



USEACT NETWORK



VILADECANS CITY COUNCIL (SP) TRANSFORMATION OF THE INDUSTRIAL ZONE “CENTRE”

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USEACT PROJECT FRAMEWORK

FOREWORD:

The themes of protection of empty land and the reuse and re-functionalization of inner urban areas are among the European key strategies for the cities' sustainable development and their growth.

Particularly, the link between land consumption and models for land-use management both in cities and in metropolitan areas, with special attention to the Urban Growth Management, started becoming a high matter.

THE CHALLENGES AND AIMS OF USEACT

In this context the USEAct project aims at exploring the urban development interventions and new or improved settlement opportunities for people and businesses, taking up residence in existing locations without consumption of further land. Each partner is engaged to develop integrated action plans focused on reducing land consumption, to allow at the same time, a sustainable urban change through a better reuse of inner urban areas.

THEMES

The thematic pillar of the project is: how to link Urban Growth Management Planning Tools and incentives/ procedures/ partnerships to implement good interventions in urban areas.

PARTNERSHIP

Lead Partner: Municipality of Naples (Italy)

Partners: Baia Mare Metropolitan Area Association (Romania) , Municipality of Barakaldo (Spain) , Buckinghamshire Business First (UK), Municipality of Dublin (Ireland) , Municipality of Nitra (Slovak Republic) , Østfold County (Norway) , Riga Planning Region (Latvia) , Municipality of Trieste (Italy) , Municipality of Viladecans (Spain). *Observer Partner:* Istanbul BIMTA^a (Turkey)



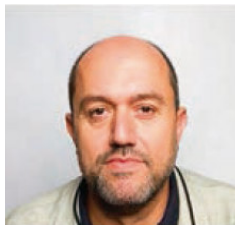
VILADECANS CITY COUNCIL (SP)

TRANSFORMATION OF THE INDUSTRIAL ZONE “CENTRE”

KEY WORDS

SMART CITY CENTRE RENEWAL, URBAN GROWTH HACKERS, MIXED USES, FOSTERING COMPETITIVENESS (RIS3), ZERO ENERGY DISTRICT

PROJECT COORDINATION TEAM



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SECTION 1# LAP target and general context

GENERAL STRATEGIC TARGET OF THE LAP (“MISSION”)

To lead and guide the transformation of the “Centre” industrial zone to turn it to a Zero Energy District with a high level economic activity located within the new City Centre boundaries.



THE CONTEXT/ SETTING AND CHALLENGES

The changes in the economic situation have affected the City physical structure resulting in the obsolescence of functional production areas.

The city would like to focus on such areas, such as the so called “Centre” industrial zone, with high potential due to their accessibility and location (proximity to the city centre). A key issue is to find an effective link with the regional planning tools, so that the targeted areas can acquire a pertinent role at metropolitan level.



The situation of the area of consideration of LAP in the urban environment

Some other problems to highlight are:

- Unemployment: the rate is quite high. Policies and measures to reactivate the job market, such as the stimulation of the productive activities in the area, are one of the objectives of the municipality.
- Mobility networks in relation to the building infrastructure: the relationship between traffic networks and the building infrastructure does not correspond to contemporary needs: public transportation should be developed to reduce congestion at a local level and interventions on street spaces should be implemented.
- Energy efficiency: working on existing buildings and service networks could improve the efficiency of Viladecans in terms of reduced carbon emissions and discourage energy consumption in the building infrastructure, which is relatively high (40%) at the moment. Fiscal tools and legal frameworks are needed to encourage such an approach.

The challenges that Viladecans is currently facing are:

- Need to redefine the inner-city interventions and the re-use of the inner city land under a regional approach;
- Need to combine the protection of natural environments and open spaces with manufacturing and business needs, to relieve current problems such as unemployment;
- Need to increase investment in technological research and innovation, in terms of high quality education and business opportunities, in order to keep existing entrepreneurs in the territory and become a catalyst for new business activities.

The main strategies for the LAP:

- To combine a holistic and multifactorial approach to incorporate the different needs of the area for its transformation;
- To mediate between the specific needs of local stakeholders and the general needs of the city in order to reach a consensus;
- Establish a reflected upon core for the creation of a new city CENTRE in response to socio-geographic influences on this part of the city.



In red are indicated unused plots, currently around 30%

INTEGRATION OF THE USEACT LAP WITHIN THE LOCAL STRATEGY AND “ACTION PIPELINE”

The issue of the need to transform the Centre sector has long been detected among both stakeholders and the government team and municipal services.

The development of new areas of economic activity, close to that area, has precipitated the need to address in a comprehensive manner its renewal. This need has coincided time wise with the URBACT call and the articulation of USEAct Network, whose general objectives are fully compatible.

Several future sectoral interventions have been defined by means of various approaches and tools during the last few years. The main difference of these interventions with the LAP is that this is addressed in a holistic approach with the instruments of participatory planning (ULSG) and the URBACT methodologies.

