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The role of cities in integrated regional development

2nd Steering group meeting
15th / 16th Sept. 2008
GRAZ

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1. WELCOME and AGENDA

WORKSHOP AGENDA:

Monday, 15th Sept. 2008:

Afternoon:

Time	Agenda	Contributor
13:00 – 14:00	Get together at the buffet	All participants
14:00 – 14:15	Welcome and opening of the workshop	**District counsellor of the City of Graz** **Gerhard Ablasser** Lead Partner
14:15 – 16:00	▪ Presentation and further elaboration Baseline Study ▪ Presentation Final Application and discussion	**Bernd Gassler / All participants** **Heike Falk / All participants**
16:00 – 16:15	Coffee Break	
16:15 – 18:00	▪ Overview of terms and conditions for steering group ▪ Presentation of communication strategy and dissemination plan incl. discussion	**Bernd Gassler** **Heike Falk**
19:00	Diner	

Tuesday, 16th Sept. 2008:

Morning:

Time	Agenda	Contributor
09.00 – 10:00	▪ Presentation of legal framework ▪ Responsibilities of Lead Partners and Partners ▪ Discussion	**Christian Nußmüller / All participants**
10:00 – 11:00	▪ Short Introduction into the PRESAGE system incl. discussion	**Christian Nußmüller / All participants**
11:00 – 11:15	Coffee Break	
11:15 – 12:30	▪ Presentation of budget plan for phase II ▪ Eligible Costs ▪ Discussion	**Christian Nußmüller / All participants**
12:30 – 13:30	▪ Management issues (documents for Final Application, Signatures, Deadlines, etc.)	**Heike Falk**
13:30	Lunch	

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2. BASELINE STUDY

GENERAL INFORMATION:

City of Graz	City of Częstochowa	City of Châlons-en-Champagne	City of Oradea	City of Kielce	City of Trikala	City of Munich	City of Arezzo	City of Zurich
289.636 inhabitants	242.300	46.300	206.000	199.974	57.914	1,3 Mio.	95.229	380.000
127,28 km^2	160 km^2	26,05 km^2	??	109 km^2	69 km^2	310 km^2	386 km^2	91,88 km^2
7% Unemployment rate	9,9%	6,4%	2%	9,5%	11,25%	5,2%	3,5%	2,5%
Regional Capital of Styria	capital city of Bihor County	Regional capital of Champagne-Ardenne	No regional capital	Regional capital of Voivodeship of Świętokrzyskie	No regional capital	Regional capital of Bayern	No regional capital	Regional capital of Canton Zürich
€ 32.700 income per capita	€ 829 /month??? € 9.948	€ 14.560	Gross Income Average: € 480 ?? € 5.760	€ 8.586	€ 12.300	€ 68.320	€ 23.586	
Mayor is the executive authority and head of the municipal administration. 7 city councillors who share and lead the 32 departments. The overall executive chief for all 32 department and units is the director of magistrate	City Council Boards: (divided into seven branch boards and one board of audit: The Board of Education; Infrastructure and Environment Protection; Culture, Sport and Tourism; Legality and Self-government; Regional Development and Economy; Public Purse; Health and Social Assistance	11 municipal departments with 1 general director and 3 deputy directors	Local council is constituted of 27 counsellors organized in 5 specialty commissions	22 departments. several auxiliary departments (implementation of the Integrated Management System containing: PN-EN ISO 9001:2001; ISO/IEC 27001:2005 and system of Combating Corruption Treats)	9 municipal departments with 1 general director	12 municipal departments	5 departments and 5 city offices	9 city counsellors (mayor is one of them), each with his own department
▪Density / km2: 1.982 inha. ▪Women: 131.515 ▪Men: 121.337 ▪Under 15 years: 33.368 ▪15-60 years: 164.994 ▪Over 60: 52.490 Migrants: 34.549 (13,8%)	▪At working age 159.719, pre working age: 39427, at post working age 43.154, migration inflow 6,1%, outflow 11,5%	▪25% of persons under 20 years ▪most representative group is the one of persons between 40-59 ▪20% of persons over 60 years	▪Population(15-64 years): 178,343 ▪Men (15-64 years): 87,862 ▪Women (15-64 years): 90,481 ▪Men (55-64 years) 10,821 ▪Women (55-64 yrs): 12558	▪95.482 at the age of 19 – 49 years and 39.858 at 60 years and more; ▪Large pre-working group 33.291 and post-working – 34.674	▪concentration of population between the ages of 20 – 64 (more job opportunities) are mostly from Albania	▪23 % of the population are foreigners ▪17,5% of the population is above 65 years	▪Ca. 75 of foreigners (more than 90% from Non-EU nations) ▪Very high rate of persons over 60 and also over 75 yeras	▪about 30% of the population are foreigners (from about 165 nations) ▪commuters: 180’000 to and 40’000 from Zurich

Social challenges for the cities / regions:

