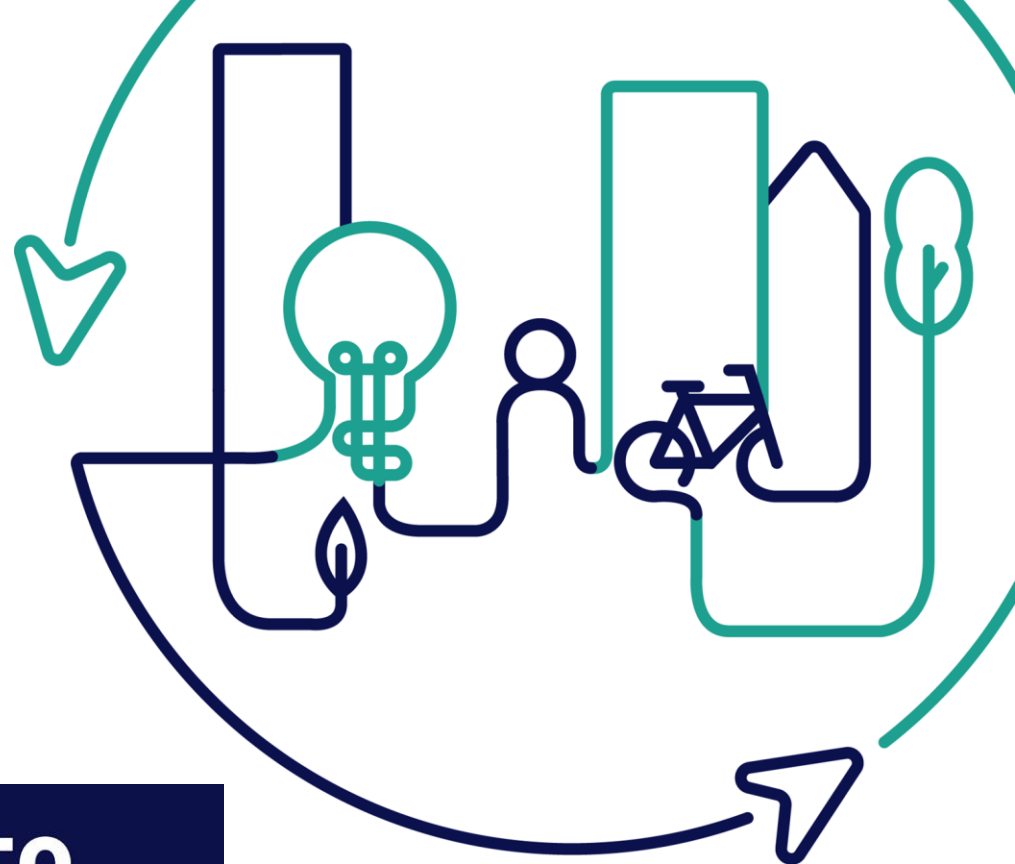


# EUROPEAN U R B A N INITIATIVE

## Integrated approaches to sustainable urban development

📅 4-5 July 2023 ⌚ 9:00am CEST 📍 Onsite - Ljubljana, Slovenia 🏠 Venue - Cankarjev Dom



Co-funded by  
the European Union

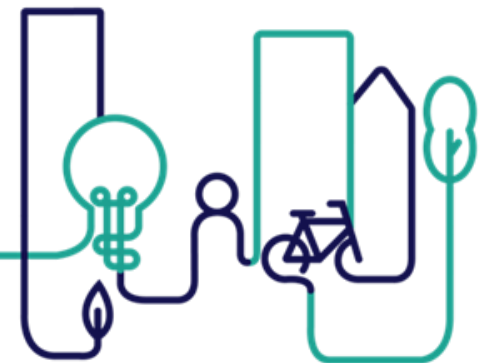
# Digital transition

The process of **adoption and implementation of digital technology** by an organisation in order to create new or modify existing products, services and operations.

Digitalisation strategies v Mainstreaming digitalisation

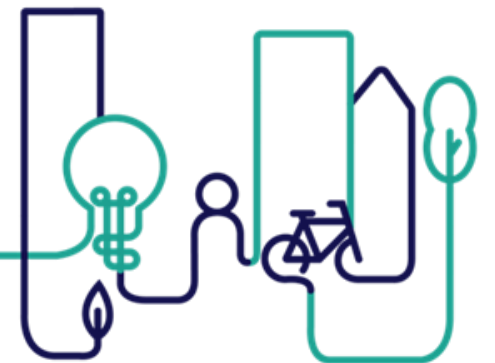
**Why?** To increase value through:

- innovation;
- improved customer experience; and/or
- increased efficiency.



