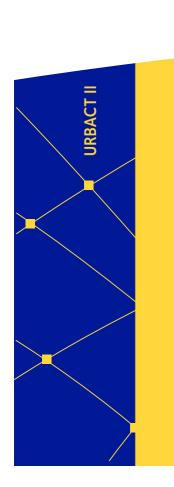# Thematic Report
Pilot Regeneration Action

Author: Hen Gerritse, Lead Expert
REPAIR, URBACT

Le Murate, Florence (Italy)

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INTRODUCTION

1. Introduction

This Thematic Report represents one of the final phases of the REPAIR project. It presents all the previous PRA steps, i.e. LAP analysis, PRA site visits with consultations with Managing authorities, PRA project managers, relevant local authorities and members of the ULSG and strategic advice. The Thematic Report aims at providing all the PRA components in a structured order to allow PRA site to increase access to EU funding programmes, to have LAP and local activities better anchored in regional urban development strategies and to ensure a bottom-up approach in all stages of the project development. The report consists of following chapters:

1) Introduction
2) Pilot regeneration strategy
3) Spin-off projects
4) Funding strategy
5) Implementation plan
6) Conclusions

The report was drafted by **Hen Gerritse**, Lead Thematic Expert, URBACT, with technical and thematic support by Miriam Markus-Johansson (Environmental Expert, Grants Europe).

1.1. Background to REPAIR project

There is an untapped potential for regeneration of military heritage sites to harness sustainable urban development, provided a number of major local policy development challenges are addressed. Previous military sites often have excellent potential as catalysts for urban regeneration due to their strategic location. However, ample investments are often needed both to transform these military sites to easily accessible premises for value of local population and tourists. The challenge is to transform the military heritage sites into thriving sources of economic activity, employment and social cohesion while maximising environmental potential to ensure sustainable development at regional level.

10 Partners came together to define methods for realising extensive socio-economic regeneration of old military heritage sites. These partners are ; Medway (UK, LP), Rostock (Germany), Kaunas (Lithuania), Karlskrona (Sweden), Paola (Malta), New Dutch Waterline (the Netherlands), Avrig (Romania), Opava (Czech Republic, Charente-Maritime (France), and Florence (Italy).

The REPAIR partners share several characteristics such as sense of place and identity. Also it appears that there are no imminent environmental or safety concerns in terms of brown-field dangerous pollution and that all the partners have a vision to use the sites for the betterment of the local population also setting an example for socio-economic regeneration project at a larger economic and geographical level.

However, there are also several factors that diverge the REPAIR partners, such as the wide variety of sizes and types of military sites, their state of condition, their state of development, their geographic placement (rural or urban), the available financial resources, the policy and political framework etc. This variety raises different issues of conservation and possible uses and access to

the sites as well as the sites' potential of influencing socio-economic developments in the vicinity areas.

The overall project results and outcome are based on a policy framework and recommendations centred around four pillars taken from the principles laid down in EU 2020 and the Gothenburg Agenda, i.e. 1) energy and waste management, 2) preservation, 3) sustainable transport and accessibility and 4) local jobs. The REPAIR partnerships focus on the development of innovative new local policy, which places sustainable urban development at the heart of regeneration action to achieve the socio-economic re-use of redundant military heritage to attain the local delivery of the EU Sustainable Development Strategy.

See Paola (Achieving the Socio-Economic Re-use of Former Military Land and Heritage), whose main output was the development of a replicable model management framework for re-use of military land and facilities. In addition, the REPAIR sets out a clear and concise policy framework and guidelines to facilitate the transfer of best practices and

knowledge with the view of enhancing the use of such sites for the betterment of the surrounding areas, realising socio-economic regeneration of military sites also taking into account environmental considerations.

REPAIR consists of three main phases:
- joint policy development and best practices exchange
- development of individual local action plans using knowledge exchange in thematic Pillar working Groups
- testing the relevance of the policy recommendations using the method of Pilot Regeneration Actions (PRA).

1.2.Introduction to PRA

REPAIR project has several objectives, but the key task is to explore how the successful regeneration of former military sites can also act as a catalyst for broader sustainable urban development and to develop concrete policy recommendations to be uses at local, national and EU level. To contribute to this objective the selection of the two PRA sites in Paola and Florence was highly relevant.

All the partners' military regeneration projects should be assessed in relation to REPAIR policy framework and recommendations in terms of successfully regenerate former military sites acting as vehicle of broader sustainable urban development generating socio/economic benefits locally and regionally. The partners have chosen two PRA sites; Le Murate in Florence, Italy and Corradino, Paola, Malta.

The specific objectives of PRA are to:
- provide assistance in preparing and realising the Local Action Plan (LAP),
- facilitate the process of planning and accessing EU funds (especially ERDF funding),
- test the correlation and relevance to the 4 REPAIR pillars,
- leverage the experience and knowledge between partners

The selection of and action planning for PRA sites followed a certain methodology, which involved meeting PRA partners and visiting PRA sites and managing authorities, specific assessment of PRA sites and their LAPs.

PRA is a cost-efficient way of providing targeted assistance with concrete direct benefits to a few pre-selected sites. Assistance is provided both by the thematic experts and through the gathered knowledge of all REPAIR partners. PRA allows more in-depth, hands-on project activities with results that could be extrapolated to the overall project and its partners. There are also spin-off benefits for the other non- PRA sites since all project partners will be able to follow, comment, contribute to and gain knowledge from the PRA activities and outcomes.

The drafting of the Local Action Plan (LAP) corresponds chiefly to stage 6 of the ASCEND model on conservation management plan and identification of (financial) resources. To be able reach the following phases it is necessary to draw up an operational and realistic implementation plan.

1.3. Short summary of Le Murate PRA project

1.3.1. Development goal

The initial development goal has been to finalise the second phase of the redevelopment project at Le Murate, a former prison. The first phase was finalised in 2009-2010 and has been perceived as a successful project with a number of social dwellings, boutiques, ticket box office and exhibition rooms. The first phase was financed almost exclusively by local social funds. The development goal has mainly been social and cultural. In the initial planning phase with stakeholder consultations and feasibility studies, the local authorities and the locals were of the opinion that a socio-economic development should be the pivotal goal and not mainly economic development in terms of hotel, conference centre, and recreational facilities. Firstly, City Council aimed at regenerating the military site and opens up a large, previously restricted, area to the citizens of Florence. The citizens will be rediscovering an area that has the potential of becoming the historical centre of the city. This historic area has great potentials for sustainable multiple use, e.g. housing, cultural, historic, commercial and touristic. The young people and artists living and working in the area will breathe life in the site and it could be promoted uniquely as a revitalisation of core areas of the city. Secondly, the City Council wanted to provide an affordable possibility for young Florence locals and families to access subsidised living in a relatively expensive part of the city. It has never been the main objective to raise significant revenue for the site, nor to attract tourists. The project approach is clearly based on strong social, cultural denotations specifically addressing artists, dissidents and young couples.

So far funding for most of the first phase has been through state and regional funds for social housing with co-financing by the City Council. Parts of the project have been submitted also to ERDF 2007-2013 and the project is a catalyst for further regeneration actions (culture, leisure, art, artistic handicraft). It will thus be interesting to apply for EU funds and to construe a combination of projects in and in the vicinity of Le Murate triggering regeneration and revitalisation of the site that can shine out to cover other locations of the city and affecting a larger group of people.

The second phase of Le Murate project commenced in 2010 is mainly based on the existing structures and results. The development goal is also largely the same – strong social and cultural – although for the second phase the project is more influenced by artistic, academic and community perspectives:

1. The development goal has a major social character which is mainly manifested in the development of another 34-36 social dwellings and 24 bed places with service spaces for „smart dissidents"
2. The development goal is both social and community related regarding the infrastructural development projects (i.e. via dell'Agnolo and the road link between Le Murate and Largo Annigoni) since these improvements will not only benefit residents and entrepreneurs in Le Murate but also visitors and otherpassers bye.
3. The development goal is social, commercial and cultural regarding the incubator project (also referred to as technological districts for cultural goods) and the House of the City including the subterranean parking places.

1.3.2. Status and results

The first phase took place in period 1997-2010, meaning that the project was nearly finalised at the time of the commencement of REPAIR. This phase accomplished:
- Construction of 73 social dwellings
- Construction of 2 new urban squares and a new pedestrian way
- Construction of social and commercial/handicraft spaces (public, service spaces)

The development goals and implementation approach have largely been effective to realise the goals. This first phase was exclusively financed by local means (social housing funds).

