

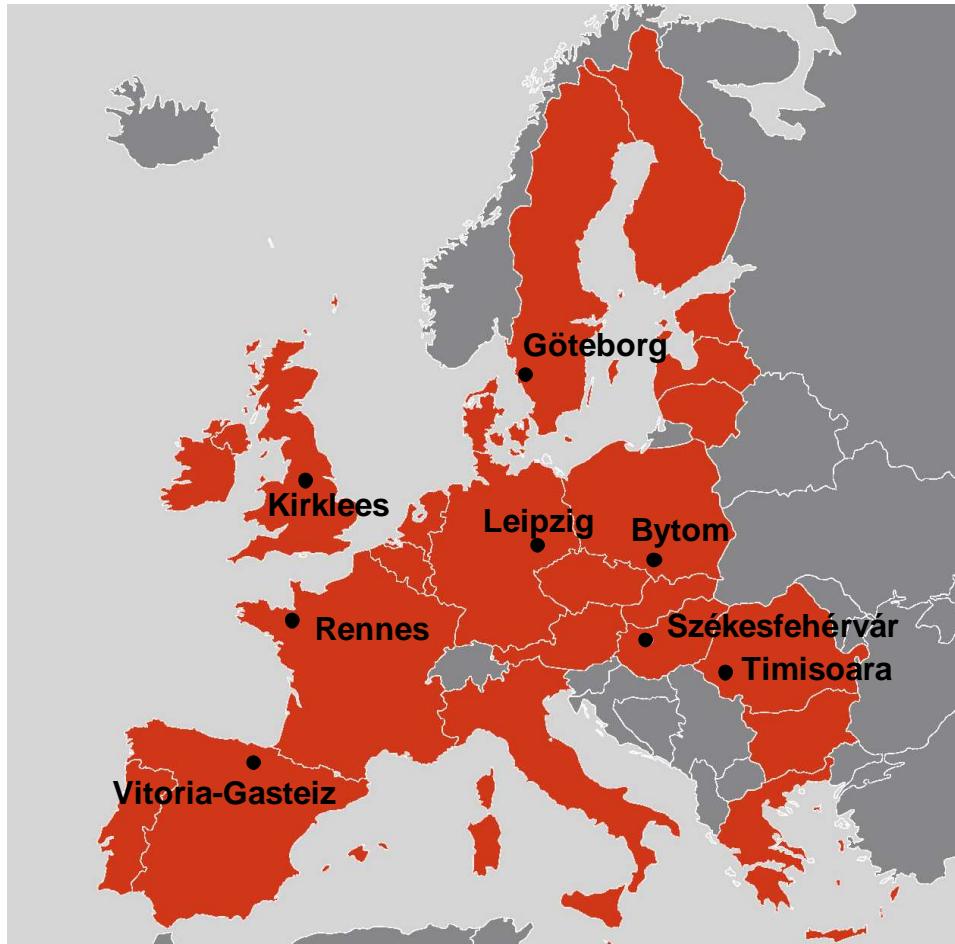
LC-FACIL

„A working group to facilitate the implementation of integrated sustainable urban development according to the Leipzig Charter”

2nd Workshop, 07.-08.09.2009, Rennes



PARTNER STRUCTURE



CITY / METROPOLITAN DISTRICT
1. LEIPZIG
2. RENNES
3. SZEKESFEHERVAR
4. KIRKLEES
5. GÖTEBORG
6. BYTOM
7. VITORIA-GASTEIZ
8. TIMISOARA



GENERAL INFORMATION

City of Leipzig	Rennes Métropole	City of Székesfehérvár	Kirklees Metropolitan Council	City of Göteborg	City of Bytom	City of Vitoria-Gasteiz	City of Timisoara
515,469 inhabitants	395,000	101,000	400,000	501,429	183,829	233,399	
15.2% Unemployment rate	7.0%	5-6%	4.8%	9.0%	13.5%	2.7%	
€ 12,060 income per capita / year	€ 24,000	€ 7,668	€ 21,616	€ 22,090	€ 8,272	€ 15,572	
<ul style="list-style-type: none"> ▪ Continuous decrease of population since 1933, accelerated loss of inhabitants after 1989/90 ▪ slight growth since 2001 	<ul style="list-style-type: none"> ▪ From 1990 to 1999, the population growth of Rennes Métropole was 1.3 % per year. ▪ This trend has been confirmed with the last statistics 1999-2007. 	<ul style="list-style-type: none"> ▪ Highest life expectancy in Hungary ▪ Younger population than the average in Hungary ▪ Labour cost differential with Budapest: 47% ▪ Econ. activity rate: 59.5% 	<ul style="list-style-type: none"> ▪ 8th largest population of all the Local Authority Districts in GB ▪ Growing population set to increase by 60,000 by 2026. 	<ul style="list-style-type: none"> ▪ Increasing annually with about 4,000 ▪ 21% of the population is born abroad, of which 37% live in the North Eastern part of the city. 	<ul style="list-style-type: none"> ▪ Since 1990 the population in Bytom has been decreasing continually: ▪ 231,206 people living in Bytom in 1990; ▪ Trend will continue. 	<ul style="list-style-type: none"> ▪ 1.2 	
<ul style="list-style-type: none"> ▪ <15 years: 10.2% ▪ 15-65 yrs.: 67.7% ▪ >65 yrs: 22.1% (increasing, in future, especially age group > 80) ▪ average age: 43.4 years (increasing) ▪ migrant population: 6.5% 	<ul style="list-style-type: none"> ▪ < 20 yrs: 24.2% ▪ > 60 yrs: 15.8% ▪ foreign citizens: 3.5 % 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ <14 yrs: 19% ▪ 15-24 yrs: 14% ▪ 25-64 yrs: 52% ▪ >65 yrs: 15% 	<ul style="list-style-type: none"> ▪ <16 yrs: 16% ▪ 16-64yrs: 69% ▪ >65 yrs: 15% 	<ul style="list-style-type: none"> ▪ 54 persons in pre and post - productive age on 100 people in productive age ▪ "Old age": 20.3% and increased at about 0.3% ▪ >60 yrs: 12% 	<ul style="list-style-type: none"> ▪ <14 yrs: 12.8% ▪ 15-64 yrs: 70.8% ▪ >65 yrs: 16.4% ▪ positive migration since 1,999 ▪ 2.007 rate: 0.95 % (2,223 people) 	<ul style="list-style-type: none"> ▪



