROJECT/METROPOLITAN AREA DEPRIVED AREAS/DEVELOPMENT ECO

LEAD PARTNER

GREATER LYON, FRANCE

MAIN THEME

URBAN, SOCIAL, ECONOMIC AND CULTURAL
REGENERATION OF DEPRIVED URBAN AREAS
OF AGGLOMERATIONS



PILOT FAST TRACK

PARTNERSHIP – 10 partners (cities and regions) from 8 countries:

Grand Lyon + General Secretariat for regional affairs and Rhône-Alpes Region (France) • City of Lodz + Lodzkie Voievodship (Poland) • City of Birmingham + Avantage West Midlands (United Kingdom) • Nea Ionia Magnesias + Managing Authority of the region of Thessaly (Greece) • City of Belfast + Managing authority northern ireland (Northern Ireland) • City of Pila + Managing Authority (Poland) • City of Gothenburg + NUTEK (Sweden) • Arnhem – Province of Gelderland + Managing Authority (Netherlands) • City of Constanta + Ministry of development, public Works and Housing (Romania) • Wroclaw + Managing Authority (Poland) •

TOTAL COST – 98,100 euros

ERDF APPROVED – 49,050 euros

BRIEF DESCRIPTION

OF PILOT FAST TRACK NETWORK (PFTN)

Metropolitan areas are both hubs of wealth production and economic development and areas that are host to the poorest populations, a large part of which originate from other regions or countries. These inhabitants are mainly concentrated in deprived areas of the agglomerations.

To successfully generate their sustainable development, the cities must implement regeneration projects in areas of social housing, combining major urban interventions (demolition/restructuring/rehabilitation) and interventions in social, cultural and economic terms with employment, education, health, transport infrastructure, prevention and

security initiatives. The aim of the network is thus to support social cohesion at the neighbourhood level by enabling deprived urban neighbourhoods at the same time to contribute to the competitiveness surrounding cities and regions.

Following on from the methods developed by the REGENERA network this pilot Fast Track network (PFTN) seeks to set up new urban and social regeneration projects. The principal actions are:

1. Diagnosis of the area (place/people/institutions). What are the circumstances of the site and its inhabitants and which objectives are being pursued at different levels within the area?
2. Programmes/projects - How are the programmes formulated? Strategies applied to different fields (housing conditions, economy, employment, social and cultural initiatives, developments, health, prevention, security, transport infrastructure, etc.)
3. Citizen participation methods
4. Partnerships and management of projects both in terms of neighbourhoods, cities, urban agglomerations and in terms of technical elements and politics
5. Bringing together human and financial resources (suited to objectives, leverage effect of additional loans – particularly from Europe, securing private funding, etc)
6. Programme and project assessment

The outputs of phase I of this PFTN (financed through URBACT I) are a baseline study, the work programme for phase II and a framework for local action plan. The outputs of phase II project financed through URBACT II will be the setting up of Local Support Group and local action plan for each partner city.

LEAD PARTNER
CONTACT DETAILS

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WORKING GROUP TITLE

CIVITAS

LEAD PARTNER

CATALUNYA, SPAIN

MAIN THEME

REGIONAL APPROACH TO URBAN REGENERATION

**WORKING GROUP DETAILS****PARTNERSHIP** – 5 member state partners:

Generalitat de Catalunya (Spain) • Ministry of Local Government and Regional Development (Hungary) • Mazovian Office of Spatial Planning and Regional Development (Poland) • Regione Emilia Romagna (Italy) • Glasgow and Clyde Valley Structure Plan Joint Committee (United Kingdom) •

WORKING GROUP DURATION – 22 months**WORKING GROUP STATUS** – complete**TOTAL COST** – 137,970 euros**ERDF APPROVED** – 68,855 euros**BRIEF DESCRIPTION****OF WORKING GROUP**

The CIVITAS working group set out to discuss and exchange experience around the theme of the role of regions and metropolitan entities in urban regeneration.

The project had three main objectives:

- Promote exchange of experience between regions within CIVITAS working group
- Draw conclusions from the analysis and propose innovative solutions
- To disseminate the experiences and lessons learnt around other member states of the EU

SUMMARY OF PROJECT ACTIVITY

The working group focused on identifying keys for success in the planning, management and implementation of urban renewal policies at a supra-local level, identifying how supra-local policies can improve local action by offering support (technical, organisational or financial) and removing institutional obstacles that could prevent an optimum development of urban renewal programmes.

With this aim, the working group tackled the exchange of experiences between partners of different nature, functions and territorial scopes, belonging to different member states. The working group aimed to contribute to cohesion by improving deprived urban areas through the identification of the best way in which regional and other supra-local agencies can contribute to optimize the collective action in planning and management of urban renewal policies.

The group met 4 times including the final conference which was held in May 2007.

**LEAD PARTNER
CONTACT DETAILS**

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WORKING GROUP CONCLUSIONS AND RECOMMENDATIONS

The working group produced a final report – CIVITAS A regional Approach. An added Value for Urban Regeneration – which outlines a number of recommendations:

1. Objective Setting

The region should set out a clear vision, objectives, spatial priorities and outputs for local authorities to use when implementing urban regeneration programmes

The region should understand the inter-relationships and the socio economic characteristics of the various communities in the area concerned

Urban regeneration policies should be ambitious but also realistic, recognising time, financial and competence constraints

2. Integrated approach

An integrated approach is essential for successful policies and programmes

At an implementation level, these programmes should become the structuring axis for the other administrative levels or departments within the same regional administration to articulate some of their actions in a coordinated way, particularly in terms of funding

It is important for regions to establish coordination relations with urban, spatial, sectorial and strategic planning

3. Leadership and inter-administrative relationship

National governments need to explain models for competence distribution between different administrative levels

Regional administrations should help local administrations to gather support for their projects

A message of willingness, support and leadership should be sent to local administrations at a political level

Local administrations should recognise the role local projects play in delivering a regional vision

Local administrations should be willing to collaborate with regional authorities

National administrations should support the role of regions in urban regeneration policies

All levels of administration should engage in more exchange of experiences to learn good practice

4. Participation

Citizens and economic actors need to be involved in the urban regeneration process from the outset

Models should be sought for the involvement of the private sector in urban regeneration. Try to get private sector support for speculative developments as well as real estate

5. Implementation

Local administrations need to assess projects better to check their viability not simply financial questions

There is a need for continuity in the policies and the programmes beyond the time limit of the government term in office

Regional authorities should ensure that the local authorities implementing a project get all the necessary technical support

The best objective information should be used and in order to do this there is a need for an indicator system to be established to assess the standard of living in the area before, during and after

Regions should disseminate the actions carried out

The EU should develop support material, training and tools for administrations to use

6. Finance

Regions should become more important in terms of receiving EU funding for urban regeneration projects. Local areas often lack the funding and the expertise but state level is too far removed from the urban areas to be effective – the region is the compromise

Policies should have flexible financing models to allow for compatibility with different sources

KEY DOCUMENTS

- 1 final report
- 1 Executive Summary
- 6 case studies

QUOTES FROM PARTNERS AND EXPERTS

- European urban areas are reaching a regional scale. Thus, regeneration policies should adopt a regional point of view to ensure efficiency, subsidiarity and an equitable distribution of resources. , Oriol Nello, Secretary of Spatial Planning of the Department of Territorial Policy and Public Works, Generalitat of Catalonia.

WORKING GROUP TITLE

EUROMEDIATION SECUCITIES

LEAD PARTNER

TURIN, ITALY

MAIN THEME

MEDIATION IN EUROPEAN CITIES



WORKING GROUP DETAILS

PARTNERSHIP – 4 cities from 3 countries:

Turin City Council (Italy) • Angers City Council (France) • Bruxelles City Council (Belgium) • Pierrefitte-sur-Seine City Council (France) •

OTHER PARTNERS

Agenzia Sviluppo Locale V. Arquata (Italy) • Associazione ProgettarSi (Italy) • European forum for urban safety (France) • Gruppo Abele (Italy) • SUDC working group (Belgium) • Securicity network (Netherlands) •

WORKING GROUP DURATION – 24 months**WORKING GROUP STATUS** – complete**TOTAL COST** – 110,388 euros**ERDF APPROVED** – 68,120 euros

BRIEF DESCRIPTION

OF WORKING GROUP

The Euromediation working group set out to compare and reflect on the mediation practices adopted and tested in different countries through the URBAN initiative.

The objectives are:

1. to prevent criminality,
2. to ensure access to law,
3. to activate interventions to combat social exclusion especially among young people and migrants,
4. to combat violence against women,
5. to prevent the feeling of insecurity often felt in large urban areas.

SUMMARY OF PROJECT ACTIVITY

The Euromediation working group has as general objectives:

- 1.** Promote the knowledge and the comparison of mediation practices activated at a local levels, in a European context, in its various areas of application (social, scholastic, penal, domestic, intercultural);
- 2.** Determine a set of approach parameters to the different forms of mediation in different urban contexts shared by the workgroup;
- 3.** Define a theoretical reference framework, which can be connected, through the acquisition of a shared terminology, with the production of specific techniques and instruments useful to handle conflicts and mediation practices, in local contexts, that can be transferred to other European urban situations.

The working group held 4 seminars, one in each of the partner cities. Firstly partners discussed the different meanings of the term mediation which existed in their city using practical project examples from a local context.

The working groups concluded 4 main points:

- **Typologies of Mediation** – considering the area of intervention and the different target groups
- **Mediation Practices** – these can be determined by different geographical areas of intervention
- **Fundamental principles of Mediation** – ideally mediation should be accessible to all, neutral; independent, process orientated, informal and confidential
- **Criteria for comparison and evaluation** – in order to compare and review the activities in the partner cities

The final conference for this working group was held in October 2006 and was essentially the part of the project which was open to the public and presented the finding of the working group.

LEAD PARTNER
CONTACT DETAILS

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WORKING GROUP CONCLUSIONS AND RECOMMENDATIONS

The working group final report incorporates the findings of each of the 4 thematic seminars, a glossary which was approved by all partners and additional points from the final conference.

The Glossary aims to set out the main elements to be used to establish an urban security policy using mediation as a method of maintaining or creating social links. It sets out 7 criteria for mediation projects:

- 1. Definitions and field of mediation** – ensure a common understanding of terminology used, what does mediation mean, different situation necessitate different approaches.
- 2. Level of intervention and target groups** – mediation can be carried out at different levels, private (family), community or even international. The correct level should be selected depending on the circumstances.
- 3. Aims and Objectives in mediation projects** – set clear objectives which have full support from all concerned. Make a distinction between operational and strategic objectives.
- 4. Mediation Methods** – the correct methods should be used once local context is established and the objectives have been set.
- 5. Mediation Training** – there is no uniform training scheme for mediators but their profile should be selected according to the circumstances.

6. The limitations of a mediation action – mediation cannot solve all problems so a realistic attitude is needed to the results sought.

7. Status of mediators. Financing and Code of Ethics – mediators can be professional or voluntary and funding is required for both sorts. A common code of ethics should be used when employing a mediation process.

As far as local security policy is concerned, mediation activities can be considered differently:

Short Term actions – improve perceived security through resolving inter-personal or social conflicts

Medium Term actions – improve the feeling of personal security through listening and reduce subjective fear

Long Term actions – reinforce social links and sense of community through increased citizen participation

At a local level partners wish to capitalise and deepen the analysis started through this working group and have made some practical suggestions which include the development of cross sectorial partnerships at a local level and the harmonisation of urban security policies with a new response to conflict management.

KEY DOCUMENTS

→ 1 final publication

QUOTES FROM PARTNERS AND EXPERTS

•The partners have declared their satisfaction for the job carried out and wish for a deepen work which would change the working group in an European network on mediation topics , Giovanni Ghibaudi, lead partner of the Euromediation working group.

WORKING GROUP TITLE

EUROPEAN URBAN KNOWLEDGE NETWORK-EUKN

LEAD PARTNER

NETHERLANDS

MAIN THEME

KNOWLEDGE TRANSFER

European Urban
Knowledge Network



WORKING GROUP DETAILS

PARTNERSHIP – 15 member state partners plus Eurocities: Ministry of the Interior and Kingdom Relations (Netherlands)

- University of Thessaly, Department of Planning and Regional Development (Greece) • Office of the Deputy Prime Minister (United Kingdom) • Ministre de la Fonction publique, de l'Intégration sociale, de la Politique des Grandes Villes, de l'Égalité des chances, en charge de l'Interculturalité (Belgium) • Ministère de l'Intérieur (Luxembourg) • Housing Ministry General (Spain) • Ministry of the Interior (Finland) • Integrationsministeriet (Denmark) • Department of Regional Development (Hungary) • Ministry of the Interior (Cyprus) • Bundesamt für Bauwesen und Raumordnung (Germany) • Délégation interministérielle à la ville (France) • Ministero Infrastrutture (Italy) • Ministry for Environment and Spatial Planning (Portugal) • Ministry of Economic Affairs and Labour (Poland) • Eurocities •

WORKING GROUP DURATION – 24 months

WORKING GROUP STATUS – complete

TOTAL COST – 300,000 euros

ERDF APPROVED – 150,000 euros

BRIEF DESCRIPTION

OF WORKING GROUP

The objective of this URBACT Working Group is focused on the preparation of the European Urban Knowledge Network (EUKN).

EUKN aims to help city actors in Europe to promote economic growth, employment and social cohesion through the exchange of knowledge and experiences on urban issues.

SUMMARY OF PROJECT ACTIVITY

The need for knowledge exchange in all relevant areas of urban policy has been identified for quite some time by Member States, European municipalities and the European Commission.

The EUKN is to realize a sustainable and effective knowledge network between European cities, urban researchers and knowledge institutes in order to support policy-makers in developing an effective urban policy.

The objective of this URBACT Working Group is focused on the preparation of a pilot project which in its turn will prepare the development of the European Urban Knowledge Network (EUKN).

The main objective of the URBACT Working Group is to prepare the EUKN pilot by:

1. establishing Focal Points in all participating Member States
2. identifying the knowledge demand
3. developing protocols for the dissemination and validation of relevant knowledge
4. developing the technical architecture of the knowledge network (web portal)
5. launching a test-case website
6. developing a communication/marketing strategy

LEAD PARTNER
CONTACT DETAILS

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WORKING GROUP CONCLUSIONS AND RECOMMENDATIONS

EUKN used three methods to transfer knowledge and expertise. These three tools are the main outputs from this project:

1. A European Electronic Library – aimed to share political analyses carried out in Europe along with research findings and good local practices. The library is organised into six main themes:

- Urban Environment
- Housing
- Transport and Infrastructure
- Economy – growth and jobs
- Social inclusion and Integration
- Security and prevention of delinquency

2. National Focal Points – to transfer knowledge at a national and European level. Each participating country has set up a national focal point. These national focal points play a double role in the transfer of knowledge – it feeds knowledge into the EUKN internet portal and also allows urban actors easy access to a national database of good practices.

3. EUKN internet portal – this internet site provides access to a large variety of documents from all partner countries. The database is made up of practical summary sheets describing projects and providing a link back to original documents. The practical sheets are split into 5 types:

- Practice – a case study, description of a project
- Research – findings, consultants reports
- Policy – strategic documents
- Network – information and contacts of associations and other networks
- Context – contextual questions

The concrete results of this working group: A blueprint for connecting and opening up knowledge available in different knowledge infrastructures across different Member States (Search Portal) and a common methodology for disseminating available knowledge based on international standards. Another result of the URBACT Working Group is the establishment of national Focal Points in different Member States, which creates an interconnected European knowledge infrastructure focused on urban policy.

KEY DOCUMENTS

- 12 meeting reports
- Electronic library
- National focal points
- EUKN internet portal

QUOTES FROM PARTNERS AND EXPERTS

- Before the start of EUKN, there was virtually no existing infrastructure for the exchange of urban knowledge whatsoever in several countries that have joined EUKN. This is one of the major achievements of EUKN during its pilot phase. , Tom Leeuwestein, chair of the EUKN Steering Group Committee.

WORKING GROUP TITLE

METROGOV

LEAD PARTNER

BIRMINGHAM, UNITED KINGDOM

MAIN THEME

CITY-REGION GOVERNANCE

**WORKING GROUP DETAILS****PARTNERSHIP** – 8 cities from 6 countries:

Birmingham (United Kingdom) • Malmö (Sweden) • Glasgow (UK) • Budapest (Hungary) • Cologne (Germany) • Lille (France) • Frankfurt (Germany) • Milan (Italy) •

WORKING GROUP DURATION – 19 months**WORKING GROUP STATUS** – complete**TOTAL COST** – 182,592 euros**ERDF APPROVED** – 88,796 euros**BRIEF DESCRIPTION OF WORKING GROUP**

The aim of the METROGOV project is to work on developing an understanding of successful governance structures in European city-regions. The working group was focused on the experiences of 8 major urban areas in understanding the successes and challenges of city-region development.

BRIEF DESCRIPTION**OF WORKING GROUP**

In the last decade the importance of cities on the European agenda has significantly increased and more recently the issue of city-regions has come to the forefront.

The partners' initial discussions focused on the way in which the very concept of a 'city-region' should be defined, with regard to the different examples present in their own territories. This notion of 'city-regions', which is extremely widespread in Great Britain, corresponds to an urban area

that extends outside the metropolitan area and takes account of home-workplace journeys that can cross the administrative boundaries of an urban nucleus and sometimes even a country's borders.

The METROGOV working group aimed to contribute to the debate on sub-national policy and governance by adding the evidence base and developing detailed case studies of good practice.

The METROGOV working group set out to achieve the following general objectives:

- 1.** To understand what metropolitan cooperation and governance has entailed to date
- 2.** To identify the added value that comes from city-region working, e.g. the economic benefits that have occurred and how the greater scale of governance has affected economic initiatives
- 3.** To consider how city-regions have reduced parochialism, in particular exploring how these governance structures can improve social cohesion within the city-region, resulting in benefits for all inhabitants
- 4.** To explore how a successful city-region partnership can be formed and understand how the city-region might be most effectively resourced in terms of staff and finance
- 5.** To identify limitations and barriers to successful city-region working, as well as ways in which these might be overcome
- 6.** To reflect upon potential further developments and what new arrangements are needed to maximise the potential

After a series of working group meetings, the partners came together to present their conclusions at the final conference in May 2007.

**LEAD PARTNER
CONTACT DETAILS**

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WORKING GROUP CONCLUSIONS AND RECOMMENDATIONS

The final report for the METROGOV project identifies 3 characteristics of effective city-regions:

1. Power and Legitimacy – where does the decision making power lie.
2. Governance, integrated approach, leadership and resources.
3. Partnership working with the private and voluntary sectors.

These characteristics are not mutually exclusive and successful city-regions will need to perform well in all the characteristics listed.

The final report that was presented in Birmingham makes a variety of recommendations on how to encourage the development of a form of urban governance that reaches beyond the administrative boundaries of cities. Forming partnerships that foster wider urban development is primarily of interest for economic reasons. Indeed, the members of METROGOV support the theory that adopting a 'city-region' approach can help improve competitiveness, the Lisbon Strategy's overriding goal. The impact large cities have on the surrounding region is also cultural and social, and on this level more far-reaching governance brings undisputed added value as far as the partner cities are concerned.

The partner cities make recommendations on three levels:

1. Local Authorities

Local administrations need to accept that city-regions exist and can develop competitiveness

Should operate on the right spatial level and recognise the value of partnership working

Start with win-win projects to encourage private sector involvement

Deliver quickly to show the benefits

2. National and Regional governments

The national and regional levels should listen to what the cities require when establishing city-regions

They should also use existing good examples regarding central government policy on city-regions

The role of the national and regional levels is to enhance cooperation and provide a framework for city-regions. The framework should be a guide and not simply define what needs to be done

Funding should be made available by regions to encourage this cooperation at city-region level

3. The European Level

The European Union should recognise and promote city-region governance through policies and funding.

It should develop a European Urban Development model with city-regions as one of the cornerstones.

KEY DOCUMENTS

- Working group reports and presentations are available on the website
- 1 final report

QUOTES FROM PARTNERS AND EXPERTS

- The METROGOV Final Report provides a wealth of information and analysis that will be invaluable to those involved in developing city-region partnerships , David Howl, Birmingham City Council.

WORKING GROUP TITLE

SKILLS FOR SUSTAINABLE COMMUNITIES

LEAD PARTNER

ASC, UNITED KINGDOM

MAIN THEME

SKILLS AND TRAINING



WORKING GROUP DETAILS

PARTNERSHIP – 13 partners from 10 countries:

The Academy for Sustainable Communities (United Kingdom) • Communities and Local Government (United Kingdom) • Ministry for Spatial Planning and Urban Development (Portugal) • Ministère des Transports, de l'Équipement, du Tourisme, et de la Mer (France) • Ministry of Refugee, Immigration and Integration Affairs (Denmark) • Ministry for Justice (Sweden) • Ministry of Economy (Greece) • Ministry of Interior (Netherlands) • European Urban Knowledge Network (Netherlands) • Ministry of Regional Development (Poland) • Vilnius Municipality (Lithuania) • Ministry of the Environment and Spatial Planning (Slovenia) • Organisation for Economic Cooperation and Development (OECD) •

WORKING GROUP DURATION – 17 months

WORKING GROUP STATUS – complete

TOTAL COST – 164,307 euros

ERDF APPROVED – 80,000 euros

BRIEF DESCRIPTION

OF WORKING GROUP

The working group was established to advise on the delivery of a successful European Skills Symposium and to recommend future European co-operation on skills development in the period 2007-2013.