The main sectoral interventions are included in the next table:

ACTION/ PROJECT	TARGETS	PERIOD(S)	SUBJECTS/ AUTHORITIES IN CHARGE OF and Partnerships	FUNDS/ RESOURCES ALLOCATED	STATE OF DEVELOPMENT
<i>Master Plan “La Vileta”</i>	<i>Urban refurbishment of the northern part Centre Ind. area</i>	<i>2004-2007</i>	<i>Ajuntament de Viladecans</i>	<i>Private Investment</i>	<i>Not developed (crisis stopped)</i>
<i>Urban renovation works for “Ctra de la Vila” axis and new access</i>	<i>Improve accessibility and mobility to the area</i>	<i>2008-2009 2013-2014</i>	<i>Ajuntament de Viladecans Ca n’Alemany Consortium</i>	<i>Public Investment Public-private investment</i>	<i>Done</i>

<i>from highway bridge</i>					
<i>Plan to improve mobility in ind. Areas “CENTRE” and “Can Calderon”</i>	<i>Sort out vehicle and goods traffic</i>	<i>2011-2013</i>	<i>Ajuntament de Viladecans</i>	<i>Public Investment</i>	<i>Partially developed</i>
<i>Urban mobility plan for Viladecans</i>	<i>Generic rules for all the city</i>	<i>2014-2020</i>	<i>Metropolitan Transportation Authority Ajuntament de Viladecans</i>	<i>Public Investment</i>	<i>First period</i>
<i>Sewer Master Plan for Viladecans</i>	<i>Planning sewage and storm water</i>	<i>2013 -2020</i>	<i>Ajuntament de Viladecans AGBAR</i>	<i>Public-private investment</i>	<i>First period</i>
<i>Action Plan for Climate Change Mitigation in Viladecans</i>	<i>Further SEAP – Mayor’s covenant</i>	<i>2014-</i>	<i>Ajuntament de Viladecans</i>	<i>Public-private investment</i>	<i>In drafting</i>

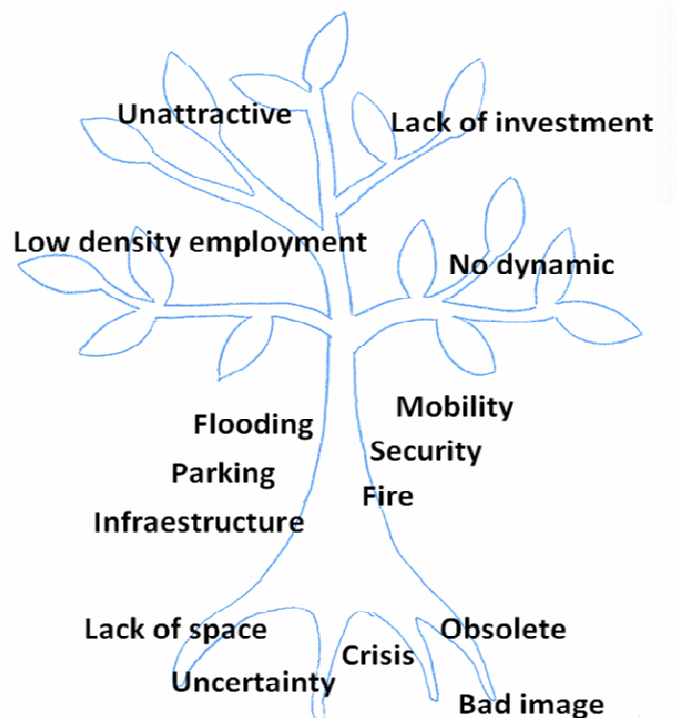
The image displays ten hand-drawn diagrams arranged in two rows of five. Each diagram features a simple tree outline on a grey background. The diagrams are titled 'PROJECT OBJECT' and 'VISION' and contain handwritten notes on various colored sticky notes (yellow, green, blue, orange). The diagrams are organized as follows:

- Top Row:**
 - Diagram 1 (Logística):** Notes include 'Esquema que mostra característiques de recursos en poder de la gestió', 'Disponibilitat dels recursos', 'Problemes i oportunitats', and 'Anàlisi d'impacte'.
 - Diagram 2 (Sistemes d'informació):** Notes include 'Sistemes d'informació', 'Problemes i oportunitats', and 'Anàlisi d'impacte'.
 - Diagram 3 (Oportunitat):** Notes include 'Oportunitat', 'Problemes i oportunitats', and 'Anàlisi d'impacte'.
- Bottom Row:**
 - Diagram 4 (Activitats bàsiques):** Notes include 'Activitats bàsiques', 'Problemes i oportunitats', and 'Anàlisi d'impacte'.
 - Diagram 5 (AMB):** Notes include 'AMB', 'Problemes i oportunitats', and 'Anàlisi d'impacte'.
 - Diagram 6 (Espanya):** Notes include 'Espanya', 'Problemes i oportunitats', and 'Anàlisi d'impacte'.
 - Diagram 7 (Llibreries):** Notes include 'Llibreries', 'Problemes i oportunitats', and 'Anàlisi d'impacte'.

SECTION 2# LAP development

ANALYSIS OF CHALLENGES TO BE ADDRESSED BY THE LAP AND OPTIONS FOR SOLUTIONS

Through the various ULSG sessions, we have analyzed the main problems of the area. The participation of the various members of Local Support Group (entrepreneurs, investors, members of the City Council, etc.) allowed the incorporation of different perceptions, discussion and the reaching of a consensus on them. As usual, sometimes it was not easy to distinguish problems and opportunities, especially depending on the degree of affectation of each representative and their view on the subject.