The first phase of the project was realised efficiently without any bottlenecks. There was continuous strong commitment and support from the Mayors and the City Boards as well as involvement of economic and cultural bodies, including universities and the Chamber of Commerce. The city is now supporting and strongly promoting the site, with involvement of almost all the City Board (housing, town-planning, economical development, culture, social affairs). The project has

set up a strong collaboration between several City offices (social housing, economic development, town-planning) and within the City Board. Le Murate is a symbol in the city of a successful urban regeneration of a dismissed central site that is pursuing in an integrated and holistic approach several functions (e.g. residential, social, commercial, and art-leisure).

The second phase for the period 2010-2013 begun one year after the commencement of REPAIR and cover:

- 24-bed places with common service spaces (approx. 1.8 MEUR from local funds
- Technological districts for cultural goods/young entrepreneurs (approx. 430.000 EUR, envisaged from ERDF
- Regeneration of via dell'Agnolo (approx. 800,000 EUR financed by local funds)
- Road link Le Murate – Largo Annigoni (approx. 264,000 EUR planned from ERDF)
- 34-36 new social dwellings for young couples/artists (approx. 6 MEUR mainly to be financed by local funds)
- Space for House of the City and subterranean parking (approx. 5 MEUR to be financed partially by local, partially by ERDF)

In terms of project status, these planned pilot activities are in advanced stage and local partners have already contributed with their visions and proposed initiatives. The realisation of the bed-places for smart dissidents and the spaces for entrepreneurship incubator is at an advanced stage. Also the planning and design phase have already been commenced for the House of the City and new social dwellings. So far no planning or construction activities have commenced for the two infrastructural projects, i.e. regeneration of via dell'Agnolo and the road link between Le Murate and Largo Annigoni. The implementation activities
so far have been relatively successful and timely but one of the essential tasks now ahead is to attract the necessary funds. For this, it will be important to take an integrative approach, explore various alternatives and construe package(s) which optimise the chances for access to both local, regional and EU funds.

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PILOT REGENERATION STRATEGY

2.1.Key reflections on previous phase

Based on PRA visit and documentation received from the managing authorities and key architects and other technical experts at PRA site Florence analysed in the context of existing priorities and funding opportunities at local, regional, national and EU level the following conclusion have been made.

1. The Le Murate regeneration project commenced prior to the beginning of the REPAIR project so the development goals and the activities have not been extensively taken into account the REPAIR methodology and recommendations. The REPAIR methodology is mainly focusing on providing socio-economic regeneration from redevelopment of military sites and buildings to provide tangible added value for local population but which also can contribute to regional growth and cohesion. Le Murate project would benefit from better reflection of the REPAIR methodology and in particular better integration of the pillars on energy/waste and transport/accessibility.

2. The developments at Le Murate have taken place without a comprehensive LAP. Mini-LAPs exist but not one comprehensive document linking the regeneration project with other priorities and activities at the local/regional level. A LAP would have given a better overview of the project and its objectives for stakeholders and could also have provided a clearer framework for spin-off projects and other ancillary activities.

3. Le Murate has mainly had a social and cultural development goal. Further integration of other development goals, e.g. commercial, touristic, environmental and sustainable energy will provide spill-over effects and additional guarantees for successful results. Given that the key beneficiaries of the site are young people such links will be highly successful.

4. Although the first phase was successfully finalised mainly with local funds, there are tangible advantages of adopting a more versatile funding mix, which is based on both local, regional and EU funds. EU funds will also result in more international visibility and recognition, which has added value in itself given the knowledge and experiences the City Council has in the implementation of this project. A wider funding portfolio will result in a wide range of possibilities and spin-off effects and projects.

2.2. Next steps

Le Murate has with its unique development goals and multi-sectoral dimensions excellent prospects of attracting major funds and to serve as a demonstration case in best practices in regeneration of old military (brown field) structures. The first phase of the project can mainly be seen as a local project with local effects and benefits. To truly be seen as an URBACT project, responding to the REPAIR methodology the following steps are recommended.

Table 2.2: next steps

1. Strengthen links with REPAIR pillar on energy and waste and transport and accessibility as well as pillar on preservation to strengthen the cultural and historic dimension. Current 6 projects could be adapted as well as developing complementary projects.

2. Adapt a broader more integrated development goal. The whole projects should be geared towards implementation of objectives under the Lisbon Agenda, EU2020 Strategy and Goteborg Agenda regarding socio-economic objectives, sustainable urban development and providing a strong cultural identity.

3. Taking an integrated approach in definition, planning and implementation of current and future projects at Le Murate. An integrative approach will maximise the access to both domestic funds and external funds and is increasingly highlighted by EU funding programmes and is also the backbone of the REPAIR project.

4. Engage on an engineering exercise to explore, combine various funding opportunities. The mix should at least comprise two Objective 2 projects and two interregional cooperation projects (e.g. Interreg). In addition, seek funding from other relevant EU programmes linked to culture, education, energy, sustainable transport and environment.

5. Increase branding/imaging of Le Murate as a best practice and case study for successful regeneration of dismissed brownfield site with socio-economic objectives.

6. Enhance visibility, PR and networking activities that raise the importance of the project and find partners for EU cooperation projects. Such activities have to be carried out continuously throughout the project, especially prior to and after submission of EU calls for proposals.

7. Continuous monitor, evaluate and get feed-back from key stakeholders and target groups, mainly through the management and coordination mechanisms and through ULSG group and other discussion forum.

2.3. Adopt an integrated approach

The integrated approach is nowcommon practice in the EU and most of the EU funding programmes request project partners to take a highly integrative approach to the design, development and implementation of funded projects. This is also a fundamental aspect of the REPAIR project, which is manifested through the REPAIR methodology, e.g. its pillars, guidelines and policy recommendations. The REPAIR methodology is developed with close attention to all the main socio-economic policies (e.g. EUSDS, EU 2020, Lisbon, Goteborg Agenda) and energy and environmental priorities. It will be demonstrated in REPAIR final outputs that taking the ASCEND model management approach and adhering to REPAIR methodology will optimise the socio-economic results through integrated and sustainable approach to redevelopment of former military sites as well as maximise the access to various funding schemes.

Given that Le Murate project was defined largely prior to the REPAIR project, the integrative approach and linkage to REPAIR pillars is not sufficiently developed. Hence, it recommended that the 6 current projects are analysed in terms of their integrative approach and to make adjustments. This will not only ensure better results and efficiency but also enhances the transparency and better contribute to a more sustainable urban regeneration.

Hence, Le Murate's projects might have a more balanced approach to better fit the structure and content of the REPAIR pillars. Also it is recommended that the projects are reflected and recognised in a larger policy context, e.g. in local/regional urban planning and strategy documents, especially as a best practices example of how to integrate social, economic, cultural objectives benefiting a larger audience. Although the core of the overall project could still be highly social and cultural, the projects could benefit from integrating other policies.

Table 2.3: recommendations on integrated approach

1. The social cohesion development approach should be extended beyond mainly providing better living conditions for young local artists and couples. It should also relate to cohesion on the intergenerational level, focusing on integrating younger persons into the labour market. The EU has strategies focusing on combating high unemployment rates among young and with this approach, the social dwelling projects are more interesting and relevant as best practice example at regional and EU level.
   Added value:
   - *increase access to European Social Fund, Cohesion Fund*
   - *additional jobs for young persons*
   - *best practice at local/regional level that can be utilised in other regions*

2. Streamline the existing and develop additional spin-off projects combining artistic and cultural heritage with increased focus on environment, energy, sustainable transport, competiveness and innovation and Information Technology. Involve SMEs or support development of new SMEs.
   Added value:
   - *better reflect the Operational Programme for the region of Tuscany, which focuses on research, innovation, sustainable development as well as infrastructural developments (e.g. transport services and telecommunications) as the core of its regional development strategy.*
   - *Enhance accessibility to EU funding programmes in the transport, increase access to Life+, energy related funding programmes*

3. Integrate the approach of preservation of cultural buildings, including use of artisan building methods and building material, with sustainable energy concepts (i.e. use of RES and efficient energy management in buildings). Although the fact that Le Murate is listed historical site means certain restrictions in terms of its development, there seem to be possibility to include energy efficiency measures together with partners such as the Fine Arts Trust.
   Added value:
   - *increased access to energy funding programmes at EU level*
   - *supporting local RES producers and local producers of EE technology*

2.4. Transfer of good REPAIR practices

The take up and transfer of good practices with other REPAIR partners. At least 6 good practices identified by the PPs should be integrated into the project. It is also recommended that the project provide good practices to be shared with the REPAIR partners providing added value to their local regeneration activities.