SUMMARY OF PROJECT ACTIVITY

The purpose of the Skills Symposium was to encourage the transfer of knowledge and learning ...by experts, practitioners and policy makers ...to improve and integrate the skills needed to create genuinely sustainable communities across Europe.

The role of the working group was to encourage and promote knowledge exchange in the preparation and following the Symposium and to ensure it contributes to and gains from capitalisation of URBACT networks.

The working group members were either experts, practitioners or academics from the local, regional and national levels with expertise in fields of urban and regional policy making, urban knowledge exchange, architecture, spatial planning, culture, economic and sustainable development.

The group has held 5 working group meetings plus the symposium event itself. The Working Group research for the Symposium set out to stimulate debate at a number of levels:

- What are the skills needed to create and manage successful places throughout Europe?
- What are the skills and training needs associated specifically with good governance models and effective partnership working?
- Is there evidence of a skills gap and what barriers exist to overcoming any gaps?
- What strategies and actions are in place at national, regional or local levels to promote skills development and capacity building amongst policy makers, practitioners and amongst communities themselves?

The research focused on these fundamental issues and the symposium set out to discuss them and consider opportunities for shared learning.

LEAD PARTNER CONTACT DETAILS

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WORKING GROUP CONCLUSIONS AND RECOMMENDATIONS

The symposium was held in November 2006 in Leeds, United Kingdom. The event responded to the need for raising the profile of place-making in Europe, it allowed ideas to be generated on future collaboration on skills development and knowledge exchange, relevant at local, Member State and European levels.

The symposium report focuses on cross-occupational and generic skills such as territorial leadership, partnership working, project management and community governance as being essential for sustainable communities. A series of recommendations are made to encourage the development of such generic skills:

It is important that national governments recognise their key role in investing in sustainable communities

Decentralised systems allow the flexibility of regional and local responses to specific skills issues

Greater engagement with universities needs to be facilitated

There should be a structured approach to partnerships with non-governmental organisations

The research for the symposium identified some good practice case studies which provide examples of how actions can be implemented. The headline messages from these case studies can be summarised as follows:

The profile of the sustainable communities agenda needs to be raised if the skills gap is going to be addressed

Strong leadership and effective multi-disciplinary approach as essential to the delivery of projects and should therefore be the focus of skills development

Learning by doing is an effective approach to skills development

A balance should be achieved between physical and social and cultural interventions

Community participation needs to be built more strongly into the process

There is considerable scope for lessons to be shared across Europe this should be used effectively

An external evaluation highlighted the importance of the agenda addressed at the Symposium and set out a number of recommendations for future action. The Skills Working Group has considered the evaluation and has made significant progress in implementing some of the key recommendations.

The following recommendations can be considered as conclusions:

1. to embed skills and capacity building firmly as a cross cutting theme in all thematic networks
2. to sponsor a working group to define a programme of work on skills and share good practice across Member States for the period 2007-2013
3. to sponsor a joint European research and education programme for 2008-2013 to advance the skills for sustainable communities debate, connected to knowledge exchange and practical training activities for professionals involved in developing sustainable communities

KEY DOCUMENTS

- 1 event report including case studies
- 5 meeting minutes
- 1 final report

QUOTES FROM PARTNERS AND EXPERTS

•This Working Group has been instrumental in planning and delivering a highly prestigious and successful European Skills Symposium and has continued to generate significant enthusiasm and momentum for this new and important agenda. It is vital that the work of this group continues, to gain a common commitment on skills to underpin current and future activity. , Dr. Jemma Basham (ASC).

WORKING GROUP TITLE

STRIKE

LEAD PARTNER

NETHERLANDS

MAIN THEME

KNOWLEDGE ECONOMY

**WORKING GROUP DETAILS****PARTNERSHIP** – 9 partners from 5 countries:

Aachen (Germany) • DATAR Paris (France) • Department of Deputy Prime Minister, London (United Kingdom) • Eindhoven (Germany) • Enschede (Netherlands) • Leuven (Belgium) • Manchester (United Kingdom) • Ministry of the Interior and Kingdom Relations (Netherlands) • Munster (Germany) •

WORKING GROUP DURATION – 11 months**WORKING GROUP STATUS** – complete**TOTAL COST** – 50,129 euros**ERDF APPROVED** – 35,090 euros**BRIEF DESCRIPTION****OF WORKING GROUP**

The overall theme of this working group is how to optimise the organising capacity of cities in relation to facilitating and stimulating the knowledge based economy.

Three sub themes were selected:

- Objective 1: Optimise the conditions in cities for innovation
- Objective 2: Strengthening the innovative power of SME's through co-operation with knowledge institutions
- Objective 3: Human capital

SUMMARY OF PROJECT ACTIVITY

In debates about Europe's position in the knowledge economy, the role of cities is rarely mentioned. This is quite surprising, as the knowledge economy is very much an urban economy. Moreover, generalised discussions about the knowledge economy ...useful as they are ...hide a very differentiated picture: some urban regions do very well, while others stay behind. This working group made an attempt to fill this gap, and put the spotlight on the role of cities and urban regions in the knowledge economy. Moreover, the group focused on the interrelations between local, regional, national and EU actions to promote the knowledge economy on the urban level. It illustrated current practices in various countries, and sought to raise discussions about improving the governance of the knowledge economy.

The overall aim of the URBACT working group STRIKE is to explore further the potential of cities in stimulating competitiveness and innovation and the impact on the cities needs and the transformation in potential. The name STRIKE stands for Strategies for Towns and Regions In the Knowledge Economy.

The working group started in June 2004 and undertook its work through a series of 4 seminars using external expertise to assist with the exchange. This work culminated in the production of the report *Cities as engines of the knowledge society*.

**LEAD PARTNER
CONTACT DETAILS**

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WORKING GROUP CONCLUSIONS AND RECOMMENDATIONS

The Closing Seminar for STRIKE was held in February 2005 in Manchester where the final report 'cities in the knowledge economy: new governance challenges' was presented.

In this paper, we see the development towards the knowledge economy as an inescapable trend that affects all cities. In the knowledge economy, knowledge and information are the main inputs and outputs. There is an ever-increasing diffusion speed of information and knowledge. The knowledge economy is a network economy, where connectivity increasingly matters. In the knowledge economy, there is a high premium on entrepreneurship and innovation. The knowledge economy is very volatile. Finally, in an increasing number of sectors – research, biotechnology –, critical mass matters.

Urban areas are focal points of the knowledge economy. It is mainly in cities that knowledge is produced, processed, exchanged and marketed. Cities are best endowed with knowledge infrastructure (universities, other educational institutes). They tend to have higher than average shares of well-educated people. They are best endowed with electronic infrastructure. They are well connected to the global economy through airports. They have a function as a place where knowledge is exchanged, and as breeding nest for talent and new combinations. At the same time, the knowledge economy has a tendency to produce a dual economy, with an increasing polarization between a class of well-paid knowledge workers and an underclass of people who lack the skills and resources to participate. The polarization is felt most strongly in cities with a legacy of declining industries, and sometimes takes the form of clear spatial segregation.

This paper, using an analytical framework, shows that there are large variations between different types of cities concerning their economic potentials and their problems of social exclusion. Local actors know best what the opportunities and threats are. Therefore, national governments should make use of the cities' knowledge, energy and networks; national governments and the EU could encourage local actors to develop regional strategies in public-private partnerships, and support these strategies in different ways. This can be done by providing financial incentives and by giving regions more freedom to experiment with legislation. The same differentiated local approach is needed to tackle issues of social exclusion that are associated with the emerging knowledge economy. The causes of exclusion differ in the various local contexts, and every city needs to develop its own approaches.

A more localized approach asks for stronger competences of policymakers on the local level. They should be given more freedom to operate in order to develop innovative solutions. Also, in order to give them incentives to develop and implement good ideas, a more entrepreneurial attitude is needed within local governments and semi-public organisations that are responsible for local/regional economic development. At the same time, national governments should dare to make clearer choices and focus their investments where the best returns can be expected.

KEY DOCUMENTS

- 4 reports from working group meeting
- An analysis of and comparison between participating cities (1 overall analysis, 6 cities were analyzed in total)
- A review of best-practices at local and national level (a minimum of 10 best-practices)
- STUDY Cities in the knowledge economy draft, available on the website

WORKING GROUP TITLE

SUDC

LEAD PARTNER

LIEGE, BELGIUM

MAIN THEME

URBAN SECURITY



NETWORK DETAILS

PARTNERSHIP – 6 partners from 4 countries:

Liege (Belgium) • European Forum for Urban Safety (France)
 • Genoa (Italy) • Hackney (United Kingdom) • Lyon (France) •
 Roubaix (France) •

WORKING GROUP DURATION – 25 months**WORKING GROUP STATUS** – complete**TOTAL COST** – 193,000 euros**ERDF APPROVED** – 102,000 euros

BRIEF DESCRIPTION

OF WORKING GROUP

The SUDC working group set out to study and exchange on the struggle against stigmatisation of particular population groups in urban areas in relation to safety issues. Its aim was to make policy recommendations for local authorities on cultural diversity and urban safety.

SUMMARY OF PROJECT ACTIVITY

The working group •Droit à la sécurité pour tous et diversité culturelle : quels défis pour les politiques urbaines ... S.U.D.C. started its work by carrying out a baseline study of the concept and local policies already existing in the partner cities for cultural diversity and urban security. In order to assist with communication and exchange, a glossary of common terms was outlined. This document includes 23 words or terms which have been defined by consensus of the working group and can be found as an annex to the final report.

4 main objectives were identified for the working group:

- To facilitate access to justice and human rights
- To resolve conflict
- To prevent violence
- To adapt public services

Each of these objectives was addressed by small working groups which were made up of an expert from Liege and an expert from each of the city partners.

LEAD PARTNER
CONTACT DETAILS

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WORKING GROUP CONCLUSIONS AND RECOMMENDATIONS

The work on stigmatisation of population groups of foreign origin and of action taken in response in terms of adjusting local policies to cultural diversity has resulted in recommendations to cities and to the European Union.

The working group concludes that very few recognised indicators exist at a European level to consider cultural diversity and urban security. The group's experts suggest the following indicators to evaluate the success of integrating cultural diversity into urban security policies:

1. Explicit recognition and consideration of cultural diversity in local policies specifically for the prevention of insecurity
2. Base public services on the needs of the citizens
3. Ease of access to services; level of accessibility to services for example recruitment of ethnic minorities into the police service
4. Level of participation of immigrant populations in the urban area and in public life in general
5. Adapt behaviour of staff in local community services
6. Number of complaints made to the ombudsman
7. Quality of partnership to guarantee the continuation and future diversity of prevention actions

The practices studied by the working group give examples of some good results on the ground. It is recommended that local authorities use these examples and adapt them to the specific socio-economic circumstances of their local area.

Further recommendations at a political level include:

- support research into policies and programmes for a more just society
- encourage public dialogue on questions of cultural diversity

Five priority areas of intervention are suggested:

- 1. Governance and Public Bodies** – governance should be guided by social inclusion principles to guarantee development of projects and policies that reflect the needs of the citizens
- 2. Obstacles faced by minority groups** – obstacles should be precisely defined and strategies developed to address them
- 3. Discrimination and Racism** – public authorities need to assess the level of threat posed by racism and racist actions in their city and develop appropriate responses to these threats
- 4. Cultural Diversity** – growing cultural diversity in cities requires specific policy responses. Policies should be examined to determine why some actions succeed while others fail
- 5. Multiculturalism** – use existing good practice to implement multiculturalism within cities. Policies to combat discrimination and respect customs within different ethnic groups need to be implemented

It is recommended that in order to capitalise the lessons learnt from this working group, local authorities should value the possibility to exchange at a European level and accept that diversity and multiculturalism are important issues for the city.

KEY DOCUMENTS

- Final Report
- Glossary of Terms

WORKING GROUP TITLE

SUDEST

LEAD PARTNER

NAPLES, ITALY

MAIN THEME

PORT AREAS

**WORKING GROUP DETAILS****PARTNERSHIP** – 11 partners from 3 countries:

Naples (Italy) • Le Havre (France) • Livorno (Italy) • Porto (Portugal) / administracao dos portis do douro e leixde APDL • Porto Vivo Sociedade de rehabilitacio urbana BAIXA PORTUENSE • Camera Municipal de Matosinhos (Portugal) • University of Naples (Italy) • University of Pescara (Italy) • University of Porto (Portugal) • University of Le Havre (France) •

WORKING GROUP DURATION – 21 months**WORKING GROUP STATUS** – complete**TOTAL COST** – 296,000 euros**ERDF APPROVED** – 150,000 euros**BRIEF DESCRIPTION****OF WORKING GROUP**

The working group SUDEST set out to study opportunities of port areas as an economic resource and the effects a cities transformation and evolution. The working group focused on:

- Maritime traffic, in particular for tourism and its impact and interconnection with city infrastructure
- Physical transformations of harbour areas and the surrounding areas
- Social, economic and cultural development of port areas, in particular for the insertion of low qualified people
- Impact on the environment

SUMMARY OF PROJECT ACTIVITY

The working group •SUDEST stands for the sustainable development of sea towns and focuses on an integrated approach to urban development in these areas. The main aim of the working group is to identify the key economic actions

of the port areas (cruising, commercial activities) and to analyse their impact on the territory in terms of physical, economic, social, environmental and cultural transformations.

The working group set out to examine how good practices carried out by private actors (associations, foundations, cooperatives, enterprises) has led to the insertion of low qualified people whilst complying with the restrictions of public politics.

The working group focused on:

- The tools adopted by each town to protect and monitor the development of these port areas
- The identification of competent actors in managing these areas
- A selection of projects about the valorisation and transformation of the harbour and their surrounding areas and the effect on economic, social and environmental matters

At the first meeting of the working group the following sub themes were identified:

Theme 1 Physical Regeneration in Port Areas

- Physical characteristics – common points and differences
- Environmental Impact
- Infrastructure – transport system
- Urban regeneration in port areas – land use, change of function for buildings

Theme 2 Economic and Social Dimension

- Economic – port activities, tourism, industry, service sector
- Social – potential actions, completed actions, weaknesses, local specificities
- Culture – social integration, infrastructure

Theme 3 Management Instruments

- Management Tools – legal situation, innovative solutions
- Decisional Structures – Public Private Partnerships
- Programming – implementation methods

The SUDEST final conference was held in June 2007 and presented the main findings of the working group.

**LEAD PARTNER
CONTACT DETAILS**

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WORKING GROUP CONCLUSIONS AND RECOMMENDATIONS

All of the SUDEST partner cities are now developing key harbour projects. Many of these projects are still in the process of being defined or carried out. A comparative analysis of the most advanced experiences allows the identification of a certain number of recommendations that may be introduced in projects in progress or taken into account in working out actions to come.

For a planned reconstruction and improvement of the city-port interface

Take into account the range of relationships between city and port – economic and social as well as physical

Carry out an analysis of the physical and urban features of the city-port interface

List, preserve and valorise the industrial and port heritage.

Remove or soften city/port barriers

•Civilizing movement – limit traffic, introduce public transport systems and create more public space

Develop a city-port functional mix – specific areas for public and for the operational port

Long-term management of the city-port interface

For a socio-economic valorisation of the city-port interface

Improve home-employment transfers – remove the spatial disconnection between residents and workplace

Open professional training to port trades and employment in logistics

Develop tourism, taking into account the expectations of the local population

Develop the economic potential of the city-port interface within a participative process

Incorporate sustainable development concerns

For a sustainable management of the city-port interface

Recognise values and resources – attention should be paid to preserve natural and cultural capital

Adopt integrated evaluation approaches – evaluation at all stages including consultation and transparency in decision making process

Make use of Decision Supporting Systems – increase the potential for exploration of space and assist decision makers

Include strategic evaluations within the decision-making processes

Activate participation processes within the decision-making processes

Promote inclusive partnership relationships – shared responsibilities between city and port authority

Manage processes according to principles of good governance

KEY DOCUMENTS

→ Final Report including case studies

QUOTES FROM PARTNERS AND EXPERTS

•During these months, the activities performed by the group have underlined successful initiatives as well as critical aspects characterising the area, often in conflict, of the city-port interface , Gaetano Mollura, Working Group Coordinator.

QUALIFICATION PROJECT TITLE

EQUPTI

LEAD PARTNER

STRASBOURG, FRANCE

MAIN THEME

PUBLIC TRANSPORT

**QUALIFICATION PROJECT DETAILS****PARTNERSHIP** – 11 cities from 5 countries:

Daugavpils (Latvia) • Nicosia (Cyprus) • Miskolc (Hungary)
 • Ploiesti (Romania) • Plovdiv (Bulgaria) • Poznan (Poland) •
 Stara Zagora (Bulgaria) • Szeged (Hungary) • Strasbourg
 (France) • Iasi (Romania) • Katowice (Poland) •

NETWORK DURATION – 19 months**NETWORK STATUS** – complete**TOTAL COST** – 215,432 euros**ERDF APPROVED** – 100,000 euros**BRIEF DESCRIPTION****OF WORKING GROUP**

The EQUPTI project was set up to train city practitioners and elected representatives from New Member States on the theme of development of public transport projects with the use of European funds.

SUMMARY OF PROJECT ACTIVITY

The EQUPTI qualifications project held its first meeting in May 2005 in Strasbourg where the project detail was discussed between the partners. This meeting was followed by a training session held in Nicosia and two study visits in Katowice/Poznan and Ploiesti and one final training session in Strasbourg.

Details of these meetings are outlined below:

Training Session 1 Strasbourg May 2005

The first training session dealt with EU policy aspects in the field of transport and more particularly public transport. The concept of integrated approach was stressed as it applies to public transport, urban development and environment considered as a whole. The following specific elements were covered:

- The European framework related to transport, sustainable development and urban policies
- Common guidelines including partnership working and integrated policies
- Programmes and Instruments – URBAN / CIVITAS
- Definition and Methodology of Integrated approach
- Case Study examples from EU cities

Training Session 2 Nicosia November 2005

The second training session focused on how to finance a project using EU funds through grants or loans. It covered the following topics:

- Scale and Expertise in Public Private Partnership
- Success factors of Public Private Partnerships
- European Investment Bank – value added
- European Funding for Transport Projects

Study Visits

The two study visits in Poland and Romania were organised to visit on the ground projects which included the bus service in Ploiesti and tram, rail and road projects in Katowice and Poznan. The final conference was held in Strasbourg in May 2006 and presented the main conclusions from each session as well as looking to the future.

**LEAD PARTNER
CONTACT DETAILS**

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QUALIFICATION PROJECT CONCLUSIONS AND RECOMMENDATIONS

This qualification project set out to train policy makers and elected representatives in some of the EU new member states. The conclusions are therefore very practical and general in the sense that they are guidelines for new member states wishing to develop transport projects in the new programming period 2007-2013. Each of the working sessions and study visits provided an insight into how transport projects are conceived, managed, implemented, financed and evaluated.

A training project of this kind needs to be assessed on the degree to which the exchange of information was valuable and beneficial to each and all of the participants. This evaluation was carried out through two notions:

→ **Transferability** - the degree to which something (whether it is a concept, a practical solution, a project or a way of conducting business) that exists in one place can be replicated in some other place

→ **Synergetic impacts** - applies to something (whether it is a concept, a practical solution, a project or a way of conducting business) which did not exist in the mind of any of the participants prior to the training sessions and which came to mind due to the information put in common and shared between participants

In all cases, transferability was appraised based on the quantity and quality of useful information which was conveyed either through exposés and conferences or through exchanges with colleagues from other cities and field visits. The evaluation of synergetic impacts focused on the overall exchange of ideas and shared experience which may have slightly or deeply altered the participants' point of view or fostered new concepts or solutions applicable to their local context. The fact that partners had similar problems might not mean that the solutions can be replicated, but it was a fertile ground for fruitful exchanges as all partners realise they are speaking the same language and dealing with the same pre-occupations.

The results of the evaluation show that all partners found some transferability in terms of innovative approaches to policy, methodologies, financing, politics and communications and operations. As far as synergetic impact is concerned a number of partners have found very useful ideas which could possibly be used to solve local transport issues. Some of the project partner cities wish to continue to work together and have developed some concrete ways to do this focusing on a possible project to be submitted to the CIVITAS programme.

KEY DOCUMENTS

- 1 handbook presenting the partner cities and their public transport systems
- 1 final report which includes a file for each seminar, files for each case studied during study trips, list of participating partners

QUOTES FROM PARTNERS AND EXPERTS

- This training path was not only useful concerning contents but also from a managerial point of view: team building between European affairs officers and transport officers of the same administration which is a key element concerning European project , Anne Leautier, project manager.

QUALIFICATION PROJECT TITLE

PRE-REGENERATION

LEAD PARTNER

MISKOLC, HUNGARY

MAIN THEME

INTEGRATED URBAN DEVELOPMENT



QUALIFICATION PROJECT DETAILS

PARTNERSHIP – 6 Hungarian cities:

Miskolc • Szeged • Kecskemet • Salgotarjan • Pecs • Sopron •

DURATION – 10 months**PROJECT STATUS** – complete**TOTAL COST** – 36,927 euros**ERDF APPROVED** – 23,630 euros

BRIEF DESCRIPTION

OF WORKING GROUP

General objective of the PRE-REGENERATION project is to strengthen the capabilities of cities with regard to the implementation of an integrated approach to urban development, so that they may develop more effective policies and become better able to design and submit appropriate projects in the forthcoming period of programming of structural funds.