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CITY OF LEIPZIG

- 515.000 inhabitants
- Part of the metropolitan region Saxon Triangle

- Procedures for the implementation of integrated approach at district level
- Creation of the integrated urban development concept
- Funding programs that helped to convince decision-makers and administrative bodies to participate at the procedures

RENNES MÉTROPOLE

- 402.000 inhabitants
- Conurbation of 37 municipalities

- The integrated development program adopted in 2006 for 20 years
- Different tools to implement the integrated development strategy (SCOT, numerous plans, etc.)
- La Courrouze, new area developed through the sustainable urban development (eco-building : energy, waste, water supply, etc.)

CITY OF SZEKESFEHERVAR

- City itself 103.000 inhabitants
- With 18 municipalities of agglomeration 137.000 inhabitants

- 2008: Elaboration and implementation of Integrated Urban Development Strategy
- Approval of the Integrated Urban Development Strategy was based on a wide political consent.
- Preparation of 2 projects, based on the objectives of the Integrated Urban Development Strategy:
 - Rehabilitation of the Historic Downtown
 - Social Rehabilitation of the "Százrét" district

KIRKLEES METROPOLITAN COUNCIL

- 13 settlements
- 401.000 inhabitants

- Development of the North Kirklees Strategic Development Framework and
- the South Dewsbury Neighbourhoods Masterplan was a good recent example where all the major services contributed towards a holistic regeneration framework
- Funding programs that were multi layered and integrated regeneration programs linked to substantial EU funding match.

Partner info

Experiences related to LC



LC - FACIL

CITY OF GÖTEBORG	CITY OF BYTOM	CITY OF VITORIA-GASTEIZ	CITY OF TIMISOARA	Partner info
<ul style="list-style-type: none"> • More than 500.000 inhabitants • Göteborg Region Association of Local Authorities (GR) ca. 900,000 inhabitants 	<ul style="list-style-type: none"> • 183.829 inhabitants • Central location in Upper Silesian Agglomeration 	<ul style="list-style-type: none"> • 233.399 inhabitants • Capital of Basque Country 		
<ul style="list-style-type: none"> • Extensive system for follow-up and evaluation carried out for the activities and overall urban development • Budget is divided into three dimensions of sustainability and specifies a number of prioritised targets for each. • Feasibility study for the implementation of JESSICA • Adopting of Structural Funds Strategy (Sustainable Urban Development) which provides centralized support and co-ordination of major EU projects through a helpdesk 	<ul style="list-style-type: none"> • Development Strategy of Bytom for years 2001-2015 with 3 main aspects (community, activity, environment) • “The Act” as definition of the development policy, it lists the fields of assistance and points the organs carrying the policy. 	<ul style="list-style-type: none"> • Regeneration of The mediaeval quarter - Sustainable Mobility and Public Spaces Plan, signed by many stakeholders • Creation of the ARICH agency to go ahead with the integrated regeneration of that quarter - Agreement of all the political parties to implement the Mobility Plan 		Experiences related to LC