City of Graz	▪ The city of Graz offers most of the jobs, most of the social and technical infrastructure and is also the central place for education, training and research in the region. ▪ To share costs in different fields between the city and the surrounding municipalities is a challenge.
City of Częstochowa	▪ Development of intellectual potential and social capital of the city and improvement of the standard and quality of inhabitants living; ▪ The development of intellectual potential of the city through education and creation of human capital; ▪ The elaboration and implementation of educational policy; ▪ The development of effective form of employment services; ▪ The taking action for raising of public safety in the city.
City of Châlons-en-Champagne	▪ Improvement of the attractiveness of economic and residential area to stop the decline in population ▪ Reduce social insecurities ▪ Promote accessibility to work ▪ Adaptation of services and their access to an ageing population, but also to families and young people
City of Oradea	▪ Lack of workforce because of the migration, rate of unemployment of just 2%.
City of Kielce	▪ Decreasing of the population of Kielce cased by negative birth rate and debit migration balance; ▪ Suburbanization ▪ Aging of the population
Region of Trikala	▪ low rate of births there is a concentration of population between the ages of 20 – 64, because there are more job opportunities as the City is the urban center of the Prefecture. ▪ large part of the population that has completed the Secondary Education whereas interesting is also the percentage of the graduates of the High Level Education ▪ no gender discrimination concerning the education between women and men. ▪ small percentage of analphabets which is consisted mainly by Romas. ▪ migrants in the City of Trikala are mostly from Albania but are not easily recorded. They are living in Trikala usually without their families and are working seasonally in agriculture or in buildings.
City of Munich	▪ Social well balanced structure (avoiding ghetto building and deprived areas).
City of Arezzo	▪ Improvement of social infrastructure (lack of good schools, hospitals, leisure facilities) ▪ Further development of the welfare system based mainly on non-profit organizations ▪ Cultural and vocational guidance
City of Zurich	▪ Creating residential areas and building new apartments. ▪ Keeping housing prices on a reasonable level. ▪ Social Cohesion and integration of the foreign migrants

Economic challenges for the cities / regions:

City of Graz	▪ How to steer, coordinate and organize spatial development in order to improve the competitiveness and to guarantee sustainability. ▪ Large-scale shopping centres and malls, entertainment complexes, business and industrial parks have led not only to a serious competition between the city centres and the new suburban enterprises but also among various suburban communities themselves. ▪ The pull of demand for development areas and new transport facilities has caused prices for building land to rise dramatically.
City of Częstochowa	▪ building of positive economic and investment climate and stimulation of enterprising development which creates new jobs: ▪ The stimulation of enterprise development and innovation of local economy and public services to secure for high dynamic of economy development; ▪ The maintaining and strengthening positive investment climate and creation of the conditions for economic development of business.
City of Châlons-en-Champagne	▪ Boosting economic activity (development of the multimodal transport through a multimodal platform freight-road linked with the development of the Vatry airport; support the creation of enterprises, both by providing housing and by assisting entrepreneurs through the creation of a network of local actors; develop public and private Research and Development on the territory) ▪ Enhance the attractiveness of the city.
City of Oradea	▪ Attracting new investments with added value, creating of its own balanced economic influence sphere, availability of land to build/expand on within the City, establishing a concrete link between the university and the economic environment.
City of Kielce	▪ Brilliant economic history of Kielce, belonging to Industrial Area, remarkable industrial centre in Poland, willingness to re-achieve this position; ▪ Transfer from traditional market based on old-fashioned industry and high rate of employment in the public finance sector to modern economics; ▪ Decreasing of number of people coming to Kielce to look for jobs; ▪ Mainly small companies – up to 9 employees, mainly from the trade sector; ▪ Lack of significant hi-tech companies; ▪ Despite great prosperity of Kielce Fair Trade, Kielce is not automatically associated with Trade Center; ▪ Despite commonly considered as good tourist conditions, tourism is very far from being a main source of income for Kielce inhabitants.
Region of Trikala	▪ it is noticed the urban economy of the city of Trikala where the activities of the tertiary sector are increased at the expense of the primary sector (agriculture and cattle – breeding) and secondary sector (manufacture)
City of Munich	▪ Globalization and Structural Changes ▪ Keeping the attractiveness ▪ Economic activities have been spread out all over the Munich regions (Centre of gravitation are the new airport and the regional university campus.)
City of Arezzo	▪ The production system mainly based on SMEs in the field of jewellery and fashion has serious problems of competitiveness (lack of leading companies and low-cost competition, weak infrastructure). ▪ Need to have the capacity to develop competitiveness, research, innovation, highly qualified training, networks and internationalisation.
City of Zurich	▪ Staying on the highest level in the core economic branches. ▪ Reduction of the dependence on financial market → promotion of other branches with high value added.