SUMMARY OF PROJECT ACTIVITY

Like most cities that were once part of the former Soviet bloc, Hungarian cities have experienced major traumas, especially social traumas, since the collapse of the old regime. The problems that began during that time have yet to be solved, and cities have to contend simultaneously with housing problems, rehabilitation of existing buildings, issues of environmental quality, unemployment and the precarious situation of many inhabitants. The cities know that they must change their policies and acquire new working methods and new skills that are more effective and more relevant, if they are to meet these challenges and respond effectively.

They decided therefore to reflect together on these necessary changes, and to find ways of learning from the experience of cities in the older Member States of the European Union.

This is the background to the proposal submitted by the City of Miskolc on behalf of **five** other Hungarian cities.

The project consists of a three-day training session designed to improve the capabilities of practitioners in the cities. There were **20** practitioners from the **6** cities present and the aim of the event was to cover the following:

→ **Day 1:** integrated urban development policies in Europe; support from European structural funds

→ **Day 2:** methodology of an urban development project financed by European structural funds

→ **Day 3:** looking deeper into the issues through discussions based on exchanges of experience

The PRE-REGENERATION final report outlines some of the results attained from these discussions.

LEAD PARTNER
CONTACT DETAILS

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QUALIFICATION PROJECT CONCLUSIONS AND RECOMMENDATIONS

The final report includes a CDROM and includes a number of good practices and some recommendations on an integrated approach to urban regeneration. Following an introduction to URBACT and the European Knowledge Network EUKN the report outlines a number of key issues for Hungarian cities including the role of culture in urban regeneration and the importance of brownfield sites for large city projects. The report outlines a number of examples of integrated urban development from other URBACT networks and uses these as case studies of good practice.

For the Hungarian cities involved in this project a medium term development plan was created which outlines priorities some priorities for future actions, hence providing some guidelines for future project themes.

The report outlines two main achievements of the PRE-REGENERATION project:

1. The sharing of experience through this project has led to the expansion of existing networks and has improved their efficiency
2. The project facilitated the acquisition of a new approach, methodology and practice for town development

KEY DOCUMENTS

- 1 handbook on methodology of integrated urban development.
- 1 presentation folder of interesting projects in the cities.
- 1 web page and a discussion forum for the partners.
- 1 final report to be widely distributed throughout Europe.

QUOTES FROM PARTNERS AND EXPERTS

- Every town needs more and more successful projects to improve the everyday life of city natives , Miklós Magay (Project manager of the City Development Office - Municipality of Pécs, Hungary).

QUALIFICATION PROJECT TITLE

URBAMAS

LEAD PARTNER

PLOCK, POLAND

MAIN THEME

INTEGRATED APPROACH



QUALIFICATION PROJECT DETAILS

PARTNERSHIP – 7 Polish cities:

Plock • Bydgoszcz • Tczew • Elblag • Wloclawek • Bialystok • Slupsk •

NETWORK DURATION – 14 months**NETWORK STATUS** – complete**TOTAL COST** – 86,815 euros**ERDF APPROVED** – 43,407 euros

BRIEF DESCRIPTION

OF WORKING GROUP

The URBAMAS project aims to develop efficient methods and practical tools for urban development, which can be used in an integrated sustainable urban development management system.

The main project objectives are:

1. To increase the qualifications and skills of city top management and officers
2. To develop a model of integrated city development management system including a set of best practices and tools
3. To communicate, explore transferability and disseminate project activities and developed tools between the partners and networks
4. To set up an operational network for all project partners

SUMMARY OF PROJECT ACTIVITY

The URBAMAS project brought together 7 Polish cities with the aim to identify good practice on integrated urban management systems.

The project held seminars in 2006 covering topics including urban plans and tools used in different cities for urban development, a review of the strategic plans in some partner cities, and report on the testing of the proposed model. During the project implementation more than 30 people responsible for city government were trained and prepared a model of an integrated city development management system taking into consideration spatial issues.

During the opening conference the following problems were defined:

1. Lack of coordination and integrated management
2. Lack of functioning regulations concerning public-private partnership
3. Lack of knowledge and experience within the integrated city management
4. Lack of coherence in the drawn up documentation
5. Lack of an information distribution system
6. Decline of the prestige of urban planning specialists and decrease of demand for their professional services
7. Giving priority to short-lasting and immediate results over the long-term and permanent ones (term of office)
8. Commercialisation of activities concerning the spatial plans elaboration
9. Lack of effective fiscal solutions concerning properties
10. Ineffective results of the urban rent introduction

Each of the cities participating in the project engaged in preparation of the set of solutions and good practices within the particular component of the system consisting of analysis, implementation and monitoring and assessment of the city development.

The solutions prepared in cooperation with local experts were analysed and assessed by national and international experts participating in the project in cooperation with project partners.

LEAD PARTNER
CONTACT DETAILS

Anna Lewandowska • E-mail - anna.lewandowska@ump.pl

QUALIFICATION PROJECT CONCLUSIONS AND RECOMMENDATIONS

In early 2007 a series of local workshops were held involving Mayors from each partner city in the project to present the urban management tool which was created.

The main project outputs are a set of urban development operational tools divided into four categories and tested in municipal organizations of project partners. The following direct results were achieved by the project partners:

- A definition of the needs and basic problems in the area of urban development management tools

- A definition of the tools, methods and procedures for implementation of system tools for integrated urban development management

- A definition of European and Polish good practices, which can be adapted by project participants and possibly other interested cities

- An effective dissemination of results through 7 presentation meetings (one in each partner city) –for city councillors and employees of partner cities

The urban development model itself is presented in detail within the URBAMAS final report which is accessible on the URBACT website. Outlined below are some of the strengths and weaknesses of the model according to the project partners:

Model Strengths

- Includes all the necessary management elements
- Considers the necessity to integrate the activities: strategy – plan – WPI – etc. Creation of strategic, development, implementation and monitoring plans
- Explains spatial management rules: local planning - development

- Emphasise the value of effective management, recognise the city needs in a broad view, secures the information flow coordination and the activities related to implementation of adopted measures

- Interdependence (integration) of basic documents, coherent planning

- Integrated and organised processes

Model Weaknesses:

- The necessity of further system development

- Not all the elements are implemented to the sufficient extent

- Political change, frequent staff fluctuation

- Lack of documents – resolutions on financial support for the programmes

- Complicated monitoring

- Fragmentary approach presented but some of the councillors to city problems lacking a holistic perspective

- Too extensive area of analysis and lack of connection with the directions

- Insufficient information flow and inadequate investment coordination

- Inadequate consideration of the real value of the bodies implementing all strategy aspects

According to the partners who tested the model, it refers to all substantial problems and needs as far as urban management instruments are concerned. The partners felt that that the model presented a structured system of integrated and regularised processes, with clear decisive process and standardised quality management.

KEY DOCUMENTS

- 4 thematic documents (on best practices and tools) developed
- 1 project manual developed
- 1 electronic publication (CD-Rom) developed

QUOTES FROM PARTNERS AND EXPERTS

- The URBAMAS Project is a great chance to exchange best practices regarding urban management. I believe that taking part in the URBAMAS Project will improve the quality of urban management. , Tomasz Kolczynski, Deputy President of the City of Plock.

STUDY TITLE

BUILDING SUSTAINABLE COMMUNITIES

LEAD PARTNER

LONDON, UNITED KINGDOM

MAIN THEME

URBAN SECURITY



STUDY DETAILS

PARTNERSHIP – 4 partners from 3 countries:

Association of London Government (United Kingdom)
 • Berlin Senate (Germany) • Centre Public d'Action Sociale
 Brussels (Belgium) • Institut d'Aménagement et d'Urbanisme
 de la Région Île-de-France (France) •

STUDY DURATION – 20 months

STUDY STATUS – complete

TOTAL COST – 133,000 euros

ERDF APPROVED – 37,500 euros

BRIEF DESCRIPTION OF STUDY

The key theme is the mobility of local populations in large urban areas, focusing on areas which have received Structural Funds assistance.

The main themes for reflection are the following:

- mobility and supply of public services, and in particular mobility and schools
- mobility and immigration
- social integration of asylum seekers and immigrants services for new arrivals

SUMMARY OF PROJECT ACTIVITY

The URBACT Study Building Sustainable Communities aimed to identify and address the factors contributing to the balanced and sustainable development of urban communities and to the successful tapping of the potential of deprived city neighbourhoods. A particular focus was given to the impact of mobility in the provision of services.

The following main aims were outlined:

- To analyse trends in mobility of population
- To promote a joint reflection on issues of population mobility
- To provide recommendations to improve strategic planning and responsiveness to local services

It was noted that 'mobility' can be considered in both a positive and negative sense. For those mobile persons who have a choice to move due to a life change it is positive but for those persons in vulnerable situations such as asylum seekers they are often moved with no choice. The aim of the study was to focus on these vulnerable groups.

The study started by defining what is a sustainable community? . The following points were considered to help define this concept all of which are linked to quality of life:

- Active, Inclusive and Safe
- Fair for Everyone
- Well Served
- Well run
- Environmentally sensitive
- Well designed and built
- Well connected
- Thriving

The methodology for undertaking the study was to analyse statistical data, to carry out surveys and to focus on groups of key stakeholders such as community organisations. There was a different approach in each partner area, the scale of the analysis varied for example in Berlin the focus was on two deprived neighbourhoods. The availability of data at the same level varied and the perspective also varied, in Berlin the focus was on residents whereas in London and Brussels the focus was more on the service provider.

LEAD PARTNER CONTACT DETAILS

Madeleine Williams • E-mail - madeleine.w@gle.co.uk

STUDY CONCLUSIONS AND RECOMMENDATIONS

The final meeting to present the conclusion of the study was held in Brussels in December 2005. All study partners were present along with a wide variety of other EU institutions including the European Commission. A series of case studies from each partner area were presented along with some invited external participants presenting linked relevant case studies.

The recommendations from the study can be summarised as follows:

1. Making neighbourhoods attractive places to live through more responsive services – improving services such as childcare or housing to make the place more attractive and encourage people to stay. The question remains which key services to be targeted – focus varies from neighbourhood to neighbourhood.

2. Breaking Barriers to Accessing Services – providing services tailored to the needs of the community (many cities are moving away from this approach favouring a service provision which should accommodate all). Improve information available about services and use community support organisations and intermediaries such as mediators to assist with awareness raising and accessing services.

3. Recognising the impact of population mobility on services planning and provision – financial support schemes should reflect the level of need. Performance indicators should be designed to reflect the challenges faced and not just generic. The importance of an integrated approach to service provision is critical to maximise resources but also to provide a common position to beneficiaries. Finally the need to improve data on population mobility – people get lost in the system due to frequent moves which can have disastrous consequences for people requiring special assistance in particular children in need.

KEY DOCUMENTS

→ 1 final Study report ...Building Sustainable Urban Communities

STUDY TITLE

LCS: PUBLIC PROCUREMENT FEASIBILITY STUDY

LEAD PARTNER

ROSTOCK, GERMANY

MAIN THEME

URBAN RENEWAL AND URBAN DEVELOPMENT



STUDY DETAILS

PARTNERSHIP – 4 partners from 2 countries:
Rostock (Germany) • Leipzig (Germany) •
Saint-Étienne (France) • Lyon (France) •

NETWORK DURATION – 9 months

NETWORK STATUS – in progress

TOTAL COST – 108,348 euros

ERDF APPROVED – 50,000 euros

BRIEF DESCRIPTION OF STUDY

This study will serve to determine the feasibility of the process and analyse the impact of a key function of administration: public procurement contracts.

SUMMARY OF PROJECT ACTIVITY

To implement urban renewal and urban development initiatives, within the framework of initiatives for deprived areas, small and medium-sized enterprises and the appropriate investors are needed. These development drivers need to study and improve different approaches to urban renewal and development.

A seminar was held in Rostock to launch the study, in June 2007 and another seminar, on the theme: •public procurement contracts, a strategic driving force for economic development in the regions , was held in Lyon on 5-6 September 2007. The objectives were as follows: to establish consensus between public procurement professionals, to demonstrate the role played by public procurement services in regional economic development and suggest possible improvements for each city.

The seminar was organised into 6 workshops:

- Inventory of public procurement in the public authorities observed
- What resources are available to improve access to public contracts by very small, small and medium-sized companies?
- Examples of public contracts dealt with by vSMEs
- What does •making public procurement more professional mean?
- What stakes are involved and what added value can be generated by •making public procurement more professional ?
- What would the ideal organisation be for regional public procurement services?

The study continues and the closing seminar will be held in Paris in November 2007.

LEAD PARTNER CONTACT DETAILS

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STUDY CONCLUSIONS AND RECOMMENDATIONS

For the time being, no conclusions have been drawn, and the LCS team is continuing to interview experts in the matter, to review processes and carry out an analysis of the literature. Functional analysis and KHNET taxonomy as well as knowledge generation methods are also used. Experience-sharing and discussions between the cities is ongoing and common standards can begin to be established.

Aims of the project

Local conditions imply a need to test introductory conditions in several European cities. This test in turn requires implementation and observation of local economic and social development objectives.

The overall aim of the study is to get this implementation and observation process moving insofar as concerns the procurement services of local administrative departments, in line with local objectives. This objective is backed by four **action plan objectives**:

1. Project coordination: Setting up city panels, selecting a local project manager, selecting a supervisory panel.

2. Initial analysis for each city: Procurement objectives for each city; a brief description of the procurement process.

3. Research: Identification, organisation, procurement budgets for key local government players (buyers, controllers, information sources, etc.); parapublic players (including other buyers within local public services such as ports, airports, service providers/interest groups, chambers of commerce, local financial backers) and private interest groups (associations, enterprise groups). Identifying problems regarding quality of service and preliminary assessment of the potential gains insofar as concerns the city's policy objectives.

4. Conclusion: final meeting. For each city involved: a brief look at the services management project for each city to validate the project. For URBACT: a brief comparison of the legal, administrative and organisational problems encountered in each country as brought up in the interviews.

KEY DOCUMENTS

→ Minutes of the seminar in Lyon

STUDY TITLE

STRENGTHENING LOCAL ECONOMY AND LOCAL LABOUR MARKET IN DEPRIVED URBAN AREAS

LEAD PARTNER

MANAGING AUTHORITY URBACT SECRETARIAT

MAIN THEME

ECONOMIC ACTIVITIES AND EMPLOYMENT

STUDY DETAILS

TEAM OF EXPERTS:

Fourquette Patrick • Froessler David • Geoghegan Pauline •
Huttenloher Christian • Soto Paul • Van Bemmelen Maarten •

BRIEF DESCRIPTION OF STUDY

In preparation for the German presidency, the German Minister for Transport, Building and Urban Development asked the URBACT Programme to provide a synthetic overview of policies and practices developed by European cities to foster economic development and job creation in deprived urban areas.

SUMMARY OF PROJECT ACTIVITY

The URBACT Study Strengthening Local Economy and Local Labour Market in Deprived Urban Areas aimed to identify for each city a way to find its own customised solution targeting the same objectives: to integrate or re-integrate deprived areas and their people into the economic and social life of the city, reintroduce economic activities and businesses into these areas in order to reduce the gap between their rates of unemployment and those of the cities.

The situations of these deprived areas vary. However, they share a certain number of features. Whether they are located in ancient and degraded inner-city areas, or around abandoned industrial wasteland, or in suburban areas even further from the city centre, they all show low levels of development and have rates of unemployment and poverty levels that are well above average. Despite policies implemented by the European Union and by many of its Member States and regions over the past few years, the problems that people in these deprived areas have to face show no signs of abating. Addressing these problems requires financial and human resources that are often way beyond the means available to cities. The scope of these problems requires the intervention of structural policies financed by the States and by the Union. Yet cities have a major contribution to make in fostering enterprises and job creation. Policies linked with economic development and job creation are usually defined at State level and, in an increasingly large number of European countries, at regional level. Nevertheless, cities have become major partners in national policies for the creation of wealth, economic activity and jobs at the local level. The methodology for undertaking the study was to make analysis builds on outputs and practices coming from the exchanges lead by URBACT cities and sometimes from other relevant programmes/ networks.

STUDY CONCLUSIONS AND RECOMMENDATIONS

The conclusions from the study can be summarised as follows:

1. Cities play a vital role in fostering economic development and employment and ensuring that they benefit the most deprived parts of the city

Cities can both adapt national enterprise and employment policies and design specific schemes which fit the realities, resources and needs of the most deprived urban areas. To be successful cities should:

- Create a favourable environment for jobs and SMEs
- Focus on small and micro businesses
- Develop tailored business support and employment services
- Reach out to local entrepreneurs and residents
- Integrate different support services
- Combine whole city approaches with integrated area based projects
- Develop human capital over the life-cycle and over the long term
- Link deprived areas to growing sectors
- Act as entrepreneurs
- Collect and provide up-to-date information on the local context

2. Cities are in a unique position to create economic opportunities for deprived neighbourhoods through integrated approaches to urban regeneration and development

Cities are becoming increasingly aware that expenditure on traditional areas like culture, built heritage, information, social cohesion and security – is not just a burden for their finances. If managed correctly, it can also be an investment that opens up new markets and jobs. For example, the regeneration of historical city-centres and cultural heritage

– when it is linked with economic strategies for tourism, can lead to the creation of jobs, requiring specific skills which can be developed through the provision of training schemes for local residents.

In order to make the most of these opportunities cities have to improve integration in a number of ways, such as:

- Integrate and co-ordinate different sectors and departments
- Build on synergies between policy areas
- Combine policy instruments in a targeted and focused way

3. Cities have neither the power nor the resources to do it alone. But they can hugely increase their impact on deprived urban areas by taking a lead in partnerships with other actors

The policy integration described above requires a similar transformation of traditional urban governance, for instance:

- Start with strong cooperation between the departments of the local authority itself
- Build partnerships with other public agencies and professional organisations to develop integrated packages of services
- Get the business sector involved
- Activate and involve local residents and community groups

4. Cities can make the most of their full potential if they operate in close cooperation with the European, national and regional level and receive targeted support from these tiers of government

Cities do need a stable and yet flexible policy framework. Vertical cooperation between the European, national, regional and local level is the key factor for success. National legislation can offer the most important incentives. Cities do benefit from European incentives for learning and innovation processes.

KEY DOCUMENTS

→ Final Study report ...Strengthening Local Economy and Local Labour Market in Deprived Urban Areas

QUOTES FROM PARTNERS AND EXPERTS

• This study is the direct product of the capitalisation process we have developed within the framework of URBACT on a certain number of themes, building on the work of the URBACT networks and working groups. It shows how such a programme can be useful for policy makers. The challenge is to be able, in URBACT II, to produce such tools on all issues relating to integrated and sustainable urban development, Melody Houk, project Coordinator.

STUDY TITLE

THE EUROPEAN URBAN EXPERIENCE

LEAD PARTNER

HUMBOLDT UNIVERSITY, GERMANY

MAIN THEME

URBAN CIP



STUDY DETAILS

PARTNERSHIP – 12 partners from 6 countries:

Humboldt University, Berlin (Germany) • Institut d'Études Politiques de Paris – CEVIPOF (France) • Vienna University of Economics and Administration (Austria) • Karl Franzens University, Graz (Austria) • Free University Berlin (Germany) • Politecnico of Milan (Italy) • Politecnico of Bari (Italy) • Dortmund University (Germany) • Bauhaus University Weimar (Austria) • University of Amsterdam (Netherlands) • Technical University Berlin (Germany) • University of Aegean (Greece) •

STUDY DURATION – 25 months

STUDY STATUS – complete

TOTAL COST – 51,300 euros

ERDF APPROVED – 22,333 euros

BRIEF DESCRIPTION OF STUDY

The study aimed to review the URBAN Community Initiative Programme through three main angles:

1. URBAN and governance
2. URBAN and local empowerment
3. URBAN as a transnational programme

SUMMARY OF PROJECT ACTIVITY

The Humboldt University of Berlin undertook a study presenting, synthesizing and discussing recent and current academic research on the implementation of URBAN in different European countries and cities.

The study addresses 3 major issues:

→ **URBAN and governance:** impact of URBAN on (national, regional and) local governance structures and dynamics (impact on domestic policy traditions and institutional and administrative local structures; responses of domestic actors at all tiers of government to pressure emanating from URBAN to adjust existing urban policy contents, patterns and instruments to EU requirements; translation of EU norms and requirements into the local context; conflicts and bargaining processes between different actors and interest groups, etc.)

→ **URBAN and local empowerment:** URBAN's potential to empower the subnational level and local actors (URBAN and experimentation with innovative policy approaches, URBAN as a potential opportunity for local residents to become involved in urban development, etc.)

→ **URBAN as a transnational programme:** exchange and policy learning offered through the transnational dimension of URBAN (and URBACT); comparative approaches of URBAN experiences in 'Northern' and 'Southern' Europe, in countries and cities with longer experience in decentralized and integrated urban policy making and those with centralized, authoritative and top-down policy traditions, in different cities in one country; potential learning processes discernable from URBAN I to URBAN II.

LEAD PARTNER CONTACT DETAILS

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STUDY CONCLUSIONS AND RECOMMENDATIONS

The study group held a final meeting in Berlin in April 2006 to finalise the report. The report studies the URBAN initiative in several European countries and outlines selected case studies from these countries. Besides insights on the three •great topics of the URBAN programme (governance, participation, and trans-nationality), the studies raised several other questions which might stimulate future debates on the Europeanisation of urban policy:

URBAN in Big, Small, and Medium-Sized Towns and Cities

The size of cities was discussed as a crucial factor for handling the European programmes. The relation of expected EU funding and the size of the city (including its administrative capacities) may influence the Euro-orientation of cities. For example, big cities (and their administrations) often are more able and experienced in the difficult task of coping with the administrative requirements of EU funded projects. On the other hand, the penetrating and innovational power and thus the political significance of the European programmes is often much stronger in smaller towns.