SOCIAL CHALLENGES

City of Leipzig	<ul style="list-style-type: none"> ▪ Unemployment, poverty and related to that a limited ability to participate in societal life ▪ Polarisation and segregation tendencies ▪ Children: Need to enlarge the net of social infrastructure and a stabilization of certain districts for family-friendly living ▪ Young adults: The general improvement of education and labour-market conditions are crucial ▪ Elderly people: Their ability to live a self-determined life in appropriate housing/physical environment must be supported ▪ Migrants: An atmosphere of inclusion has to be supported/further strengthened (especially in deprived neighbourhoods) ▪ Need of mentoring of problematic groups (as drop outs/early school leavers) ▪ Polarisation and segregation tendencies
Rennes Métropole	<ul style="list-style-type: none"> ▪ Preservation of social cohesion
City of Székesfehérvár	<ul style="list-style-type: none"> ▪ High level of migrant workers (improvement of community transport needed) ▪ High level of migrant students (age 6-18) ▪ Emigration of young generation (from age 18) ▪ Dealing with long-term unemployment ▪ Slum areas
Kirklees Metropolitan Council	<ul style="list-style-type: none"> ▪ Lack of social cohesion and tensions between communities in some areas ▪ Marked inequalities - the widening gap between haves and have nots ▪ Substantial poor health, infant mortality, obesity drug and alcohol misuse ▪ Generational / structural unemployment and worklessness in some areas ▪ Poor school attainment, truancy, teenage pregnancy ▪ The area fails to retain many of its graduates
City of Göteborg	<ul style="list-style-type: none"> ▪ Strong economic growth during the last years combined with increasing socio-economic divergences despite extensive measures to counteract growing inequalities ▪ Housing segregation and a regional division of the city
City of Bytom	<ul style="list-style-type: none"> ▪ Low level of safety feeling among the inhabitants ▪ The nearness of the quarters with high level of social pathologies (Bobrek, Śródmieście) ▪ Pretentious attitude of the unemployed ▪ Lack of motivation to raising skills ▪ Insufficient cultural offers ▪ Lack of a diversity of services (just basic services of the basic standard) ▪ Mass migration of young people looking for work beyond the city (lack of life perspectives)
City of Vitoria-Gasteiz	<ul style="list-style-type: none"> ▪ Lack of cohesion
City of Timisoara	<ul style="list-style-type: none"> ▪



ECONOMIC CHALLENGES

City of Leipzig	<ul style="list-style-type: none"> ▪ The share of manufacturing industry and medium-sized industries at the value creation, the intensity of research and development and rate of innovative business sectors is too small and needs to be developed. ▪ The employment rate is still problematic and characterised in particular by a high level of long term unemployment ▪ Disparities between new industrial sites (has good infrastructure, less available) and historic inner city industrial sites (still brown fields) ▪ Efforts for high qualification opportunities and high attractiveness of the city in general to attract high qualified staff
Rennes Métropole	<ul style="list-style-type: none"> ▪ Need to maintain its attractiveness for inhabitants and businesses while preserving its unique balance between urban and rural character, its environmental assets and its social cohesion
City of Székesfehérvár	<ul style="list-style-type: none"> ▪ Local education and training services not really meet the needs of the economy ▪ How to privilege local SME's on local level
Kirklees Metropolitan Council	<ul style="list-style-type: none"> ▪ Low wage low skilled local economy – a legacy of the district's industrial heritage ▪ Need to diversify the economy to include new sectors ▪ Need to encourage an enterprising culture ▪ Town centre vibrancy is threatened by changing consumer trends for out of town shopping centres ▪ Employment in the textile and associated manufacturing industries continues to decline in real terms – but now increasing high value added activities supporting the growth of our creative and service sectors
City of Göteborg	<ul style="list-style-type: none"> ▪ The unemployment rate has skyrocketed from 3% to 9%, and the estimations predict that it will reach 12% by 2010. ▪ This will mainly affect those who already are relatively exposed to social and economic difficulties, thereby deepening the socio-economic divergences in the city. ▪ Need of an economic restructuring due to the severe difficulties for the automotive industry. ▪ Importance of the manufacturing industry will decline in favour for service and knowledge based businesses ▪ In this restructuring process Göteborg has a special strength from the experience of the shipyard crisis and how the city succeeded to emerge from it
City of Bytom	<ul style="list-style-type: none"> ▪ Insufficient infrastructure of business environment ▪ Vocational passiveness of the inhabitants ▪ Structural unemployment ▪ Lack of skills adequate to the needs of the labour market ▪ High costs of properties' preparation for business needs ▪ High labour costs
City of Vitoria-Gasteiz	<ul style="list-style-type: none"> ▪ The industry established in the city needs to be renewed. ▪ The city needs to become attractive to more technological and specialized businesses. ▪ Local commerce has lost its importance.
City of Timisoara	<ul style="list-style-type: none"> ▪



ENVIRONMENTAL CHALLENGES

City of Leipzig	<ul style="list-style-type: none"> ▪ Need to set measures against air pollution and noise exposure at a small scale ▪ Further Improvement of water quality and flood control measures at a small scale ▪ Protection and further development of the quality of land use management
Rennes Métropole	<ul style="list-style-type: none"> ▪ Preserving its unique balance between urban and rural character and its environmental assets
City of Székesfehérvár	<ul style="list-style-type: none"> ▪ Low number of green areas ▪ Problems in waste management (low capacity of local waste receivers)
Kirklees Metropolitan Council	<ul style="list-style-type: none"> ▪ High levels of car borne commuting – air quality, carbon. ▪ Overcrowding in some areas ▪ Better access for citizens to good quality public open space ▪ Ambition for Kirklees to become the greenest district in UK
City of Göteborg	<ul style="list-style-type: none"> ▪ Secure future generations' right to clean air and a healthy environment ▪ One prioritized objective is to increase the use of public transport and bicycles in relation to car traffic.
City of Bytom	<ul style="list-style-type: none"> ▪ Contaminated soil caused by the industry ▪ Big amount of deposits (tanks, settling tanks and buildings lefts) ▪ Contaminated water-courses ▪ Poor air quality
City of Vitoria-Gasteiz	<ul style="list-style-type: none"> ▪ Vitoria-Gasteiz is the green capital and needs to secure its sustainability.
City of Timisoara	<ul style="list-style-type: none"> ▪