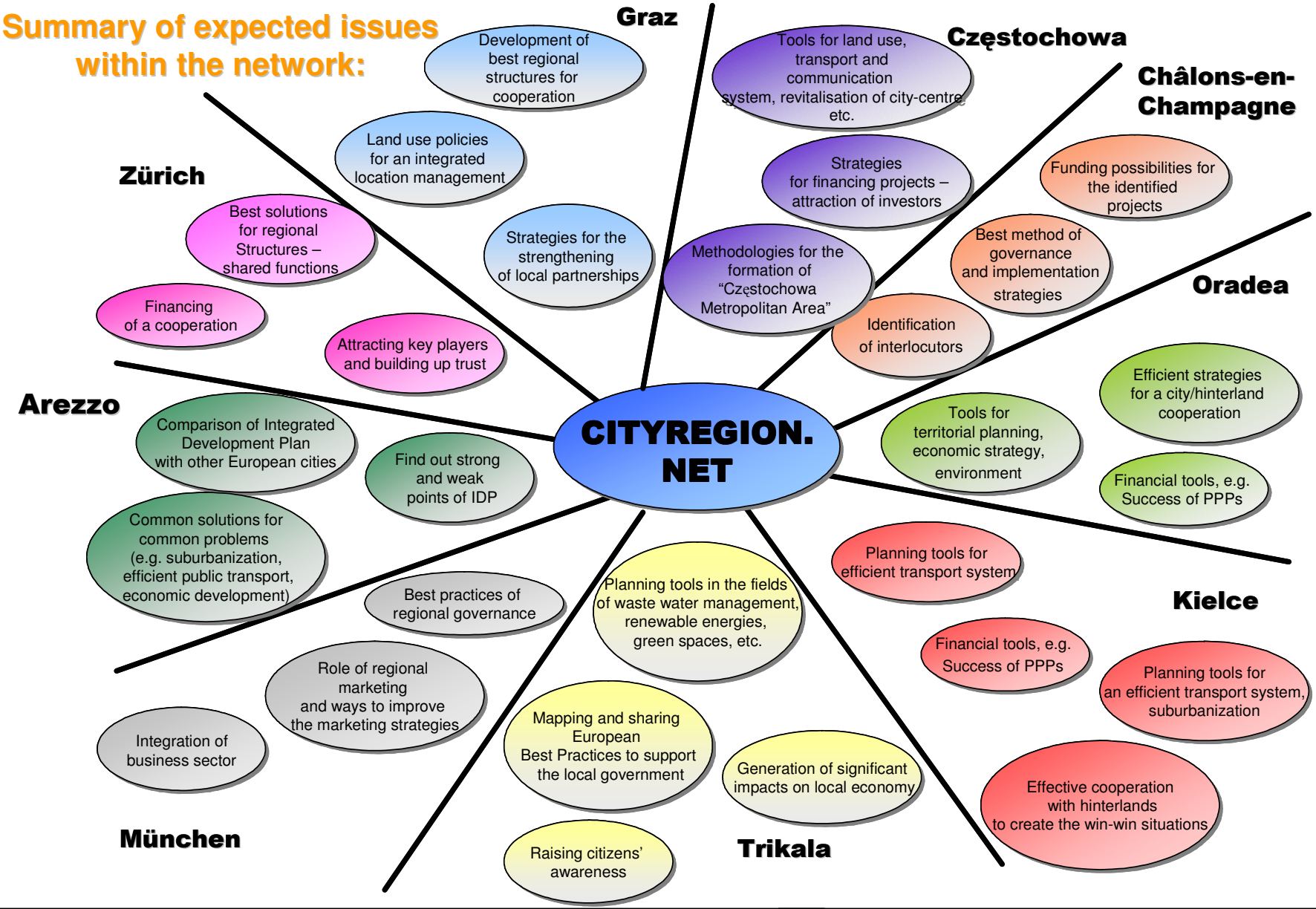
Environmental challenges for the cities / regions:

City of Graz	▪ Too much individual traffic and commuters' traffic due to urban sprawl in the hinterland and bad connection to public transport as well as lack of awareness measures such as mobility management. ▪ Problem with emissions, PM10 load and ozone concentration
City of Częstochowa	▪ The elaboration of sustainable development and environment protection programme for the city and implementation of environmental management; ▪ The expansion and modernization of water-pipe network in order to protect of underground water resources; ▪ The implementation of waste management system; ▪ The revitalization of the degraded areas (especially devastated, post-industrial areas); ▪ The implementation of the plan of energy, heat and gas supply in order to effective management of energy.
City of Châlons-en-Champagne	▪ Valuing the historical and environmental heritage of the town. ▪ Preserving a vulnerable territory.
City of Oradea	▪ Creating of an integrated system for waste management, water, sewage and water waste treatment at the metropolitan level.
City of Kielce	▪ Despite very beneficial geographical location of Kielce (on 7 hills), more than 20% of forests, which are natural reserve, the air in Kielce is polluted, the noise exceeds the norm in many places, the soil is degraded and the surface water is polluted; ▪ In order to keep and give back the special environmental character of Kielce there is the need to allow just pro-ecological investments; ▪ There is a necessity to create system of eco-management for Kielce-Kielce Metropolis-Region; ▪ Issue of garbage management – especially segregation and recycling.
Region of Trikala	▪ The spatial planning must be based on the frame of the corporative relation between town and countryside. ▪ The rural areas and the natural heritage must be protected and sustainable developed. ▪ The urban and peri-urban must be upgraded by making the proper territorial urban planning adjustments and expansions in order to avoid the problems of illegal construction and the tension of constructing outside the urban zone and by concentrating properly the homogeneous land uses (industry, commerce, residents, etc). ▪ The insufficient promotion of the natural and cultural landmarks in the greater area of the city (Prophet Ilia Hill, Fortress, rivers and riverside zones, reserved buildings such as mosque, the old prisons, etc) as well as the need of uniting and connecting them in one central network of functions, of green and of communal spaces.
City of Munich	▪ Keeping the environmental standards, e.g. small particles problem. ▪ Reducing the transit-traffic.
City of Arezzo	▪ The preservation of the whole human and productive landscape of Tuscany represents a strong challenge in order to reverse the trend towards an economic homologation by means of authenticity and local characters.
City of Zurich	▪ Sustainable development (vision of the 2000-watt-society) ▪ Extension of public transport.