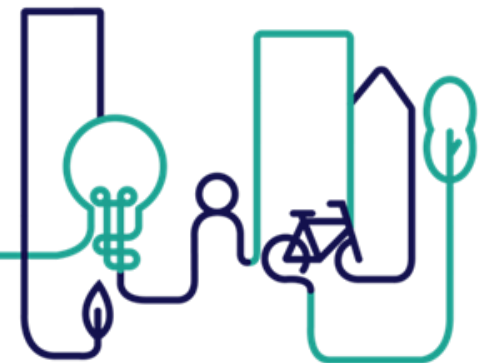
# Digital transition – UIA Projects

- **GAVIUS** – a virtual assistant in the local administration
- **VoxPop** – People, Processes & Technology towards the digital transformation of the urban mobility system of Lisbon
- **BRISE** – Vienna - Building Regulations Information for Submission Involvement
- **WESH** – We.Service.Heerlen
- **RUDI** – Rennes Urban Data Interface



# Digital transition – URBACT networks

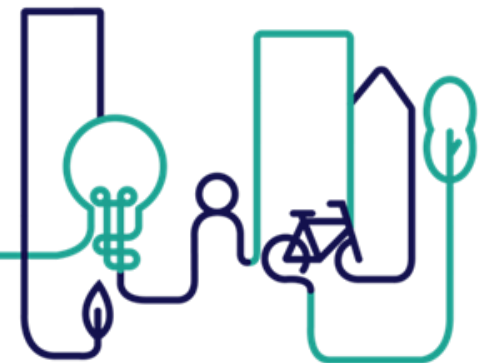
- **Digiplace** – how mid-sized cities can catch up on digitalisation opportunities.
- **TechTown** – how small and medium sized cities can maximise the job creation potential of the digital economy
- **Card4All** – implementation of innovative services and technologies through a Citizen Card System
  - Cross-cutting element across most URBACT networks



# Digital transition

## *Who is in the room?*

- Name
- City
- Role/function
- Interest in digitalisation



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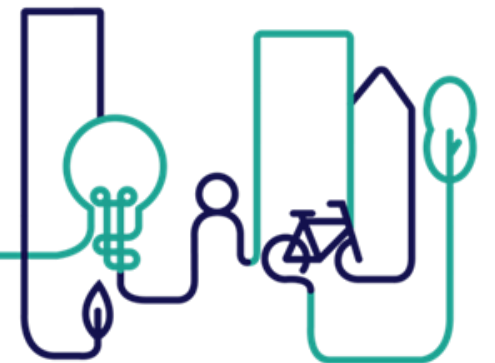
# Cross-sectoral approach

## *Defining a Cross-sectoral approach*

The cross-sectoral approach to urban strategies refers to the need to **overcome the ‘siloed’ structure** of sectorally divided functions which characterises public organisations, in order to tackle multi-dimensional challenges.

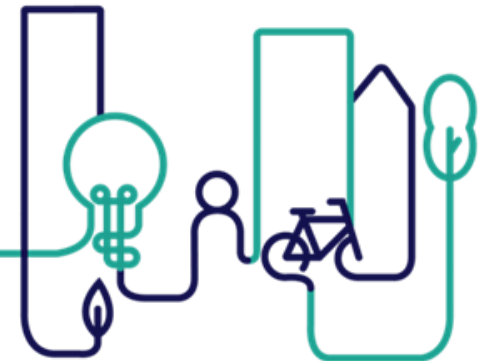
*JRC handbook*

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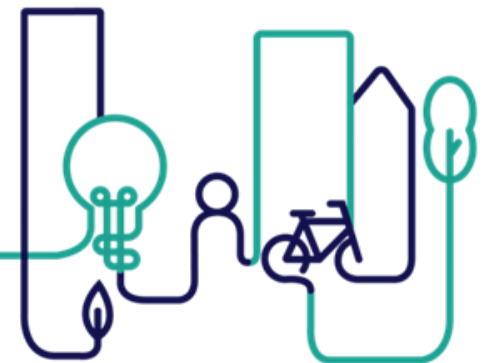
# Sectors – ‘silos’

- Urban planning
- Transport
- Education/Training
- Culture
- Health
- Jobs
- Entrepreneurship
- Energy
- Climate
- Waste management
- Tourism
- Poverty/Inclusion
- Internet/ICT
- Leisure
- Nature protection
- Clean air
- Migration
- Water
- R&D



# Sectors – ‘cross-cutting’

- Digitalisation
- Gender
- Disability
- Greening
- Youth
- Ageing
- Communications/PR
- Governance



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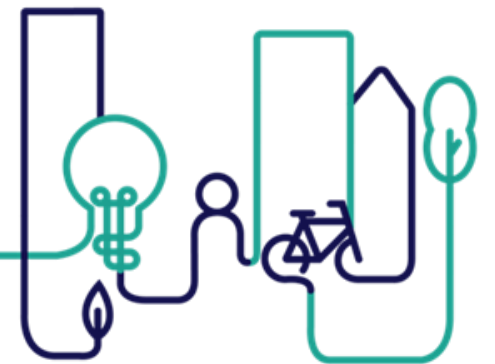


# *Sectoral integration example*

## *– UIA study*

### Lyon - Home Silk Road

- Housing
- Culture
- Heritage
- Social economy
- Waste
- Co-working spaces
- Business incubator



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# *Sectoral integration example*

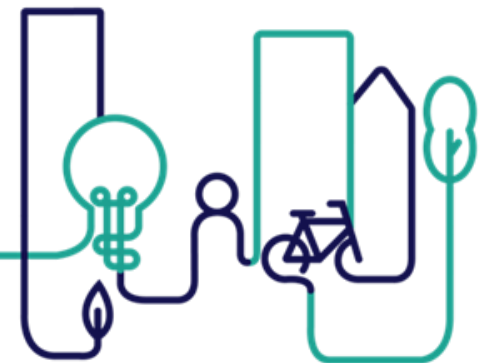
## *– URBACT IAP Study*

### **Trikala - DigiPlace**

- Digital infrastructure
- eHealth
- Energy & environment
- Mobility
- Education
- Entrepreneurship
- Governance