. Problem Tree. USLG reflection on problems at "Centre" industrial Area.



ULSG. Working with "Dr. Bono's 6 hats". Viladecans. 20/02/2014.

LAP – CHALLENGES AND SOLUTION TABLE

For analysing issues and brainstorming possible solutions

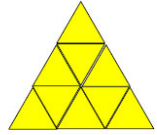
<i>Challenges</i>	<i>Solutions</i>
Exploit synergies arising from the development of new residential district and the construction of a large shopping centre.	Through the RIS3-Viladecans, mechanisms will be established to enhance the competitiveness and attractiveness of the area
Incorporating advanced management systems to modernize the industrial CENTRE area (smart city)	Infrastructure Plan will define the deployment of new networks and facilities needed, incorporating “smart concepts” related to the management and energy.
Need to "think globally" overcome the complex location and a mix of uses to improve the attractiveness and service to the city	Urban master plan will define new district structure incorporating new uses, building types and energy constraints.
By their status and their characteristics, the buildings will be adapted or changed, this will improve the energy sustainability of the district	Being defined as a nZero District

The methodology followed has led ULSG to pose a multilateral approach that has served to define not only the objectives but also their basic structure for the Viladecans' LAP.

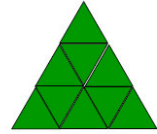
In one way it can be thought that this structuring has generated the shared perception of working in defining out own model. This model is displayed from the following images.

BUILDING OUR OWN MODEL (I)

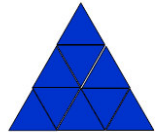
Step 1: Detecting MAIN ISSUES



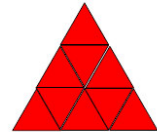
CITY



ENERGY



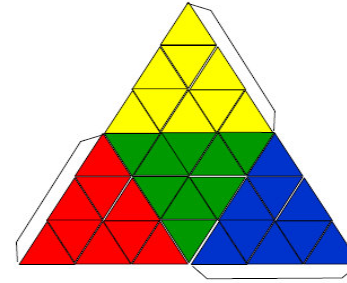
ECONOMY



INFRASTRUCTURE

BUILDING OUR OWN MODEL (II)

Step 2: Assembling INTERESTS



CITY

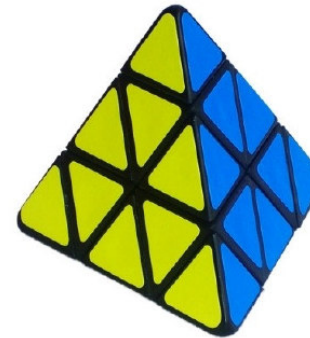
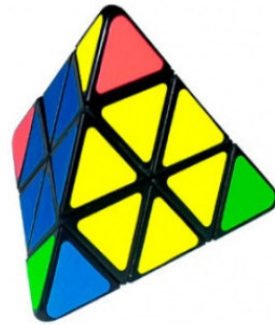
ENERGY

INFRASTRUCTURE

ECONOMY

BUILDING OUR OWN MODEL (III)

Step 3: Ordering PRIORITIES



PROPOSED NEW DISTRICT !!!

LAP GENERAL STRUCTURE: GOALS, OBJECTIVES, RESULTS, OUTPUTS AND MAIN ACTIONS

The LAP goals are:

- To stop the current process of degradation
- To start creating the vision for the transformation
- To create a climate of collaboration between stakeholders
- To agree on lines of work for the transformation
- To generate an enabling environment for PPP space to enhance the capacity to mobilize financing

The LAP expected final Outputs

- Document for Urban diagnosis and intervention proposals. (Objective 2) – (Finished – See Annex 1)
- Document for the Characterization of the manufacturing establishments and energy context of the “CENTRE” industrial sector. (Objective 4) - (Finished – See Annex 2)
- Preliminary document about first interventions in infrastructures. (Objective 1) – (To be further developed)
- Preliminary document about future competitiveness. (Objective 3) – (To be further developed)

PARTNER: VILADECANS CITY COUNCIL (SP)
TITLE OF LAP: TRANSFORMATION OF THE "CENTRE" INDUSTRIAL ZONE
GENERAL GOAL: INTEGRAL URBAN RENEWAL OF THIS AREA OF ECONOMIC ACTIVITY

**OBJECTIVE 1:
 RESOLUTION OF
 CURRENT
 INFRASTRUCTURE GAPS**

**OBJECTIVE 2:
 IMPROVEMENT OF
 URBAN INTEGRATION IN
 THE CITY**

**OBJECTIVE 3:
 CONFIGURATION OF
 FUTURE
 COMPETITIVENESS**

**OBJECTIVE 4:
 SETTING THE
 SUSTAINABILITY PROFILE**

- Action 1.1: Smart local water cycle system
- Action 1.2: Mobility Plan Area "Centre"
- Action 1.3: Infrastructure Plan
- Action 1.4: Operational Services Plan (Waste, security...)