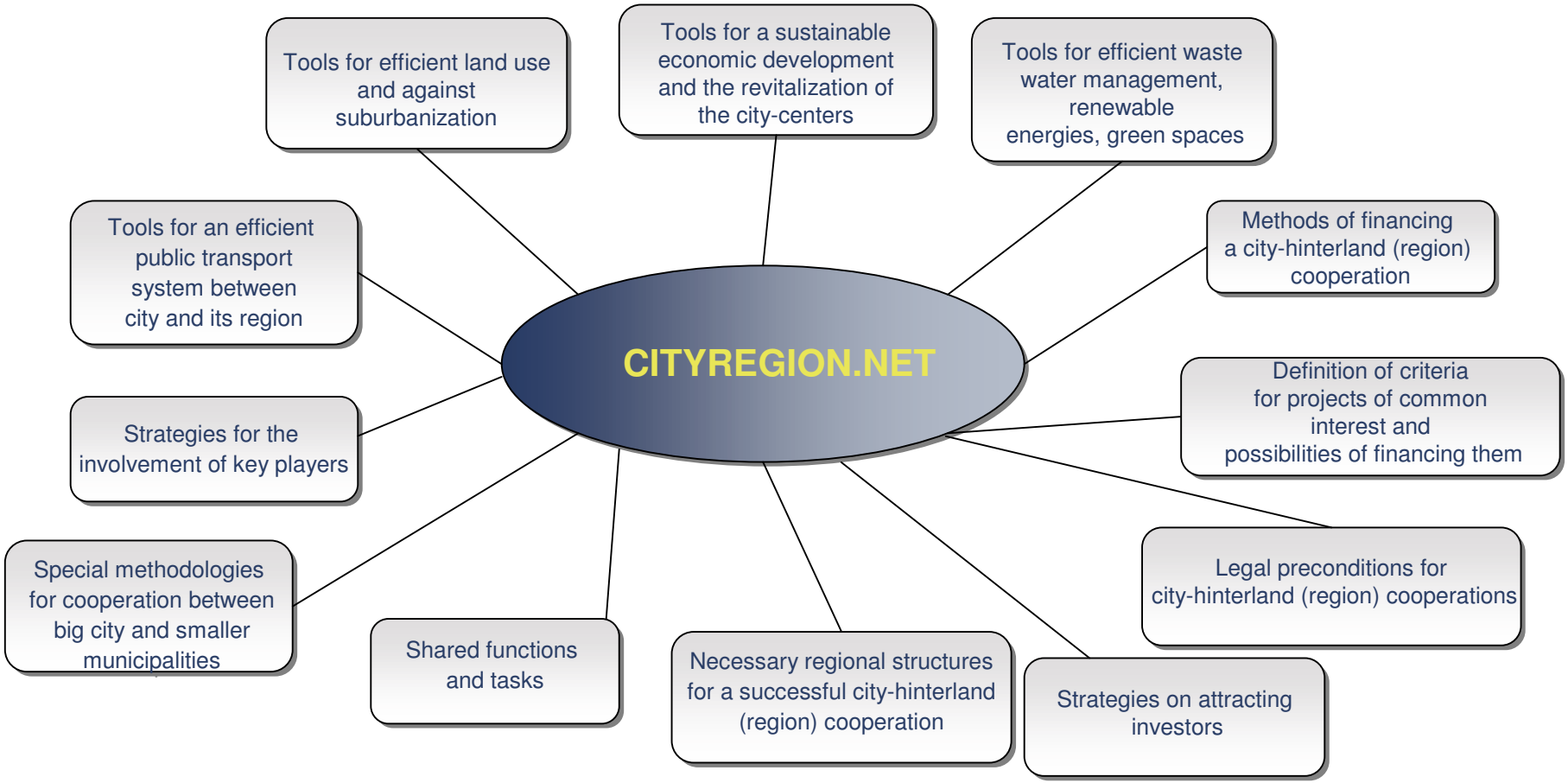
Physical challenges for the cities / regions:

City of Graz	▪ Better public transport system and accessibility, better cooperation in traffic problems with the surrounding communities, offer of better service facilities. ▪ The growing number of shopping centres, business – and industrial parks and of leisure facilities (multiplex cinemas, sports stadiums, out- and indoor recreation sites, etc.) produces increasing traffic load. Noise, traffic jams, air pollution, accidents, high costs for road conservation are the consequences.
City of Częstochowa	▪ shaping the spatial order ▪ effective management of city space; ▪ improvement of functioning and development of modern transport system in the city; ▪ revitalization of the city centre, degraded areas and land development of the housing estate.
City of Châlons-en-Champagne	▪ Anticipating the demographic dynamics in developing the housing supply. ▪ Meeting the challenge of social cohesion and solidarity in the short and long term. ▪ Making the urban heart of town more attractive. ▪ Responding to the needs for services of the population.
City of Oradea	▪ Develop its road transport infrastructure, multiply the transport links between the city and some parts of its hinterland, supporting the intermodality.
City of Kielce	▪ Location far from main transport routes + rather bad technical state of roads; ▪ Lack of airport; ▪ Visible urban structure of the city, yet existence of few devastated areas; ▪ Finishing of implementing of Local Program of Revitalization and the need to take few tough, unpopular decisions; ▪ Creation of complex system of actions to improve quality of public space in Kielce Metropolis
Region of Trikala	▪ better prospective for development and a more competitive role in the region of Thessaly. ▪ delay to modernize the railway network as well as the lack of modern structures of services for the agriculture production and commerce even though many efforts for a contemporary development have been taken (fiber optic, wireless Broadband Networks with 9 antennas around the city
City of Munich	▪ The shortage of availability of land, especially for housing, results in high prices. ▪ Strengthening of the infrastructure in order to keep the competitiveness of the region.
City of Arezzo	▪ Discontinuity between the “old town” and the “new town”. ▪ Trend of suburbanization → reviving the city centre as a centre for contemporary civic life and activities. ▪ Restoration of the cultural heritage and promoting the city as cultural city. ▪ Development of a sustainable infrastructure and re-connection of the centre and the suburbs.
City of Zurich	▪ Lack of availability of land to build/expand on.

Summary of expected issues within the network:



Main issues for the network



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Division into sub-themes:

CITYREGION.NET „The role of cities in integrated regional planning“ Division into 3 sub-themes:		
Sub-theme 1: Planning tools	**Sub-theme 2: Financial and legal instruments**	**Sub-theme 3: Regional structures**
Tools for efficient land use and against suburbanisation	Methods of financing a city-hinterland (region) cooperation	Necessary regional structures for a successful city-hinterland (region) cooperation
Tools for an efficient public transport system between city and its region	Definition of criteria for projects of common interest and possibilities of financing them	Shared functions and tasks
Tools for a sustainable economic development and the revitalisation of the city-centres	Legal preconditions for city-hinterland (region) cooperations	Special methodologies for cooperation between big city and smaller municipalities
Tools for efficient environmental development	Strategies on attracting investors	Strategies on the involvement of key players

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SUB-THEME 1: PLANNING TOOLS

Efficient land use and suburbanization	• Which measures can be taken against urban sprawl? • How to define common land use policies in order to guarantee a coordinated development of the entire spatial potential ?
Efficient (public) transport system	• Which measures are efficient for the connection of the city centre with the region by public transport? • How can the individual traffic be decreased and the public transport be extended?
Sustainable economic development	• How can an efficient land-use and location management work? • How can investors be attracted? • How can new business branches be promoted and developed?
Efficient environmental measures	• How can a vulnerable region be protected? • Which measures can be taken for an efficient waste water and garbage management? • How can de-graded areas be revitalised? How can the historic centres be revitalised?