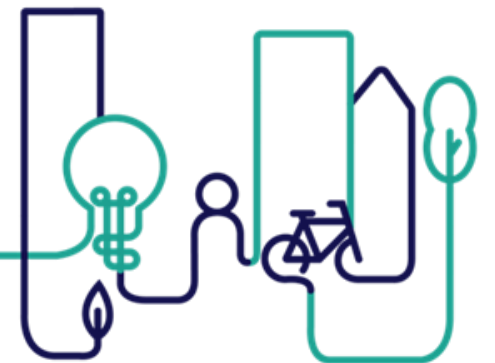


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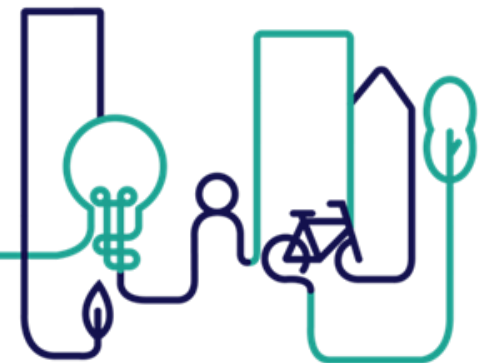
# Why cross-sectoral?

- Cohesion between policy aims
- Meeting diverse needs
- Avoiding policy conflict
- Synergies
- Efficiency
- Alignment in priorities & timeframes



# Barriers to cross-sectoral?

- Coordination challenges
- Siloed expertise
- Siloed funding
- Political will/urgency
- Time!



# Multi-level governance and partnerships

Every governmental level – local, regional, metropolitan, national, European and global – has a specific responsibility for the future of our cities based on the principles of subsidiarity and proportionality.

**Complex challenges should be jointly tackled by all levels of urban and spatial policy. This requires the cooperation of all societal actors, including civil society and the private sector.**

As recommended by the Pact of Amsterdam and the New Urban Agenda, vertical and horizontal multi-level and multi-stakeholder cooperation, both bottom-up and top-down, is key to good urban governance.

*The New Leipzig Charter*

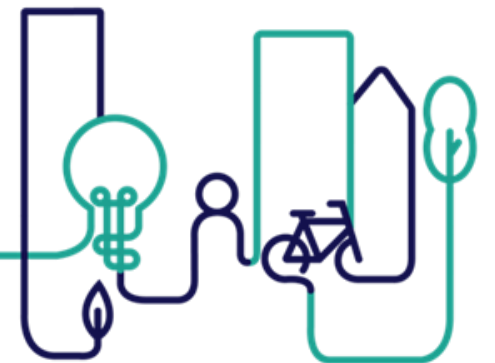
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# Multi-level – European, national, regional, metropolitan, city, neighbourhood

## *Why?*

- Strategy coherence
- Policy coherence
- Funding
- Other forms of support/promotion
- Spatial dimension