- Action 2.1: Defining project governance and community engagement
- Action 2.2: Amend Metropolitan Master Plan (uses mix, prioritizing economic activity, new building rules...)
- Action 2.3: Coordination of the results from other LAP objectives

- Action 3.1: Common definition of specialization areas (RIS3)
- Action 3.2: Definition of the vision and approach of the "Economic Activity Project"
- Action 3.3: Preparation of the Plan for the transformation and innovative specialization

- Action 4.1: Characterization of current activities
- Action 4.2: Benchmark for good practices
- Action 4.3: Proposal for a near Zero Energy District performance

LAP ACTIONS LIST TABLES

PARTNER: **VILADECANS CITY COUNCIL (SP)**

TITLE OF THE LAP: **TRANSFORMATION OF THE “CENTRE” INDUSTRIAL ZONE**

OBJECTIVE 1: RESOLUTION OF CURRENT INFRASTRUCTURAL GAPS

ACTION 1.1: Smart local water cycle system

Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Outputs and corresponding Result Indicators	Resources
Through the implementation of the actions contained in the Plan of Sewage and Storm water it is intended to overcome the flooding problems of the area. Remote and management systems will be added. A network of reused water will be built (fire hydrants)	Ajuntament de Viladecans Private owners/ developers	4.645.525 €	EU Water Framework Directive Water Law of Catalonia	<ul style="list-style-type: none"> - Flooding prevention - Build new networks for sewage and flooding - Introducing reused water - Fire prevention 	<p>1-Financing secured (Potential funding already allocated)</p> <p>Urban renewal projects (PPP)</p> <p>2-Funding and programs that partners can apply for AMB Calls for municipal support</p>
Phase	B) In progress				
Timetable	An implementation period of eight years is foreseen with several stages				

ACTION 1.2: Mobility Plan Area "Centre"

Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources

In order to foster specialized economic activity and civic flows in this zone, it's necessary to have a special organization for mobility in this area	Ajuntament de Viladecans Private owners/ developers	Undetermined - cost of drafting the plan - cost of executing the plan	Law 9 /2003 mobility in Catalonia	- Hierarchical road network - Special measures coexistence of traffic	1-Financing secured (Potential funding already allocated) Urban renewal projects (PPP) 2-Funding and programs that partners can apply for
Phase	C) To be carried out				
Timetable	An implementation period of eight years is foreseen with several stages				
ACTION 1.3: Infrastructure Plan					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
According to the agreed urban transformation plan, the modernization of the infrastructure will necessarily entail the definition new services such as Fiber Optic, smart grid, H/C district (if needed)	Ajuntament de Viladecans Private owners/ developers	Undetermined - cost of drafting the plan - cost of executing the plan	Energy Performance of Buildings Directive Technical building code New local rules	- Introduced New services - GHG emission reduction	1-Financing secured (Potential funding already allocated) Urban renewal projects (PPP) 2-Funding and programs that partners can apply for AMB Calls for municipal support EU calls Horizon2020
Phase	C) To be carried out				

Timetable	An implementation period of four years				
ACTION 1.4: Operational Services Plan (Waste, security...)					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
Currently not organized as a common operation at the district level. It is necessary to provide the area with collective management instruments in a co-responsible way.	Ajuntament de Viladecans Private owners/ developers	Undetermined - cost of drafting the plan - cost of executing the plan	New local rules	- Waste cycle at district level - Fire detection at district level - Security services at district level	1-Financing secured (Potential funding already allocated) TBC 2-Funding and programs that partners can apply for
Phase	C) To be carried out				
Timetable	An implementation period of four years				

OBJECTIVE 2: IMPROVEMENT OF URBAN INTEGRATION IN THE CITY					
ACTION 2.1: Defining project governance and community engagement					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
In parallel to modification of planning instruments. It should generate consensus for further application. Deepening the relationship with entrepreneurs and	Ajuntament de Viladecans	TBC	-	- Creation of an association of entrepreneurs in the area - Creation of a commission to	1-Financing secured (Potential funding already allocated) TBC

owners to establish a common agenda.				implement the plan	2-Funding and programs that partners can apply for
Phase	C) To be carried out				
Timetable	An implementation period of eight years is foreseen with several stages				
ACTION 2.2: Amend Metropolitan Master Plan (uses mix, prioritizing economic activity, new building rules...)					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
The current planning rules are established by the Metropolitan Master Plan (1976). It will be necessary to amend that plan to introduce new aspects to transform the industrial area (mixed uses, new building rules, flexible economic activity...)	Ajuntament de Viladecans Generalitat Catalunya AMB	30.000 €	Regional Town planning Law	- New Master plan for this area.	1-Financing secured (Potential funding already allocated) <i>AMB Suport</i> 2-Funding and programs that partners can apply for
Phase	B) In progress				
Timetable	Will be approved next year 2016				
ACTION 2.3: Coordination of the results from other LAP objectives					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
Coordinating other inputs resulting from the actions of other objectives, so that they are included in the different phases of the transformation of the area	Ajuntament de Viladecans	<i>TBC</i>		- Integrated development with outputs from the different approaches - Number of actions integrated	1-Financing secured (Potential funding already allocated) <i>TBC</i>

(urban planning, urban works, ...)					2-Funding and programs that partners can apply for
Phase	C) To be carried out				
Timetable	In accordance with the differing and several stages				

OBJECTIVE 3: CONFIGURATION OF FUTURE COMPETITIVENESS

ACTION 3.1.: Common definition on specialization areas (RIS3)

Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
To attract new business ideas and investment methodology established at European level, RIS3 initiative will be applied. Encouraging the support of activities that provide a smart specialization according to RIS3 strategy of Baix Llobregat.	Ajuntament de Viladecans Consell Comarcal del Baix Llobregat AMB	TBC	- EU RIS3	- Definition of the strategic sectors of specialization	1-Financing secured (Potential funding already allocated) TBC 2-Funding and programs that partners can apply for
Phase	C) To be carried out				
Timetable	An implementation period of 1 year				

ACTION 3.2.: Definition of the vision and approach of the “Economic Activity Project”

Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
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To reverse the current situation of degradation of the industrial zone, it is necessary to come to a common new vision and joint strategy between the economic stakeholders of the industrial zone and the general interest of the city.	Ajuntament de Viladecans DIBA	20.000 €	-	- Economic Activity Project - Deeper relationship with active agents	1-Financing secured (Potential funding already allocated) DIBA Support 2-Funding and programs that partners can apply for
Phase	B) In progress				
Timetable	By the end 2015				
ACTION 3.3.: Preparation of the Plan for the transformation and innovative specialization					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
As a result of the Actions 3.1 and 3.2, the elaboration of a sectoral plan will be necessary.	Ajuntament de Viladecans Consell Comarcal del Baix Llobregat AMB	<i>TBC</i>	- EU RIS 3	- Sectoral Plan	1-Financing secured (Potential funding already allocated) TBC 2-Funding and programs that partners can apply for
Phase	A) Already carried out / B) In progress or C) To be carried out				
Timetable	An implementation period of two years				

OBJECTIVE 4: SETTING THE SUSTAINABILITY PROFILE

ACTION 4.1.: Characterization of current activities

Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
To carry out a study (survey and systematisation) to discover the current activities in the area in relation to some main issues: energy, garbage cycle, business future plans...	Ajuntament de Viladecans AMB	TBC	-	- Characterization Study - GIS Info	1-Financing secured (Potential funding already allocated) AMB Support 2-Funding and programs that partners can apply for
Phase	B) In progress				
Timetable	Will be finished in June 2015				
ACTION 4.2.: Benchmark for good practices					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
We need to know success stories or best practices that can serve as reference for improving our objectives, strategies and results.	Ajuntament de Viladecans	TBC	-	- Report compilation succeeded projects	1-Financing secured (Potential funding already allocated) TBC 2-Funding and programs that partners can apply for

Phase	C) To be carried out				
Timetable	Will be finished in June 2015				
ACTION 4.3: Proposal for a near Zero Energy District performance					
Title and brief description of the specific LAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
We need to know which requirements, technologies and management should be imposed on our environment so that it can become a ZED	Ajuntament de Viladecans	50.000 €	-	<ul style="list-style-type: none"> - Proposal ZED - Evaluate different stages/ situations 	<p>1-Financing secured (Potential funding already allocated) <i>Ajuntament de Viladecans</i></p> <p>2-Funding and programs that partners can apply for</p>
Phase	C) To be carried out				
Timetable	Will be available by the end 2015				



SECTION #3 LAP Implementation

ORGANIZATIONAL SOLUTIONS

Apart from the ULSG, Viladecans has arranged an internal working team to monitor and drive the ULSG work which is part of the LAP elaboration. This is a multidisciplinary working team composed by representatives from the City Council from different areas and with different technical, training and competence levels.

This group meets every three weeks on the same day of the week, at the same time in a municipal meeting room. It has set up a coordinator and a system of continuous work through computerized platforms of the municipal corporation, instant messaging (whatsapp) and sharing working (google drive).

Minutes with the main decisions are produced after each session and sent to all members. The subsequent session deals with those issues of the previous session which were not closed. Members are notified beforehand of the contents of the sessions so they can prepare for it in advance.

FUNDING

The construction of the new city centre which includes the transformation of the “CENTRE” industrial zone into a ZED, requires a very large investment during at least a 10 year period.

The different funding lines have been explored taking into account the owners and developers with interest in the field and their possibilities. It seems clear that the level of services, infrastructures and endowments that this transformation requires widely exceeds the resulting investment coming from the urban transformation itself; therefore different forms of co-financing (regional, national and European level) must be sought.

The smart, energy and environmental excellence configuration corresponds perfectly with European policies that have enabled current and future programs (Horizon 2020).

The economic activity content rose through the process of RIS3 identification, it is also in line with corporate policies of the EU, so possible lines of co-financing should be sought.



SECTION #4 LAP Impact Assessments

ANALYSIS OF THE LAP DEVELOPMENT PROCESS

<h2>Strengths</h2> <ul style="list-style-type: none">▪ <i>Political leadership</i>▪ <i>Awareness of the problem</i>▪ <i>Detection of needs</i>▪ <i>Infrastructure maturity model</i>	<h2>Weaknesses</h2> <ul style="list-style-type: none">▪ <i>Blurred Vision</i>▪ <i>Difficulty to define the transformation</i>▪ <i>Lack of financial resources</i>
<h2>Opportunities</h2> <ul style="list-style-type: none">▪ <i>Economic crisis</i>▪ <i>Collective sensibility</i>▪ <i>Development of surrounding</i>	<h2>Threats</h2> <ul style="list-style-type: none">▪ <i>Lack of funding</i>▪ <i>Administrative complexity</i>▪ <i>Global competitiveness</i>

It is easy to detect the needs of urban transformation in a declining urban environment. However, it is very complicated to take the lead to mobilize the different stakeholders, to harmonise points of view and to make the necessary resources available. This task requires a lot of effort, perseverance and flexibility.