PHYSICAL CHALLENGES

City of Leipzig	<ul style="list-style-type: none"> ▪ Need for a high quality development of some housing market sectors to improve the urban quality of life ▪ Qualification of the existing housing stock ▪ Preservation of reasonable prized apartments ▪ Adaptation of housing stock for elderly citizens and families ▪ Preservation of high quality technical and traffic infrastructure
Rennes Métropole	<ul style="list-style-type: none"> ▪
City of Székesfehérvár	<ul style="list-style-type: none"> ▪ Road network in very bad condition ▪ Infrastructure developments needed, e.g. sewage water pipeline ▪ Not enough bypass roads ▪ Not enough bicycle tracks ▪ Huge parking problems
Kirklees Metropolitan Council	<ul style="list-style-type: none"> ▪ Pressure to find appropriate land and premises for housing and employment is severely restricted by the geography / topography of the area. ▪ Serious constraints on land in the urban areas due to flooding, contamination, access ▪ Major investment in the physical infrastructure is long over due – roads rail public transport, ICT Broadband, water drainage etc ▪ Due to the historic importance of the area in terms of the birthplace of the industrial revolution - many buildings are protected (listed) by law and so development is further complicated ▪ Current planning policies are now in some cases dated and need to be reassessed to match 21st century.
City of Göteborg	<ul style="list-style-type: none"> ▪ An integrated, cross-sector urban planning is needed to achieve a sustainable development. ▪ Build a more densely populated city core ▪ The planning work needs to be transformed into more including processes where children and youth can influence the way their city is built
City of Bytom	<ul style="list-style-type: none"> ▪ Insufficient traffic structure, inadequate for the big vehicular traffic in the quarter ▪ Lack of direct links with the regional traffic system (Road Cross-Town Route, A-4 Motorway) ▪ Bad technical state of the public transport infrastructure ▪ Shortage of the housing infrastructure ▪ Poor standard of the housing infrastructure in the older part of the district ▪ Bad technical state of the monuments ▪ Big undeveloped areas ▪ Lack of technical infrastructure in the post-industrial areas (it's been liquidated or devastated)
City of Vitoria-Gasteiz	<ul style="list-style-type: none"> ▪ Industrial area residential neighborhoods have to be renovated ▪ High speed train and the transport hub have to be finally implemented to ensure the strategic importance of the city
City of Timisoara	<ul style="list-style-type: none"> ▪



ORGANISATIONAL CHALLENGES

City of Leipzig	<ul style="list-style-type: none"> ▪ Further measures to foster dialogue between political decision makers and local stakeholders ▪ Better direct involvement of target groups as children or socially disadvantaged groups – now mostly “professional citizens” ▪ Expand the structures for cooperation with stakeholders as further development of common initiatives and PPPs
Rennes Métropole	<ul style="list-style-type: none"> ▪
City of Székesfehérvár	<ul style="list-style-type: none"> ▪ More civil involvement (e.g. in the preparation of development projects) ▪ NGOs not really participate in the decision making process
Kirklees Metropolitan Council	<ul style="list-style-type: none"> ▪ UK political control is still highly centralized from London. Difficult to truly stamp local distinctiveness because of the requirements of Government policy. ▪ Organizational structures although much better than in the past are still silo orientated. ▪ At times, the focus on achieving short term wins has down played the importance of strategic long term planning and good joined up / integrated sustainable development.
City of Göteborg	<ul style="list-style-type: none"> ▪ The citizens' trust is the foundation of our activities and the involvement, well-being and participation of our colleagues is necessary to succeed with our objectives. To fulfil the expectations constant review and innovation is needed. ▪ The continuous quality development of our organisation aims at enhancing democracy and participation by expanding the citizens' influence beyond the consumer role. ▪ Much work is also being done to increase the diversity and equality in our way of interacting with society and in our internal processes.
City of Bytom	<ul style="list-style-type: none"> ▪ Lack of spatial development plan, which makes the establishment and development of new business more difficult ▪ Strict regulations for the infrastructure registered in the national monuments register, that limits the liberty of renovations and modernizations ▪ Centralization of the management (it exists only at city level)
City of Vitoria-Gasteiz	<ul style="list-style-type: none"> ▪ More cooperation is needed between the different administrations.
City of Timisoara	<ul style="list-style-type: none"> ▪



CHALLENGES RELATED TO LEIPZIG CHARTER

LC - FACIL

CITY OF LEIPZIG

- Sectoral structure of the city-administration, with own objectives and fear to loose freedom of action.
- Short-term view of political operating and project-related view on things
- The leaders of different sectors belong to different political parties.
- No flexible budget, due to sectoral or overlapping funding opportunities - „Addiction“ on funds
- Partly introverted city administration – stakeholder-cooperation could be stronger.