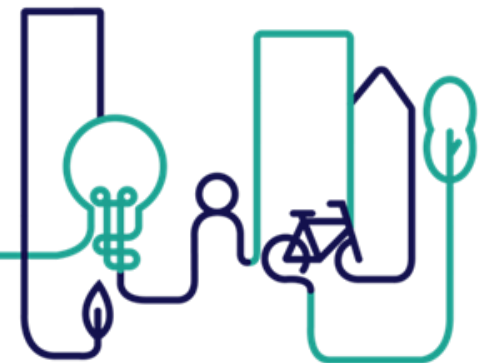


# Multi-stakeholder – quadruple helix

**Public - Private - Research - Civil society**

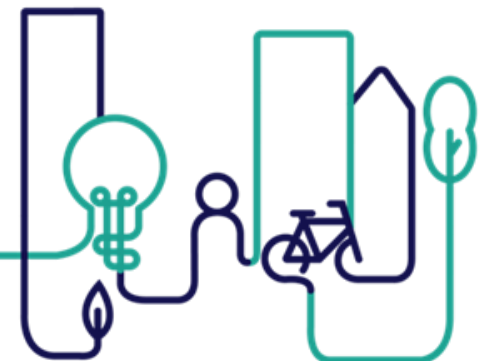
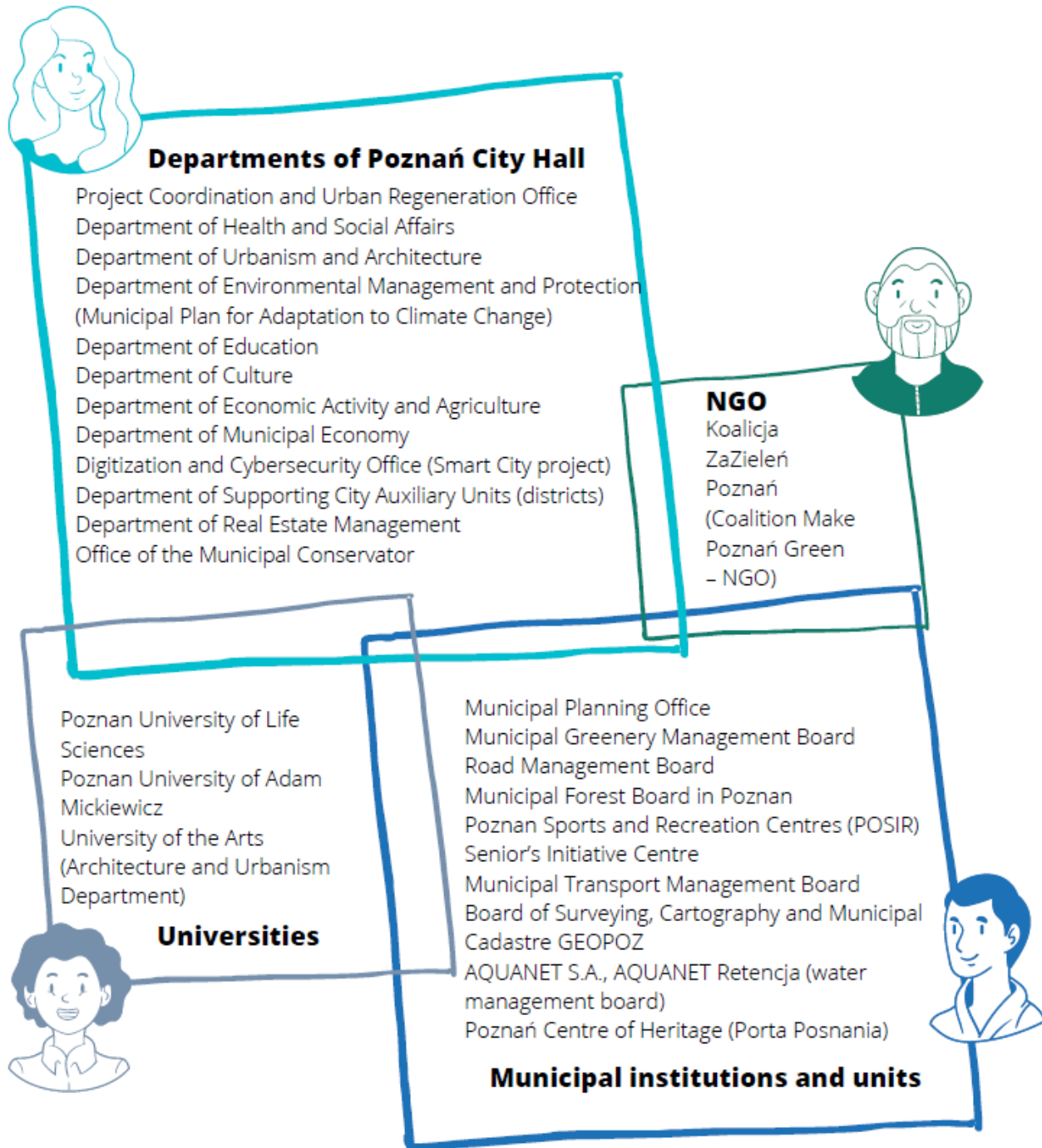
## *Why?*

- Sectoral integration
- Balance competing needs
- More inclusive
- Range of expertise



# Partnership example – *URBACT IAP Study*

## *Poznan – Health&GreenSpace*



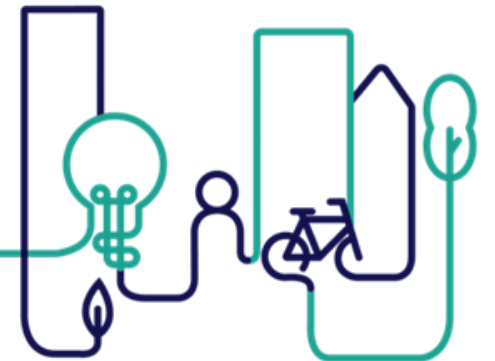


# Partnership example – UIA study

## Lyon - Home Silk Road

### Key partners:

- Led by **Lyon Metropole** – coordinating role to bring together partners in housing, culture, social services...
- working with the **Villeurbanne Municipality** – organising temporary use and creating economic programme for the area
- **GIE La Ville Autrement** - was looking for a site to build a new emergency shelter
- **CCO-Villeurbanne** was seeking a new location and a bigger concert hall



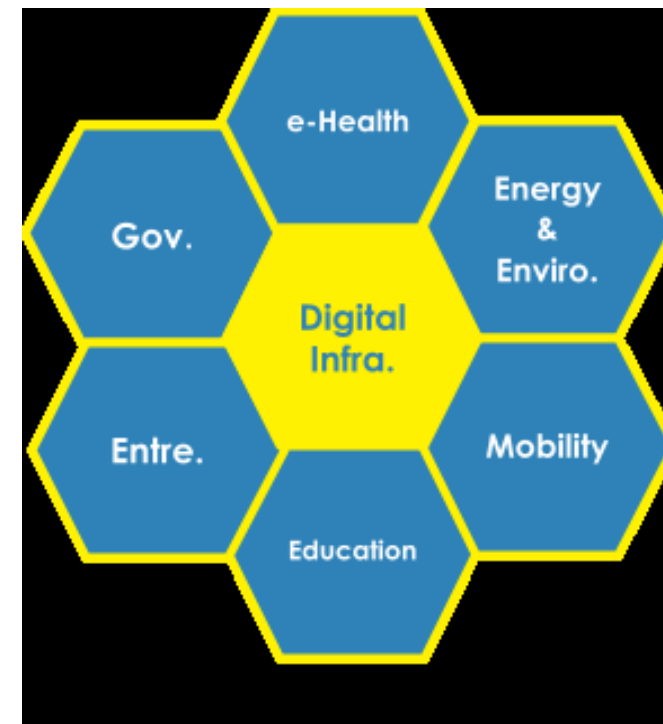
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# Partnership example – *URBACT IAP Study*