North-South dimension of URBAN

Another much addressed topic of the URBAN studies is the North-South dimension of urban Europeanisation. Many Southern cities saw their areas as having peculiarities such as urbanisation without industrialisation, different labour market, social and family structures and continuity of traditional and informal production methods even in the most innovative industries. Taking all this into account, the critics how are the Southern European cities supposed to implement a programme that requires a considerable degree of local autonomy as well as strong local actors and institutions? How are •bottom-up approaches supposed to be developed in countries in which political processes run only in one direction, that is to say top-down? How to integrate social, economic, and physical aspects into one comprehensive development plan in countries where there is a rigid separation

between physical planning and economic development and where social policies are particularly underdeveloped. How could citizens be motivated to stand up for their concerns in states without civic culture?

Empirical findings show that the URBAN requirements forced national administrations to cross-sectorally work together, and, often for the very first time, to work together with local authorities. For most cities under scrutiny, URBAN was the first experience with integrated and area-based policymaking and welcomed as a strong incentive to experiment with new concepts of urban planning, and namely to combine the physical aspects of regeneration with social and economic measures.

Significance of Committed staff to URBAN processes

Another often mentioned but hardly systematically analysed subject of URBAN research was the significance of committed staff. Many case studies name single officials or politicians as key-characters of a successful implementation of the URBAN programme. More than with the routines of action of traditional urban policy, capacity for enthusiasm, persuasiveness, and being keen to experiment seem to become decisive factors of urban policy. The dependence of programme effectiveness on the personnel of actors increases with hierarchical organisational structures.

URBAN in divided cities

The URBAN programmes had to cope with internal division of communities alongside ethnic, religious and political lines. The URBAN projects addressed these issues by establishing cross sector and cross community structures and better more inclusive participation has led to the elimination of mistrust.

There is broad agreement that despite being relatively low-funded and despite the restricted number of cities participating in the programme, URBAN has decisively influenced and advanced the Europeanisation of urban policy.

KEY DOCUMENTS

→ The European URBAN Experience ...Study Report

CONCLUSIONS AND RECOMMENDATIONS FROM EXPERTS

Concerning methodology, process and instruments, the experts have underlined the following aspects:

Concerning methodology, it was important that the experts used different interactive instruments, which allowed participants in the cities to develop their ideas in the best possible way. These interactive instruments were for example: workshops, interviews, etc.

It is essential that the experts had a methodological framework for their work, but it is also essential that they were free and flexible in choosing the right instrument for their work on-site. By doing so, they were able to react in the best possible way to the needs and situations of the participating cities

Participating cities have actually reached a better understanding via the initiative Support for Cities of integrated planning and methodology in order to draft a proposal for European Structural Funds

In this respect, it was also vital that a range of concepts, plans, strategies and projects were discussed and prepared with the local team. Thereby the participating cities learned how European Structural Funds work, how to adopt an integrated approach for urban renewal, how to link economic development, urban regeneration and social inclusion

Very important for the cities was the aspect of good governance in urban development and how to implement the necessary structures for European Programmes in their local administration

Another important issue was how to deal with citizen participation and to discuss possible instruments how civic-public can be integrated into urban development

Another point that was very important for the cities was to give them a general overview of European Programmes and European Networks in which to find partners with similar circumstances and ideas

For the cities, experts have issued a series of recommendations, especially with regard to tools and processes for the development of integrated urban policies, such as:

- Drafting integrated urban development plans or rather strategies

- Drafting project template and financial plan for short/ medium/ long term investments and collecting further social and economic data

- Developing skilled work teams, including technical task force

- Developing processes for the identification of stakeholders and possible partnerships, for the implementation of feasibility studies and the clarification of financing and funding possibilities

- Developing project evaluation and monitoring systems

- Putting on the agenda city marketing campaigns or marketing strategies

- Developing continuous contacts with national and regional authorities

- Considering access to other EU financial instruments

- Fostering participation and integration of inhabitants, local organisations or associations and private property owners

- Considering the participation in other funding opportunities, apart from the Operational Programme for each country or region

KEY DOCUMENTS

- 43 baseline studies, 43 action plans or next steps elaborated, 43 final report produced
- 1 Operational Report building on the experts' reports

QUOTES FROM PARTNERS AND EXPERTS

- The initiative Support for Cities has been a very important first step in bringing together urban development experts and cities and regions which are beginning to develop sustainable urban policies with the support of European Programmes.
Kampus Consulting ...operational report.

THEMATIC DOSSIERS



The Role of Cities in Economic and Employment Development

A review of the URBACT experience

Introduction

This article examines the contribution that URBACT has made to the crucial question of the role that cities can play in economic and employment development. In addition, it considers the potential synergy with the approach taken by the EQUAL Community Initiative on "Inclusive Entrepreneurship".

Due to the pressure on public funds from European, national, regional and local sources it is going to become increasingly important to explore cooperation between different programmes in the various "action plans" that are envisaged for the next period. This also makes eminent sense as nearly all the programmes recommend some form of "integrated approach".

In the case of URBACT and future initiatives promoted by the European Social Fund, a joint workshop has been organised during the 2007 Open Days. So although this paper naturally focuses on URBACT, it also aims to highlight some of the key points that could help open up avenues for collaboration between people exploring solutions for the development of deprived areas and those developing alternatives for excluded groups.

The challenge faced by URBACT's networks

The specific challenge addressed by URBACT I was how to stimulate economic activity and employment in deprived neighbourhoods and deprived cities.

Two networks of cities chose to focus on the specific tools that cities can use to meet the challenge. The Eco-Fin-Net Network, led by Leipzig, carried out a detailed analysis of SME support in deprived urban neighbourhoods. Partners4Action led by Liverpool examined the way in which cities can use Public-Private Partnerships (PPPs) to lever in private finance and expertise in a range of urban regeneration contexts.

Other URBACT networks focused on important themes for local economic development. Regenerando, led by Reggio di Calabria, concentrated on employment with a particular focus on the submerged economy. One of their main contributions was to show how cities can create employment in areas of social need by using the social economy and adopting a more entrepreneurial approach to the planning of local services. The UDIEX-ALEP network led by Venice chose as two of its priority themes: enterprise development among ethnic minorities and women; and long-term unemployment and discrimination in urban labour markets.

Further examples of the important subjects for local economic development worked on by the URBACT projects include: the knowledge society (ISN led by Manchester and Strike led by the Netherlands); cultural heritage and industries

(Chorus led by Bastia and URBACT Culture led by Lille), physical and social regeneration (Regenera led by Grand Lyon, PHYRE led by Kassel and Securcity led by Rotterdam); and social inclusion (Young People from exclusion to inclusion led by Malmö and Young Citizens' Project led by Bristol).

Towards the end of URBACT I and as a result of all this activity, 11 of these networks comprising over a hundred cities formed a Cross Cutting Working Group (CTWG) on local economic development. The CTWG's main objective was to analyse the common lessons learnt from the different URBACT projects dealing with the issue and to capitalise their work.

One of their central messages was that cities have a series of untapped opportunities for transforming certain urban functions like regeneration and cultural and social services into economic activities and employment. However, this does not happen automatically. In fact, many cities have inadvertently organised these functions in a way that is actually harmful for local economic activity. The CTWG argues that municipalities need to carefully adapt a series of economic tools to the reality of each local area in order to maximise the benefits for the local economy.

On this basis they produced two reports – a manual of how to use seven major tools for local economic development and an analysis of the ways in which cities can transform four “opportunities” into economic activity and employment (regeneration, culture, the knowledge economy and jobs from social need) using the tools in the manual. In a complete version this would lead to a matrix where the seven tools can be applied to each of the opportunities.

URBACT also prepared a report on local economic development for the German Presidency of the EU in 2007¹ with chapters on the role of cities in enterprise development, the role of cities in the labour market and on urban regeneration: opportunities for economic revival. The online Thematic Dossier on the URBACT website provides further detail on many of the cases and practices put forward in these reports².

The challenge faced by EQUAL's Communities

While URBACT focused on how to promote economic activity and employment in deprived urban areas, the specific challenge dealt with by EQUAL was how to make entrepreneurship accessible to groups that face discrimination in the labour market.

Since the beginning of 2002, nearly 300 development partnerships have been funded by EQUAL to explore methods for opening up the process of business creation to all members of society. Many of the 12 countries involved in this work created National Thematic Networks to exchange and mainstream their findings. There was a similar programme of work within EQUAL specifically on the Social Economy.

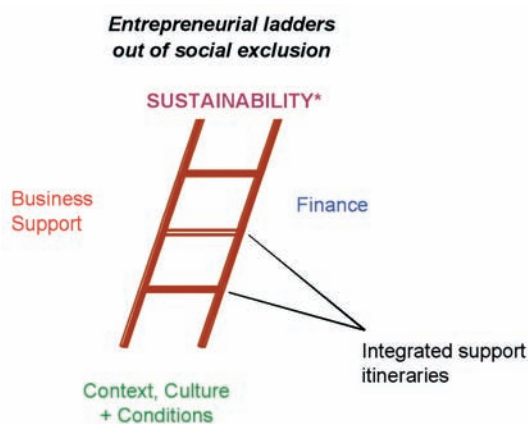
One of the most remarkable results of this activity was that, although the definitions varied slightly in each Member State, the main themes dealt with in business creation within EQUAL were found to be very similar across the countries. They were described as the four parts of “an entrepreneurial ladder out of social exclusion”. The four parts are: creating the culture and conditions for entrepreneurship; integrated start-up support and training courses; access to appropriate finance; and access to sustainable markets.

An important conclusion was that if the ladder does not rest on the firm foundations of favourable attitudes and conditions for entrepreneurship then not enough people will even consider taking the first step towards an independent economic activity. No amount of financial and business support will change the underlying situation. Similarly, if business start-ups do not have access to markets and competitive technology the ladder will just lead entrepreneurs over the cliff into bankruptcy and debt.

It was argued that the weakest parts of the ladder were on the ground floor with the cultural, legal, fiscal and administrative conditions and at the top of the ladder, in the difficulties faced by disadvantaged groups in breaking into sustainable markets.

1. <http://www.bmvbs.de/2712.982779/Strengthening-the-local-econom.htm>.

2. <http://urbact.eu/themes/economic-activity-and-employment.html>.



To help “mainstream” the individual examples of good practice coming out of EQUAL, the European Commission funded a “Community of Practice” as a pilot initiative. The Community of Practice on Inclusive Entrepreneurship (CoPIE) has the explicit aim of building a broad European platform for all those interested in sharing and improving both practice and policy for “inclusive entrepreneurship” during the next round of the Structural Funds.

As a first step in this direction, it has developed a tool based on the ladder described above. This allows policy makers and practitioners to identify the main strengths and weaknesses of the current support system for entrepreneurship in the four main themes identified by EQUAL shown in the ladder above and from the point of view of specific groups. Policy challenges are identified from a scoring process carried out by stakeholders.

Armed with this overview, policy makers and practitioners can locate examples of good practice which correspond to their specific areas of weakness in a data base being designed for this purpose. Finally, they can bring these elements together to develop an action plan or strategy for inclusive entrepreneurship for the next period.

In the future the aim is to expand the Community of Practice to include all those Member States and Regions that are interested in working on such action plans in the future round of the structural funds.

Contributions of URBACT to local economic development in cities

By comparing the URBACT and EQUAL approaches it is possible to see that cities can play a very important role in tackling two of the fundamental weak spots identified on EQUAL’s entrepreneurial ladder out of social exclusion:

- Firstly, cities can be major players in creating sustainable markets (at the top of ladder)
- Secondly, cities can play a central role in improving the culture and conditions for economic activity and employment (at the ladder’s base)

Finally, URBACT has also provided a series of lessons about how and where cities can best apply the economic tools (in the centre of the ladder).

Cities can capitalize untapped opportunities for creating sustainable markets and jobs

One of the main contributions of URBACT’s Cross Cutting Working Group on Local Economic Development has been to highlight the role that cities can play on the demand side of the labour market in opening up new markets for local firms and creating jobs for local people.

This is particularly important given the currently dominant policy approaches to entrepreneurship and employment. Enterprise policy focuses heavily on building on Europe’s strengths for competing on world markets in the hope that decent jobs will “trickle down” from the high-technology, high-growth sectors. Employment policies increasingly concentrate on supply-side solutions (like “flexibility”) to help the labour force adapt to a rapidly changing environment created by globalisation and an ageing population. Many people across Europe, and particularly those living in deprived urban areas, are falling into the gap between these two approaches.

In its report on the subject, the CTWG dealt with four promising fields of “opportunity” for cities to open up new local markets and create new local jobs: regeneration, culture, the knowledge econo-

my, and social services. However, the CTWG has only been able to start the exploration of what promises to become a very rich source of policy inspiration for cities in the future. Moreover, there are other important fields, such as the environment, which can be dealt with in the same way.

The main justification for intervention is similar in each of the four fields. The CTWG has pointed out that activities such as culture, social services and regeneration – which have traditionally been considered as a cost to the cities purse – and the knowledge economy – which has been primarily seen as a risk for deprived urban areas – have both positive and negative effects on the urban economy that have not been sufficiently understood. The challenge, therefore, is to identify the positive links more clearly and to ensure that urban policy reinforces rather than weakens them.

Urban expenditure and investment in all the fields dealt with by the CTWG can have a series of immediate, direct effects in terms of creating markets for local firms, jobs for local people and training for residents. But these benefits for local supply chains do not simply emerge automatically. For example, regeneration contracts can be awarded to large external companies that do not employ any local people, and the short-term burst of activity connected with an important festival does not necessarily generate permanent jobs in the area where it takes place.

So the CTWG partners have looked at both the conditions and tools for maximising the benefits explicitly for deprived urban areas. One of their main recommendations concerns the need to work simultaneously (upstream) on the improvement of local skills and entrepreneurial capacity and (downstream) on the rules and procedures governing the contracting of both firms and workers. Cities are directly responsible for important areas of public procurement and are strategically placed to coordinate integrated sequences of policies which make them accessible to local people.

INCLUDING SOCIAL INCLUSION CLAUSES IN PUBLIC PROCUREMENT CONTRACTS

PROJECT: Promotion of Employment and Insertion with public markets (REGENERA).

LOCATION: Lyon, France.

OBJECTIVES: to help people far from the labour market to gain access to jobs by placing at least one unemployed person in a job for every one million Euros of public contract.

ACTIONS: a) carried out a study and consulted with the team responsible for the local job insertion and employment plan; b) developed a social inclusion clause giving employers three options to favour the employment of disadvantaged local people: b1. employ such an individual; b2. reach an agreement with an intermediate labour market organisation; b3. use a temporary employment agency on the basis of an agreed amount of employment for the size and nature of the contract; c) created a coordination unit to oversee the process.

KEY MESSAGE: cities are able to include social clauses in public procurement contracts with external companies that promote local social objectives whilst meeting EU public procurement rules.

Some cities have taken quite an imaginative entrepreneurial approach to the planning of services to meet emerging social needs. The social economy has often played an important role in these initiatives, partly because of its ability to lever in public and private sources of capital and revenue as well as voluntary commitment

Each of the four fields analysed by the CTWG can also have a series of longer-term, indirect benefits for the local economy. For example, cultural activities can attract tourists, private investment and skilled workers to an area. They can also have knock-on effects on local firms by providing inspiration for new products and services. Similarly, social services not only provide immediate jobs but they can also increase the quality of life, reduce anti-social behaviour and improve a community's sense of ownership and identity.

But as before, these kinds of benefits do not simply materialise in every case. One of the most important messages is the need to think about how the development of a deprived area fits into the context of the whole city and the economy of the city.

A CREATIVE INDUSTRIES STRATEGY

PROJECT: Cultural Redevelopment of the Eastside (URBACT Culture).

LOCATION: Birmingham, United Kingdom.

OBJECTIVES: to combine renovation and redevelopment of the city with the development of culture and creative industries both in the inner city as well as in specific quarters to support economic development and social inclusion.

ACTIONS: a) after the demolition of a road, a spark of creativity was set off at the Custard Factory which has fuelled a huge resurgence of activity, led by the creative industries and a series of arts-based initiatives, defining the area and building its distinctiveness b) a large physical regeneration programme was realised on an old industrialised and isolated area next to the city centre generating new activities in the field of multi-media, TV, digital media, visual arts and music; c) a major programme of public and private investment was undertaken to visibly change the area and incorporate it into an expanded city centre.

KEY LESSONS: large physical and cultural redevelopment programmes in public-private partnership within a coherent overall strategy can change a whole district.

Cities can play a central role in improving the culture and conditions for local economic activity

In its manual, the CTWG analyses seven “tools” to help cities promote local economic development in deprived urban areas: providing information and communication; supporting local activity by non financial help; developing human capital; supporting access to finance; upgrading the local urban environment; providing a suitable regulatory environment; and engaging in various forms of partnership.

In contrast to programmes like EQUAL, which tend to focus on information, training and non-financial and financial support, it can be seen that cities are in a particularly strong position to use certain types of tool which fundamentally affect the basic conditions for economic development.

In particular, they have at their disposal various methods for upgrading the local environment: improving connectivity – both through better transport infrastructure and services and through ICT access; strategic improvements to the built environment which favour economic activity, pro-

viding secure, safe and clean neighbourhoods – which are vital for any kind of economic and social development; and promoting the image of an entire area.

For example, in the field of ICT, the CTWG argues that even if deprived urban areas do not have the endowments to become part of the “champions league” of the knowledge economy, they cannot afford to fall too far on the wrong side of the “digital divide”.

FOSTERING THE KNOWLEDGE ECONOMY IN A STRATEGIC WAY

PROJECT: “Memoria e e-Conscenza” (Source I.S.N.)

LOCATION: Bari, Italy.

OBJECTIVES: to consolidate and develop the information society in Bari’s Metropolitan Area to improve the cultural, tourist, social and economic potential of the area.

ACTIONS: a) create a virtual “Museum of the identity of the Territory” to reconstruct the integrity and identity of the municipal territory; b) organise a territorial information and marketing system; c) improve the efficiency of municipal administrative activity towards enterprises; d) coordinate and create a network among the different One Stop Shops for enterprise; e) foster access to ICT-based services for young unemployed; f) create a competition for the best entrepreneurial ideas in the Internet-economy and information society to create new businesses in the field of ICT; g) organize vocational online training course and information days to promote the use of technological tools such as electronic sign and e-business opportunities.

KEY LESSONS: knowledge-based activities be used to improve the success of traditional activities.

Cities have also explored a series of tools for providing a more suitable regulatory framework to foster local economic activity. These range from France’s Zones Franches Urbaines to the UK’s Business Improvement Districts and various area-based masterplans and neighbourhood management systems. One of the major challenges that all cities and countries face is how to deal with the informal economy.

The following example (funded by EQUAL) was identified by URBACT networks as a particularly good example of a project in this field. This reinforces the idea that there is a need for collaboration between programmes and departments on important issues such as these.

CLAVEL, SEVILLE (SPAIN): ROUTES OUT OF THE INFORMAL ECONOMY (SOURCE UDIEX-ALEP)

OBJECTIVES: To legalise the flower selling of gypsies in Northern Seville to support self-employment and independence among gypsy women.

ACTIONS: The Clavel (Carnation) Project started with a period of direct discussions with the 800 gypsy women living in a deprived neighbourhood in order to gain a real understanding of their living conditions. Secondly, one activity – flower selling – was chosen and the conditions for its viability in the formal economy were examined. These required a series of changes “up-stream” in the training of the women as well as a greater flexibility of conditions “downstream” in terms of the licenses required for legally selling the flowers. In the next stage, the local project acted as broker and brought together Social Services, street vending and the Equal Opportunities departments, with the local association of florist shops and the women themselves to agree on a new more flexible “social license” for street vending. The women received training and set up an association that promoted their flowers with their own distinctive label – a carnation of course.

KEY LESSONS: People who work in the submerged economy are often entrepreneurial, but it is important to understand the barriers which prevent them becoming legal. Activities in the submerged economy can be transformed into legal entrepreneurial initiatives but it is important to work in parallel at the level of the entrepreneurs themselves and at the level of the administrative and legal framework.

How and where cities can apply the main tools for local economic development

In addition to highlighting the tools which cities are particularly well placed to use, the CTWG also produced a series of recommendations about how and where cities should get involved in other mainstream tools like financial and non-financial support to businesses.

A key message from the URBACT partners refers to the appropriate scale of intervention. For example, they argue that cities should not generally get involved in guarantee funds which are best managed at national or regional levels (with the exception of large metropolises). On the other hand, micro-credit schemes can be very useful in deprived urban areas as long as cities use the experience of specialised financial institutions and do not try to start from zero.

CO-OPERATION BETWEEN LOCAL LENDERS AND THE REGIONAL GUARANTEE FUND (SOURCE ECO-FIN-NET)

PROJECT: Co-operation with the regional guarantee fund.

LOCATION: Marseille, France.

Objectives: to facilitate access by small and new local enterprises to loans

ACTIONS: a) a strong local partnership between banks, the Region, the local initiative platform CPEM and SME experts was created, including the signing of a general convention with local banks; b) SMEs looking for loans of less than EUR 50,000 were made as a target of the regional guarantee fund; c) SME experts facilitated the contact between entrepreneurs and the banks, preparing the required documents and agreeing a business plan with CPEM to support the agreement of a loan.

KEY MESSAGE: cooperation between local and regional levels can provide the required critical mass (at regional level) while still allowing locally targeted funding.

Another important message refers to the need to adapt each tool to the local context and to take into account different types of urban area. For example, the poor neighbourhoods of rich cities face quite a different set of opportunities to the neighbourhoods of uniformly poor or shrinking cities. Deprived inner-city areas in strategic locations also have far more opportunities than the “banlieues” and suburban mono-functional housing estates.