RENNES MÉTROPOLE

- Maintenance of Rennes' attractiveness for inhabitants and businesses while preserving its unique balance between urban and rural character, its environmental assets and its social cohesion.
- Need of additional finances and human resources to implement and disseminate the outputs of the integrated development strategy.

CITY OF SZEKESFEHERVAR

- Lack of integrated funding.
- The approval procedure of projects financed by the EU is extremely long. It takes 1,5-2 years from the time of submitting a project proposal to receiving actual funds.

KIRKLEES METROPOLITAN COUNCIL

- Short termism (action focussed) vs. long term strategic thinking (planning)
- Output driven (process orientated) vs. outcomes driven (working towards impact)
- Reactive policies vs. proactive strategies
- Allowing market forces to determine development vs. a more planned economy
- Need for place shaping Skills – for officers, politicians, public
- Need for greater resources – funding and timing (alignment)



CHALLENGES RELATED TO LEIPZIG CHARTER

LC - FACIL

CITY OF GÖTEBORG

- Still examples of sectoral working and thinking in and between departments
- Lack of integrated funding and planning.
- Lack of education and skills training in integrated planning among the staff of the stakeholders involved
- Courses, networks and forums for the exchange of experiences are needed on the city, regional, national and international level
- Importance of visualization in urban planning/ development, to build support and raise cross-sector awareness and cooperation.

CITY OF BYTOM

- Lack of support by political decision makers
- A rather sectoral working structure (and thinking)
- Lack of active stakeholder
- Budgetary restriction, lack of integrated funding (and planning) from regional/ national/ European level
- Lack of operationalisation and prioritisation of development strategy (and its ongoing implementation)

CITY OF VITORIA-GASTEIZ

- Educational policies can be applied for children and young people, but not for the rest of the community
- The economic crisis affects the incomes and therefore also the budget to implement the projects
- No good controlling and evaluation system for projects after they're implemented.

CITY OF TIMISOARA

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EXPECTATIONS AND INTENDED OUTPUTS

Expected results	Intended outputs
<ul style="list-style-type: none"> ▪ Improvement of framework-conditions for integrated urban development on European, national and regional level ▪ Knowledge-exchange on integrated approaches on different levels and stages of implementation (including the observation of effects) ▪ Benefit from training and empowerment actions for the local stakeholders ▪ Gain help to develop an integrated strategy for sustainable development / investment for the city and a focus for the realignment of funds. ▪ Increasing the use of visualisation as a means to achieve and spread this wider perspective of urban planning and development ▪ Develop with the LSG and LC-FACIL instruments and efficient solutions as requisite for the monitoring and the evaluation of the strategy ▪ Identification of development projects in operating-programmes ▪ Collection of knowledge and good practices and possible threats 	<ul style="list-style-type: none"> ▪ More autonomy for the cities, regional budgets etc. ▪ Better methods of know-how-transfer between cities. ▪ Training session for local stakeholders ▪ 8 Action Plans ▪ Providing the “visualised framework” ▪ Tool set and set of indicators for monitoring and evaluation ▪ Key criteria catalogue for a road map for the implementation of the strategy ▪ Library of dos and don'ts



**TRANSNATIONAL SCOPING AND EXCHANGE WORKSHOPS
WORK PACKAGES**

WORK PACKAGES

**WP 1:
Monitoring &
Evaluation**

WP-Leader: Göteborg

- Which monitoring systems are used by the cities? (best practices and barriers)
- How can a ranking of projects be made to define a road map for implementation?
- How are the implementation measures monitored?
- Which are the key indicators for such a monitoring system? How is their efficiency tested?
- Is one monitoring system applicable for different cities?

**WP 2:
Finances &
Cooperation**

WP-Leader: Vitoria-Gasteiz

- Which financial instruments are there on local / national / European level? How are the financial means distributed?
- What are there barriers in the cooperation with the different levels?
- Which measures are financed first? How is the budget split?
- How do the different departments, responsible for the implementation of integrated measures, work together?

**WP 3:
Strategy &
Implementation**

WP-Leader: Kirklees

- Which strategies / efficient procedures are there for integrated planning within the cities?
- Which best practices and barriers can be defined?
- How is the process from strategy to action?
- Which instruments are there for implementation of the strategies?
- How are the instruments adapted to reality in the ongoing process?