## Trikala - DigiPlace

### Core partners

- The Municipality of Trikala (Mayor and special advisors)
- GiSeMi HUB
- The Technical Services Directorate of the Municipality,
- The Municipal Smart City Department



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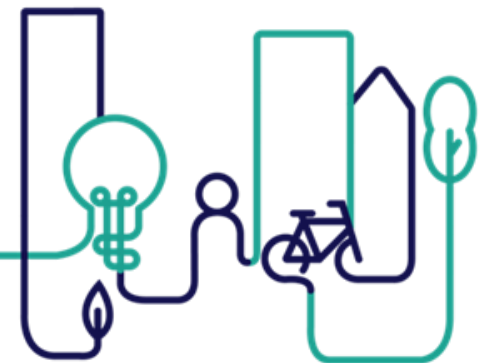


# *Partnership example – URBACT IAP Study*

**Trikala - DigiPlace**

## **Key additional partners**

- Institute of Communication and Computer Systems (National Technical University of Athens)
- Department of Electrical and Computer Engineering of the University of Thessaly
- Vodafone s.a.
- Cisco
- Chamber of Commerce of Trikala
- Technical Chamber of Commerce-Branch of Thessaly
- Institute of Entrepreneurship Development
- Protergia s.a.



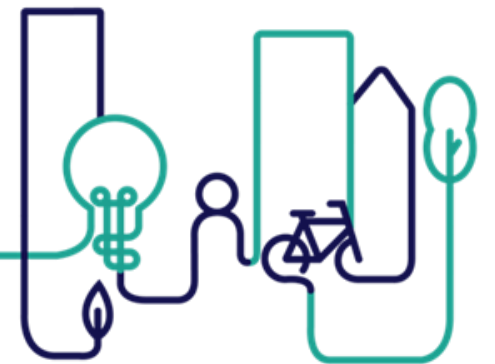
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# Partnership structure example – UIA study

## Lyon - Home Silk Road

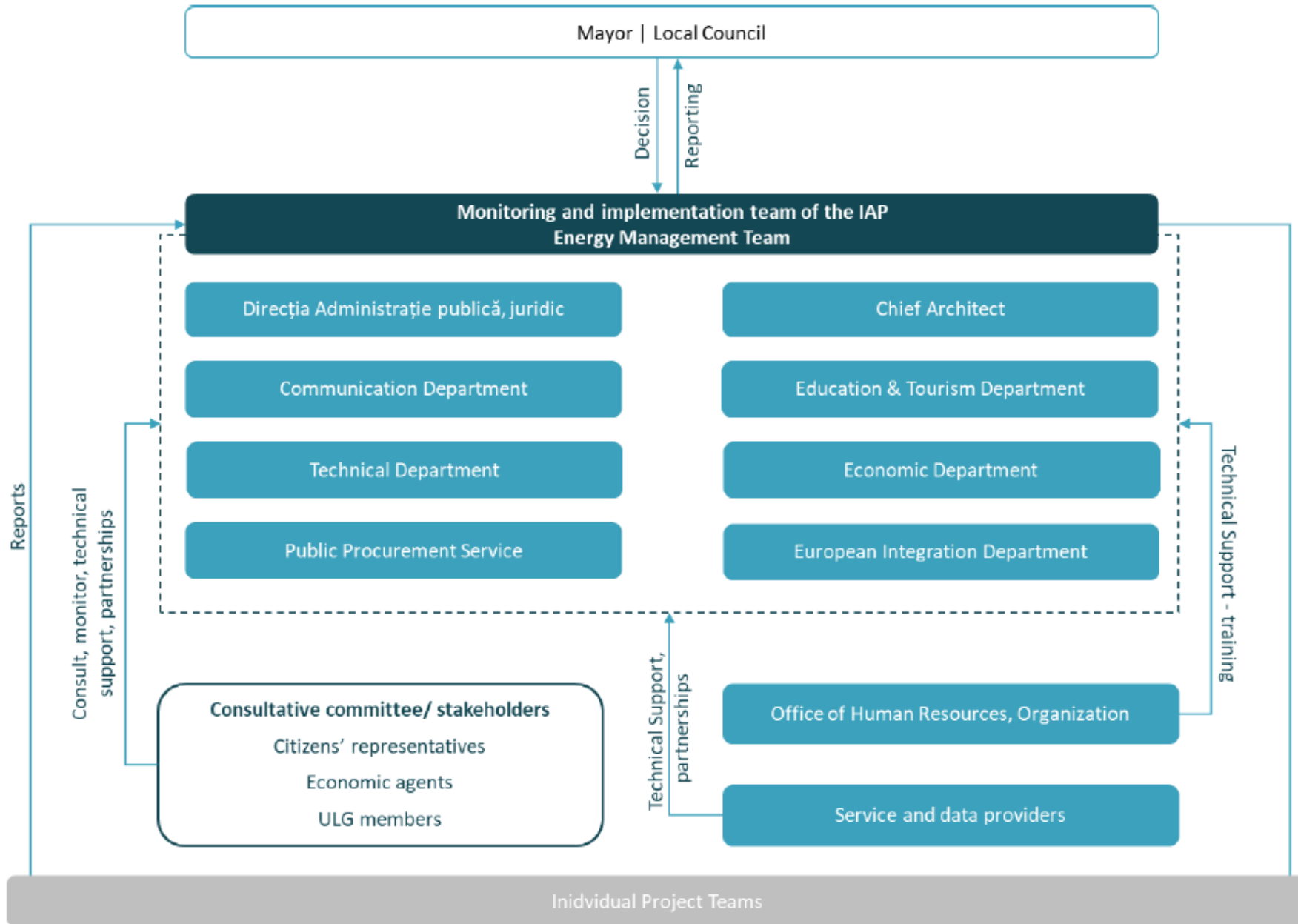
Transparent governance structure created:  
“**Societe par Actions Simplifiee**” - an umbrella organisation to bring together all partners except for the public administrations