The REPAIR partners all have valuable experience and know-how in the re-use and regeneration of military land and there are ample best practices that could be tapped in the development and implementation of the PRAs. This integration of best practices could be carried out in a stepped, coordinated manner ensuring a win-win situation for all partners involved. For instance, REPAIR partners that are actively assisting in the process could also be suitable partners for spin-off projects and the process of exchange of practices could be documented and shared with all partners.

The most relevant best practices are those which fit the project conditions, objectives and the local factors. Le Murate PRA actions are mainly linked directly to Pillar IV on local jobs with strong association with Pillar II on preservation and conservation. However, Le Murate is rather neutral regarding Pillar I on energy and waste and Pillar III on transport and mobility/access but it is recommended to strengthen links to these pillars to maximise chances for national and EU funding.

In general the REPAIR partners can transfer useful experience to Le Murate, e.g.
1. How to maximise local sustainable jobs including tackling youth unemployment (Dutch Waterline and Corradino)
2. How to engage in efficient stakeholder involvement (Dutch Waterline, Karlskrona). A triple-helix, bottom-up approach involving key stakeholders should be an integrated part of the management and implementation of the Le Murate project.
3. How to develop and implement a decision-making and regulatory framework in the form of an administrative agreement to develop a site/project together with ministries and provinces (Dutch Waterline). This approach can help in providing a long-term development platform for Le Murate and the surrounding areas.
4. How to successful access funding
5. How to facilitate access to site emphasising sustainable transport modes, e.g. (public transport and biking (Dutch Waterline, Le Charente-Maritime).
6. How to achieve sustainable energy consumption, waste production and higher uptake of RES (Dutch Waterline, Karlskrona)

Table 2.4: Exchange of best practices:

PRA activity	Link to REPAIR policy recommendation	Transferable REPAIR best practice
24 bed places with services spaces	Pillar IV on local jobs with potential strengthening of Pillar I on energy and waste	- Detailed development plan (Karlskrona) - A broad network of stakeholders (e.g. citizens, employers and students) - waste collection centres (Opava)
Spaces for launching young entrepreneurs (incubators)	Pillar IV on local jobs, Pillar II on preservation/conservation	- Incubator concept - maximise energy efficiency, management of waste production and increase energy efficiency technology and RES (Dutch Waterline, Fort aan de Klop) - Development of local jobs, e.g. artist workshops within the fortress (Charente-Maritime)
Regeneration of via dell'Agnolo	Pillar III on transport and access Pillar IV on local jobs	
Road link: Le Murate – Largo Annigoni	Pillar III on transport and access	
34 New Social Dwelling for Young Couples and Artists	Possibly Pillar I on energy and waste	Carbon neutrality, zero waste concepts - Karlskroga
„House of the City" and subterranean parking	All pillars, especially Pillar IV on local jobs and Pillar II on conservation/preservation	- Global transportation plan aiming to use all modes of transport which can extend to connect military sites to touristic areas and develop cycle and walking paths (La Charente-Maritime) - Community centre concept (Opava)

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SPIN OFF PROJECTS

Pilot actions could be further elaborated with a view to further streamline them to fit the priorities of EU funding programmes as well as to create synergies between the individual projects as well as with relevant, external projects.

Especially in case of the projects where significant funding is likely to be national or locally anchored, it will be difficult to simply adapt them to make them more applicable under EU financial programme. In such cases it is more appropriate to develop separate but inter-related projects to be funded by EU funds. This can be the case for social dwelling project and bed places and services for smart dissidents. This can also be an efficient approach to transport related projects which are linked to two road construction to facilitate access to Le Murate. Facilitated access is not only the road but also the transport possibilities. For instance, sustainable transport modes and especially methodologies and approaches to sustainable transport and access can be eligible for several EU funding mechanisms.

Table 3: spin-off projects

SPIN-OFF PROJECTS	LINKED PROJECT	PROPOSED FUNDING
PILLAR 1: ENERGY AND WASTE		
In collaboration with Fine Arts Trust and other suitable partners explore geo-thermal energy with a pit constructed underneath a cloister (estimated cost of 3-5 MEUR)	- Social dwellings - Bed and service places for smart dissidents - Incubator - House of the City	FP7: Geothermal energy is an important area with significant potential for renewable electricity production and is being further supported under the current Framework Programme (FP7). ftp://ftp.cordis.europa.eu/pub/fp7/docs/calls/cooperation/energy/e-ct-201102_en.pdf) Intelligent Energy Europe with focus on accelerated mobilisation of energy efficiency, RES and sustainable transport (emphasise clear objectives, high impact and high European added value)
Separate waste collection including use of grey water for toilets and composting facilities	- For entire Le Murate premises	Life+
Use of EE technology and EE management in the building and maintenance of the Incubation centre and the House of the City (holistic project comprising heating, lighting etc)	- For entire Le Murate premises	Intelligent Energy Europe (call for proposal with closure in May) could support EE and RES in buildings
Take local leadership in sustainable energy management	- Could be extended beyond Le Murate to have larger impact	Intelligent Energy Europe (under component Integrated Initiatives) on Local Energy Leadership for actions at local level for

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		sustainable energy management and greenhouse gas emission mitigation. This project can help local authorities to overcome technical and financial capacity
PILLAR 2: PRESERVATION		
Use artisan building material, especially from local producers/suppliers to enhance cultural heritage value	- All the building activities including construction or of road links	
Design and implement specific, innovative security system that specifically protects cultural and heritage aspects. This system could be co-managed by residents of Le Murate with transparency and community gains	- Housing sections, incubation centre	OP Tuscany supporting artistic and cultural activities and innovative projects
PILLAR 3: TRANSPORT AND ACCESSIBILITY		
Construct elevated sidewalks and bicycle routes connecting with Le Murate (will reduce risks of accidents involving pedestrians and cyclists)	- 2 projects on road links	N/A regarding EU funds
Measures to reduce the travel by car to Le Murate, which can include measures to change behaviour of local people as well as increased access to Le Murate by bus (closer bus stop and more frequent route)	- 2 projects on road link	Possibly Intelligent Energy Europe (component STEER) focusing on more energy efficient travel modes and less reliance on cars if part of a larger project
High-tech underground parking space using minimum of space and energy also in line with preservation	- House of the City	N/A regarding EU funds
PILLAR 4: LOCAL JOBS		

Vocational centre with training and cultural exchange focusing on art and cultural products especially focusing on art and handicrafts typical for the region and also such that have connection with the history of the former military facility.	- Social dwellings - House of the City	Opportunities in education and training under the EU programme for lifelong training (2007-2013) • **Leonardo da Vinci:** vocational training, particularly placements for young workers and trainers in enterprises outside their own country, and cooperation projects linking vocational training institutes and businesses. • **Grundtvig** funds adult education programmes, particularly trans-national partnerships, networks and mobility.
Job opportunities for residents and smart dissidents (also beyond the incubation centre and House of the City)	-	**European Progress Microfinance Facility (EPMF)** Aims to support the creation and development of small enterprises and self-employment in the EU. It applies to the unemployed, persons at risk of losing their jobs, the non-working population, persons facing the threat of social exclusion and vulnerable persons **EIP - Entrepreneur and Innovation Programme (2007-2013)** Budget: EUR 2 172.78 million http://ec.europa.eu/enterprise/policies/sme/index_en.htm The specific objectives of EIP are to facilitate access to finance for SMEs through "CIP financial instruments" which target SMEs in different phases of their lifecycle and support investments in technological development, innovation and eco-innovation, technology transfer

4. Funding Strategy

Some important steps have been taken to attract funds for the projects, especially for the Incubator project and the social housing projects (social dwellings). Most of these funding opportunities have so far been local or regional. However, the City Council was envisaging an Interreg IVC on clusters.

The plan was to submit an application for the 1 April 2011 call. In this section recommendations are given on practical steps to be taken to develop a realistic funding portfolio and to maximise the chances for successful applications.

4.1. Building up a funding portfolio and strategy

It is recommended that the funding portfolio and strategy is based on the following foundation:
- 2 projects under Objective 2 (Structural Funds) projects, e.g.
  - Road link projects
  - Social dwellings and bed places for smart dissidents
- 2 interregional cooperation projects (Interreg IVC, FP7, EnpiCPMED, ProgrammeMED), e.g.
  - Incubation center
  - House of the City

Spin-off projects, e.g. investments into RES and energy efficient technology in the building structures as well as projects focusing on cultural or educational elements, are primarily eligible under sector-specific EU funding programmes.

The table below illustrates the eligible funding as the projects are described now and after adding integrative elements. The development of additional spin-off projects (next section) will further enhance accessibility to ERDF and other EU funds.