The strategic location of this industrial zone (next to the current city centre) makes it necessary to come to an agreement between the owners and the citizens who use this space.

Therefore it is logical to have a SWOT as it is proposed to visualize the process of implementation of the LAP.

LAP RISK ASSESSMENT

Although the general conviction of the necessity of this transformation is evident both to the municipal corporation and local stakeholders, there is a first risk due to municipal elections next May 24, 2015.

Other difficulties are economic: the current economic stagnation may endanger the necessary investments both from public and private sectors.

There may also be some difficulty in terms of legal scope to accommodate the flexibility required by the market in relation to different vectors: environmental, investment, of economic activity, housing.

		PROBABILITY			
		Low	Medium	High	
IMPACT	High		LEGAL Difficulty to establish an advanced planning (ambitious vision) for the transformation that this referred to the existing regulatory framework, especially in coexistence of different uses.	FINANCIAL The current economic situation may lead to further decline of the area The maximum risk is in not being able to attract investments to implement the actions of the LAP	Probability <ul style="list-style-type: none"> High Greater than <70%> probability of occurrence Medium Between <30%> and <70%> probability of occurrence Low Below <30%> probability of occurrence Impact <ul style="list-style-type: none"> High Risk that has the potential to greatly impact project cost, project schedule or performance Medium Risk that has the potential to slightly impact project cost, project schedule or
	Medium		COLLECTIVE The necessary process of transformation requires the involvement of agents present and future. The collective cultural change poses a moderate risk influencing the different phases of the defined process to bring the objectives to fruition.		

	Low	TECHNICAL Difficulty to respond with suitable final level planning and new building types for the needs of the agents in the existing regulatory framework.			performance <ul style="list-style-type: none"> • Low Risk that has relatively little impact on cost, schedule or performance
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Risks that fall within the RED and YELLOW zones will have risk response planning which will include risk mitigation measures

MITIGATION

Financial:

Actively seek financial mechanisms for the development of LAP. The development of the objectives can devolve into initiatives that could be submitted to several EU funding programs. Collaboration with stakeholders to encourage PPP for the transformation of this area should be encouraged.

Legal:

The technical teams to develop plans and projects MUST have direct assistance from the expert legal counsel in matters that are rated as hazardous to implement the plan and maintain a proactive attitude to the proposed changes.





Collective

It might be necessary to create some sort of discussion platform with all those agents involved with a decision making capacity. It might also be interesting to create and appoint the position of district manager.

Technical:

Need to find examples of new projects with similar technical requirements and test the viability of its transposition to the specificities of our geographical environment.

LAP TARGET/BENEFICIARIES AND IMPACT ASSESSMENT

Subjects/categories affected by the LAP	Impact on the subject	Expected impact figures and indicators	Notes
 Economic actors	Foster the will to stay or invest in this area	% plots in use No. new activities No. new housing	
 Municipality	Improve the competitiveness of the city	No. new activities No. new housing	Remember also to extend the old district
 Citizens	Substantial improvement of the city centre	Increase non-motorized internal movements to this area No. movements	The civic itineraries will be improved as well as the mobility to/from the railway station
 Supra-local	Collaborate with our project to export to other similar spaces in the metropolitan area	No. areas studied New funding calls	

INNOVATION

Technical

We would like to highlight first the ambitious and innovative result on success the transformation of an urban environment in the process of degradation into a new city centre incorporating the most demanding environmental requirements, technological and urban habitat issues. We would also like to highlight the new working methodology developed between the municipal technicians from different departments to work on and tackle this transformation project.

Our LAP is not only aligned with the generic USEAct target not to consume more land, this transformation also promotes this area as new place of centrality and urban attraction as an extension of the old city centre.

Governance

As is logical, ambitious governance systems will be needed to achieve the greatest possible number of internal and external adhesions. Currently, we are working on the definition of the new instruments of governance. We are analyzing the usefulness of transposing instruments generated for the renovation of neighborhoods according to the determinants set out in the Law 2/2004, June 4th, neighborhood improvement, urban areas and towns that require special attention. A specific instrument will enable the municipal organization and form a monitoring committee with representation from all stakeholders.

In that sense, our LAP is a kind of a genuine thought about the city and its evolution as well as the most relevant aspects that we should take into account today to cope with the challenges of tomorrow.

In our country it is also crucial to rebuild the construction industry and to reorient it to the goals of urban renewal and rehabilitation of buildings, but in our case, not in a “vegetative way”.



SECTION #5 Stakeholders, partnerships, participation

MAIN STAKEHOLDERS

Below some of the most prominent stakeholders are identified, all of them outside the organization of the Viladecans City Council. The use of their identifying logotypes is subject to legal restrictions



Àrea Metropolitana de Barcelona.

This is the supra-local administration of reference in the municipalities around Barcelona. Currently they have competences in urban planning, transport and environment.

In their territorial area there are numerous territories with similar problems that the LAP addresses.

They have already activated a competitive call for co-financing on improving the sectors of economic activity in the process of degeneration.