UPGRADING DEPRIVED MIXED USE AREAS

PROJECT: Project Jennifer (Partners4Action).

LOCATION: Liverpool, United Kingdom.

OBJECTIVES: to redevelop a run-down area to the north of Liverpool.

ACTIONS: a) a contract was signed between Liverpool City Council and St.Modwen Developments Ltd to build a new district centre comprising shops and markets, community facilities and a library and to develop and improve residential buildings, roads and local parks; b) the Council is the main land owner and brings compulsory purchase order powers for the redevelopment site; c) St.Modwen brings investment capital; d) strong community participation was encouraged.

KEY MESSAGE: there are particular opportunities in deprived inner-city areas to realise economically viable investment with local regeneration objectives, potentially using public-private partnership.

Where possible, URBACT argues that cities should set up business-support systems which are client led and targeted to meet the needs of different kind of firms and groups. They should strive for long-term, professional and self-sufficient services by bringing in existing outside resources and expertise from former businessmen and business networks and institutions.

Even when they do not have particular skills or competences in an area – such as finance or (in some countries) education – cities can play a major role as a respected “broker” between local people and firms and specialist institutions like banks and schools.

Concluding remarks: paths for the future

The work carried out by URBACT networks shows that cities can make an important contribution to local economic development in three particular fields where there is a recognised need to strengthen policy: the exploitation of opportunities to create more sustainable markets and jobs for local firms and people; the improvement of the basic conditions for local economic development; and the provision of business support tools that are tailored to the local context and in partnership with other urban stakeholders.

Far more needs to be done in all these areas, however, this means a fundamental change in the way that most cities think about their role in local economic and employment development.

- There is a need to stop thinking in terms of isolated projects and departments towards mobilising the full potential of the city’s own institutions to create wealth and employment. All municipal activities can potentially be screened and aligned to maximise their impact on the local economy
- In an increasingly globalised economy, cities cannot operate on their own. They have to build up a series of horizontal and vertical partnerships and build their reputation as trusted “brokers” between the main actors of the territory

- There are no recipes for success. The opportunities vary enormously in different kinds of urban area and the tools used have to be engineered carefully to meet each context

- The strategies which work best seem to involve acting in parallel at different levels – at the level of employers and employees, demand and supply, declining sectors and growing sectors, deprived areas and richer neighbourhoods. But getting the right balance is never easy so cities need to share their experiences in this area

- The problems of poor neighbourhoods can only be solved by a combination of internal, endogenous capacity building and by improving their external relationship with the rest of the urban economy. Generally, neither one is enough on its own, but once again it is difficult to get the right mix

- There are particularly severe challenges in shrinking cities, the “banlieues” and mono-functional housing neighbourhoods. In the short term, at least, the scale of the solutions being applied in these areas does not match the size of the problem

- The risk of displacing or spreading poverty through the gentrification of inner-city areas is particularly severe. Cities need to monitor and learn from the most successful initiatives

- Finally, cities must never lose sight of the fact that whilst processes such as the development of the knowledge economy can open up opportunities, they also entail major risks for the most vulnerable urban areas and groups. It is important to be realistic about the trends and to action to stop these areas getting left further behind.

All the learning provided by the experiences of the URBACT networks provide invaluable information and guidance for the future development of policies to promote economic development in deprived urban areas. The challenge for the future is now to build on this knowledge – linking effectively where appropriate with the knowledge and experiences of other programmes – to create even more successful policies that benefit the most disadvantaged neighbourhoods and cities as a whole.

Citizen participation in urban development

A review of the URBACT experience

The concept of citizen participation has gained wide prominence in European, national and local urban development, management and regeneration programmes. It has been at the core of European Community Initiative URBAN as a crucial element of an integrated approach to urban regeneration. At first sight, the idea seems quite straightforward: The residents in an urban area are recognised as important stakeholders in the development process and are asked to contribute with their knowledge and resources. In return they get a say in the direction of the process and may influence parts of urban projects or programmes. At a second glance, things appear to be more difficult: Public authorities seem not particularly well equipped to incorporate the manifold voices of the people. They are even less able to include their contributions in planning and implementation of policies and projects. After years of experimenting with different forms of integrated actions and partnerships, they still meet difficulties in effectively activating and implementing interaction between all the actors involved. Acknowledging such challenges, various approaches have emerged in urban regeneration policies across Europe that aim at bridging this gap between the bureaucratic world of public administrations and the multifaceted world of inhabitants' everyday life. Within the framework of URBACT, European cities have shared their experience and practices relating to this issue. Building on these cases, we outline here the core features of current citizen participation strategies and remaining challenges.¹

Citizen Participation, an URBACT perspective

Today, there is wide acceptance that the participation of citizens in their government is a cornerstone of democracy. However, this wide acceptance leads to a wide range of interpretations. Some of them are opening interesting and sound paths of action, others are prone to trivialisation and manipulation. There are many different and sometimes contradictory motivations to involve citizens in public management. Very often, participation is seen as a field of procedures, methods and tools to help decision-making and implementation of public policies and programmes. The assumption is that decisions based on a participative process of deliberation are more effective than directive orders because they build on local knowledge and experience and promote civic commitment. In other cases, participation is seen as a way to "democratise democracy" and to give a platform to people who have been excluded from civic rights and mainstream political institutions. Thirdly, the accent can be less on providing a frame for shared planning or decision making, but on creating a more open realm where conflicting interests and voices can be expressed and negotiated in a way that generates added value and knowledge. In this sense, conflict is seen as a resource rather than as a problem to avoid. In practice, however, any participation strategy will relate to these three dynamics in an individual way, probably stressing one aspect more than another. The level of involvement of citizens and the distribution of power can thereby differ significantly from simple forms of communication and information to more intense approaches of consultation and to the full involvement of inhabitants.

1. This paper draws on the results of the URBACT Cross-Cutting Thematic Working Group on the Role of Inhabitants in Urban Management (Guentner/Padovani 2007). We would like to thank all participants for their contributions and commitment.

The URBACT networks have had different perspectives on citizen participation. Three networks have chosen the theme as their main focus: The network *Partecipando* looked at participatory democracy at a local level and produced a “European Handbook for Participation” and a “Participation Charter”.² The network *Citiz@Move* dealt with projects in support of the social inclusion of ethnic minorities, project management issues and the possibilities of information-based technologies to promote citizen participation. It has produced a “Travel Guide to Participation in Twenty European Cities”. The *Young Citizens Project* network has looked at the importance of the participation of young people in urban matters and in youth policies. It has produced a toolkit for youth participation in urban policies. Other networks and working groups have dealt indirectly with citizen participation in specific fields of urban policy:

- the role of citizen participation in integrated urban regeneration projects
- the role of citizen participation in urban policies for secure and safe cities
- the importance of increasing participation in Public-Private-Partnerships³.

Beyond the various perspectives, definitions and approaches developed by the URBACT networks, the URBACT Cross-Cutting Thematic Working Group (CTWG) on the Role of Inhabitants in Urban Management has identified three key principles of citizen participation:⁴

- **Mutuality.** The involvement of inhabitants in urban management is hampered by institutional and individual barriers. Participatory strategies must approach both sides at the same time.
- **Dynamism.** Participation is a process which needs to be carefully designed. It has to include empowering elements that help people raising their voice. Participants will play different roles throughout this process and thus, different tools

for communication and interaction have to be used for the different stages. The engagement of people must also be rewarded with a tangible improvement of the local situation.

- **Variety.** The cooperation between citizens and public administration can have different forms. People can be involved in many formal and informal ways in the deliberation and in the decision-making about a policy, programme, project or service, but also in its implementation. Participation tools have to combine formality and informality and be flexible enough to respond to local circumstances and needs.

Furthermore, the Cross-Cutting Thematic Working Group on the Role of Inhabitants in Urban Management stressed the importance to understand the different dynamics and challenges in decision-making and participative deliberation processes on one side and in implementation and participative delivery of public goods and services on the other. It has identified critical points to consider in activating and implementing participation processes and promising practices to address them. In this paper, we draw on the work of the CTWG and highlight four aspects: the challenges to participation, promising lines of action, crucial elements of participatory processes and challenges ahead.

2. All URBACT network documents are downloadable from the website www.urbact.eu.

3. See bibliography for references to the final reports produced by the URBACT networks.

4. Between August 2005 and December 2006, the URBACT Cross-Cutting Thematic Working Group on the Role of Inhabitants in Urban Management brought together around 30 representatives from different URBACT networks and experts in the field of citizen participation to exchange on and capitalise the URBACT experience. The aim was to produce guidance and policy proposals for urban decision makers on how to respect, appreciate and valorise the contribution offered by inhabitants for the design of public policies and how to recognise the role they may perform in public management (see: Guentner/Padovani 2007).

Challenges to Participation: Individual and Institutional Barriers

The experience of the URBACT networks shows that active citizen participation is considered as an important feature of urban management, but also that, in practice, there are still a number of problems which prevent people from participating. This is particularly true for people who face difficult social, cultural, economic conditions. We need to understand the nature of such barriers in order to design successful inclusion strategies. Barriers occur at an individual level if people face a lack of resources, language and other basic skills or understanding.⁵ They exist at an institutional level as a result of formal and informal rules or legal issues. Such barriers lead to a cleavage between these two levels, or in other words: a clash between the abstract, administrative world of organisations and the world of the citizens/inhabitants.⁶

One barrier for people to become involved is often a lack of skills and resources. Insufficient literacy and language skills, a sense of shame and frustration or simply misunderstanding can prevent people from making their claim. Empowerment strategies start here. However, it has to be considered that in cases of severe poverty or exclusion, people are busy with their fight for a living and often simply not interested in the issues which are offered for debate, or do not find the time to take part in meetings which clash with their everyday activities (work, childcare etc.). This would certainly be different if they were involved in decisions which could make a real difference to their economic and social situation or if resources would be offered to overcome material obstacles to participation. At the same time, it needs to be recognised that well-off parts of the society are only rarely becoming involved in public affairs, too, expecting that their interests will be met anyway. Another factor is the problem of unclear expectations. It is not

always clear for the citizens what they can expect from getting involved in local activities. Their concerns seem to be taken up in a bureaucratic jungle and no immediate actions follow. Such problems are reinforced by prejudices on both sides: local officers do not always appreciate the value of inhabitants' knowledge and inhabitants sometimes mistrust local administrations in their ability to listen and react sensitively.

More than barriers to participation on the side of the individual or community, the welfare state institutions themselves bring about obstacles and thresholds which impede access and complicate interaction with citizens. A first problem lies in the functional logic of public administrations, based on bureaucratic procedures, hierarchical governance structures and in particular an inability to recognise unorganised interests: Their "clients" or "customers" are frequently seen as representatives of a group rather than as individuals. Individual tailoring of solutions is not foreseen in standardised procedures of administration. A second obstacle is connected with an administrative working culture that is at odds with the social world of people living in the marginalised neighbourhoods and a lack of opportunities to make oneself heard. This involves procedural and language formality, organization of time etc. These functional and cultural obstacles are widely recognised by public administrations, and the aim to get closer to the citizens is the starting point for many institutional reforms. Through this, institutions expect to become more efficient and effective, and to increase the legitimacy and acceptance of their decisions. However, in the end, institutions might be caught in a dilemma between motivations which push them to adventure in the promising, but also less explored path of activating participative processes and a variety of obstacles stemming from their bureaucratic tradition and rationality. Participatory processes take time, and may delay policy-making processes; they also require specific abilities and skills that not all civil servants possess (listening, collecting information,

5. These barriers might also occur at a community level, when whole groups (eg ethnic minorities or young people) face similar problems and are excluded on that basis.

6. Theoretically, this distinction between institutional and individual level can be challenged because both constitute each other. However, this constructed polarity responds to the perception of public officers and also of residents when they refer to each other as "the people" or "the administration". We highly encourage further theoretical and empirical work on investigating the relation between these two (perceived) "worlds". With the concepts of abstract and lived spaces and worlds we refer to the work of, amongst others, Henri Lefebvre (*La production de l'espace*, 1974) and Jürgen Habermas (*Theory of Communicative Action*, 1984).

animating public meetings, presenting projects in a simple and synthetic way, translating the administrative discourse into the language of inhabitants, etc.). They may even perceive these new requirements as jeopardising the very essence of their professional and technical mandate.⁷

Three promising lines of action

The complexity of these barriers and their roots in the deep structures of our society imply that there are no easy solutions to overcome them. Nevertheless, it is not an impossible challenge and promising strategies exist.

One first group of approaches tries to privilege certain groups, to lower thresholds for them or to make an effort to reach people where they are. It covers practices such as positive discrimination, outreach and open platforms. The focus of these practices is on overcoming problems of language, culture, lack of economic resource, distance from institutions and their policies, which prevent some specific social groups to be involved in participative process and to see the possible advantages of this involvement. It is about motivating and empowering these citizens to take care of their problems. These practices also call for new skills and methods of planning, social work and management. Their increasing importance has already led to a whole new group of specially trained professionals.

BRIDGING THE LANGUAGE GAP: THE "RED CARD", BRISTOL, UNITED KINGDOM

In the Bristol URBAN II programme, more than 50% of the members of the URBAN Programme Group are young people. To insure that they are heard in the meetings, the management team introduced the "red card": Each member, young and old, was issued with a red card which he or she could hold up if non-understandable jargon and technical language was used in the discussion. After some time the members got used to this system and over time the cards had to be raised less and less as the level of knowledge increased and the professionals learned to express themselves in a way that is understandable for the whole group (See: URBACT Young Citizens' Toolkit p.32).

LINKWORK, MALMÖ, SWEDEN

The concept of linkwork was developed in Malmö, Sweden, in the Södra Sofielund Seved project for the regeneration of a multicultural neighbourhood. Its core idea is that people from the area, with a migration background and a good understanding of the local situation, are hired as professionals, called linkworkers, and function as a translator between the local authority and the residents in the neighbourhood, but also between the various groups of residents. The linkworker shall "connect" and in an intelligible way communicate and transfer messages from context to context. Important preconditions are that linkworkers are respected by all parts, including politicians, have face-to-face contacts and a mandate to act relatively independently (see: Liedholm 2005).

BUILDING A PLAYGROUND, AALBORG, DENMARK

In this case, a group of residents was supported to build a safer playground according to their ideas; by this, the project helped to create a better sense of community cohesion in the area. The bad condition of the playground had been spotted by two mothers who then contacted the Aalborg Urban Regeneration Center and received advice and financial support. Then, they proposed the idea to all the citizens in the housing estate and found some people willing to help on a voluntary basis. During a period of 2-3 months they rebuilt a natural playground. Many different groups were involved: Refugees, bikers and "ordinary" Danes, young and old - everybody worked in the project according to his/her skills and capacities: some planted plants, cut woods, arranged food and drinks or did some of the administration work. This project was possible because the local regeneration centre was able to support the engagement of the local inhabitants in a non-bureaucratic and flexible way (see: URBACT Citiz@Move Report, p. 22).

A second group of approaches is more concerned with problems met by institutions in promoting and implementing participation processes. They follow two main orientations. The first one is about promoting the principles of transparency and accountability in public management. Charters and political resolutions are one way of expressing such a commitment. Another form is public forums and dialogue. Internally, this has to be accompanied by staff training and new recruitment standards.

7. An interesting discussion about the relation between individual resources and societal opportunity structures as preconditions for participation is found in Triandafyllidou/Vogel (2005).

EVERYDAY PARTICIPATION, LIVERPOOL, UNITED KINGDOM

The concept "Everyday Participation" is part of a comprehensive strategy to bridge the gap between young people and public administration in Liverpool. Its aim is to develop and strengthen a culture of participation among the city's young people. Developed in a series of workshops held with young people, the concept emphasizes the role of youth work as a seedbed in which young people can learn the basic skills and develop the attitudes needed to enable their participation in decision-making at multiple levels. It integrates the aims of participation into the daily running of a youth group, making it a guiding principle of every session and every aspect of group life, not the focus of a separate initiative. It emphasises the use of everyday situations in all service settings as democratic moments where young people can make experiences through their negotiation of interests (see: URBACT Young Citizens' Toolkit p.12).

The other orientation, more radical, experiments the experimentation with a higher level of power-sharing. In this field an advanced and increasingly popular approach is participatory budgeting. Participatory budgeting has at first been developed in South America, in the city of Porto Alegre in Brasil. Today, the concept is re-interpreted and more and more applied in European cities, too.⁸ It is also a practice that promotes learning processes: Citizens learn about the functioning, limits and possibilities of municipal budgeting whilst the local political-administrative system learns to listen to citizens' viewpoints and to appreciate their knowledge and their social capital. It is a practice which aims at increasing the sense of active citizenship.

PARTICIPATORY BUDGET, SEVILLE, SPAIN

After local elections in 2003, the new government of the Commune of Seville decided to implement a participatory budget. It aimed at promoting active citizen participation, transparency in decision making and a mutual learning process among the various actors involved. A general assembly was formed to present some basic information about the process and to identify some general principles to be respected by all the actors involved in the process (Self-regulation guidelines). In a second step, a steering committee for each district was set up to map the zone, to identify community groups, involve residents and to encourage

their participation. It was then decided which sector of the municipality will be involved in the process respectively during the first and the subsequent year. Expenditure proposals are now submitted to area citizens' bodies and presented and voted upon in assemblies, one for each of the areas defined for the process, which are held simultaneously. The voting procedure foresees: a) an introduction by the politician responsible for the municipal sector involved, explaining how much money is available; b) the presentation of the proposals; c) voting. The process involved 15 assemblies with 3000 participants in 2004 and 18 assemblies with 6000 participants in 2005. An evaluation of the process has shown that the learning effect for both citizens and municipality was tremendous. But in particular the participation of political representatives has been unequal: the sectors directly concerned by the programme have participated actively, but the other municipal sectors either did not take part in the process or participated passively (see: Citiz@Move Travelguide in 20 European Cities, p.117).

Strategies to empower individuals or groups and efforts to open up public institutions are important. A third path to bridge the gap between individuals and institutions combines both elements (to overcome individual as well as institutional barriers). Acting on both dimensions simultaneously is at the core of this specific approach. This is well demonstrated by the "Voice-Platform-Action" model, which has been developed by the city of Sunderland.

VOICE-PLATFORM-ACTION, SUNDERLAND, UNITED KINGDOM

The Voice-Platform-Action model was developed by the Sunderland Youth Strategy Team to provide a conceptual framework for involving young people in public decision-making. "Voice" relates to the inhabitants, with their identity and interests. It involves questions of skills and support strategies for individuals. The concept of "platform" refers to a necessary realm in which citizens can raise their voice and be heard by local administrations. It has to be accessible and must be facilitated in a way that creative solutions can be discussed. Such platforms can have many different forms and names: tables, forums, juries... whatever their final design may be, it is important that they manage to translate and communicate between the different languages and cultures of the participants, building respect and understanding. The third pillar, "action" looks at the feedback of public institutions to the concerns which have been raised in the

8. For more detailed information about participatory budgeting see: www.participatorybudgeting.org/.

process. Only if action in the form of better or new policies or services or the tangible improvement of a situation is perceived by the inhabitants, they will see that their participation is appreciated and valuable (see: URBACT Young Citizens Toolkit, p.11).⁹

These strategies represent the main groups of participatory practices that have been developed and discussed in the URBACT networks. In reality, any participation strategy will have to be tailor-made and sensitive to the local situation. Nevertheless, there is a number of cross-cutting issues, principles and tools to consider which apply to different phases of a participative process.

Crucial aspects to consider in a participation process

Participation processes are complex and require resources, specific knowledge, and the respect of a set of rules that have to be understood and shared by the participants.

For these reasons, particular attention has to be paid to the initial stage of the process. A climate of cooperation and mutual respect has to be created. Preconditions, procedures and expectations need to be transparent and technical support has to be provided. At the same time it is important to ensure that the process and its outcomes are sustainable. The availability of resources as well as capacities to implement decisions and to maintain the results achieved is of crucial interest. In case of failure there is the risk to further deepen the distance and fractures between public institutions and local communities.

A crucial moment is the selection of the right strategy to involve the participants: How to grant equal access and voice to different social groups? How to identify the relevant partners? How to contact and involve them? There are various techniques to involve local actors: The open doors

strategy includes public meetings, internet forums, spaces, laboratories open to all inhabitants and interested actors. A more targeted approach identifies relevant stakeholders in advance, who are then addressed and invited or visited. When interests are not organised or even unclear and no specific group is targeted, or when it seems unlikely that all relevant groups would be reached just by announcing an event via posters etc., a choice can be made on basis of random selection, these people are then directly addressed and invited. A way to involve marginalised groups of society is going to the people rather than waiting for them and visiting a problem rather than talking about it from a (physical) distance (outreach).¹⁰

Furthermore, right from the beginning, the exchange between actors has to be carefully organised and structured: How to facilitate the process? How to mediate between conflicting viewpoints? Is there the need for an external professional assistance to the process? Local forums, more complex participative governance structures and also participatory budgeting are presented to demonstrate the variety of possible approaches. In any case, a professional process facilitation and moderation is crucial. Furthermore, IT tools are increasingly used to facilitate the communication.