Table 4.1: Additional projects and funding opportunities

Project	Accessibility / eligibility	Proposed adaptation	Additional funding
24-bed places with common service spaces Cost: approx. 1.8 MEUR	Mainly national, regional or local funds	Strong social character, common services spaces should preferably not have an economic value.	**JESSICA** (partly grant, partly loan, through MA) **European Social Fund** (through MA) **Interreg** (in terms of soft investment – sharing of knowledge, networking)
Technological districts for cultural goods/young	OP for Region Tuscany (focusing on competitiveness and	Emphasise the innovation potential of these entrepreneurs and	**Operational Programme Tuscany (ERDF)**

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entrepreneurs **Cost: approx.** (430.000 EUR from ERDF is planned)	cultural heritage)	their importance in a regional perspective Link with university and other training institutions	**Priority 1: Research and development, technology transfer, innovation and entrepreneurship [about 35.6% of total investment]** One of the aims is to foster the growth of small and medium-sized enterprises by developing their innovation potential so that they can access new markets in a context of economic globalisation.
Regeneration of via dell'Agnolo (approx. 800,000 EUR)	Local funds (City) mainly envisaged	N/A	N/A
Road link Le Murate – Largo Annigoni – 264,000 EUR from ERDF	National or local funds	Taking an approach optimising sustainable transport elements and accessibility features (e.g. elevated side walks, bike route, adapted for handicapped etc.)	**ERDF** for road construction are largely reserved for candidate countries (through IPA, former ISPA programme) and concerns vital roads, corridors. ERDF funds could mainly be used for some features of this development (e.g. technological features, road safety features) but where the impact is not only local but regional or transnational (e.g. bicycle paths connecting two countries)
34-36 new social dwellings for young couples/artists – 6 MEUR to be financed	Mainly national, regional or local funds. *N.B. It is important to note that national funds used for social housing can constitute illegal state aid. For instance Netherlands had to restructure its social housing assistance to ensure that the state funding is not used for commercial activities and that housing is attributed in a transparent manner according to objective criteria.*	Highlight social housing concept and the fact that the funds will not be used to finance private companies To raise awareness and deploy solutions for energy efficiency in public buildings in particular social housing	**JESSICA** (partly grant, partly loan, through MA) **European Social Fund** (through MA)
Space for House of the City and subterranean parking – 5 MEUR to be financed	- OP for Region Tuscany (focusing on competitiveness and cultural heritage) - Interreg (in terms of soft investment – sharing of	High IT and innovation focus, especially on improving accessibility to cultural products/services and contribute to strengthen territorial cooperation. For Interreg and transnat cooperation funding ensure a	**Med Programme** (transnat. cooperation) call launched on 1 April 2011, under axes 3 and priority Objective 3.2 'Support of the use of information technology for better accessibility and territorial cooperation') **National Operational Programme 'Networks and**

	knowledge, networking)	sufficiently concrete project including analysis of the sector and identification of common challenges, strategies and action plans with outputs benefiting all partners Regarding parking emphasise EE elements and use of energy efficient lighting systems Presented as pilot and demonstration case Consider EMAS accreditation	**Mobility'** **Interreg IVC** **FP7** **Life+** (environmental stream)

4.2. Enhance eligibility

Several steps have to be taken to make the projects applicable for funding. The detailed requirements and conditions are described in the various EU programmes. However, in general it is crucial to have a leading partner that is a public entity, not to mix national and EU funds and for transnational projects ensure a sufficiently solid partnership. Where a mix of national and EU sources is foreseen it is advisable to develop linked ancillary projects to avoid ineligibility.

The eligibility criteria are different from Structural Funds and other funds managed by the Managing Authority, the transnational/interregional cooperation funds and other more soft financial instruments, e.g. Jessica, Jeremie. Under each and every financing programme the eligibility criteria are described.

4.3. Relevant EU funding programmes

Operational Programmes

1. National Operational Programmes for Italy
There are three national OPs:
- Operational Programme 'Networks and Mobility'
- Operational Programme 'Learning Environments'
- Operational Programme 'Governance and Technical Assistance'

The most relevant programme for Le Murate is the first one on networks and mobility. The one on learning environment is mainly about adapting the environment in schools and the third programme is focusing on authorities.

2. Operational Programme for Tuscany region (2007-2013)
This Operational Programme comes under the Regional Competitiveness and Employment objective and has a total budget of about 1.1 billion euros. The financing by the Community from the European Regional Development Fund (ERDF) amounts to some 338 million euros, representing about 1.2% of total EU investment in Italy in connection with the cohesion policy for 2007-2013. 1. The Tuscany region will focus it regional development strategy on research, innovation and sustainable development with emphasis of SMEs and boosting competitiveness. For instance, the programme will finance technology transfer between public research centres and enterprises. Other aspects of the Tuscany region which will be subject to the development strategy are the artistic and cultural heritage and nature conservation.

3. Transnational Cooperation Operational Programmes

There are 11 Transnational Cooperation Operational Programmes under the European Territorial Cooperation Objective, co-funded by the ERDF, which concerns certain regions of Italy. For instance the OP Mediterranean exists since December 2007 supporting transnational cooperation between Cyprus, France, the United Kingdom, Greece, Italy, Malta, Portugal, Slovenia, Spain (with participation from Croatia and Montenegro) for the period 2007-2013. The "Mediterranean" Programme falls within the framework laid out for the European Territorial Cooperation Objective and has a total budget of around €256 million. Community funding through the European Regional Development Fund (ERDF) amounts to some €193 million, which represents approximately 2.2% of the total EU investment earmarked for the European Territorial Cooperation Objective under the Cohesion Policy for 2007-2013. The programmes concerned are:

- Operational Programme 'Alpine Space'
- Operational Programme 'Italy - Austria'
- Operational programme 'Italy - France
- Operational programme 'Italy-Switzerland'
- Operational Programme 'Central Europe'
- Operational Programme 'Mediterranean Programme'
- Operational Programme 'Italy – Maritime France'
- Operational Programme 'Italy - Slovenia'
- Operational Programme 'Greece - Italy'
- Operational Programme 'South East Europe (SEE)'
- Operational Programme 'Italy-Malta'

European Social Fund

The European Social Fund (ESF) is one of the EU's Structural Funds, set up to reduce differences in prosperity and living standards across EU Member States and regions, and therefore promoting economic and social cohesion.
The ESF is devoted to promoting employment in the EU. It helps Member States make Europe's workforce and companies better equipped to face new, global challenges. In short:
-   Funding is spread across the Member States and regions, in particular those where economic development is less advanced.
-   It is a key element of the EU's 2020 strategy for Growth and Jobs targeted at improving the lives of EU citizens by giving them better skills and better job prospects.
-   Over the period 2007-2013 some €75 billion will be distributed to the EU Member States and regions to achieve its goals.
ESF funding is available through the Member States and regions. The ESF does not fund projects directly from Brussels.
Each Member State, together with the European Commission, agrees on one or more Operational Programmes for ESF funding for the 2007-2013 period, as do those regions that have their own Operational Programmes. Operational Programmes set the priorities for ESF intervention and their objectives.
The Operational Programmes are implemented through individual projects run by participating organisations, e.g. public administrations, NGOs and social partners active in the field of employment and social inclusion. The participating organisation designs a project, applies for funding and, if this is granted, implements the project. Potential beneficiaries in ESF actions should contact the ESF Managing Authority in their own Member State or region.

There are priorities set out for the regions of each EU Member States but also priorities applicable for the whole country. For the region of Tuscany, the priorities are:

1. Human Capital (e.g. promoting education and training throughout working life, reforming education)

2. Transnationality and interregionality (partnerships, networks and initiatives)

3. Adaptability (e.g. employment and training support for workers, more innovative and productive ways of working)

4. Employability (e.g. improving equal access to employment)

European Progress Microfinance Facility (EPMF)

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This funding possibility is new (introduced in 2010) and aims to support the creation and development of small enterprises and self-employment in the EU. It is aimed at persons encountering difficulties in accessing conventional credit.
It applies to:
a) the unemployed, persons at risk of losing their jobs, the non-working population, persons facing the threat of social exclusion and vulnerable persons;
b) micro-enterprises, especially those in the social economy or those which employ socially-excluded persons.

Finance is allocated to public and private microfinance providers from EU countries. The EPMF is implemented through: guarantees and risk-sharing instruments; equity instruments; debt instruments; support measures, such as communication activities, monitoring, control, audit and evaluating the implementation of the facility. The EPMF budget is EUR 100 million for the period 2010-2013. It is implemented in close cooperation with the European Investment Bank (EIB), the European Investment Fund (EIF) and international financial institutions.