**WP 4:
(Re-)Assessment**

WP-Leader: Szekesfehervar

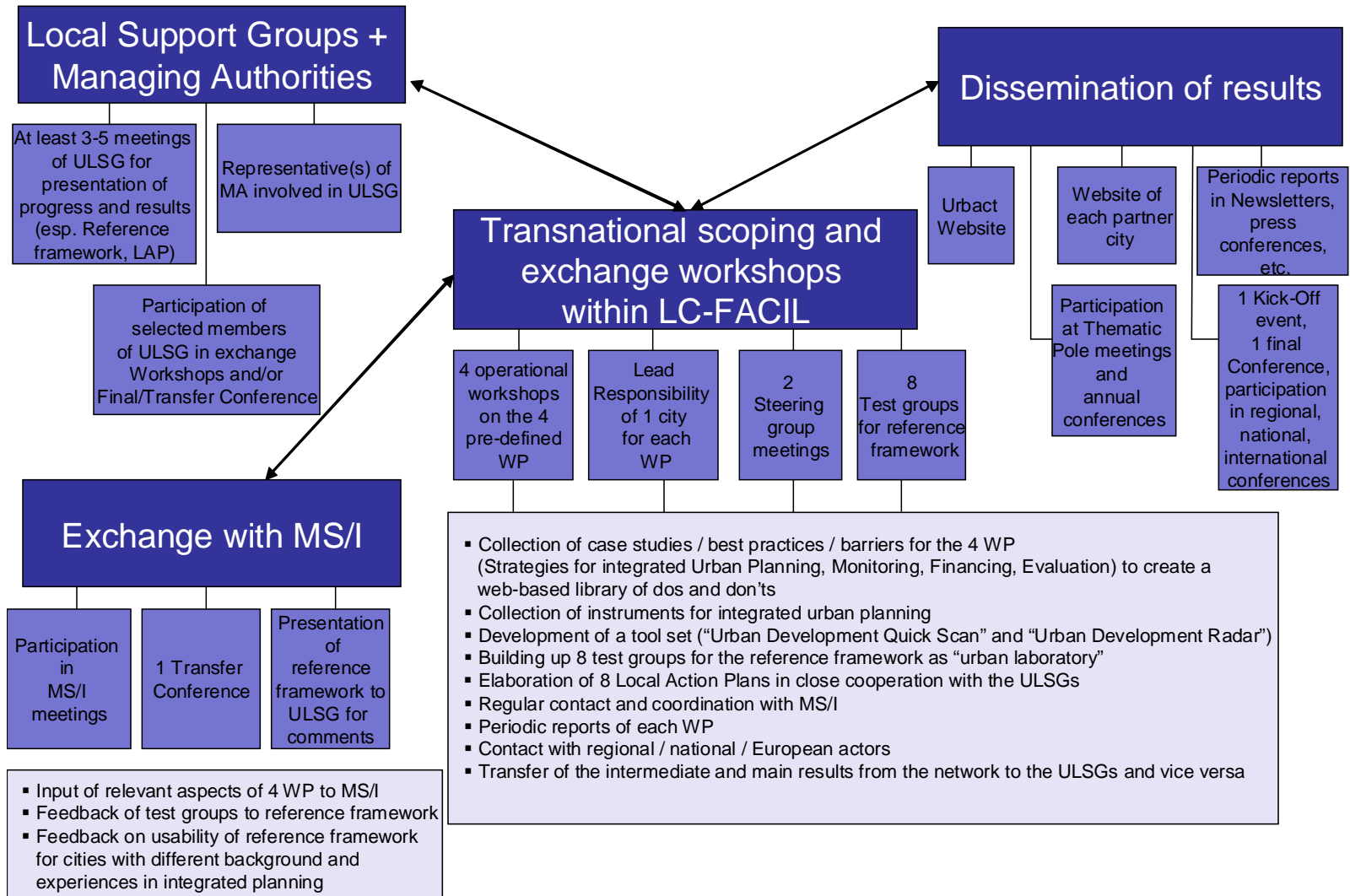
- Which criteria must measures / projects for integrated urban development fulfill?
- Which methods for ex-ante and ongoing evaluation of urban development projects are useful?
- How are the strategies, methods and monitoring systems adapted to reality?
- Who is responsible for changes and decisions?

Interactive exchange with MSI

- Which aspects of WP 1-4 are interesting for the reference framework?
- How can the reference framework be applied for the participating cities? (Different cities with different status quo concerning integrated urban planning – to what extent is the reference framework useful for each of them?)
- Which parts of the reference framework can be used by which cities?



WORKING METHODOLOGY – LC-FACIL



CONCRETE OUTPUTS and RESULTS

MEETINGS and WORKSHOPS:

- **4 thematic workshops**, 1 for each WP
- **3 meetings** of the steering group (together with thematic ws)
- **1 final conference** / Transfer conference
- **3-5 meetings of the Urbact Local Support Group** in each city including the **Managing Authorities**
- **1 training session** for on a pre-defined sub-theme for selected members of the ULSGs
- **5-6 thematic pole meetings**
- **2 annual conferences**
- Participation at the **meetings of the MS/I**



CONCRETE OUTPUTS and RESULTS

REPORTING:

- **3 Periodic progress reports** on the 4 WP elaborated by the 4 cities that are WP-Leader
- **3 operational reports** (1 every half year incl. phase I)
- **1 final operational report**
- **3 financial reports** (incl. phase I)
- **1 final financial report**
- **Reports** at the thematic pole meetings, the Annual conferences and meetings of the MS/I