Develop an integrated worksite taking advantage of the residents and users consultations as part of a **participatory process** to prepare the integration of the definitive housing solution on the site.

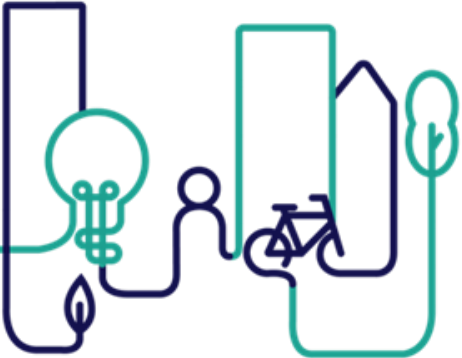
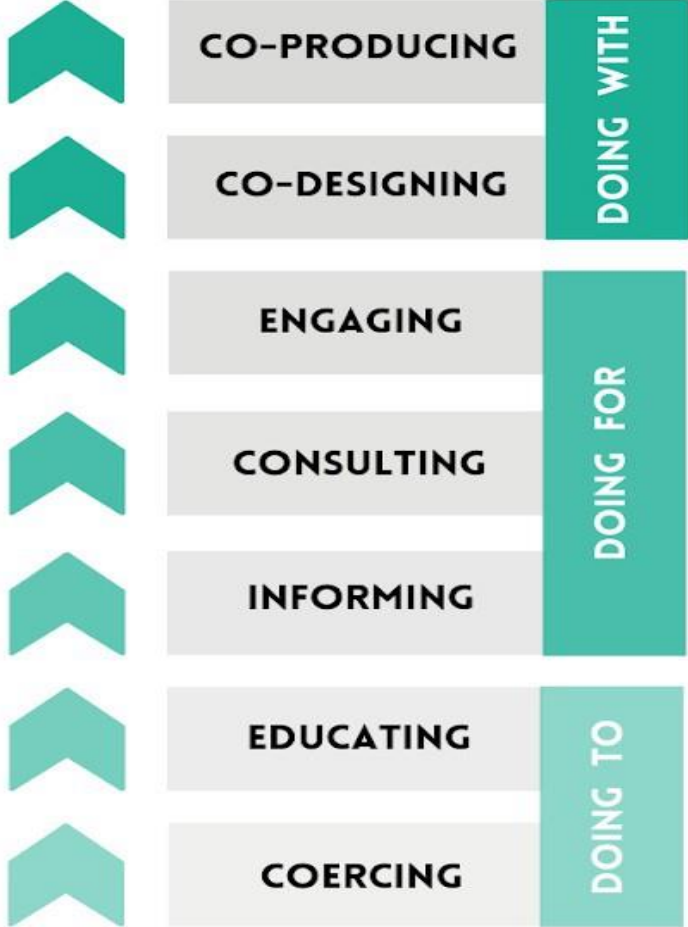


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# Partnership structure example – URBACT study - Bistrita (ZeroCarbonCities)



# Partnership principles



# Governance through partnership – making it happen

1

## **Building on a specific momentum to bring partners together towards a shared goal**

This might be a former EU project (like URBACT) or a large scale event (like a European Capital of Culture season) or an earlier funding application where local networks and logics of cooperation have been created. The most powerful UIA projects build on already existing partnerships.

2

## **Building on earlier initiatives, practices and visions**

Mapping and assembling existing initiatives in an area allows for building on earlier visions and can help to create long-term strategies. The most successful UIA projects are not created by external consultants but build on visions developed locally.

3

## **Working in new organisational interfaces for cooperation**

New structures, umbrella organisations or governance mechanisms act as organisational interfaces between municipality, civil society and private partners, allowing for more horizontal cooperation and co-governance processes during implementation. The most inclusive UIA projects don't operate fully inside municipalities but in a semi-detached organisational space.



# Place-based approach

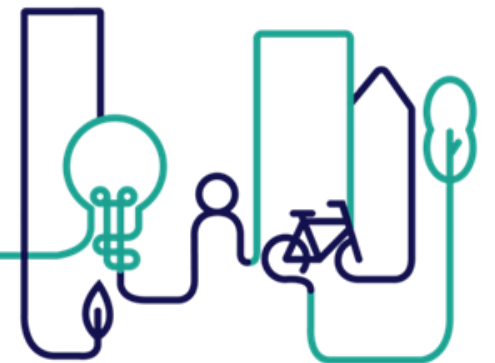
## *Defining our topic*

**Places should be regarded as reference points** for an integrated horizontal and vertical approach.

Urban strategies and urban funding instruments should be based on **sound analysis of the specific local situation**, especially potential benefits and risks, stakeholders and restrictions, while following place-based development.