Culture 2007 Programme

The Culture 2007 Programme (2007-2013 with a total budget of 400 MEUR) intends to enhance the cultural area common to Europeans through the development of cultural cooperation between the creators, cultural players and cultural institutions of the countries taking part in the programme and to enhance Europe's shared cultural heritage through the development of cross-border co-operation between cultural operators and institutions. The programmes aims at promoting transnational mobility of people working in the cultural sector, support the transnational circulation of works and cultural products and promote intercultural dialogue. The programme works with three different strands the most relevant being:

Support for Cultural Actions. Such actions can be multiannual cooperation projects involving at least six partners from six different countries (EU funding max 50%), cooperation measures promoting sector cooperation between European operators focusing on creativity and innovation (EU funding up to 200,000/year) as well as special actions to help raise the profile of EU cultural actions and increase cultural influences of Europe.
More information at: **http://ec.europa.eu/culture/index_en.htm**

FP7 - Seventh Framework Programme

FP7 (2007-2013) is the EU's main financial tool for supporting research and development activities covering most scientific disciplines, prioritising 10 specific research areas and in
particular encouraging undertakings by small and medium-sized enterprises (SMEs), research centres and universities in their research and technological development activities. It not only finances research projects, but also actions aiming to support or coordinate research, as well as building and maintaining networks. Support is also available for actions aimed of enhancing research capacities for frontier research and for the mobility of researchers. It is implemented via **four major specific programmes, i.e. cooperation, ideas, people and capacities**. The primary aim of FP7 is to contribute to the strategic goals of the Lisbon Strategy and help Europe to become the most competitive and dynamic knowledge-based economy in the world, to promote world class research and to facilitate the uptake of science and technology by industry.

The Seventh Framework Programme (FP7) bundles all research-related EU initiatives together under a common roof playing a crucial role in reaching the goals of growth, competitiveness and employment; along with a new Competitiveness and Innovation Framework Programme (CIP), Education and Training programmes, and Structural and Cohesion Funds for regional convergence and competitiveness. It is also a key pillar for the European Research Area (ERA).

URBACT

URBACT is jointly financed by the European Union (European Regional Development Fund) and the Member States. URBACT is a European exchange and learning programme promoting sustainable urban development. URBACT aims at enabling cities to jointly develop solutions to major urban

challenges, reaffirming the key role they play in facing increasingly complex societal changes. Projects should develop pragmatic solutions that are innovative and sustainable integrating economic, social and environmental dimensions as well as to ensure wide sharing and dissemination of good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT extends to 255 cities in 29 countries. Currently there are no open calls for proposals (more information on: http://urbact.eu/en/header-main/news-and-events/open-calls/)

INTERREG IVB MED Operational Programme (OP MED)

Under the European Territorial Cooperation, financed by the European Regional Development Fund, the Commission established the MED Operational Programme (2007-2013). The "Mediterranean" Programme falls within the framework laid out for the European Territorial Cooperation Objective and has a total budget of around €256 million. Community funding through the European Regional Development Fund (ERDF) amounts to some €193 million, which represents approximately 2.2% of the total EU investment earmarked for the European Territorial Cooperation Objective under the Cohesion Policy for 2007-2013. It applies to countries in the Mediterranean area. It aims at providing conditions so that Mediterranean countries better position themselves vis-a-vis other European regions, and use the exceptional opportunity that the Mediterranean Sea represents for international connections of European markets. OP MED prioritises projects with a strong strategic value in line with Lisbon and Gothenburg objectives, which will have a direct and significant impact on the competitiveness of local, regional, national and transnational economic systems of the Med space. Only transnational projects are financed and the priority areas include innovation (priority axis 1) environment and promotion of sustainable territorial development (priority axis 2), improving mobility and territorial accessibility (priority axis 3) and integrated development of the Mediterranean space (priority axis 4). These priority areas include projects focusing on renewable energy activities (such as solar energy), development of multi-modal transportation nodes, and promotion of Mediterranean cultural identity.

The Le Murate project meets some of the priority areas, especially accessibility and sustainable urban development. However such cooperation projects have to involve other MED countries and be highly strategic and integrated with high quality partnerships to comply with the programme's implementation conditions.

> A new call for proposal was published on 1 April 2011. The most relevant for Le Murate falls under Axis 3 and Objective 3.2 'Support of the use of information technology for better accessibility and territorial cooperation. More information about this call and the application procedure can be found at: http://www.programmemed.eu/

Interreg IVC Programme

This programme applies to the whole territory of the EU and consists of two strands
a) Regional Initiative Projects, which allows partners from Italy to work together with partners either from another Member State or certain non-EU members. Projects have to contribute directly to achieving the objective on shared regional policy issue, within the two thematic priorities of the programme's overall objective of improving the effectiveness of regional policies. vary from simple networking to the development of policy instruments or the establishment of mini-programmes
b) Capitalisation Projects focusing on the transfer of regional development good practice into mainstream EU, aiming at exchange and transfer of knowledge and best practice, which could be taken up by the EU Structural Funds (e.g. related to convergence, regional competitiveness and employment. partners. However the Capitalisation call is closed. Last and final call of Interreg IVC will be launched in January 2011 and only for regional initiatives. For knowledge transfer and bringing in expertise Interreg IVC is an excellent programme. Max size of projects is about 3 million with 10 EU partners.

The Programme supports activities such as:

- Exchange and dissemination of experience (e.g. thematic seminars, study visits, staff exchanges, web sites, newsletters & good practice guides)
- Transfer of Practices / Development of new approaches (e.g. regional policy tools, methodologies, software etc.)
- Joint development of new approaches (sub-projects to improve policies and strategies and mini-programmes).

The INTERREG IVC programme is part of the European Territorial Cooperation Objective of the Structural Funds policies for the period 2007-2013. It aims, by means of interregional cooperation, to improve the effectiveness of regional development policies and contribute to economic modernisation and increased competitiveness of Europe, by:
- enabling local and regional actors across the EU to exchange their experiences and knowledge;
- matching regions less experienced in a certain policy field with more advanced regions;
- ensuring the transfer of good practices into Structural Funds mainstream programmes.

The INTERREG IVC programme is financed through the European Regional Development Fund (ERDF),INTERREG IVC's 4th and last open call for projects runs from 1st December 2010 to 1st April 2011. One of the listed sub-themes under Priority 2 (environment) is Cultural Heritage and Landscape. Hence the Le Murate project or its potential spin-off projects could be eligible if the cultural heritage and landscape dimension was strengthened. More information on this call can be obtained at: http://i4c.eu/fourth_call.html.

ENPI/CBC/MED
The multilateral cross-border cooperation "Mediterranean Sea Basin Programme" is part of the new European Neighbourhood Policy (ENP) and of its financing instrument (European Neighbourhood and Partnership Instrument - ENPI) for the 2007-2013 period: it aims at reinforcing cooperation between the European Union (EU) and partner countries regions placed along the shores of the Mediterranean Sea. 19 different countries are eligible and 15 countries have adhered to the Programme, i.e. Cyprus, Egypt, France, Greece, Israel, **Italy**, Jordan, Lebanon, Malta, Morocco, Palestinian Authority, Portugal, Spain, Syria and Tunisia.
The Operational Programme, approved on August 14 2008 by the European Commission, establishes a strategic framework of 4 Priorities jointly defined by the participating countries:
- promotion of socio-economic development and enhancement of territories
- promotion of environmental sustainability at basin level
- promotion of better conditions and modalities for ensuring the mobility of persons, goods and capitals
- promotion of cultural dialogue and local governance

Out of the 4 priorities, priority 4 on promotion of cultural dialogue and local governance seems most suitable for the Le Murate PRA.

To facilitate the development of projects, a book of project ideas have been developed comprising some 200 ideas aimed at encouraging the building of cross-border partnerships, foster the exchange of new concepts at the basin level and support the generation of Mediterranean projects.

> **Call for tenders: Programme monitoring system**
> The Autonomous Region of Sardinia - Joint Managing Authority of the 2007-2013 ENPI CBC Mediterranean Sea Basin Programme, Operational Management Unit – informs on the publication of an open public tender (decision n. 33/722 of 28.03.2011 according to art. 3 and 28 of the EC Directive 2004/18/CE) concerning the supply of HW and SW products and services for the implementation of the monitoring system of the ENPI CBC Mediterranean Sea Basin Programme (http://www.enpicbcmed.eu/en/programme/)

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JESSICA:

JESSICA stands for Joint European Support for Sustainable Investment in City Areas. This initiative is being developed by the European Commission and the European Investment Bank in collaboration with the Council of Europe Development Bank (CEB). The EIB and CEB have been financing urban development through different types of loans. Within JESSICA, target loans will complement public resources (Community and national) for actions within the Operational programmes supported by the Structural Funds. By coordinating the approaches from the two banks and the Commission, Jessica aims to help the authorities in the Member States efficiently use public resources from national and Community sources.