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SUB-THEME 2: FINANCIAL AND LEGAL INSTRUMENTS

Financing a city-hinterland (region) cooperation	• Which methods are successful for the financing of a cooperation? • Can the cooperation be supported by tax facilitations? • Is an inter-communal financial equalisation an efficient tool?
Criteria for projects of common interest	• Which criteria must projects of common interest fulfil? • How can these projects be realised and financed (project funds, Jessics, Jeremy, etc.)?
Legal preconditions for city-hinterland (region) cooperations	• Does a good cooperation need a legal basis? • Do voluntary associations also work? • Should the cooperation of towns and their surrounding municipalities be • institutionalised?
Strategies on attracting investors	• Which models are there to attract investors? • Is a PPP a possible solution? What are the advantages and disadvantages of a cooperation between public and private investors?

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SUB-THEME 3: REGIONAL STRUCTURES

Regional structures for a successful city-hinterland (region) cooperation	• Which regional structures are needed for a successful city-hinterland cooperation? • Is the division of the bigger region into smaller entities a possibility? • How can a cooperation of communes be organised?
Shared functions and tasks	• Which tasks can be shared within a cooperation? • Which incentive has to be offered to communes in order to share their tasks equally? • How can win-win situations for the city and its hinterland (region) be created?
Special methodologies for cooperation between big city and smaller municipalities	• Does a cooperation where a big city participates need other structures? • How can an atmosphere of trust be built?
Strategies on the involvement of key players	• How can the key stakeholders be selected? • How can we reach them?

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1st proposal for active work of cities:

CITYREGION.NET „The role of cities in integrated regional planning“ Division into 3 sub-themes:		
Sub-theme 1: Planning tools	**Sub-theme 2: Financial and legal instruments**	**Sub-theme 3: Regional structures**
Kielce	**Châlons-en-Champagne**	**Zurich**
Arezzo	Częstochowa	Munich
Trikala	Oradea	Graz
Input of all cities for all 3 sub-themes Main research work of each core team in its defined sub-theme Exchange of intermediate results during the thematic workshops, on the website, etc.		

Score table for learning needs, experience and practice:

Partner City:	
Topic: *Planning tools against suburbanisation, etc.*	
Our Learning Needs	***Score your city on Learning Needs***
We have experience tackling this type of problem **(score = 3)**	**1,5**
We have some experience to share but a lot to learn **(score = 2)**	
We want to be involved in this project to learn from other parts of Europe **(score = 1)**	
Our Experience	***Score your city on Experience***
Our city has successfully implemented this kind of project but we know we can improve **(score = 3)**	**1,5**
We have started to address this issue **(score = 2)**	
We do not have much experience in this field **(score = 1)**	
Our Practice	***Score your city on Practice***
We think our practice could be regarded as ‘good practice’ in European terms **(score = 3)**	**1,5**
We have a practice but we aren’t sure it is so good **(score = 2)**	
We don’t have a practice, we want to develop one - this is why we joined this project **(score = 1)**	

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3. FINAL APPLICATION

Main objectives of the network ?

1. Ensuring project coordination and management
2. Developing and implementing exchange and learning activities on sustainable urban policies with a focus on the project's sub-themes
3. Fostering the impact of project activities on local policies
4. Taking part to the implementation of the Capitalisation process at programme level
5. Developing and implementing communication on and dissemination of project's activities and outputs
6. Exchange with other European Networks

Concrete outputs and results ?

MEETINGS and WORKSHOPS:

- **7 thematic workshops** for each sub-theme
- **3 meetings** of the steering group
- **1 Kick-Off event**
- **1 final conference**
- **5 meetings of the Urbact Local Support Group** in each city
- **1 future conference** in each city / region for a wider group of stakeholders
- **1 training session** for on a pre-defined sub-theme for selected members of the ULSGs
- **5 meetings with the Managing Authorities** of each partner, either separate meetings with the city coordinator or the MA as part of the ULSG
- **7 thematic pole meetings**
- 3 annual Lead Partner conferences
- Participation at European thematic conferences

Concrete outputs and results ?

REPORTING:

- **6 Periodic progress reports** on these sub-themes elaborated by the 3 cities responsible for the 3 sub-themes at each workshop
- **4 operational reports** (1 every half year)
- **1 final operational report**
- **4 financial reports**
- **1 final financial report**
- **Reports at the thematic pole meetings and the Lead Partner conferences**

Concrete outputs and results ?

PRODUCTS:

- **9 Local Action Plans**
- **1 Handbook with 3 parts**:

a) Collection of key success criteria and barriers of success for city-hinterland cooperation (e. g. necessary structures, participation of key actors, etc.)

b) Catalogue of functions that can be shared and that cannot be shared

c) Collection of successful planning tools and financial instruments

- **2 Newsletters** a year to inform about the project progress
- **Periodic Reports** and **updates** on URBACT website
- **Publications in local / regional / national** media (at least 2 press conferences in each city)

List of expected outputs / deliverables?