Appropriate formal and informal instruments should cover all spatial levels, from neighbourhoods to local authorities and wider functional areas including the metropolitan level.

*The New Leipzig Charter*





# Place-based examples

**URBACT networks at different scales:**

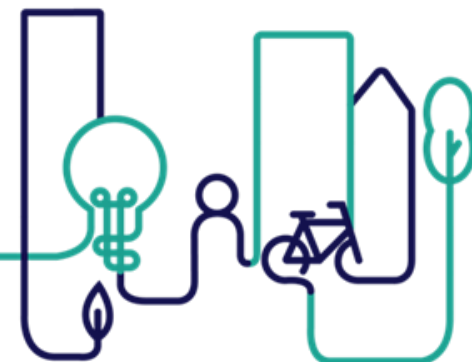
**MAPS** – Local

**CityCentreDoctor** - Local

**RiConnect** – Metropolitan

**Sub-Urban** – City + neighbouring municipalities

**AGRI-URBAN** – City + surrounding rural areas



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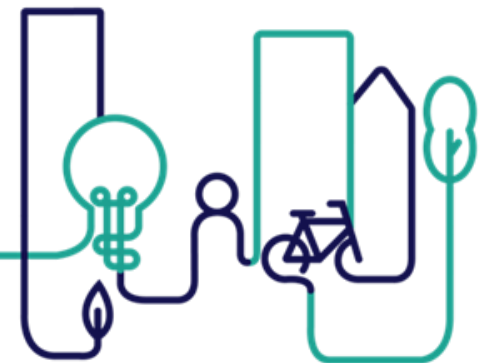
# Reflections from the site visits

**Place-based aspects**

**Cross-sectoral dimensions**

**Partnerships**

Discussion



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# Participation and co-creation

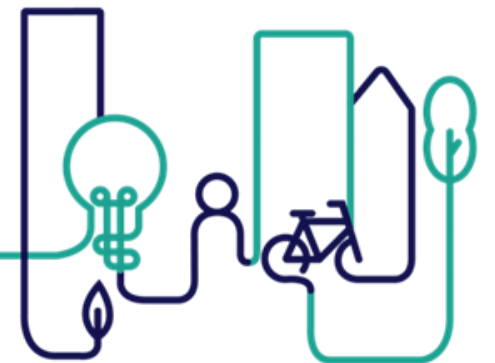
## *Defining our topic*

**Public participation** is central to the successful delivery of a high quality built environment.

The **integrated approach** requires the involvement of the general public as well as social, economic and other stakeholders in order to consider their concerns and knowledge.

Public participation in urban development processes should engage all urban actors, which also strengthens local democracy. Wherever possible, **citizens should have a say in processes that impact their daily lives.**

*The New Leipzig Charter*

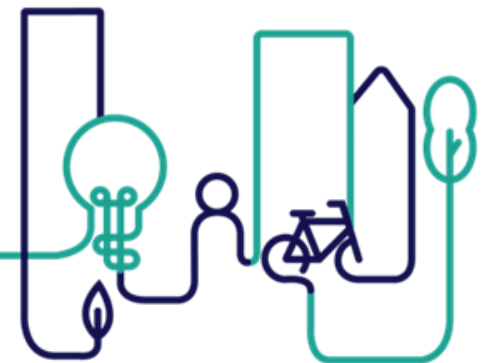


# Participation and co-creation

**New forms of participation should be encouraged and improved, including co-creation and co-design** in cooperation with inhabitants, civil society networks, community organisations and private enterprises.