JESSICA aims to coordinate their approach with the objective of providing financing for **urban renewal and development actions as well as for social housing,** using a combination of grants and loans. JESSICA is one of three new cohesion policy initiatives, with the other two being **JASPERS, JEREMIE** and **Regions for Economic Change**.

The Operational Programmes financed by the Structural Funds and the Cohesion Fund are negotiated between the national or regional authorities and the Commission before the programmes are adopted. These Operational Programmes contain, when necessary, urban development and renewal plans. When these plans already exist, the EIB and CEB will identify projects that are eligible for their support or for support from other financial sources, including private sector contributions.

Wielkopolska in Poland is the first region in the EU Member States to establish a JESSICA Holding Fund. This fund, to be managed by the EIB, will invest approximately EUR 66 million of the region's structural fund allocation in urban development funds supporting urban projects with equity, loans or guarantees. Urban projects in Wielkopolska will focus on conversion of old or disused industrial buildings, regeneration of post-military and post-industrial areas, revitalisation of old and deprived sites and investment in business infrastructure.

JEREMIE Programme

JEREMIE - Joint European Resources for Micro to Medium Enterprises - initiative is managed by European Investment Fund and developed in cooperation with the European Commission. It offers EU Member States, through their national or regional Managing Authorities, the opportunity to use part of their EU Structural Funds to finance small and medium-sized enterprises (SMEs) by means of equity, loans or guarantees, through a revolving Holding Fund acting as an umbrella fund.

The JEREMIE Holding Fund can provide to selected financial intermediaries SME-focused financial instruments including guarantees, co-guarantees and counter-guarantees, equity guarantees, (micro) loans, export credit insurance, securitisation, venture capital, Business Angel Matching Funds and investments in Technology Transfer funds.

Calls for proposals:

Right now there are a few calls focusing on the region of Sicily
(http://www.eif.org/calls_for_expression_of_interest/index.htm)

IEE - Intelligent Energy Europe

IEE (2007-2013) with a total budget of 730 MEUR is the EU's tool to fund actions that will make Europe more energy intelligent through energy saving measures and promoting the uptake of renewable energy sources and technologies. It replaces the previous SAVE II and ALTENER II programmes; it does not fund technical research and development projects.

The objective of the Intelligent Energy - Europe II Programme ("IEE II") is to contribute to secure, sustainable and competitively priced energy for Europe, by providing for action
- to foster energy efficiency and the rational use of energy resources;
- to promote new and renewable energy sources and to support energy diversification;
- to promote energy efficiency and the use of new and renewable energy sources in transport.

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The Programme in particular contributes to the EU Energy 2020 Strategy and facilitates the implementation of the EU action plan for energy-efficiency and of the Directive on the promotion of the use of energy from renewable sources.

Examples of projects funded under IEE: a) Training on new construction techniques that can lead to 50 percent or more energy savings compared with traditional buildings (SAVE), b) Improving the effectiveness of support schemes for electricity generation from renewable energy sources across Europe (ALTENER) and c) Helping Europe's cities to develop more energy-efficient and cleaner transport (STEER).

Financed projects could extend to energy efficiency in buildings, energy efficiency action for a wider range of public buildings, commercial activities. This could extend to installation of solar water heaters, in combination with a solar PV farm.

A call for proposals was published in March 2011 setting out priorities and types of action for 2011.

The most relevant for Le Murate PRA are listed below:
1. **SAVE**: Energy efficiency (indicative budget: 12 MEUR) focusing on energy-efficient products and industrial excellence in energy (increase competitiveness of industry, especially SMEs by energy savings)
2. **ALTENER**: new and RES (indicative budget: 16 MEUR) for action that intends to increase use of RES in the EU in pursuant with new RES Directive. Actions supported include renewable heating/cooling and production and use of bio-energy
3. **STEER** focusing on energy-efficient transport (reduce demand for travel by car, shifting to more efficient transport modes) and clean and energy efficient vehicles. Within the energy-efficient transport stream the programme will support actions increasing energy efficiency in leisure travel to change people's travel behaviour and reduce energy use.
4. **INTEGRATED INITIATIVES** (indicative budget: 27 MEUR) where action combines fields for instance to achieve integration of EE and RES in sectors of the economy and combining various instruments, tools and actors. Two initiatives supported in this stream:
   a. "local energy leadership" regarding sustainable energy management and GHG emission mitigation measures taken at local/regional level
   b. energy efficiency and renewable energy in buildings

Call for proposal (Call identifier: CIP-IEE-2011, CLOSING DATES: 12 May 2011)
Focusing on action related to ALTENER, SAVE and STEER. Supported projects should:
- Have clear objectives, high impact, European added value
- Have at least 3 partner organisations from 3 different eligible countries
- Comprise at least 3 partner organisations from 3 different eligible countries.
- Not exceed 3 years and have a budget between € 0.5 - 2.5 million.

Applicants should consult the website of the programme at: http://ec.europa.eu/intelligentenergy.
The IEE website contains all information and forms in relation to this call for proposals, such as the IEE annual work programme 2011, guides for applicants, application forms etc.
Link: http://ec.europa.eu/energy/intelligent/call_for_proposals/doc/call_2011_en.pdf

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LIFE+ - Financial Instrument for the Environment

LIFE+ applicable between 2007 and 2013, having a total budget of 2,143 MEUR provides specific support for developing and implementing Community environmental policies and legislation, in particular the objectives of the Sixth Community Environment Action Programme (6th EAP). LIFE+ is the only separate financial instrument dedicated to funding actions of a uniquely environmental nature. The general objective of LIFE is to contribute to the implementation, updating and development of EU environmental policy and legislation by co-financing pilot or demonstration projects with European added value. More specifically the programme will contribute to the achievement of objectives of the 6th Environmental Action Programme and dissemination of information and raise awareness on environmental issues. Since the launch of the LIFE programme

by the European Commission in 1992, a total of 534 projects have been financed in Italy. Of these, 313 focus on environmental innovation, 215 on nature conservation and six on information and communication. These projects represent a total investment of €706.1 million, of which €298.7 million has been provided by the European Union. For Florence the third component, Information and Communication is the most relevant. **LIFE+ Information and Communication** co-finances up to 50 percent projects that spread information about environmental issues, such as climate change and conservation. The 2011 call for proposals will be published in February 2011, with a deadline for submission for the 18 July 2011.

Link: http://ec.europa.eu/environment/life/funding/lifeplus.htm

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An implementation plan outline was presented and discussed at the PRA site meeting in December 2010 in relation to the plan's objectives, approach and content. Since there is no comprehensive LAP for the Florence PRA site, the implementation plan is based on the mini-LAP and the discussions with the local authorities in terms of the PRA plans and the overall local/regional context.

There is also a general agreement that the implementation plan should focus on activities which ensure fulfilment of the REPAIR policy recommendations in line with the ASCEND management methodology. Activities often are linked to EU funding opportunities, which are available according to set schedule.

5.1. Aim and scope of the implementation plan

The EU is increasingly keen on requesting an implementation plan as an integral component of EU funded projects. For instance, for all future calls under INTERREG IVC programme projects have to include implementation plan. Through the implementation plan it is possible to easily perceive achievement of milestones, link outputs to objectives, and spot potential delays and inefficiencies at an early stage. All implementation plans also need to be carefully monitored, evaluated to allow its assessment and, where needed, adaptation. However, an implementation plan is only useful if it is a tool used throughout a whole project cycle and when it is based on realistic objectives and measures.

The implementation plan constitutes the final stage of the REPAIR project and is the operational tool of implementing the LAP and the planned pilot actions. It aims at ensuring a clear direction to further actions in a prioritised, transparent order with mechanisms and tools to check and valorise the various steps and activities. It is important that an implementation plan is well construed and developed in close cooperation with all project partners and major stakeholders. The activities at PRA site level could provide tangible added value not only for this specific location but could benefit all the project partners involved through exchange of experience, benchmarking and best practices. Hence, this draft implementation plan needs to be discussed both in MA, ULSG and Working Group meetings to take on board recommendations, opinions in the final implementation plan to the broadest extent possible.