For all these reasons, their contributions are of high value

www.amb.cat



Pacte Industrial de la Regió Metropolitana de Barcelona

Is an NGO formed by administrations, entrepreneur associations, unions, etc. to promote industrial development in the Metropolitan Region of Barcelona.

They bring the vision of the various sectors involved in the areas of economic activity: employers, workers, unions and sectoral and territorial governments.

www.pacteindustrial.org



Solvía Real Estate

This is a real estate company owned by some of the most important banks in Catalonia.

They are landowners in the field of study of LAP and have interest in collaborating in the definition of transformation and development. And they also can invest in the area.

They contribute to the vision of real estate feasibility of the transformation

www.solvía.es



Adequa Real Estate

This is another real estate company

They are also landowners in the field of study of LAP and have interest in collaborating in the definition of transformation and development.

adequare.es



Calbet Electrodomèstics.

This is an important regional chain of appliance stores (>40), family-based and with a close relationship with the city of Viladecans.

They have some warehouses in the field of study of the LAP. But beyond this fact, they are always very cooperative with the development of the city.

www.calbet.es



Grupo Sevica

This is a company specialised in the logistics of textile products for over 30 years. The company works with important textile companies worldwide.

The company has some premises in Viladecans due to its advantageous location (10 kms from the airport and 20 kms from the port).

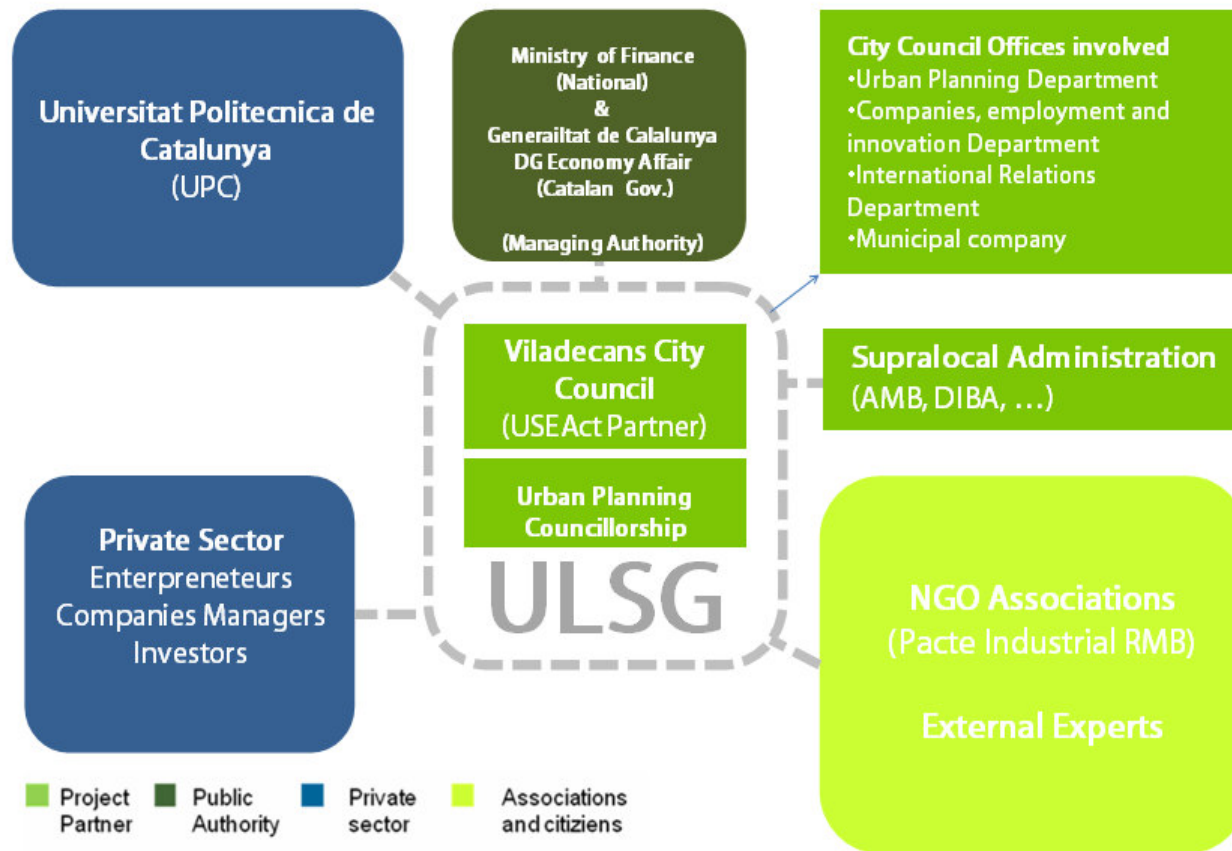
<http://www.grupsevica.com/>



Centrotécnica

An important company for the commercialisation and after sales service of machines and equipment for the plastic transformation industry.

ULSG MAP



THE PARTICIPATION PROCESS: LAP AS CO-PRODUCTION EXERCISE

Being the subject of LAP, the transformation of an industrial area, we have generated particular conditions in the organization and contents of USLG. The stakeholders involved were mostly people with a high level of responsibility in their companies, so their dairies were normally full. For this reason, it has been relatively difficult to organize plenary meetings with USLG.

It is also interesting to note that there isn't an association representing all the companies located in this industrial zone. They have a very low level of mutual communication and knowledge. Also they are very zealous about their company plans.