Expected Outputs/ Deliverables	Quantity	Number of participants when relevant		Achieved by
		Men	Women	
Thematic workshops	7			11/10
Steering group meetings	3			03/11
Kick-Off event	1			11/08
Final conference	1			03/11
Thematic pole meetings	7			04/11
Lead Partner Conferences	3			04/11
ULSG meetings	5 in each city			04/11
Meetings with the Managing authorities	5 in each city			04/11
Periodic thematic reports of coordinators of sub-themes	6			03/11
Operational reports	5			07/11
Financial reports	5			07/11
URBACT Local Support Groups[1]	9			
Local Action Plans[2]	9			04/11
Handbook with research results	1			04/11
Electronic newsletters	5			04/11
Press conferences and publications in local / regional / national newsletters	At least 2 in each city			04/11
Space dedicated to the project on the URBACT website	7 updates			07/11

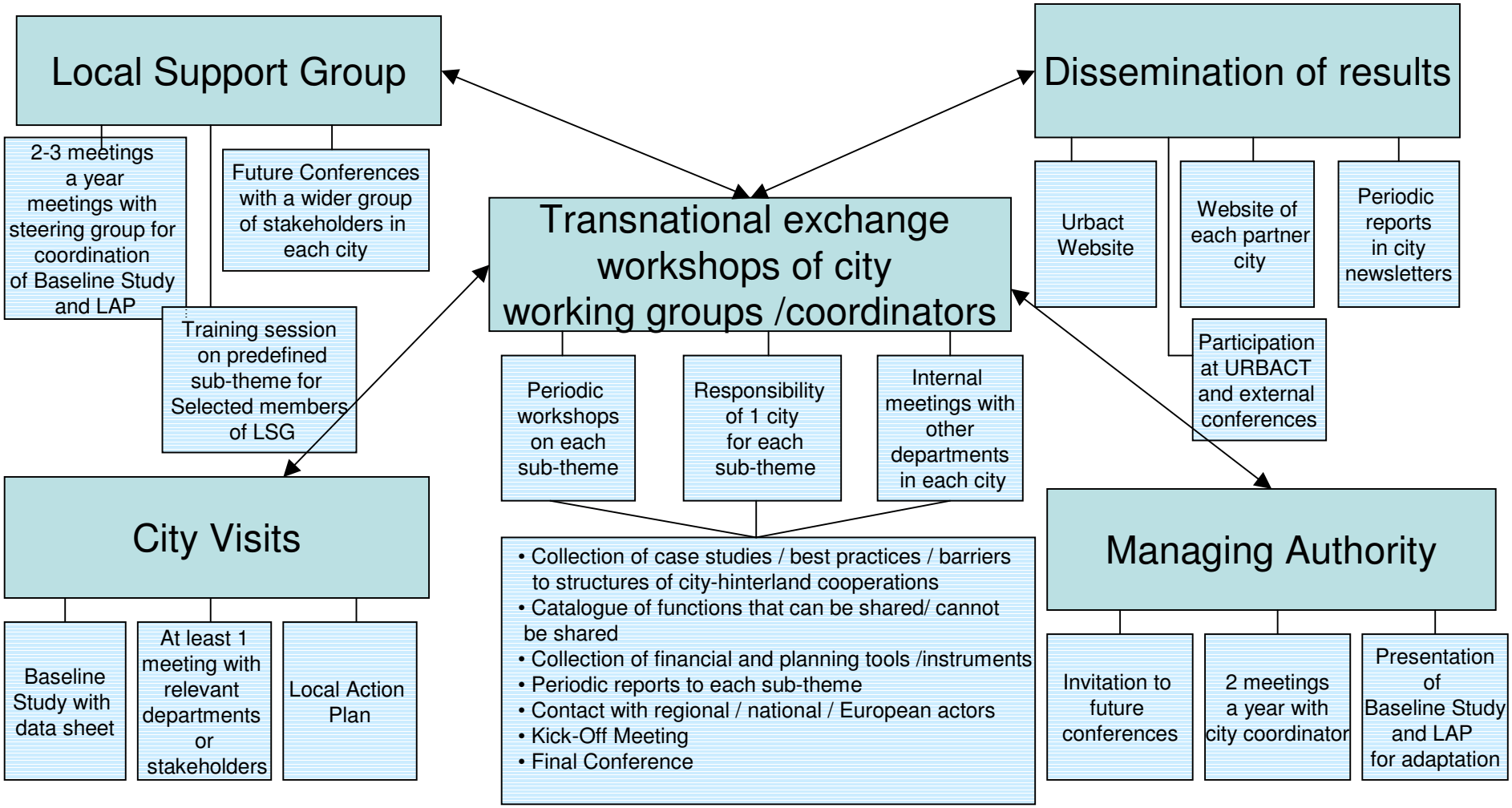
Integration of ULSG activities to project work programme

- Organisation of at least 5 meetings with ULSG: How? Who will coordinate it?
- Organisation of 1 future conference for a wider group of stakeholders
- Organisation of 1 training seminar for selected members of the ULSG to one pre-defined sub-theme: How? Where? Who will organise it?
- How are the inputs of each ULSG transferred back into the network?

Involvement of Managing Authorities

- Organisation of at least 5 meetings with MA: How? Who will coordinate it?
- Which contributions do we expect from MA?
- Which specific events are organised for MA?