Increasingly, participatory elements are not only introduced into decision-making processes but also in the implementation of projects and, furthermore, in the delivery of public services. In these cases, not only different viewpoints have to be negotiated, but also resources and functional logics have to be integrated. The risks and responsibilities need to be transparent and commitment needs to be ensured for the duration of a project or even beyond. To give an example: How can a certain standard in the quality of a local park be secured when the maintenance is left to local residents? Across the various URBACT networks, we identified three different ways of coordinating the partners in such joint undertakings. A com-

9. The Sunderland Youth Development Group has also developed a "youth participation Self-Assessment Tool" which holds some indicators to check how participative a process is. This is based on an easy way to measure rating scheme for each category (eg for voice it is measured how "loud" the voices are: silent, quiet audible, active, loud). This tool can be downloaded from www.urbact.eu; it is easy to apply and can be used not only for youth projects.

10. See: Wates, Nick (2000) "The community planning handbook", Earthscan Publications, London, p. 194.

mon approach, in particular in the context of urban regeneration, is based on partnerships, where partners team up to jointly deliver an outcome. In practice, there will be different levels of formalisation, from fully institutionalised contract-based partnerships to more informal trust-based ways of cooperation. In other situations, public institutions involve users in the design and delivery of their services. We call them participative institutions. Thirdly, public administrations have also started to interact with citizens in experimental and open forms of joint action.

Challenges ahead

After some years of innovation and experimentation, many promising approaches have emerged and URBACT has been an important platform to make them visible and to capitalise on them in future policy making. However, these practices are mostly still in an early stage and benefit from the enthusiasm of individuals and the charm of being new and fresh rather than building on robust and sustainable institutional and financial frameworks. The achievements are dependent on extra budgets and political commitment – but both are often only temporarily available. The transition from initiation and awareness-raising to maintenance and institutional adaptation needs to be facilitated and supported by funding as well as with guidance and professional support. We would therefore like to close with some remarks about some unresolved challenges that demand further reflection:

The first issue concerns the perception that the growing interest and expectations on the positive role of citizen participation in urban management has to be paired with an increasing awareness that participation requires resources, engagement and specific skills. The success of a participatory process depends on transparency and trust building, but also on good and effective management. This includes the activation of a variety of financial resources but also of knowledge and experience in managing such processes. These aspects were somehow under-estimated in many experimental pilot projects, and there is a danger that too opti-

mistic or naïve expectations on positive outcomes of citizen participation, once confronted with the engagement required, become deterrent against promoting participation in the future. Nevertheless, failure in the past was also helpful, so that today there is awareness of the relevance of these aspects. But the concrete outcomes of citizen participation in urban management have not often (yet) been seriously evaluated, and positive opinions on the usefulness of this approach are sometimes more a question of discursive certitudes than of scientific rigour or practical proof. Solid evaluations and assessments are needed to convince policy-makers to build citizen participation into future special and mainstream programs.

A second issue concerns the awareness that the involvement of citizens in urban life and public policies requires important changes in functioning and behaviour of public administrations as well as in the way citizens, civil society and the private sector act in the process. New roles (partnership rather than authority) and new values (flexibility rather than rigidity) have to be learned and appreciated. The main challenges for public administrations are to overcome organisational borders in service provision and to reconcile technical norms and conventions when sharing power with other actors and to insert the innovative experiences of participatory action from pilot projects into mainstream policies.

A third point is connected to the fact that participation is still in an explorative phase and not, or not yet, institutionalised in urban management systems. A lot of projects and initiatives are still fragile and face a number of problems and risks which need to be considered. And unfortunately, still often at the end of a participation process there was no following up and the actions agreed upon were not implemented within a reasonable time-span. Such behaviour produces very negative effects turning citizens away from unfulfilling institutions and from further engagement. Transparency and honesty about the possible impact of participation but also about its limits is a key precondition for any successful strategy to involve citizens in urban management.

To conclude: Within the framework of local, national and European urban development programmes, many innovative practices and learning processes have been developed with regard to citizen participation. This variety was made possible because the field is still emerging and not institutionalised. But at the same time this means that the achievements are dependent on extra budgets and strong political commitment – both only temporarily available. After years of experimentation, the local projects and partnerships are currently in a phase of transition – from initiation and awareness-raising to maintenance and institutional adaptation. This is a very delicate phase that requires specific support by funding as well guidance, monitoring and evaluation.

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Integrated urban regeneration

Introduction: Urban Regeneration, a cross cutting theme of the URBACT programme

The URBACT networks and working groups have exchanged on a wide variety of topics to broaden understanding of urban areas and neighbourhoods facing decline, and have attempted to identify and share effective responses. Partner cities and agencies joined to cooperate in examining issues relating to economic conditions, cultural activities, mobility, governance, citizen participation, exclusion and integration, and the challenges and opportunities facing young people. The exchange has identified a range of experience often characterised by positive and sometimes innovative evolutions but also by demonstrations of continuing unresolved or chronic difficulties. Yet despite the broad spectrum of issues addressed and the variety of approaches developed, there is at least one common thread which links these policy issues; they all contribute to the realisation of the urban regeneration process in its widest and today most relevant sense.

Current theory on urban regeneration has evolved over recent decades questioning the limitations of approaches which concentrate on physical renewal. It is generally recognised that only a more holistic perspective integrating physical, social, economic and environmental factors (together with adapted management and funding procedures and processes) can realistically be expected to deliver sustainable urban renewal. "Urban regeneration" and more explicitly integrated urban regeneration was a cross-cutting theme of the URBACT programme aimed at generating a synergy between networks deliberating on this theme. Some networks such as REGENERA or MEDINT have closely and directly considered the

relationship between the comprehensive complexities of urban regeneration and the influence and role of its components. Other projects such as PHYRE, Hous-Es or CHORUS have also addressed "physical urban regeneration", "housing area renewal" and "regeneration of urban areas with high levels of cultural heritage". Partners in networks such as Partners4Action (PPP) and UDIEX-ALEP (diversity, integration and inclusion) have made the link between their specialist fields of interest and the positioning within a more integrated approach. Within the scope of this paper it is unfortunately impossible to review all networks or cases which have made this connection. It is merely to provide an overview of the experiences and attempts to summarise the main findings using case studies as illustrations.

In this paper we aim to review specific networks which focussed on assessing the traditional notion of physical, territorially based regeneration parameters (tackling: historic city centres, inner city neighbourhoods, large peripheral housing estates, brownfields, and public space) in combination with networks which actually addressed the thematic topic directly.

List of primary reference networks:

CHORUS, CIVITAS, PARTNERS4ACTIONS,
HOUS-ES, MEDINT, REGENERA, PHYRE,
SUDC, CITIZ@MOVE, YOUNG CITIZENS PROJECT,
SECURCITY, EUROMEDIATION,
ISN UDIEX-ALEP, URBACT CULTURE

Urban Regeneration: Issues and Challenges

Progressively urban regeneration has come to be recognised as requiring multi-faceted intervention and is closely associated with “the sustainable development of cities [...] which is holistic, and targeted at economic and cultural (re)development, social cohesion and physical rehabilitation of cities” (Eurocities 1996).

This definition emphasizing the holistic nature of urban regeneration has been widely adopted by the URBACT networks. It presents a key challenge to cities in terms of developing public policies to design, implement and maintain, a composite approach which calls for cooperative, integrated, innovative and appropriate programmes of action to achieve wider but also specific goals. Many networks have focussed on exchange of experience with the aim of building an integrated methodology in order to achieve sustainable development.

However in many European urban areas, the goal of sustainable development is in direct confrontation with aggravated situations of crisis. Most urban areas face very complex urban realities, frequently affected by the same issues or afflicted by common challenges. These similar issues reflect the critical aspects of contemporary society in which concentrated settlement patterns play a major role, considering that for the first time in history, the majority of the world’s population are urban dwellers. On the other hand, the URBACT partner cities provide a graphic illustration of this, the most persisting and fundamental feature which arises from any attempt at comparison is diversity. Social demographic and economic data, recently collected in European cities, indicates that cities face disparities which are more significant and greater than those between countries and regions (Cities and the Lisbon agenda: Assessing the Performance of Cities, European Commission, DG Regional Policy). In the URBACT context the most visible expression of diversity is scale. The programme unites capital cities like Prague, Athens or Budapest, metropolitan agglomerations such as Grand Lyon, as well as

provincial centres, large towns and even city districts. While this aspect has clear consequences for urban regeneration, it is diversity of context and diversity of practice and experience which present the crucial factors to be considered in building integrated urban regeneration processes.

History, environment, culture, social and geopolitical conditions, as well as economic situation can be considered as general frameworks for the identification of similar concerns often related to features such as “global” economic or demographic trends, traffic and transport issues, social and urban fragmentation. Nevertheless, they also provide the platform for differentiation. URBACT experience has shown that the problems of housing estates in Prague or Vilnius are not the same as those encountered in the French “banlieues” and that “shrinking cities” concerning German policy makers is not currently a concern for most EU cities. Of course understanding and monitoring of such tendencies is important for what is not now an issue, may well be a concern for the future and prevention is generally preferable to cure. Similarly the effects of migration and concentration of ethnic groups is subject to different interpretations depending on the local context. The condition of neighbourhood appropriation by Roma communities in the eastern EU is subtly different to the situation of communities from multi-ethnic backgrounds occupying the districts of Birmingham for example and poses alternative questions in terms of urban regeneration. It is easy to equate symptoms of diversity with the simple notion of disparate conditions in EU 15 and EU 12 countries. However this is by no means the complete picture. Why does the concept of neighbourhood contracts seem to be delivering better results in Brussels, despite its complex institutional context, than in Brindisi for instance? Furthermore this expression of diversity should be placed against the backdrop of changing and varying reactions based on interpretation to the particular contextual situation. Political reform, deregulation trends, legacies of legislation are all factors or obstacles which contribute to identifying a course of action or particular response pattern. The mass sell-off of state housing in many

EU 12 countries, with the transfer to local authorities and sale to tenants of weak economic status, may appear to have similarities with the “right to buy” initiatives of the United Kingdom or more recently the Netherlands, but from the very beginning was based on another set of motives and has resulted in completely different and dramatic consequences in terms of achieving urban regeneration goals - both for local authorities and service providers.

In this sense it is also important to situate the difference between cities with a long tradition of adapting policy and procedures, effectively building structures to apply multi-sector, multi-partner approaches and those with limited experience in this field. The URBACT networks include partners who have developed highly sophisticated operational models, others who are moving towards the bundling of procedures, partners, actions and resources, and others who are still struggling with sectoral approaches and application of unitary policies. Capacity to finance urban regeneration projects or to create a climate attractive to investors is closely linked to these varying experiences, and can be a defining element in realising urban renewal.

Instead of creating a list of difficulties URBACT has provided the opportunity to better understand these issues by establishing a forum for discussing particularities of each partner. The results of these exchanges represent a significant URBACT output, indicating constraints and limitations preventing the application of a “universal” concept of integrated urban regeneration, while pointing the way towards the tailoring of general, transversal principles in this respect to promote development of locally appropriate, effective, integrated regeneration structures and strategies. The networks linked to the theme of urban regeneration present tangible and intangible issues which are inextricably entwined in the shaping of public policies. Most of the case studies presented a focus on well defined areas analysing in depth specific details and challenges which rarely offer a broad understanding of the influence of a certain practice on a larger scale. Presentation of

good and innovative practice is important in highlighting successful processes or procedures, encouraging new opportunities which can be the building blocks of an integrated approach. A number of networks although seemingly focusing on the physical dimension of urban regeneration illustrate a move away from this narrower definition and allow cities to start measuring the gap between local realities and state of the art theory.

Recognising the Value of Integrated Action: Promising Lines of Approach

The physical fabric of our cities is still a site of contention within which political struggle, social conflict and disparities are most readily embodied. Although most networks confirm that urban regeneration is not merely a question of bricks and mortar, it is apparent that in many cases this remains the first angle of approach to address the problem of neighbourhoods in difficulty. Indeed, the rehabilitation of space or buildings may trigger actions and improvements which go beyond the rehabilitation of a street, the restoration of a wall or the renovation of residential areas. In Girona (the historic centre – CHORUS) and in Taranto (via d’Aquino, via di Palma: Borgo district – PHYRE) for example the redesign of public space in the principal shopping streets (pedestrianisation) has been almost sufficient on its own to generate a surplus value, involving individual shop and commercial revitalisation (private reinvestment, effect on local economy and employment), restoration of heritage sites, combating insecurity at least in the immediate area, re-establishing qualitative informal social interaction, traffic. While the scope of such stimulus and subsequent dynamics is limited as a driving force when it comes to district or social rehabilitation, it can be internalised as valuable component of a wider process. This is also the case for often innovative actions which have a specific social objective. Some partners have presented these as isolated

interventions developed in response to critical issues for instance the attempt to integrate a Roma community in Pezinok in Slovakia (to find jobs appropriate to skill profile and traditions of economic activity, public health measures, liaison structure – UDIEX-ALEP), others have focussed on these as key elements of a multi-pronged intervention which may or may not represent an integrated approach.

On a cultural level almost spontaneous creative initiatives can contribute disproportionately to the development of new identities or the re-qualification of urban areas without explicit reference to a combined institutional process driving urban regeneration. Kinetisch Noord in Amsterdam (UDIEX-ALEP) or the Spinnerei in Leipzig (PHYRE) are particularly performant examples in this respect.

In many cities, especially but not exclusively Mediterranean cities, tourism, heritage and culture (CHORUS, URBACT Culture et al) provide the hook on which to hang a wider programme of action with varying degrees of success in terms of attaining sustainable urban development. In Sopot (Poland – Hous-Es) the advantages of exploiting the “spa” heritage to benefit from tourism are clear for the local authority and are considered as a means of attracting private inward investment. However, exactly how this can be articulated to achieve parallel goals of improving housing and environmental conditions for residents living close to the centre and tourist hotspots is less evident – while in turn it should be considered that this also has consequences for the policy of increasing tourism value.

Within the current politico-economic climate, the mechanism of public private partnerships PPP (further expressed in the Private Finance Initiative, PFI in the United Kingdom or the société d'économie mixte, SEM in France) as a means of delivering elements of urban regeneration is familiar to many countries and cities. However the experience of building and participating in this type of financial, managerial and planning structure, is variable according to national legislation (procurement, state aid etc),

political setting and economic power of local administrations. PPP structures are present in many experiences of historic city centre regeneration as shown in the cases of Ferrara, Graz, Chemnitz, etc. Evidence shows that in certain cases almost 90% of the funding can be mobilised from private sources, for areas at neighbourhood or even parish scale as demonstrated by the Jennifer Project in Liverpool (Partners4action). or at the urban scale to promote cultural activities as in Manchester, Lille, Lyon, Barcelona, Zagreb. Such PPP initiatives can also be linked to Master plan led procedures. In Nicosia, Cyprus, the Municipality works jointly with UNDP (United Nation Development Program) to provide a framework for the Greek Cypriot and Turkish Cypriot communities of the city to plan and implement urban regeneration projects. It is evident that these form of partnerships can have a relevant contribution to the success of many regeneration programmes and enhance efficient coordination of integrated approaches. Nevertheless, it should not be underestimated that these structures have a strong decision making power over the future of the communities and often set priorities in the development or regeneration of part of cities following purely market driven strategies especially in situations where the strategies for maintaining leadership by public institutions have not been put in place.

Perhaps one of the most effective indicators of the existence of an integrated process of urban regeneration is the degree to which the local community is involved in contributing to decision-making, definition and implementation of actions “toward more structured forms of co-production of the city” (REGENERA). Citizen participation and community involvement are key indicators for which the full range of experience is present in the URBACT networks, with cities that are pro-active and extremely radical in promoting resident ownership of the regeneration process (Tiel Method, Netherlands – Hous-ES) and other cities with absolutely no tradition of this type of dialogue with target populations. Surprising the latter remains predominant.

The following three case studies present quite different methods of implementing elaborate and sophisticated types of integrated intervention, although not necessarily representative of the variety of cases presented within URBACT, where a high degree of divergence is apparent in terms of context, goals, time dedicated to design, launch and implementation of programmes, structure of partnership, funding etc..

The regeneration programme of the Marxloh district in Duisburg

The city of Duisburg the largest single steel producing location in Germany despite the decline in recent decades has over thirty years of regeneration experience. The Hous-Es network selected a district of the city, Marxloh as its first site-visit location with the aim of providing an introduction to the global concept of integrated urban regeneration. The response to rapid industrial decline and negative socio-economic mutation was initially based on physical intervention; however, the city has progressively developed a much broader set of actions to tackle city-wide and neighbourhood issues, supported by evolving national/regional policy frameworks and initiatives. There has been a continuous evolution in strategy towards the adoption of a more integrated pattern and system of intervention drawing on both local and supra-local lessons to encourage new economic activities, but also to address the revival of communities and housing areas facing multiple factors of deprivation. A crucial development in this process has been the realisation that effective intervention couldn't be achieved by concentrating attention on single aspects or by efforts or funding of one agency or institution - but instead required bundling of means and resources. The importance of community involvement in maximising the success of initiatives has been re-emphasised while policy makers have realised that small projects and small funds can be as effective as large projects and large funds.

The fundamental role of the City Development Agency EGDU is as an actor in the community and as an organiser of the "Round Table" concept encouraging residents to develop information

exchange, form working groups, organising cultural events and stimulating Turkish – German associations. The intention is to formalise close networking between the political decision-making bodies, funding agencies and local community, defining responsibilities and ensuring an effective interaction between top-down and bottom-up approaches. The operational context today has modified the relationships between the public and private sectors with the activation of a broad partnership incorporating different levels of engagement, facilitating cooperation across departments, tailoring tools to the needs and capacities of the target groups. Similarly funding from diverse sources and targeting appropriate contributions from relevant investors at different stages in the process have encouraged dynamism and efficiency.

Nevertheless unemployment in Marxloh is still 28% and vacant and abandoned housing remains disproportionately high. In the neighbouring Dichterviertel district there is a marked physical improvement in the quality of the area but the social problems continue to increase and the negative external perception of the area is difficult to change.

MARXLOH NEIGHBOURHOOD, DUISBURG, DE

OBJECTIVES:

- to stabilise deprived neighbourhoods
- to restore hope for population, property owners and stakeholders
- to help and empower the weakest groups in society

ACTIONS: Local economic development : enhance communication with retailers, to improve education and training, and to assist start-ups. The Weselerstrasse specialises today in wedding accessories for migrant populations.

SOCIAL STRUCTURE AND INFRASTRUCTURE: Kiebitz community centre, women's counseling service, kindergarten, intercultural initiatives, language programmes and cultural exchanges, the "sculpture path", bridging the gap between exclusion and integration

Housing, rehabilitation and environment: minor physical regeneration projects for private and public space; green-belt buffer zone; recuperation of abandoned historical building (Schwelgern) as social centre; traffic and public transport initiatives

EMPLOYMENT AND QUALIFICATION: co-operation of varied partners in actions to promote employment, organise training schemes for young people, develop

new services for senior citizens and release local capital for social purposes.

ACTORS/PARTNERHIPS: Municipal, federal and governmental authorities/departments, EU, IBA Emscher Park, Duisburg Development Agency, Rhein Lippe housing corporation, religious centres, schools, police, social and cultural institutions private developers and residents. A "Round Table" with residents is further linked in to the co-operative framework designed to structure and co-ordinate funding and actions in the comprehensive process of neighbourhood renewal.

RESOURCES: Two key initiatives impacted on the city and local areas, the "Socially Integrated City" benefiting from URBAN experience and the results of the IBA Emscher park. Duisburg already pioneered this type of structure within the framework of the North-Rhine-Westphalia programme "Districts with Special Development Needs" targeting a government supported step down formula focusing ultimately on the neighbourhood level.

RESULTS: It is evident from the time scale and the move towards integrated actions, that neighbourhood renewal in Marxloh remains an ongoing project as there are still serious problems to be addressed and the experience is of a constant adaptation to changing situations as part of the learning process. This experience shows that short term projects with community involvement can contribute to a longer term and positive evolution. The impact of actions over time and programme monitoring assists in adapting to new structures, changing needs and aggravated challenges

The transformation plan of La Mina, in Sant Adria de Besos

In La Mina, a neighbourhood of the municipality of Sant Adrià de Besòs close to Barcelona, the past decades have seen a similar transformation to apply a multi-target, multi-partner operation to improve the quality of life in the housing estate. The area has a very high population density with mixed cultural backgrounds and suffers from high unemployment (up to 22% for women). As a reaction to critical problems of drug abuse, gang culture, delinquency, and a general low level of amenity and security in public spaces, the local authorities (municipality, generalitat, diputació de Barcelona and Barcelona city council) set up a consortium, of a local development agency, aimed at coordinating the La Mina Transformation Plan 2000-2010. This initiative has a different time scale when compared with Duisburg with the socio-economic dimension as the driving force

rather than the physical refurbishment of the neighbourhood.

TRANSFORMATION PLAN OF LA MINA, SANT ADRIÀ DE BESÒS ES

OBJECTIVES:

- To change the structure of La Mina housing estate
- To diversify and improve current social, cultural and economic activities

- To support community life within La Mina

ACTIONS: Programme - development of the local economy: self employment initiatives, business canvassing and revitalising local enterprise, legalising of itinerant selling

Programme - social, health and educational support: Creation of local parents association; support on formal and informal education; job search advice, training and socio- integration; prevention and treatment services for drug abuse

Programme on networking neighbours: neighbours' community to encourage self help; job opportunities in the neighbourhood targeted at socially excluded groups, involvement of women's associations in the urban regeneration programme. The inhabitants participate in specific funded projects e.g. the social and health services meet with the urban regeneration agency, police, education professionals and with residents' associations.

ACTORS/PARTNERS: The complete regeneration process is led by a local development agency known as the "La Mina Consortium" which includes local and regional administrations.