CONCRETE OUTPUTS and RESULTS

PRODUCTS:

- **8 Local Action Plans**
- **1 web-based library** on dos and don'ts
- Development of a **1 tool set** (“Urban Development Quick Scan” and “Urban Development Radar”)
- Building up **8 test groups** for the reference framework as “urban laboratory”
- **3 Newsletters** 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)



WORK 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.	11/09	07/11	Administrative Coordination of the network; constant coordination, communication with partners, Urbact Secretariat, Lead Expert, Thematic expert, etc.	Lead Partner / All partners		Efficient network coordination
	1.2.	12/09	10/11	Periodic and final financial and operational reports	Lead Partner/ All other partners		3 operational reports, 1 every half year 3 financial reports 1 final operational report 1 final financial report
	1.3.	12/09	07/11	Overall management as regards the contents and the actions of the network; internal management and controlling	Lead Partner/Lead Expert		Efficient implementation of the operations of the network Project controlling
	1.4.	12/09	07/11	Financial management of the network: Subsidy Contract with URBACT Secretariat, Request and receive payments of programme funding, Controlling of partners' requests, 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	3 steering group meetings to validate and agree on all network activities and outputs or to make necessary amendments	Lead Partner / All other partners	Göteborg Kirklees Leipzig	3 steering group meetings



WORK PROGRAMME

2. Exchange and learning activities	2.1.	03/10	05/11	<p>4 scoping and exchange workshops for the 4 WP with the following activities :</p> <ul style="list-style-type: none"> - cities' and/or expert's inputs on WP - cities' presentation of Best Practices / Case Studies and barriers for success - Feedback from meetings with MS/I - Feedback from meetings with ULSG - Test groups' feedback on Reference Framework - proposals for LAPs from each city 	Lead Partner / All other partners / Lead Expert / Other experts if necessary	Göteborg Vitoria-Gasteiz Kirklees Szekesfehervar	4 workshops on WP and for development of LAPs
	2.2.	06/11	06/11	<p>Presentation of results at final transfer conference:</p> <ul style="list-style-type: none"> - Local Action Plans with political recommendations - Presentation of tool-set (Urban Development Quick Scan" and "Urban Development Radar") - Presentation of results of test groups 	Lead Partner /All other partners/ Lead Expert	Leipzig	1 Final / Transfer conference
	2.3	11/09	05/11	<ul style="list-style-type: none"> - Research of Best Practices /Barriers / Case Studies in each city - 4 cities take the responsibility as leader for one of the 4 work packages 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		<p>3 periodic progress reports on each WP</p> <p>1 Web based library of dos and don'ts</p> <p>1 Tool-set (Urban Development Quick Scan" and "Urban Development Radar)</p> <p>8 Local Action Plans</p>



WORK PROGRAMME

3. Impact on local policies	3.1.	12/09	07/11	<p>Urbact Local Support Groups :</p> <ul style="list-style-type: none"> - 3-5 meetings - 1 Training session on predefined theme for selected members of LSG - Participation of members of ULSG in LC-FACIL workshops and final transfer conference 	Lead Partner / All other partners / Local stakeholders	In each participating city	3-5 meetings of the ULSG in each city 1 training session for members of ULSG in each city
	3.2.	12/09	07/11	<p>Involvement of the Managing Authorities :</p> <ul style="list-style-type: none"> - 3 meetings a year with city coordinator or participation in Meetings of ULSG to get information about the progress of the network - Participation in the final transfer conference of LC-FACIL - Comment on LAPs and recommendations for implementation of LAPs 	Lead Partner / All other partners / Managing Authorities	In each participating city	At least 3 meetings with MA in each city
4. Capitalisation process at programme level	4.1.	12/09	07/11	Participation in and reports for the thematic pole meetings	Lead Partner / Lead Expert		Participation at thematic pole meetings
	4.2.	12/09	07/11	Participation in annual thematic and Lead Partner conferences	Lead partner / Lead Expert		Participation in annual thematic and Lead Partner conferences
	4.3.	03/11	07/11	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



WORK PROGRAMME

5. Communication and dissemination	5.1.	12/09	07/11	Identification and using the local / regional / national media in order to promote the objectives of the network; production of PR materials	Lead Partner / All other partners		Press conferences Publications in local / regional / national media
	5.2.	06/11	06/11	Organisation of a final transfer conference (see 2.2) with the participation of members of MS/I, URBACT Secretariat, European experts, etc.	Lead Partner / All other partners / Lead Expert/ Thematic Expert		Presentation of the results and the products of the network
	5.3.	01/10	07/11	<ul style="list-style-type: none"> - Dissemination of all reports, documents, products, links, etc. on the URBACT website and on local websites of the participating cities - Regular updating of the space of the network on the URBACT website - Creation of CI - Participation at other European conferences related to the topic of the network 	Lead Partner / All other partners		Ensure the dissemination of the results of the network
	5.4.	04/10	06/11	Production of electronic newsletters and publications in city magazines	Lead Partner / All partners		Production of 3 newsletters Publications in city magazines at least once a year in different cities
6. Contact with MS/I	6.1	12/09	07/11	<ul style="list-style-type: none"> - Exchange of results and inputs for MS/I - Feedback of test groups on Reference Framework - Participation in MS/I meetings - Participation of MS/I members in transfer conference 	Lead Partners / All other partners / Lead Expert / MS/I members		Constant exchange with MS/I