WORKING METHODOLOGY



Working programme

Objective	Action	Month of start	Month of end	Description of activities, components, means	Responsible/ contributing partners	Location when relevant	Expected outputs/ deliverables
1. General coordination and project management	1.1.	10/08	04/11	Administrative Coordination of the network; constant coordination, communication with partners, Urbact Secretariat, Lead Expert, etc. Provision of all contractual documents and sending them to URBACT Secretariat	Lead Partner		Efficient network coordination
	1.2.	01/09	07/11	Periodic and final financial and operational reports	Lead Partner/ All other partners		4 operational reports every half year 4 financial reports 1 final operational report 1 final financial report
	1.3.	10/08	04/11	Overall management as regards the contents and the actions of the network; internal management and controlling	Lead Partner/Lead Expert		Eficient implementation of the operations of the network and the project controlling
	1.4.	10/08	07/11	Financial management of the network: Signing of Subsidy Contract, request and receive payments of programme funding, transfer of this funding to the partners, communication with partners and Managing Authority/URBACT Secretariat in financial matters	Lead Partner		Efficient financial management
	1.5.	10/08	02/11	At least 1 steering group meeting a year to validate and agree on all network activities and outcomes or to make necessary amendments	Lead Partner / All other partners	Trikala, Oradea, Graz	3 steering group meetings

Working programme

2. Exchange and learning activities	2.1.	01/09	11/10	3 scoping and exchange workshops for each of the 3 sub-themes in the 1st and 2nd year with the following actvities : - experts input on sub-theme - cities' presentation of Best Practices / Case Studies and barriers for success - elaboration of a flexible template for the development of the Local Action Plans - proposals for LAPs from each city	Lead Partner / All other partners / Lead Expert	Châlons-en-Champagne, Munich, Trikala, Zurich, Arezzo, Częstochowa, Oradea	7 workshops on sub-themes and for development of LAPs
	2.2.	03/11	03/11	Presentation of final results at final conference: - Local Action Plans with political recommendations - Handbook with 3 parts: a) Collection of Best Practices / Case Studies and Barriers for Success b) Catalogue of functions that can be shared c) Collection of planning tools and financial instruments	Lead Partner /All other partners/Lead Expert	Graz	1 Final conference
	2.3	11/08	04/11	- Research of Best Practices /Barriers / Case Studies / Shared functions / Financial and Planning Tools in each region / country - 3 cities take the responsibility for one of the 3 sub-themes and give periodic progress reports at each workshop - Provision of information and documents for periodic reports - Completion of Local Action Plans - Identification of experts at local level to help at the elaboration of LAPs	Lead Partner /All other partners/Lead Expert		6 periodic progress reports on each sub-theme 1 Collections of Best Practices / Case Studies / Barriers for success / Planning and financial Tools 1 catalogue of functions 9 Local Actions Plans

Working programme

3. Impact on local policies	3.1.	11/08	04/11	Urbact Local Support Groups : - 2-3 meetings a year - at least 1 future conference with a wider group of stakeholders - At least 1 Training session on predefined sub-theme for selected members of LSG	Lead Partner / All other partners / Local stakeholders	In each participating city	At least 5 meetings of the ULSG in each city 1 future conference in each city 1 training session for members of ULSG in each city
	3.2.	11/08	04/11	Involvement of the Managing Authorities : - 2 meetings a year with city coordinator or participation in Meetings of ULSG to get information about the progress of the network - Participation in the future conference of ULSG - Comment on LAPs and recommendations for implementation of LAPs	Lead Partner / All other partners / Managing Authorities	In each participating city	At least 5 meetings with MA in each city

4.Capitalisation process at programme level	4.1.	11/08	04/11	Participation in and reports for the thematic pole meetings	Lead Partner / Lead Expert		Participation at thematic pole meetings
	4.2.	11/08	04/11	Participation in annual thematic and Lead Partner conferences	Lead partner / Lead Expert		Participation in annual thematic and Lead Partner conferences
	4.3.	01/11	04/11	Providing the wider community of European urban policy-makers and practitioners with the results of the network	Lead Partner / Lead Expert		Presentation of final report and products on the URBACT website, participation in thematic local , national and European conferences

Working programme

5. Communication and dissemination	5.1.	11/08	04/11	Identification and using the local / regional / national media in order to promote the objectives of the network	Lead Partner / All other partners		Press conferences Publications in local / regional / national media
	5.2.	11/08	04/11	- Kick-Off event at local level with international attendance - Organisation of one final event (see 2.2)	Lead Partner / Lead Expert Lead Partner / All other partners / Lead Expert		Participation of the Lead Partner at the "Regionstag (Day of the region) in November 2008 in Graz to present the network Presentation of the results and the products of the network
	5.3.	01/09	04/11	Dissemination of all reports, documents, products, links, etc. on the URBACT website and on local websites of the participating cities and updating the space of the network on the URBACT website	Lead Partner / All other cities		Ensure the dissemination of the results of the network
	5.4.	01/09	04/11	Production of electronic newsletters and publications in city magazines	Lead Partner / All partners		Production of 2 newsletter / year Publications in city magazines at least once a year in different cities
6. Contact with other European networks in this field	6.1	01/09	04/11	Identification of other European networks working in the same or in similar fields Exchange of experience and results Invitation of external experts or Lead Partners to workshops of CityRegion.Net	Lead Partners / All other partners / Lead Expert		Exchange of results with other European networks in this field (e.g. MERESCO, etc.)

WORKING ACTIVITITES

CONTENTS of WORKING ACTIVITIES

1.	2.	3.
Best Practices / Case studies, etc. of a city-hinterland-cooperation on our specific 3 main sub-themes	Barriers for the success of a city-hinterland cooperation on our specific 3 main sub-themes	Catalogue of functions that can/cannot be shared and collection of successful financial and legal instruments

Definition of key success criteria

Project is co-financed by the EUROPEAN UNION European Regional Development Fund

LOCAL ACTION PLAN

CONTENTS of LOCAL ACTION PLAN		
1. Definition of 3 main challenges for your city-hinterland cooperation	2. Individualised solutions for these 3 challenges on the basis of our common exchange and research work (Best practices, case studies, catalogue of functions, etc.)	3. At least 3 policy recommendations (1 short-term, 1 middle-term, 1 long-term) and a plan of actions for these challenges