RESOURCES: The Consortium is financed by various public bodies and itself finances a large number of independent non-profit organisations forming part of a collective dynamic incorporating their activities targeting goals compatible with those of other structures financed by the Consortium.

RESULTS: The regeneration of La Mina area is still not completed although many projects have already been realised. Highlights of this case study are:

The contribution in different aspects of urban regeneration of deprived areas via small realisable projects - a multi-level partnership structure of this kind represented by the La Mina Consortium where the third sector plays a central role, is quite new in a Spanish context.

The regeneration partnership for Sant Adrià de Besòs, did not include residents or NGOs in the partnership but accorded them a targeted influence over the priorities of the regeneration programme. The development agency is in charge of supporting community organisations in formulating and defending their proposals when participating in steering committees. The Consortium

provides funding for considerable NGO activity building a synergy of intervention based on consistent support for the multiplier effect of relatively small to medium scale projects as well as major (local) programmes. The La Mina Consortium is opting for joint consultation, participation and planning mechanisms to catalyse the activities in which NGO's, residents and relevant departments take part, is a good example of how the driver of a project can manage procedures much more easily in a partnership framework, where everyone's role is clearly defined, where public financing can be optimised and where solidarity mechanisms can develop in a much more favourable climate.

The neighbourhood contracts in Brussels

Another example of an interesting integrated action can be found in the system of neighbourhood contracts introduced by the Regional Authority in Brussels (Brussels Capital City Region) and implemented at District level. The neighbourhood contract is focused on a segment of the urban regeneration process but can easily be incorporated into a more global programme. Three categories of action involve: pure public sector housing provision; creation of social housing via public sector leasing of a proportion of private sector housing; and release of public real estate to private investors below market value on condition that homes will be made available within certain "affordable" rental limits. National funding is channelled through the programme to finance traffic calming and streetscape and a smaller proportion of budget is diverted to community projects for sport/cultural facilities. In addition, other local authority schemes operate to broaden and intensify the impact, for example the provision of renovation grants to inhabitants and provision of micro-credits to households with difficulties in acquiring mortgages. The Region set up a Department of Urban Renewal to manage various regeneration programmes: Neighbourhood Contracts; Objective II and URBAN initiatives. In this way, the responsibility for a coordinated transversal approach is concentrated within the control of one authority. The procedure also previews a concerted programme of consul-

tation with the local population represented by the Local Commission for Integrated Development.

The Neighbourhood Contract is not a perfect mechanism, however the overall objective and application of instruments is useful for transfer to other cases. Through a good understanding of positive and negative experiences it should be possible to improve the management of such a programme and even to tailor it to respond to particular contexts in other urban areas. In terms of integrated urban regeneration it is important to note that the Neighbourhood Contract itself is a platform for integrated action i.e. supporting community initiatives or contributing to skills training programmes but is also only part of a more comprehensive package of parallel actions which can include auctions for communal purchase (encouraging small private investors to collaborate in revitalising a building which is too large for individual investment but too small to attract a development company), living over the shop programme, local business incubators, stimulation of public transport/bicycle use, traffic calming, events such as the bi-annual "Zinneke" parade to stimulate local communities to participate in an artistic project.

NEIGHBOURHOOD CONTRACTS (Contrat de Quartier/Wijkcontract) Brussels BE

OBJECTIVES:

- to direct limited public investment and actions to address particular needs of deprived neighbourhoods with key objectives to reverse outward migration trends and to enhance the quality of life and environment
- to start a process which also attracts and draws in private investment hopefully ensuring long term and comprehensive area renewal, by coordinating and focusing EU, national, regional and local public investments

ACTIONS: The Neighbourhood Contract is a partnership between Region and District to initiate certain operations within a defined locality and designed to revitalise the neighbourhood. The actions are organised into 5 categories of intervention.

Category 1 → Creation of housing comparable to social housing

Category 2 → Creation of "conditional" housing (middle class housing)

Category 3 → Housing provision via partnership between public and private sector.

Category 4 → Actions to create or improve public open space

Category 5 → Social cohesion measures.

ACTORS/ PARTNERS: Brussels Capital Region (initiator), EU, Designated Municipalities, Belgian State, Centre for Social Welfare, Brussels Regional Development Agency, Housing Associations, Property Developers, Property Owners, Local Community

RESOURCES: From 1994 to 2005 funds injected into the whole programme by National, Regional and local authorities amounted to 377.438.436 euros but the programme is ongoing. The Municipalities must provide a minimum contribution of 10% of the total funding while individual projects have been realised in the designated areas through funding derived from the Objective II and/or URBAN programmes.

CONCLUSIONS/ LESSONS LEARNED: The programme has had a serious impact on the image of certain parts of the city with highly visible urban regeneration, brownfield and housing operations and at the very least is a catalyst for change integrating and focusing the actions of a number of disparate agencies.

Conclusions

The selected case studies illustrate the advantages of an integrated approach to urban regeneration. However they also confirm the almost infinite variation of models which can be developed for this purpose, depending on the priority concerns of particular urban areas and situations.

It is also true that focused integrated activity can be developed to respond to particular segments of the urban regeneration process, or be initiated, motivated from a particular key perspective, or simply be restricted to the project level, even within a larger holistic framework.

Ideally the multi-faceted nature of urban problems is best addressed by a multi-faceted integration of activities and stakeholders with clearly defined goals and responsibilities and with a strong element of coordination. Duisburg, La Mina and Brussels do remind us that integrated urban regeneration is by nature a medium to long term process but which may already produce exciting results in the short term.

Often the URBACT experiences are rich sources of inspiration even if they are not always directly transferable. However the partners do present a picture which indicates that there are great differences in the knowledge and adoption of integrated

regeneration practices. Cities find themselves at different levels in this respect where the concept can range from being in a highly developed state of advancement to being almost non-existent. It is important to be aware of this fragmented adherence to the goals of integrated working and particularly the resistance of local political structures to the modification of local authority functioning. It is not possible to impose transferability of "integrated urban regeneration". However the REGENERA, Medint and PHYRE networks highlight certain common principles which can be easily accepted and respected.

Some conclusions from final reports offer recommendations with the intention of raising awareness, rather than fixing prescriptive rules. The analysis of some of the conclusions presented by URBACT networks may provide an overview of certain key actions:

Programme-diagnosis

- **The analysis of a problem should be highly qualitative.** Problem setting and problem solving are strictly connected, therefore the diagnosis of an urban reality should be shared between all project partners as it is a key for the future design of actions leading to the realisation of an urban regeneration programme

Strategies and actions

- Viable Strategies from the initial analysis should be launched following a shared future scenario, questioning why a certain project gained a leading role in a political agenda, what is the formulation of the programme and who is going to benefit from it

Partnership building

- Partnership building needs professional well trained staff, strong leadership and an efficient regulatory and steering body in order to succeed often in a climate of contentious power struggle
- The combination between vertical integration (between levels of authority) and horizontal integration (between sectors, departments and external public agencies operating at the same government level) as well as the political will to put it into practice is an essential prerequisite

- Key role of “hybrid innovators, heretics and conspirators able to cross-disciplinary boundaries and kick-start multi-faceted and vertical/horizontal cooperation” is fundamental to overcome hermetic sectorial boundaries of disciplines and professions

Participation towards co-production

- Priority to community groups and associations at local level who may support the development and application of practices allowing full support for the integration of underprivileged members of society (also referring to ethnic minorities and their general difficulties in adapting to regulatory bodies and local authorities)
- Development of sophisticated cooperation linking local government, enterprise and business, the voluntary sector and the community and population involved. This can be further translated in terms of collaboration between public and private partners, pooling of public resources and private investment, and encouraging active participation of local communities in the regeneration process

Resources

- Flexible technical and financial project resources should be allocated taking into consideration time, duration and rhythm of the project (changing needs, behaviour of residents, political situation...)
- Development of strategic actions to encourage independent entrepreneurial attitude, instead of reliance on umbrella funding

Assessment

- Outcomes should be carefully determined taking into consideration the spatial, time scales used
- Paradox of evaluation of plan and projects: who does evaluate? Time? Scale? Benefits?
- Good practices do not always guarantee transferability, but they can lead to collective learning processes and be a source of inspiration

In conclusion, in the field of integrated urban regeneration, URBACT has generated a wealth of exchange of valuable practice experiences and an often honest confession of ongoing difficulties and

operational deficiencies. Different layers and levels of experiences as well as local, regional and even national legislation may influence the lines of actions. Nevertheless a common trend is the willingness to embrace and develop integration of actions and policies in urban regeneration and this can be traced in almost each of the case studies presented within URBACT. Whether some of the programmes presented are still on paper or already implemented and effective on the ground, it is noticeable that new efforts, designing and launching more complex forms of regeneration in EU cities, attract a wide interest in the search to create healthy and more liveable communities. The value of continuing to exchange experiences and practices in this way seems therefore to be confirmed.

URBACT cities and their young people

Introduction: European cities and their young people

The nature of youth as “a stage in life” has undergone major changes in the past decades. Only for a short time it looked like the cultural model of youth as a time of education and experimenting was reaching broad parts of the young population. Now, uncertain pathways into working life and changing patterns of education and training have on the one side protracted youth life into the twenties. On the other side youth is over-shadowed with the lack of opportunities which makes experimenting and finding one’s way into society risky. The cities’ young population is not only partly formed by the third generation of immigrants, but also as French sociologist Loïc Wacquant puts it “the third generation of mass unemployment”. The dominant pattern of the linear passage to adult life with the markers of finding a job, moving out of the parents home, finding a partner, founding an own family has lost its dominance to patterns of transitioning into the adult world that – with their up and down, to and fro movements – look more like yo-yos¹. European cities are strongly affected by the challenges that are linked to these phenomena: de-industrialisation following the change from an industrial to a knowledge society, deprived areas where most factors of vulnerability cumulate such as poor housing conditions, lack of opportunities for education and training, poverty and social exclusion.

Cities have taken up the challenge of supporting young people to form a bridge between generations of newcomers, creating links between cultures and trying to take into account the new conditions children and young people are facing today. Within the framework of URBACT, cities have shared their experience building on two net-

works that specifically focused on young people as their main theme:

- The Young Citizens’ Project (led by Bristol) focusing on new ways of involving young people into urban decision-making, and
- Young People from Exclusion to Inclusion (led by Malmö) with an emphasis on linking local communities to the education system.

Amongst others, SecurCity (led by Rotterdam), EuroMediation (led by Turin) and UDIEX (led by Venice) also addressed questions concerning young people like security, cultural diversity and social inclusion.

This paper draws on the final reports and collections of case studies produced by these networks as well as on the outcomes of the URBACT cross-cutting seminar on young people. It presents some promising policy approaches explored by URBACT cities to address youth as a target group of urban policies. The practices chosen here are only a few of a wealth of good practices capitalised in URBACT networks, but they are exemplary for the main lines of thought going on in URBACT cities.

1. Cf. international research project “YOYO” at www.iris-egris.de/yoyo

Fostering the link between neighbourhoods and schools

As education and training are no longer a guarantee for securing desirable positions in today's societies, the education system is struggling with the decline of the fundamental promise that formerly was the foundation of schools' relationship with their pupils and students. Especially, the offspring of immigrants and other groups threatened by a lack of upward mobility in segregated and marginalised parts of European cities, is losing faith in the fairness of the way opportunities are distributed between societal groups. Bridging the gaps between institutions like the education, training and employment system and local communities is high on the agenda of city governments. As the first place where young people interact with local institutions, city schools and the surrounding communities are trying to involve young people and their parents by creating closer links, thus overcoming the challenges arising within a society where poverty, long-term unemployment, ill health and other manifestations of social exclusion prevail. With rising school autonomy and discussions about a new distribution of power between the state and the regional level which is usually in charge of education on the one side and between the State and the local level on the other, cities face new demands and new opportunities in contributing to the educational sector. The Young People from Exclusion to Inclusion network identified five criteria for a successful inclusion of young people into wider society: 1) empowering them so as to allow them to be considered not as "objects" but as "subjects"; 2) strengthening social relations and cohesion within cities; 3) implementing structural changes in schools to bring an increased sense of responsibility within the school, 4) fostering co-operation with local society by creating links between school and the local environment; 5) renewing the conception of knowledge by taking a new look at the school itself².

INTEGRATION COORDINATORS (MALMÖ, YOUNG PEOPLE FROM EXCLUSION TO INCLUSION)

OBJECTIVES: The project aims at changing a secondary school's links with ethnic minority and immigrant communities through "integration coordinators".

ACTION: The upper secondary school Öresundsgymnasiet in Malmö is well known for its work on multicultural values and integration. At the school two so-called integration coordinators, have been hired to work with integration issues. The coordinators, who are social pedagogues with multicultural focus, work to expand the awareness of the multi-cultural Malmö and, most important, to change the structures of the school in order to get pupils with foreign background feeling welcome, at home and included. The coordinators themselves speak a variety of languages, which makes it easier to communicate with many of the pupils at the school. Their work is characterized by a humanistic approach towards the pupils. This is, according to themselves, a central element in order to make a pupil feel secure and included in school. As a result of their work, the school hopes for a better environment for work and studies, strengthened relations, increased tolerance and empowered pupils who leave school with high hopes about the future.

The integration coordinators' concrete assignments consists of, among other things, individual conversations with pupils and parents, responsibility for several working groups, lectures for personnel from the school and from university and trade and industry. They have also created and begun education in a local subject; "To live in a multi-cultural society", where diversity and integration are illustrated from different point of views.

ACTORS/ PARTNERS: Malmö City Council and the secondary school.

RESOURCES: The project has been funded by the metropolitan initiative in the City of Malmö
Conclusions/ lessons learnt: Cities closely cooperating with educational institutions can contribute to structural changes in schools and link them with the local communities.

The example of the "Integration coordinators" shows that although in most European countries the education system is ruled by the national or regional level, cities are endorsing new responsibilities in making the interfaces between schools and communities more permeable. Not only are they seeking for new balances in terms of "who does what", but additionally they are developing new methodologies on how the education sector

2. Final report and Operational Guidelines available at <http://urbact.eu>

and communal services for children, young people and their families can work together.

Prevention and early intervention

In many policy fields, from substance abuse to crime, services for children and young people are taking up the idea that prevention and early intervention are an efficient approach to avoid bigger damages and costs. Preventing and reducing insecurity experienced by and committed by young people is important for the quality of life in disadvantaged neighbourhoods and for the prospects of young people who make up a large part of their population, thus making a valuable contribution to social cohesion. The SecurCity network has validated a range of solutions experimented by cities to increase both safety and subjective feelings of security that are often at the beginning of moral panics about young people as origins of insecurity. On the opposite, the case studies validated in this network provide many good examples on how local authorities can work together with the police and residents to avoid wrong perceptions on both sides. Another approach is to tackle reasons for later exclusion like truancy and education drop-out already at school level by providing schools and young people with additional resources to develop protective measures.

THE "HAAVI" PROJECT (VANTAA, UDIEX-ALEP)

OBJECTIVES: The objective of the "Haavi" (Finnish for "the net") project in the city of Vantaa/Finland was to prevent drop out and truancy of youngsters from vocational school. Objectives: The objective of the "Haavi" (Finnish for "the net") project in the city of Vantaa/Finland was to prevent drop out and truancy of youngsters from vocational school.

ACTION: The city council in cooperation with the education authorities set up "mobile trouble shooting teams" of two professionals each, who approached youngsters who were at risk of dropping out of school with individualised support and networking.

ACTORS/ PARTNERS: Vocational school, city council.

RESOURCES: Four trained youth workers, cell phones, computers, cars.

CONCLUSIONS/ LESSONS LEARNT: A highly personalised coaching and counselling process with

high accessibility for the young people succeeded in bringing down drop-out rates from 22 to 13% in two years.

The "Haavi" project is a good example of not defining prevention too narrowly as intervention in early childhood. Yet investment in the latter seems to be a common European trend with a strong focus on providing parents and neighbourhoods with additional resources in the upbringing of children. One positive aspect of initiatives such as the British "Surestart" programme is the focus on overcoming the fragmentation of services that many URBACT cities deplore. This kind of "one-stop-shop" approach is regarded as more appropriate to fit with the subjective perspective of residents who do not view themselves as "clients" or "target group"³ of interventions by various professionals.

Integration into working life

The inclusion of young people in the city economic life is one of the most challenging issue in most deprived areas. With youth unemployment rates on average twice as high as the overall unemployment rate, young people remain one of the main target groups of labour market policies. A recent report on policies in favour of disadvantaged young people commissioned by DG Employment, Social Affairs and Equal Opportunity found that young people often benefited less from inclusion and labour market policies because measures with an activation philosophy did not work with certain parts of the young population. Cities are increasingly worried about groups of young people in a "NEET" situation: "not in education, employment or training". Rising numbers of young people drop out of education and training and are not even claiming benefits because they want to avoid pressure of activation measures or have lost faith in the usefulness of the schemes offered. Sometimes they even avoid training or employment schemes because they are afraid of the adverse effects of being labelled as under-achieving and needy.

3. Cf. UDIEX report on Vantaa workshop/Orientation paper on early intervention by R.Arnkil, available from the UDIEX minisite on <http://urbact.eu>.

LIVERPOOL YOUTH ENGAGEMENT YOUNG TEAM AND “STREET MATES”

OBJECTIVES: Liverpool City Council created a Youth Engagement Team to create new paths into employment into health and social professions for young people.

ACTION: The YET is staffed by young people aged 16-19 who are employed on a two-year contract for thirty hours per week and paid £9-11K. Their brief is to research and develop better ways of involving young people in the decision-making processes of the Youth Service, its partner organisations and the wider city council. As a prerequisite for employment, team members must have previous experience in youth-led decision-making structures, for example school councils, project management committees or youth forums or councils. During its existence the team has had a significant impact on the Youth Service, other council departments and on the city’s politicians. They have taken the lead in delivering research projects and consultation events for young people, for example they organised and facilitated a conference to open a dialogue between young people and the police force and worked with local councillors and the local transport company to develop a detached youth work project, funded by that local transport company. The team’s research with over a hundred young people about their attitudes to youth crime and anti-social behaviour (and related national legislation) was presented at the National Conference of the Association of Chief Police Officers. Encouraged by the positive outcomes, Liverpool Youth Service a peer mentoring programme. The programme involves the recruitment of initially 50 young people aged 16-18 years, into the role of “Street Mate”. The function of the role is supporting children aged 8-12 years who are at risk of social exclusion into positive activities, during the school summer holidays after and after school. The Street Mates, support the children in a range of venues including Youth and Play centres, in both the voluntary and statutory sector. Each Street Mate is allocated a supervisor and link officer who support their individual professional development. As a Street Mate, they under-go an intensive training programme prior to commencing work in their host centre. The training equips the young people with a range of skills that assist their own professional development and the completion of the job role. The Street Mates, use the skills that they’ve gained from the training to deliver a unique programme of activities to the children they support. The Street Mate programme impact has been huge, the successful practice of using young people to support children ‘at risk’ and offering employment opportunities has been replicated, we now have School Mates who offer transitional support between primary and secondary school and in the future Health Mates. The Health Mates will be lifestyle coaches to children ‘at risk’ of obesity.

ACTORS/ PARTNERS: City Council’s Youth Services, initial funding for the “Street Mates” programme by the Liverpool Neighbourhood Renewal programme.

RESOURCES: Wages for the young people employed as Youth Engagement workers, tutoring and on-the-job training, employment and training of 50 “Street mates”, 180k.

CONCLUSIONS/ LESSONS LEARNT: Integrating training and job creation for young people with an approach of community development and participation created a win-win situation for all three: the City Council, the local communities and the young people employed. The City Council gained a new way of involving young people from deprived neighbourhoods into urban renewal and the young people were motivated to take the opportunity to contribute to their local communities.

Cities are often key players in linking labour market policies to fields like local economic development, community development and urban renewal. This way they can make sure that labour market and training policies come closer to communities’ needs and avoid stigmatising effects, but provide “real” links into local economy.

Giving young people a say

Citizens across Europe are increasingly disenchanted with existing democratic processes and young people tend to be both less interested in voting and more distrustful of formal political processes than adults. One result of these trends is that participation has been placed high on the agendas of many policy-makers and institutions. While engaging with young people and promoting their participation is one of the best ways to counter disengagement, offering the rhetoric of participation without both the will and the ability to deliver accordingly will only lead to further disillusionment. For this reason, cities gathered in the URBACT “Young citizens’ Project” network found it vitally important that local authorities consider why they want to encourage young people’s participation and what they want to achieve through doing so. Cities involved in this network are seeking new ways to fully engage young people in the future of their city, exploring how to overcome negative perceptions, in order to view young people as being part of the solution rather than part of

the problem in city management and in the design, consultation and implementation of city policies. The Toolkit for Youth Participation in Urban Policies developed by this URBACT network provides recommendations to cities to favour the participation of young people in city decision-making along the following lines: acknowledging different understandings of participation, recognising young people's diversity, making participation credible to young people, motivating young people to participate, sustaining youth participation in different policy-making areas, ensuring young people's voices are heard and providing resources to sustain credible opportunities for youth participation.

VOICE PLATFORM ACTION SUNDERLAND, YOUNG CITIZENS' PROJECT

OBJECTIVES: "Voice-Platform-Action" is a simple model designed by Sunderland Youth Strategy Team to provide a conceptual framework for involving young people and ensuring that their involvement goes beyond consultation.