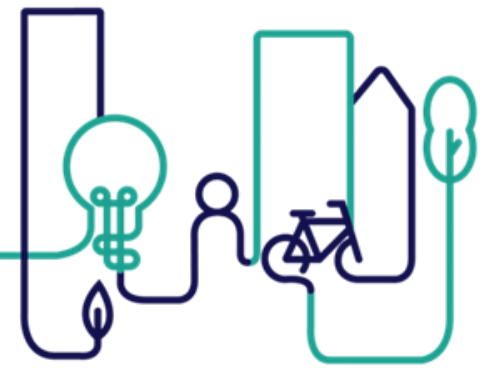
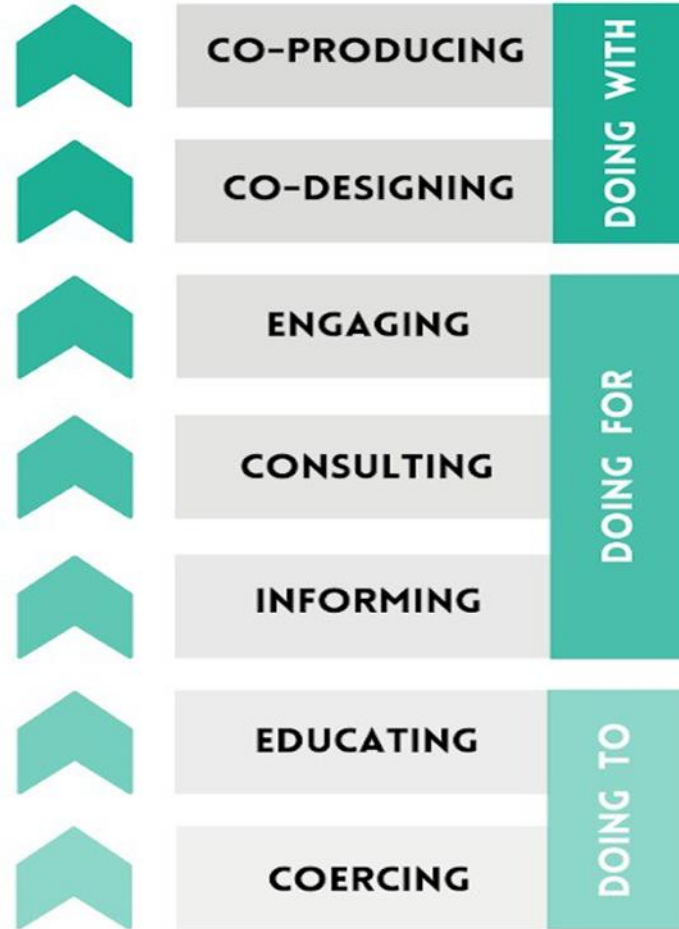
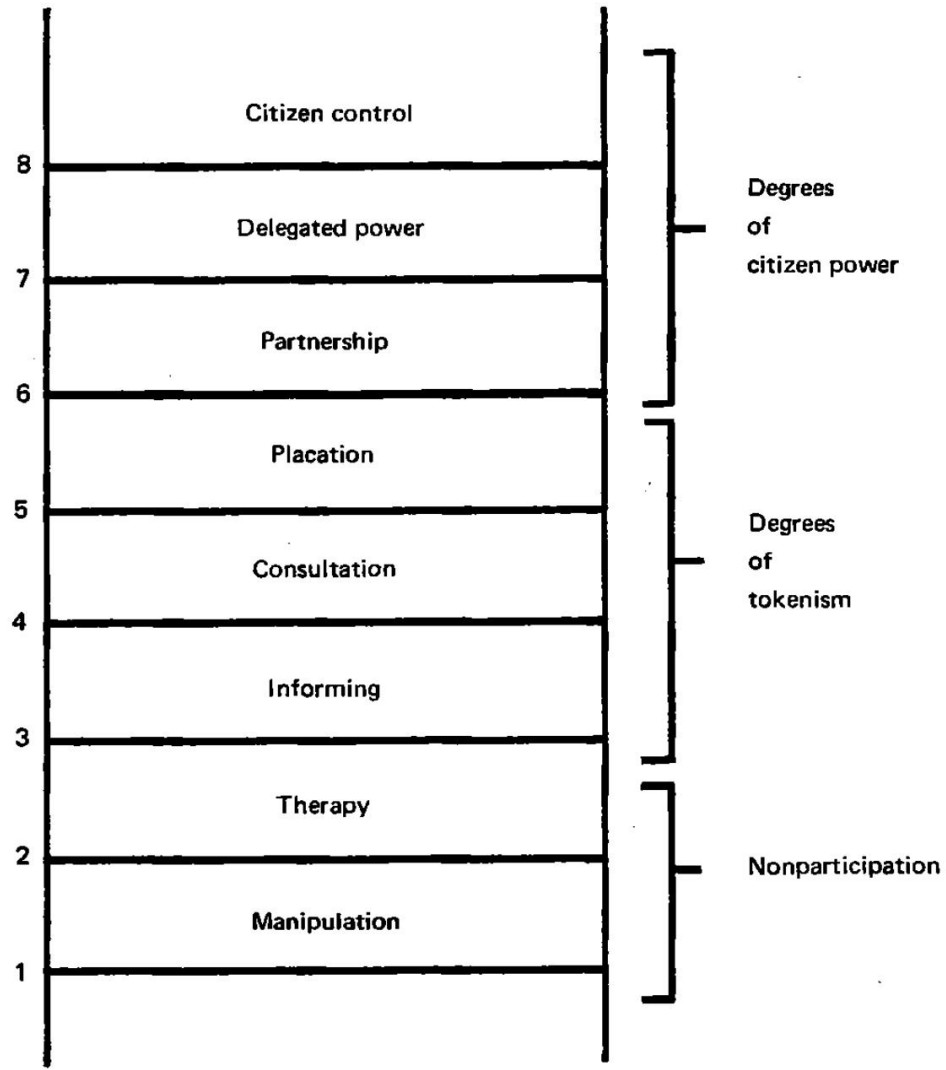
**Experimenting with new forms of participation** can help cities manage conflicting interests, share responsibilities and find innovative solutions while also reshaping and maintaining urban spaces and forming new alliances to create integrated city spaces.

*The New Leipzig Charter*



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# Models of participation



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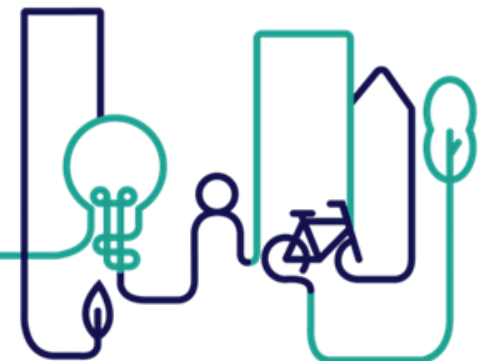
# Reflections from participant cities

**When are different forms of participation appropriate?**

**Barriers to citizen empowerment?**

**Examples of different forms of participation**

- **Surveys**
- **Meetings**
- **Participatory budgets**
- **CLLD**
- **.....**





# Participation game