WORK PROGRAMME

SUGGESTED DATES

2008		
Kielce	July	1st steering group meeting
Graz	September	2nd steering group meeting
2009		
Châlons-en-Champagne	January (week 4 or 5)	1st meeting of working groups
München	June	2nd meeting of working groups
Trikala	October	3rd meeting of working groups 3rd steering group meeting

WORK PROGRAMME

SUGGESTED DATES

2010		
Zürich	January	4th meeting of working groups
Arezzo	June	5th meeting of working groups
Częstochowa	Sept.	6th meeting of working groups
Oradea	November	4th steering group meeting
2011		
Graz	March	Final conference 5th steering group meeting

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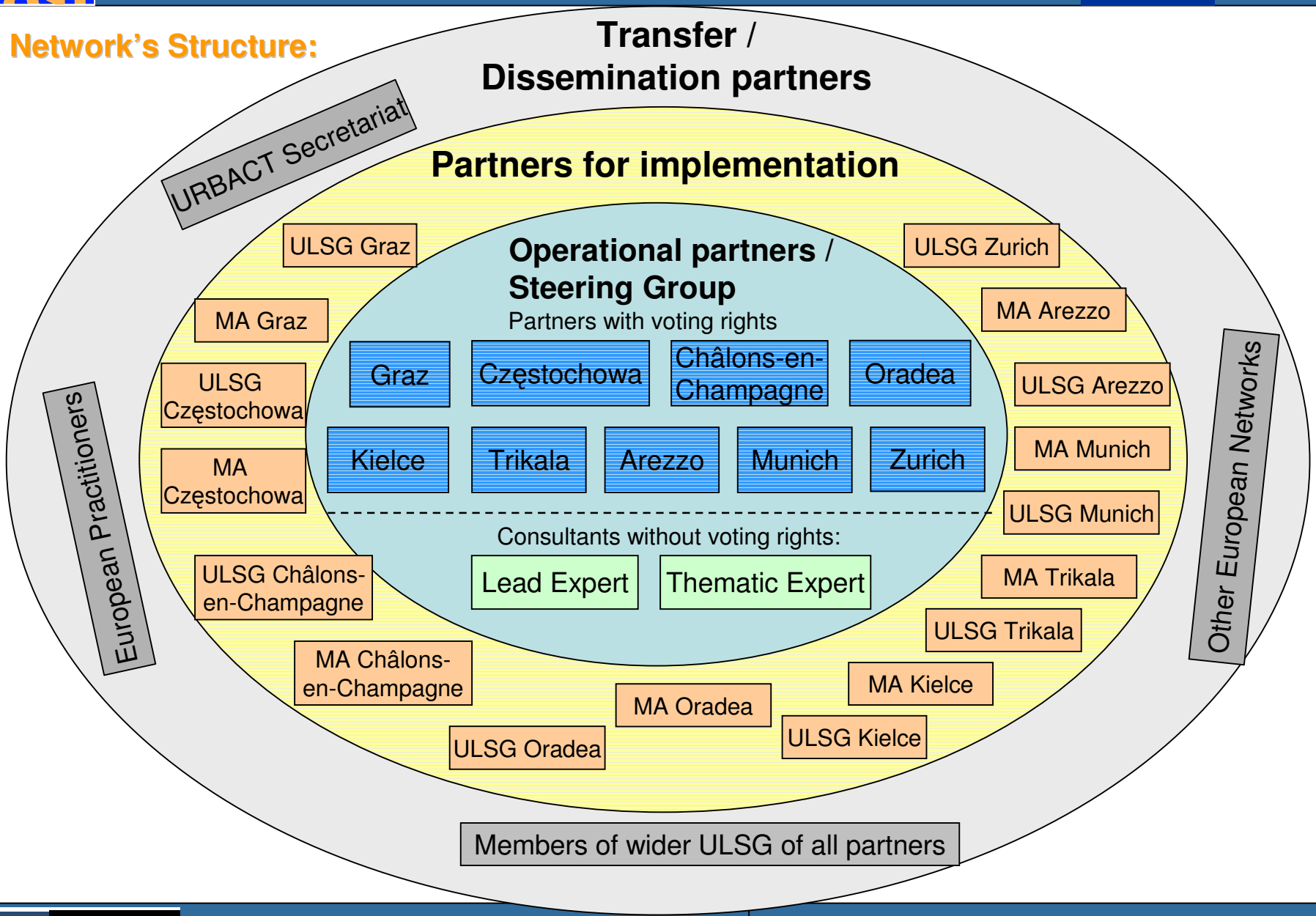
Network's Structure:



COMPOSITION OF NETWORK'S STEERING GROUP

Members with voting rights:

- Project coordinator or his deputy of Lead Partner city
- Project coordinators or their deputies of each participating city

Each city has 1 vote, even if 2 or more persons of the same city take part in the steering group meetings. The Lead partner has a veto right in all financial matters.

Consultants in the steering group meetings, without voting rights:

- Lead expert
- Thematic expert

TASKS OF NETWORK'S STEERING GROUP

Validation of:

- General strategies and objectives
- Work programmes
- Methodologies of the network
- Amendments and changes within the network
- Intermediate and final operational and financial reports
- Final products
- Budget and Financial Plans (with veto right for Lead Partner)

RULES OF PROCEDURE OF THE NETWORK'S STEERING GROUP

Rules of procedure:

- The meetings of the steering group will be organised by the Lead Partner.
- The steering group meeting will be called at least once a year and if at least 25% of the steering group members deem it necessary.
- The steering group has a quorum if at least 50% of the members are present.
- Decisions will be made with the simple majority of the votes of the present members (all YES-votes are more than all NO-votes together with the invalid votes).
- If there is an equality of YES and NO votes, the decision is not accepted.
- In urgent cases a decision of the steering group can also be made by email.

FURTHER INFORMATION

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