ACTION: The model was the underlying principle to organise a city-wide strategy to actively engage young people in the design, development and decision-making processes of services they access as part of a corporate partnership between the City Council and other key stakeholders with young people. This comprehensive strategy provides a framework to engage young people in the democratic life of the City of Sunderland to have an increasing and active role in the decision making processes of the City Council, services and projects. The strategy has been developed in recent years and is underpinned by the principles of VOICE – PLATFORM – ACTION. This concept highlights and recognises that young people have a RIGHT to have a VOICE, that PLATFORMS are required for their voice to be HEARD and that practitioners, managers and officers have a critical role in facilitating that process. This then needs to lead to ACTION in the shape of FEEDBACK, CHANGE or SERVICE IMPROVEMENT, otherwise the process has been undermined and ultimately the VOICE not HEARD. The responsibility of ACTION lies with Elected Politicians, Policy Makers and Senior Officers or Managers.

ACTORS/ PARTNERS: Youth Development Group's Youth Strategy Team

CONCLUSIONS/ LESSONS LEARNT: The model provides city administrations with a framework to organise sustainable participation of young people in political and social life of their city.

Working towards social inclusion without participation rights excludes young people from having a say on the issues that really concern them. The "Young Citizens' Project" stressed that young people's participation needs to be mainstreamed into education, training and into social inclusion policies. Particularly in respect of disadvantages young people may suffer from, participation requires the building of trust in institutions and professionals; creating spaces for self-experimentation, and developing (informal) learning approaches that build on the individual strengths and interests of young people, rather than demanding that they compensate for their individual 'deficiencies' first. Finally and most importantly, it must include the possibility of choice, whether to participate or not. Active participation in the context of inclusive social and education policies is in this respect equivalent to empowerment. Empowerment therefore cannot be restricted, but implies that young people have rights and that the resources are available for them to exercise these rights properly and to take responsibility for their transitions to adult life. The long-term impact on society depends on whether large parts of the young generation can be encouraged to actively shape the cities they are living in at this crucial stage in their lives.

Conclusions

Although the diversity of challenges and solutions in URBACT cities make uniform conclusions difficult, there seem to be at least a few common lines in the new ways cities are targeting children and young people.

In a context characterised by a strong European focus on early intervention and prevention and the crisis of the educational systems, cities are taking new roles as mediators in the multi-level governance dynamics related to youth issues. Building on this experience, they acknowledge the importance integrated approaches that link different areas of public policies.

Common success factors for urban policies in favour of children and young people found across URBACT networks are:

- a “potential-oriented view” of young people⁴ instead of focusing problems makes sure resources of young people and their families are made the starting points of interventions on their behalf
- holistic approaches⁵ that keep in mind all facets of juvenile lives and warrant against a new compartmentalisation of services where young people are looked upon under one single angle, e.g. as perpetrators only
- flexible approaches that are ethnically and culturally sensitive⁶
- outreach work, non-formal education and peer learning seem to be the methodologies that proved to be able to reach out to specific hard-to-reach target groups

Besides the large variety of evaluated solutions there are a couple of emerging issues which have risen during the discussions within and between URBACT networks.

Generation “1000 Euro” and Young adults: With the evolution in the experience of youth as a stage in life, new patterns of inequality are becoming more and more pregnant. It does not mean that the “old” factors of vulnerability are vanishing. Instead, they are combining with new risks stemming from the changes in labour regulations and the rise of precarious work. “Generation 1000 Euro” is the catchy slogan for a growing part of young adults who are caught in the ups and downs of unstable work, petty jobs, limited contracts and different other forms of precarious work. Traditional forms of labour market and inclusion policies designed for youth are often inadequate for this target group as their life situations are marked by a simultaneity of what used to be typical juvenile and adult needs: having a child and still being in training, living with one’s parents and experiencing a personal relationship are examples of this new asynchronous passage into adult life. These new forms of precariousness call for new forms of urban policies which still need to be developed.

Demographical change/inter-generational relationship: Low birth rates and longer life expectations are changing the composition of many

European cities’ populations. While new models of intergenerational solidarity need to be developed at the level of social security systems, this also affects European cities in many different ways. How can cities get their infrastructures like care, education and leisure facilities ready to face these challenges? Shrinking and ageing urban districts demand a whole new set of methodologies for urban renewal. These need to provide solutions beyond the mere competition for resources between the different generations.

Mainstreaming youth policies into urban governance: The example of Bristol City Council seems to be far reaching in this case. Under the slogan “Our Work. Our Place. Our Future.”, the Council decided to make young people the core of their URBAN II initiative⁷. Based on an area of South Bristol young people are in the driving seat of an approximately 10m€ programme for urban regeneration. The focus of the project is to improve living conditions for all local people by engaging the skills, enthusiasm and qualities of local young people. The majority of projects funded under the programme is run by or dedicated to young people, which is unique in European urban regeneration funds. The steering committee of the programme consists of a majority of young people. City council officers state: “We believe that they are the future and as such, they should be the source of solutions to local issues. Too often, they are seen as the cause of problems, but they are often the victims of systemic failure that goes back across decades.” The programme’s results so far are encouraging as young people make the decisions, run the hard yards and (with the support of ‘adult’ partners, mentors and the Programme Staff) determine the way the programme evolves. With the mainstreaming of urban policies in the new programming period, it is crucial that European cities build on these experiences to develop youth policies that address local challenges and make the most of the resources young people may bring to urban sustainable development.

4. As it is called in the “Young people from exclusion to inclusion” network’s final report.

5. UDIEEX Vantaa Workshop report, see UDIEEX minisite on <http://urbact.eu>.

6. UDIEEX Vantaa Workshop report, see UDIEEX minisite on <http://urbact.eu>.

7. See Bristol South URBAN 2’s website for more details: <http://www.bristolsouthurban2.co.uk/>.

Sharing and capitalising on experience: Lessons to be learned from URBACT I on organisation and methods

When creating URBACT, the Commission and the Member States have assigned an ambitious objective to the programme: to capitalise on lessons learnt from cities that took part to the implementation of the URBAN programmes, and to disseminate good practices to urban practitioners, decision-makers and other actors in European cities. Rapidly, city delegates, experts along with the URBACT Secretariat got organised to meet this objective and design methods and tools aiming at facilitating discussion and producing practical working knowledge. What lessons can be learned from the experience of URBACT I to ensure that we produce better results under URBACT II: this is the new challenge we are now faced with, not only here at the Programme Secretariat but also in all the European cities that want to be involved in the new programme.

Exchange and learning as the core of the URBACT programme: intensive activities despite a number of difficulties

The exchange of experience has been the key activity of the URBACT projects, serving to enrich the skills and knowledge of the people directly involved in the networks and work groups. Much of what the partners have recounted highlights the benefits they have drawn from the discussions initiated with their counterparts across Europe. This

has been true for all the cities, whatever their size, location or experience in the issue addressed, etc.

In most cases, experience-sharing has been implemented through seminars where the partners have been invited to present an action or policy, a local urban regeneration or social inclusion programme, or any other of the issues dealt with under the project. In most cases, partners have also been invited to discuss concrete challenges or problems in the host city, together with solutions developed, within the framework of site visits – visits that the members of the networks have found particularly productive. All in all, more than a hundred seminars and as many site visits have been organised each year, giving city practitioners an opportunity to discuss their own practices and projects, and to find out about alternative solutions, techniques and new instruments designed to help develop an integrated approach to urban regeneration.

Such rich collective discussion and reflexion have been one of the major results of the URBACT programme. It does, of course, have its limits, which cannot be ignored if we are to learn how to improve our action in the future. These limits are mainly related to a series of obstacles inherent in experience-sharing between cities. These obstacles include the dynamic of “territorial marketing” which implies that international seminars are seen as an opportunity for the city to promote its latest, yet invariably successful, achievements and ongoing or future projects. This dynamic, which is somehow natural in a context where competition between regions is particularly

intense, is sometimes a serious obstacle to developing productive dialogue capable of apprehending actual experience in all its complexity. At first, failure and any negative aspects of the policies implemented are usually missing from the networks' activities. The mutual confidence developed over time between the partners, together with input from experts, leads to "bad practices" and failures being occasionally discussed at the seminars, but mostly over meals or during informal conversations. The official network publications, guides to good practices and other outputs only rarely reflect this side of the experience of the partner cities. Yet everyone agrees that we also, and essentially, have much to learn from our mistakes.

The very concept of "good practice" is worth looking at in more detail – not to mention the concept of "best practice" which we feel should be avoided. In fact, all too often, cases or projects presented by the partners as their input to discussions are ongoing projects or, where they have been completed, projects that have not been assessed. Thus, it has been crucial for the networks to define exactly what was meant by "good practices", according to criteria related to the issue addressed, or to identify the factors that, in the context of a specific approach or policy, were worth highlighting and sharing. However defining these terms and the validation process that should follow on from this was not always included in the networks' activities. Yet this is a process that should form the basis of any experience-sharing initiative developed with a view to produce recommendations. And methods do exist, notably based on the principle of the peer review, which are conducive to the in-depth study of practices and projects with a view to learning as much as possible from the experience without stigmatising any partner in particular. Some of the networks have experimented with such methods, to varying degrees of success but always with a significant impact on the quality of the results of their discussions.

Of the variable factors affecting the quality of outputs, the level of partners' commitment in terms of their contribution to the exchange and learning

process plays a far from insignificant role. It is up to the delegates from the cities to take an active part in network seminars and contribute to the issues at stake. More than just being physically present (and having the appropriate language skills), this implies having the ability to speak on the subject in question and contribute to the exchange, providing details of the local practice or policy concerned, with the technician's or practitioner's point of view. In a significant number of cases, the person involved in network activities was a member of the "International Relations" or "European Affairs" department, occasionally accompanied by a member of the department directly implicated in the project theme. To sum up, the ideal conditions were not always in place to ensure quality input from the partner city in the interests of sharing knowledge with the other partners, nor to report back and disseminate information, in the partner city itself, on the results of the network's activities.

Various examples from URBACT I networks account for effective ways to overcome the obstacles and limits mentioned above. Some networks have put a strong focus on methods for exchange so as to increase partners' involvement and learning abilities during seminars (see for instance the UDIEX and Securcity networks). Others have developed the participation of local players as a building block of their projects. The core component of the Med-Int project (Lead partners: Syracuse) was the organisation and animation, in each partner city, of a Local Forum gathering the local key stakeholders involved (or who should be involved) in issues related to urban sustainable development. In the "Young Citizens' project" network, which core theme was young people's participation, young people have been associated to the network activities through the creation of local groups in each partner city. A Dossier on Methods and tools for the exchange of experience is available on the URBACT website with a number of practices and tools from which to draw for URBACT II.

Experts and cities: an invaluable resource and a subtle alchemy

Access to experts who are available to provide support to the cities and other URBACT partners in implementing their work programmes has been a crucial aspect of the development and success of the URBACT networks.

Each network could benefit from an expert support budget of up to 120,000 euros to be used at its convenience. The intervention of the thematic experts, mainly academics, researchers and consultants specialising in urban regeneration, has taken many different forms. Some networks have called upon several experts for input and advice on the various issues tackled by the network, or to carry out local surveys in the partner cities. Others have targeted their resources on one or two experts called upon to provide support relative to content and methods for implementing the whole project.

As the networks were proceeding with the implementation of their projects, the role of experts has turned out to be crucial: Preparing seminars, producing seminar reports, drawing up mid-term and follow-up assessments and producing case studies and other input required by the partner cities, etc. Their role has gone far beyond simply providing knowledge input on the network theme, to include completing the input prepared by the partner cities and even questioning this input. Either in the natural course of events or, especially, in reaction to limited commitment on the part of the partners involved, many experts have thus found themselves in the position of coordinating activities and producing outputs, especially at the end of a project when completing the final results. This turn of events raises the question of the roles assigned to network partners and the people in charge of the project, primarily the city delegate and, failing this, the thematic expert. This question goes hand-in-hand with that mentioned above regarding the commitment of partner cities to network activi-

ties and their access to the resources required to take part in these activities. While the expert's task is to support partners in implementing work programmes, including, above all, preparing the groundwork for case studies and assessments of local practices, s/he is not supposed to act in their stead.

More than the individual abilities of city delegates, what is in question here is the "collective ability" of the city, the local authority's ability to produce materials for discussion, to mobilise the resources to do this, in terms of time and human resources, etc. The key to successful cooperation lies in how much all the partners are prepared to invest in the programme.

In addition to this development in the expert's role, the experience of URBACT I also shows that relations with the experts in a network are based on a subtle alchemy that, among other things, is the result of a combination of two forms of expertise: that of the practitioner, who has the benefit of concrete experience and practical know-how based on years of implementing policy, trial and error and all sorts of adjustments; and that of the theoretician, focused more on analysis of experience in the field rather than the experience itself.

Of course, real life is much more complex than this, and projects may include practitioners at the start of their careers or public servants who are not directly involved in working on the issues covered by the network, and experts who are or have been practitioners, for example, urban planners working with local authorities. Nonetheless, perceptions of this reality are still dominated by a certain dichotomy between theory and practice. The relationship between "The Expert" and the key players in urban regeneration often takes the form of mutual attraction and repulsion, which is not always easy to deal with. As a consequence, some of the URBACT networks have thus split from their expert along the way.

The challenge for the thematic experts involved in the URBACT programme is mainly related to

their interpreting skills. Translating the words and the highly-specific practical experience of city representatives taking part in network activities into a more general, yet no less practical, knowledge, distinguishing between action and context, and identifying the variable factors that lead to successful action in such a way as to learn from the experience, etc. And, on the contrary, when addressing the players involved in urban regeneration, translating theoretical and analytical knowledge, conceptual frameworks developed on the basis of social realities, which constitute tools and working frameworks for use by local players in thinking about and improving their practices.

Such interpreting skills can only be developed in an atmosphere of fruitful dialogue with city players. Work on concrete project or policy case studies undertaken by the various partners is one of the most effective ways of developing such dialogue. The success of the Support For Cities initiative demonstrates the advantages, from the cities' point of view, of "tailor-made" expert involvement. As part of this initiative, around forty cities, mainly in the New Member States, were provided with the support of an expert, on the basis of a 7-day assignment, who worked with the local authorities on drawing up an audit and an action plan regarding integrated urban development. In addition to their contribution in terms of content and working methods, i.e. the main forms of support provided by the experts, the extent to which their status plays an important role became apparent: given their position as "outsiders" insofar as local issues are concerned, the experts enjoy a certain degree of freedom of speech while their experience at European level lends their advice and recommendations a certain credibility on which local government departments can draw to support their discussions with local decision-makers.

Capitalisation¹, what do you mean, capitalisation? The URBACT I laboratory

Of all the EU discussion and experience-sharing programmes, URBACT is undoubtedly the one that has placed the greatest emphasis on the issue of capitalisation. As much as exchange and learning, capitalising on the lessons learned from such exchange has been an integral part of the programme and its goals. And it very quickly became the major challenge in the programme.

In fact, from the outset of the programme, the very concept of capitalisation, particularly in English, was not (is not?) always readily understood. Bearing in mind the lack of existing practical documentation, and faced with persistent questioning on the part of the programme's partners, one of the first tasks to be dealt with by experts reporting to the Secretariat was to produce a Guide to Capitalisation². This Guide has proved invaluable for some of the networks. The initiative also revealed that different programme partners found it difficult to deal with the requirement regarding capitalisation and dissemination.

It gradually became apparent that the capitalisation process implemented at network and working group level should be accompanied by a process applicable to the programme as a whole. This was partly because the projects had not exactly taken the capitalisation objectives central to the programme fully on board and tended to focus their efforts primarily on exchange and learning activities, and partly because a certain number of networks were dealing, more or less centrally and from different angles, with closely-related or similar issues. Six major cross-cutting themes (dealt with across several networks) thus became the focus of additional actions on the part of the Secretariat:

1. Capitalisation in this instance is taken to mean the development of new knowledge based on existing knowledge, with a view to sharing it with a broad public and ensuring that it is made available to the stakeholders concerned. Capitalisation and information-sharing are therefore, in the context of URBACT, inextricably linked: this basically entails fostering the development and implementation of practices, policies and recommendations resulting from the sharing of experience.

2. Link to website.

- Citizen participation
- Economic activity and employment
- Populations of foreign origin
- Urban regeneration and the integrated approach
- Urban Security
- Young people

The capitalisation drive undertaken at the level of the programme on each of these main themes has been based primarily on the development of two closely-interacting instruments: first, Cross-cutting Thematic Seminars and Working Groups, and second, Thematic Dossiers.

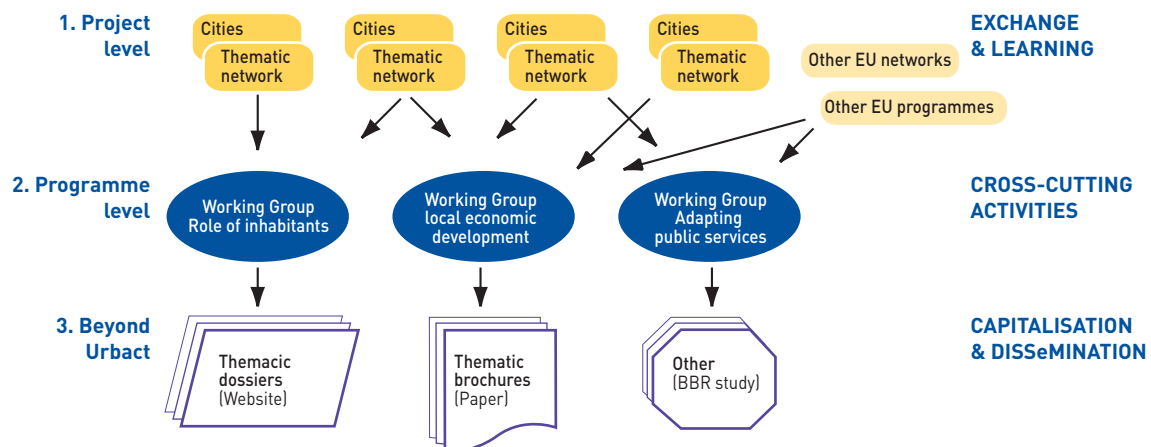
Upon the initiative of Managing Authority, cross-cutting projects have been set up during the second half of the Programme, composed of representatives of several URBACT networks addressing common or close-related issues. The objective of these projects was to gather the findings and outputs of several networks and working groups so as to consolidate these results at programme level and to make them more accessible

to a wide audience of urban practitioners and policy-makers.

At the same time, a series of Thematic Dossiers has been developed on the URBACT website, presenting a selection of case studies and other documents (seminar reports, practical guides, toolboxes, etc.) produced by various URBACT projects. These Thematic Dossiers are of interest for three reasons:

- 1) they provide a thematic entry into the issues dealt with by the available material organised according to large themes (Young people, Local economic development, Participation, etc.) and sub-themes (Local economic development and urban regeneration, Local economic development and culture, Local economic development and employment, etc.);
- 2) content is constantly changing as the dossiers are updated and enriched in line with output by the networks;
- 3) they are linked to output and reference projects developed outside the framework of URBACT.

Urbact 1 – The Urbact framework



The development of these projects has proved sometimes difficult, due to the heterogeneity of networks' outputs (in terms of format and content), the timeframe of the networks' programmes and production process (in most cases, outputs that could be used in the capitalisation process at programme level turned out to be actually available at the end of the programme), etc. Nevertheless, this investment proved fruitful. It has led to the production of syntheses of the main findings and recommendations coming from many networks (involving several dozens of European cities) on urban issues such as the participation of inhabitants in urban regeneration programmes, opportunities for local economic development in deprived areas, etc. It has also allowed the URBACT programme to realise, for the German Minister for Transport, Building and Urban Development, in preparation for the German presidency, a study on policies and practices developed by European cities to foster economic development and job creation in deprived urban areas. Such achievements have built on the process of capitalisation and consolidation, at programme level, of the networks' outputs.

The fact that capitalisation instruments have been expressly integrated in other cooperation programmes, such as INTERREG 4c, demonstrates the importance of this dimension in exchange and learning initiatives. This may well encourage the spread of this concept throughout the community of partners involved in territorial cooperation. Whatever the case may be, given the new context in which URBACT II is to be launched, this implies a need for us to step up from "laboratory" approach and develop a more systematic way of organising the capitalisation and capitalisation processes. This requires a focus on three main objectives:

- increasing the impact of URBACT activities on local policies for sustainable urban development

- increasing the participation of local participants and stakeholders affected by particular policies
- improving capitalisation and knowledge-sharing

During preparations for URBACT II, particular attention was paid to improving the programme's impact on local policies. Each partner will therefore be expected to develop a Local Action Plan as a product of the exchange and learning activities, to meet local needs for sustainable urban development. Extending the use of peer review methods will allow collective discussion of specific cases and foster the development of practical proposals and recommendations for improving local practices.

Another significant change, in terms of the impact of the network's activities on local administrations, is the creation of URBACT Local Support Groups. Each partner will commit to set up and run a group of the main stakeholders affected by a policy or project. This group will monitor and participate in the network's activities, particularly as regards validating case studies presented by cities and producing their Local Action Plans.

The capitalisation and dissemination process will begin when the programme starts, with a set of Thematic Poles bringing together lead partners and lead experts of projects addressing a common range of issues. These Thematic Poles will have a dual function: on the one hand, they will provide support on content and methods to the networks affiliated to them; and on the other, in line with the activity of the networks belonging to each pole, they will develop a set of products consolidating the results of these networks, for use by practitioners and decision-makers from all European cities. These are just some of the changes that constitute the exciting challenges to be met under URBACT II.

Summary map of URBACT project



- LEAD PARTNER - CHEF DE FILE
- Thematic networks partners - partenaires des réseaux thématiques
- Study partners - partenaires d'études
- Working group partners - partenaires des groupes de travail
- Qualification project partners - partenaires des projets de qualification
- Initiative support for cities - partenaires des initiatives

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