An efficient implementation plan needs to be carefully planned and linked to key targets, milestone, indicators and a pre-set timetable. The below table shows suggested timing for the key activities.

5.2. Management and coordination framework

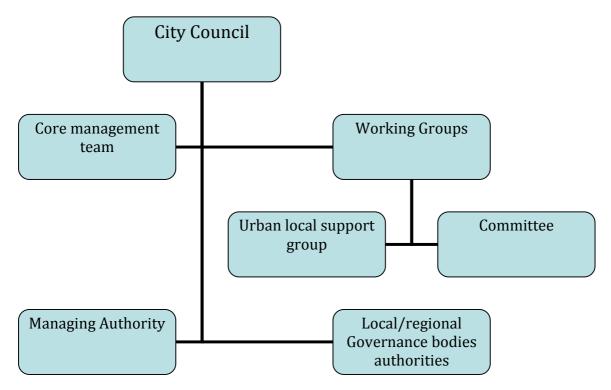### 5.2.1. Management and organisational set up

It would be sufficient to designate one local authority for most of the running administrative and coordinating tasks linked to LAP and the pilot actions. This authority should act as link between ULSG, stakeholders, and contracted experts and to beam out information to regional authorities.

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A chart with the various responsibilities for implementing the LAP and its pilot actions could be prepared illustrating the division and tasks ensuring continuous information flow and updating on the various activities.

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                        ┌─────────────────┐
                        │  City Council   │
                        └────────┬────────┘
                                 │
    ┌──────────────────┐         │         ┌──────────────────┐
    │ Core management  ├─────────┴─────────┤  Working Groups  │
    │      team        │                   └─────────┬────────┘
    └──────────────────┘                             │
                    ┌──────────────────┐    ┌──────────────────┐
                    │Urban local support├────┤    Committee     │
                    │      group        │    └──────────────────┘
                    └──────────────────┘
    ┌──────────────────┐         ┌──────────────────┐
    │Managing Authority├─────────┤  Local/regional  │
    └──────────────────┘         │ Governance bodies│
                                 │   authorities    │
                                 └──────────────────┘
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The main coordinating authority could ensure continuous cooperation and communication with experts, USLG and the Managing Authority. This communication structure could have bottom-up elements ensuring feeding up actions, opinions, issues from the expert and USLG level to decision-making level.

A management team could be formed comprising of the key persons for the project. The essential factor is not the size of the management team but rather its constellation, efficiency and working methods.

5.2.2. Establish coordination and monitoring mechanisms

The coordinating tasks could be supported through efficient coordination mechanism and tools, adapted to the size and complexity of the project, its time-frame and the available human and financial resources.

Working groups:
It is strongly recommended to have a fixed organisational structure in the form of working groups and a working committee whose mandate and responsibilities are set out for a defined project period (i.e. until 2014 when the Le Murate project is expected to be finalised). The working group could consist of the key contacts (e.g. manager, key architect, environmental planner) for each sub-project, i.e. 24 bed places with services spaces, 34 new social dwellings, incubation centre (place for young artists and couples, road link Le Murate – Largo Annigoni, regeneration of Via d'Agnollo, the House of the City, and Subterranean Parking.

It is recommended having some 3-4 working groups according to the sub-projects, e.g.
- 1 working group for road/access constructions
- 1 working group for 24 bed place with service spaces and new social dwellings
- 1 working group for incubation centre
- 1 working group for House of the City and subterranean parking

It is recommended that the working group meet on a regular basis, e.g. at least once a month to complement daily less formal communication. The main objective of these working is to report on and follow activities at planning and implementation level and report back to Working Committee and USLG. The working groups will be able to spot project anomalies and apart from detailed discussions on project implementation the groups could also discuss socio-economic conditions and highlight funding possibilities. Such coordination will ensure cost-efficient, timely implementation with synergies and enhanced chances for further spin-off projects.

Since the working groups have the best insight into the project objectives and the state of play, this group should also has key role in monitoring progress. At the meetings one of key points is reporting back on project developments and commonly discussing potential solutions and how to deal with project delays or other changing conditions. It is not deemed necessary to establish external monitoring mechanism but it is important that the working group takes note of progress, obstacles and report back to other key members and that the project status is also discussed with MA and ULSG on a periodic basis. Adequate monitoring with early detection of potential obstacles is essential for a smooth and timely project implementation and is a better guarantee of an overall successful end result.

Committee:
To allow an overview of all the sub projects and ensure a targeted, harmonious implementation with maximised synergies and spin-offs, a work committee could be set up.

The above working groups will report to this higher-level committee, which could mainly be composed of representatives of the City Council as well as representatives from the individual projects, e.g. environmental planners and technical/architectural experts. Other political representatives could also represent this committee, e.g. member from Managing Authority as well as representatives from the USLG. The mandate of this committee could be to overview the progress and activities of the working groups and to provide guided advice to address challenges and opportunities. The Committee will provide recommendations for actions to ensure smooth project implementation and also to enhance project visibility in terms of media coverage and in the political context. This Committee could meet on a quarterly basis at least until the end of the projects (expected in 2014).

Contact points:
For all of these projects, two main contact points should be designated which could be 1) the architect or environmental planner who has daily supervision of the project and can answer to technical questions 2) a person on the managing level who is familiar with the policy context, promotes the project and has links to decision-makers.

5.2.3. Project methodology
The overall project methodology should be based on a triple-helix partnership, bottom-up approach to ensure engagement of all key authorities, stakeholders and general public. It is recommended that to the extent possible, activities are sufficiently linked to LAP and that the pilot activities be based on As mentioned before This could ensure a more result oriented and phase driven implementation process. The methodology should be sufficient flexible to allow for changes to thematic areas and the pilot projects, especially to accommodate to the strategic objectives of various regional and EU funding programmes. It is advised to continuously look for additional spin-off projects, especially when it strengthens the general project results and its successful implementation.

5.2.4. ASCEND management model
The methodology should preferably take into account the objective and approach of ASCEND management model for regeneration of former military sites. ASCEND has laid down a replicable model management framework for the socio-economic reuse of former military land and heritage. The ASCEND process model consists of 9 main phases:

1) Assess heritage significance
2) Understand the local context
3) Vision/option appraisal
4) Stakeholder engagement
5) Feasibility studies
6) Conservation management plan and identification of resources
7) Agreement
8) Implementation
9) Evaluation

The pilot projects need to continuously relate to the ASCEND management model. Since the LAP and most of the 6 pilot projects are in an advanced planning stage, most attention should be to step 8) implementation and 9) evaluation. However, it is also important to maintain momentum and ensure visibility and local acceptance through more stakeholder engagement activities. The ASCEND management model is largely based on a triple-helix, bottom-up approach where stakeholder involvement is essential for defining the project implementation steps and in the evaluation of its results and outcome.

5.2.5. Impact assessments

Estimate the project's overall impact covering socio-economic impact, environmental impact, and impact in term of sustainable energy practices etc. The point of departure is that these assessments would have to be based on basic tools/concepts for sustainability (e.g. recycling, Agenda 21, alternative transportation, renewable energy, carbon neutrality, fair trade products, urban design, life cycle analysis, ISO 14001). Also the project would benefit from integrated assessment of the use of cultural and historical assets to be balanced with conservation efforts.

5.2.6. Develop synergies

Where possible combine resources and hatch on the other projects where this brings cost-efficiency and increasing chances for successful implementation and access to national and EU funding sources. This cooperation with external projects will increase project's efficiency, visibility and transparency.

5.2.7. Integration into policy framework

The LAP and the PRA actions as well as its potential future spin-off projects and activities should be placed within a general local, regional and national policy framework in terms of regeneration of sites, tackling both urban development perspective, socio-economic aspects (creation of jobs and wealth), environmental conservation perspective and in general in sustainable development context.
The PRA projects have larger chance of long-term durability, acceptability and visibility where placed a in a larger policy and strategic context. This will also increase the chances for national and EU funding, where the project is mentioned and reflected in major local development papers, such as master plans, urban planning documents.

5.2.8. Stakeholder consultations and awareness raising

The stakeholders should be continuously involved in the project implementation, not only in the project initial planning and start-up. The stakeholders should be invited to various promotional and development events and their views should be seriously considered and incorporated in the implementing steps. It is the responsibility of the overall management team to ensure involvement of the ULSG. Also the composition of the ULSG should be sufficiently flexible to incorporate new members to reflect possible changes in project activities and the possibility of spin-off activities. The project management team should set up a time-line for milestones in consulting with stakeholders and the role of these stakeholders to increase transparency and efficiency. It is advised that the ULSG involve experts and representatives of local government with knowledge, expertise and/or decision making powers regarding the various sectors involved, e.g. transport/accessibility, social housing, economic development, culture, energy and environment and these could provide input and advice focusing on an integrated approach.