One of the successes of USLG has been helping to improve both the relationship between employers and the relationship of entrepreneurs with the municipal administration.



USLG Activities

Each session of USLG has been organized following the URBACT objectives and methodology with specific presentations.

- Constitution and explanation URBACT program, USEAct project and the scope of work of the LAP
- Work to define of problems. Elaboration of joint work problem tree
- Work to define objectives. Methodology 6 thinking hats
- Validation and development of lines of work for each objective
- Sessions of monographic work to develop the content of the various actions identified

It is important to comment on the usefulness of the training sessions at national level such as those of the Summer University for dynamization of USLG and the development of the LAP. Some members from USLG have also participated.

Dissemination activities

We have participated in several international meetings such as with the leaders of the Celsius Project - FP7- (Viladecans is a replication city and Goteborg the leader city) or the representatives from VTT Technical Research Centre of Finland. We have addressed issues related to the LAP concerning energy and sustainability.

We have also received support from various supra-local administrations (Area Metropolitana de Barcelona –AMB-, Diputació de Barcelona –DIBA-); this support has been used to supplement the needs that have emerged to develop the technical content area of the LAP. In all cases, participation in the URBACT program has been well received and has been helpful to get these other support.

At a local level, established systems of communication have been used: basically the municipal magazine (nearly 24,500 copies are sent to all homes in the city monthly) as well as the local television and the local website. The most important events of the project were outlined in the local communication media website.

ESTUDI EUROPEU

Viladecans va acollir el 27 i 28 de maig la primera trobada d'un grup de treball format per nou ciutats i regions europees

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UN GRUP DE TREBALL 'REPENSA' EL POLÍGON CENTRE

Un grup de 25 persones, entre les quals es troben inversors, empresaris i arquitectes locals, així com personal de l'Ajuntament, es va constituir al setembre (a la foto) per analitzar els usos i necessitats futures del Polígon Industrial del Centre i **potenciar la seva funcionalitat i atractiu**. La iniciativa forma part del programa de la Unió Europea URBACT, en el qual ciutats i regions impulsen un model d'urbanisme sostenible, que eviti ocupar més sòl, redueixi els costos de construcció i garanteixi un baix consum energètic als edificis.



Various publications in the municipal magazine



SECTION #6 Looking forward...

LESSONS LEARNT

In our case, participation in USEAct allowed us to create a different relationship between the stakeholders and the citizenships in general and the municipal administration as part of the project framework.

It's true that the novelty of the process perhaps has not had the desired participation because the local project has been focused on the interaction mainly with companies; the level of participation has been quite low, a fact that has conditioned the intensity of the dynamics of ULSG works.

However, knowledge of new tools and methodologies (method URBACT) has offered new possibilities to improve the processes of consensus on interventions in the city from now on.

Another positive aspect has been the creation of transversal platforms working between the different municipal departments for the same project; it's an approach still quite rare in the City Council's organization.

In the future we will work hard to improve the participative planning culture in our city, we want go further in this kind of processes of participatory habits.

WHAT ABOUT AFTER USEACT/URBACT?

The transformation of the "CENTRE" industrial zone as a near zero energy district to establish the new city CENTRE of Viladecans is perhaps the most important project in the municipality in the coming years.

The development of USEAct / URBACT has meant the right start for this ambitious process of urban renewal. In that sense the urban transformation will ensure not only that a possible brown-field is not created but also will generate the new and real city centre. It has served to organize and systematize the process of reflection in a consensual way with stakeholders. Through the LAP the following steps have been established and in some cases have opened possibilities to define and seek new development frameworks and financing.

It's especially important in this case because of the long term nature of the total transformation proposed, we must work with the mindset of a period of not less than 10 - 15 years, so the rigor and consensus in determining the problems, objectives and actions are crucial.

In a time of crisis it's relevant to look for new areas for hope and collective desire, and in this way contribute to reducing the post crisis period. That's why there is an appreciation and satisfaction in having taken the opportunity that this project has given to contribute to the process of definition of this local project.

WHICH RECOMMENDATIONS FOR URBACT III?

For the future of URBACT III it is important to maintain the enthusiasm and dedication of the secretariat. In addition, it would also be necessary to provide greater funding for projects to expand the activities and penetration in the various communities involved.

Anyway, the most important challenge is to find mechanisms to increase the participation and involvement of citizenship, extending this culture is neither easy nor immediate. Therefore, the objectives of URBACT should be in part more daily discourses and policies of all programs and agencies of the EU. Understanding how URBACT cities are the main link in the European construction is a concept that should be supported and spread forcefully, especially in times like these with the looming threat of current euro-skepticism.

Citizens should receive a clear message that their immediate surroundings, their town or city, shape the structuring of Europe and that is why their participation and commitment are essential.

ANNEXES

ANNEX 1:

Document “Urban diagnosis and intervention proposals”. (Supported by USEAct)

ANNEX 2:

Document “Characterization of the productive of the productive establishments and context energy of industrial sector Centre”. (Supported by Àrea Metropolitana de Barcelona)

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www.urbact.eu/useact

URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 500 cities, 29 countries, and 7,000 active participants. URBACT is jointly financed by ERDF and the Member States.

www.urbact.eu/useact



European Union
European Regional Development Fund