SUGGESTED DATES FOR WORKSHOPS

2010		
Göteborg	December	1st WS of LC-FACIL + Steering group meeting
Vitoria-Gasteiz	May	2nd WS of LC-FACIL
Kirklees	October	3rd WS of LC-FACIL + Steering group meeting
2011		
Székesfehérvár	February	4th WS of LC-FACIL
Leipzig	June	Final conference + Steering group meeting



Integration of ULSG activities to project work programme

- Organisation of at least 3-5 meetings with ULSG: How?
Who will coordinate it?
- Organisation of 1 training seminar for selected members of the ULSG. 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 3-5 meetings with MA: Or are all MA involved in the ULSG ?
- Which contributions do we expect from MA?
- Which specific events are organised for MA?

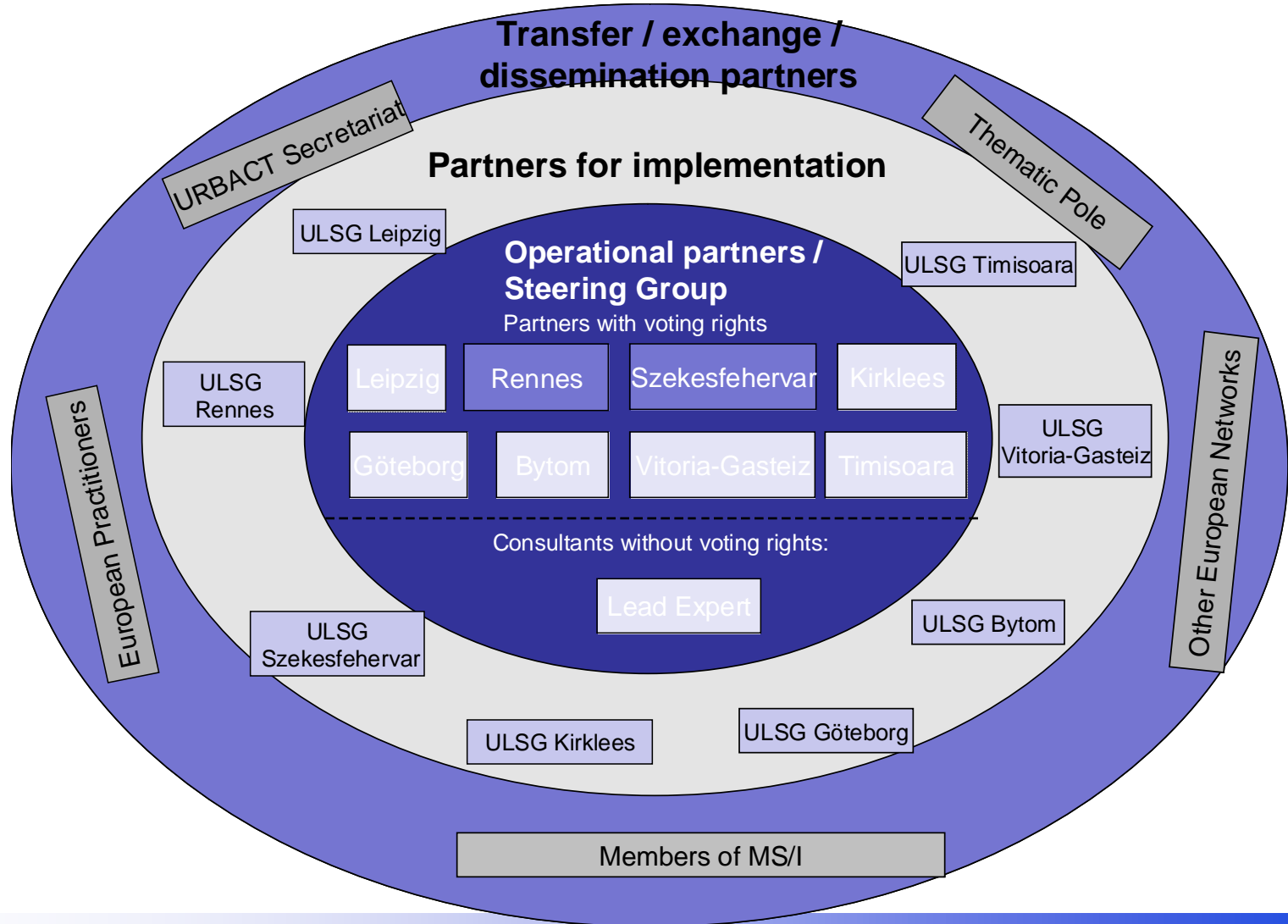


URBACT LOCAL SUPPORT GROUPS and LOCAL ACTION PLANS

PARTNERS' INPUTS



STRUCTURE OF THE WORKING GROUP



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



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.