5.2.9. Publicity, visibility and media-focused activities

To achieve acceptability of the project, achieve the project aims, receive the attention of the MA, realise the uptake of the project in local/regional strategies and action plans and maximise external funding, it is crucial to give the project sufficient publicity and visibility. PR and media coverage is highly recommended at regular intervals, especially at the initial phase, mid-term phase and close to finalisation. For publicity to have an effect of external funding opportunities it would be important to have sufficient activities in the first phases. The social housing concept at Le Murate is unique and with the right integrated approach it is likely to be perceived as a novel, forward-looking measure to integrate disadvantaged population groups into fabrics of the community.

The publicity and media activities could comprise:
- Press releases
- News clips in local and regional media channels
- Short video film of project, its objectives and impact (especially targeting potential sport clubs who could receive training and language practice)
- Tourist targeted printed materials
- Marketing material developed for European sport clubs, associations and language centres

5.3.Monitoring and evaluation

Continuous monitoring and assessment of project implementation through working group and working committee mechanisms, measurement against indicators and targets and means of consulting general public and socio-economic stakeholders to match their expectations with real results.

5.3.1. Targets

Short-term and medium-targets could be set to steer the project, these targets should both be linked to the implementation phase but also to ex ante evaluation where the implementation of the LAP and pilot actions is assessed. The targets could be linked to indicators and be quantifiable.
- At least 6 pilot actions and 3 spin-off projects
- At least 4 successful funding schemes (2 Objective 2 projects and 2 international cooperation projects)
- Create at least 150 local jobs (including incubator, House of City)
- 25% more visitors per day during 2011, 50% more visitors per day in 2012 and 50-75% more visitors from 2013
- Create a niche for Florence in social housing and artistic activities which will serve as a best practice regionally
- Attract at least one major investor
- Finalise the whole project by 2014

5.3.2. Indicators

The project methodology could comprise the setting of indicators for the project monitoring and evaluation to allow the assessment whether the project objectives are being realised. The indicators could be linked to both quality and quantity related outputs such as:
- Number of pilot actions defined
- Amount of secured and planned funds
- Number of jobs created
- Increase in number of visitors to Le Murate
- Number of type of investors interested
- Number, size and type of EU funds obtained
- Recognition of Managing Authority and other local/regional authorities
- Publicity in local/regional press, magazines

5.3.3. Conditions

The methodology could also include building in some conditions that will assist in project realisation in terms of making the project more resilient and neutral to risks associated with internal and external factors, which can range from the bankruptcy of one of the contracting companies, to

effects of financial crisis and changing policy/legal context concerning construction on heritage sites etc. The project can also be made more resilient by having several investors and relying on several financial sources and targeting several key audiences, which could be students, academia, R&D sector, tourists, fine arts organisations etc.

5.3.4. Milestones

To be able to measure and assess the implementation process it is recommended to determine essential milestones, e.g.

1. Finalise the initial stakeholder consultation phase (involving stakeholders, planning authorities, architects) e.g. discussion and awareness raising, stakeholder and consultation process

2. Finalise the preparatory and planning phase (finalising LAP including its overall vision, pillars, main activities, linkage with policy framework, assess alternatives/options, discussions with key decision-makers, authorities)

3. Finalise the organisation and project management set-up with managing, coordination and monitoring mechanisms.

4. Finalising the funding planning which includes tapping local, regional, national and EU funding opportunities. Activities include discussions with funding organisations, notable INTERREG Secretariat, Managing Authorities as well as external funding experts/advisors.

5. Technical, architectural phase with feasibility studies, impact assessments (possibly involving environmental impact assessment), work planning, obtaining building permits, contracting out services paying due consideration to public procurement regulations

6. Implementation phase with construction activities

7. Finalising project and evaluation

5.4. Assess implementation costs

5.4.1. Estimate costs

The costs for implementing the Le Murate PRA project need to be assessed as precisely as possible. Such assessment will facilitate the matching of costs with local, regional, national and EU derived resources. The expected costs include at least:
- management costs: engagement of internal and external project managers for their daily supervision (staff/hiring costs, costs linked to reporting and administrative work, costs for cooperation and coordination with managing authorities and other regional and local authorities)
- expertise costs: environmental planners, architects, energy managers and experts especially for the planning and initial phase (feasibility studies, assessments, supervision)
- contracting costs (engineers, construction workers, electricity workers)
- building and construction material (including water and waste water connections)
- ICT equipment, furniture, interior decoration
- stakeholder involvement: meetings, stakeholder consultation forums, press releases
- fundraising activities and hiring external experts for financial proposal writing
- promotional material: media/PR events and materials, materials for target groups (e.g. academia, cultural organisations, decision-makers, tourist organisations)

5.4.2. Prioritising project activities and investments

Prioritising could be done after carefully considering the following factors:
- political priorities: to the extent possible establish coordination and synergies with policy strategies. For instance strategies for infrastructure investments, transport upgrades, energy investments, tourism promotional measures etc.

- regional priorities: mainly those laid down in regional or cross-border operation programmes (ERDF funds). To the extent possible, activities could be designed and carried out in line with OP priorities and time sequence
- available EU funding programmes: an engineering exercise should be able to identify the available EU funding programmes (both horizontal and sector specific) and their expected calls. The Le Murate projects and other possibly linked spin-off projects could be designed, planned and implemented pursuant to EU funding priorities.
- needs of local population: stakeholder consultations and forums will assist in identifying needs of local population. For instance, priority could be given to projects that are likely to bring more local jobs, a better living standard, increased safety and better environment.
- existing resources and earmarked funds: where an activity already has secured sufficient earmarked funds for its implementation and there are sufficient human and technical resources for its implementation such as project could be prioritised.
- socio-economic stakeholders' interests: some projects are economically more interesting than others. For instance, the development of the Incubator Centre involving possibilities for knowledge exchange and cultural exchange activities is more financially interesting for foreign investors than the social dwelling project or regeneration of local road links.

5.4.3. Fundraise

It is strongly recommended that the fundraising activity commence at an early planning phase to maximise the available national, regional and local funds as well as complementary EU funds. An expert has to be engaged to plan and sequence the order and combination of funds. Fundraising activity has to involve at least:
- several meetings with local, regional authorities to explore possibilities for funding
- meetings and consultation with the Managing Authorities to obtain ERDF funds through Structural Funds, OP, Social Funds etc.
- consultations with economic stakeholders, both larger companies and SMEs in to assess their interest in investments in the project.

In fundraising activities the selling of the Le Murate project (LAP, social dwelling, incubator project, House of the City) as one integrated package having several advantages in terms of seeing the overall objective with the development project, group various activities together, realise spin-offs and reach a larger target audience and potential investors. However, the Project Management Team would also be able to „sell „and promote the various components of this larger package as separate portfolio. Key messages have to be developed for the various key benefiting groups (e.g. local business and local population), the potential supporters (including regional and local authorities, MAs) and investors (both local and foreign investors).

4

Implementation Plan
PRA Florence (Le Murate)

CONCLUSIONS

 As per Paola. The following key conclusions can be made regarding PRA Florence and its relevance for REPAIR project:

1. Early involvement of ULSG and other key stakeholders from various social and economic sectors is the key to efficient project implementation. PRA Florence is a typical case study of constructive bottom-up, high participatory approach, which has resulted in strong support from all relevant parties and efficient project implementation. Another strong feature was the consultation of the public regarding the initial development goal where the majority voted for social impetus rather than purely commercial.

2. The development goal should preferably be based in the strengths of the location and local assets, i.e. in the case of Florence: social housing, culture, historic heritage and youth inclusion.

3. Although the lack of a comprehensive LAP has not resulted in any significant deviations of project goals and timetable, Florence would have benefited from a LAP interlinking with local and regional policies and strategies. An integrative LAP also can provide stronger support of the Managing Authorities and can also be a good basis for applying for EU funding.

4. The Florence development goal and initial pilots have a strong socio-economic character. Further spin-off projects better reflecting all 4 REPAIR pillars could increase the chances of successful funding since they directly relate to key EU policy and funding priorities. In addition, a wider development goal can provide spill-over effects and synergies both within and outside the project framework.

5. Early targeting and planning for regional OP (ERDF) funds and other EU funds increase the chance for successful funding and also gives more time for network and active cooperation and consultation with MAs. PRA Florence in the initial phase mainly relied on domestic and local funds. However, steps are now taken to target ERDF and other EU funds for the second development phase.