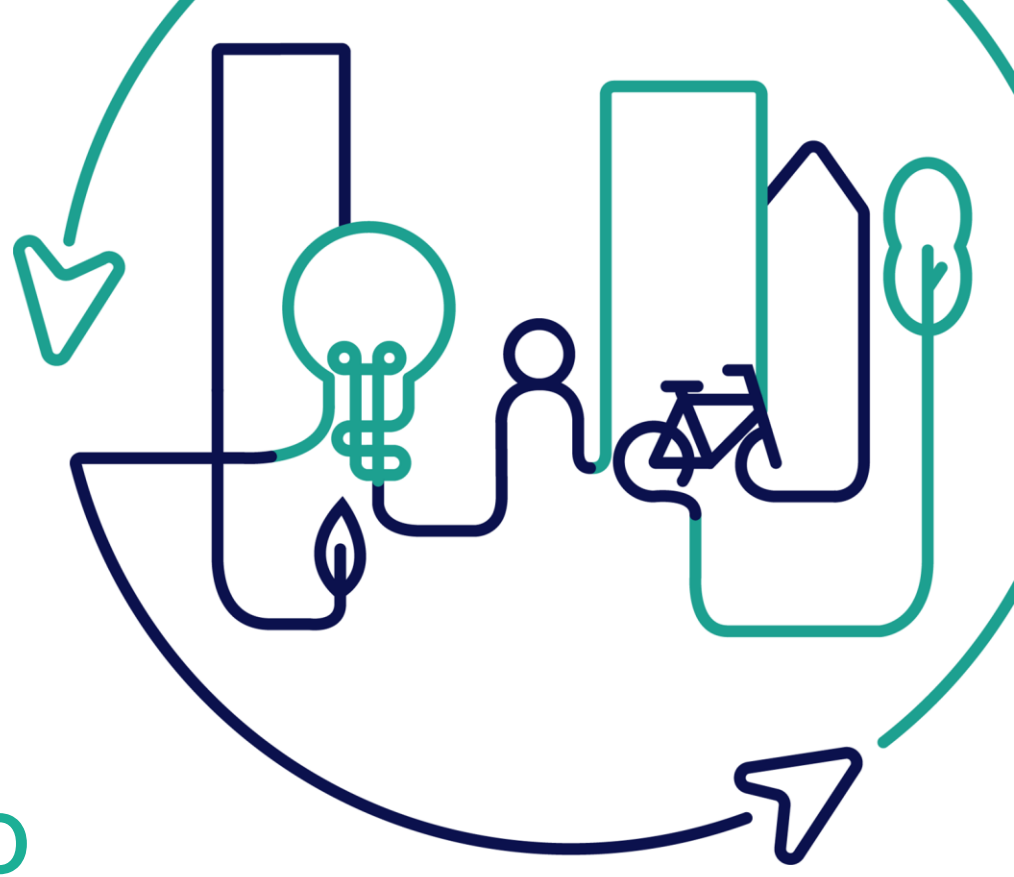
EUROPEAN URBAN INITIATIVE



Integrated approaches to Sustainable Urban Development

4 – 5 July 2023, Ljubljana, Slovenia

Co-funded by the European Union

EUTROPIAN
Research & Action

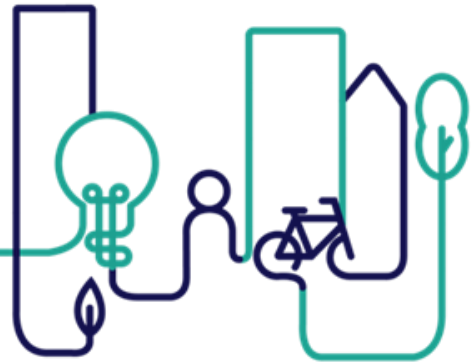
eutropian projects consultancy viewing room news

Just us

We're researchers, urban policy experts, citizen initiative advocates, specialists in urban regeneration, cultural development, community participation, local economic and policy development and social innovation... But more importantly... We're a group of diverse individuals coming from a variety of backgrounds... And we're passionate about a major and all-important topic: just cities.

Just cities

Advocacy, research, policy, development and communication support



4-5 July 2023, Ljubljana

Integrated approaches to SUD

01.

Place-based approaches

This chapter explores a selection of UIA projects from the point of view of the place-based approach.

Learn more

02.

Multi-stakeholder and multi-level governance

This chapter explores a selection of UIA projects from the viewpoint of multi-stakeholder and multi-level governance.

Learn more

03.

Participative approach

Starting from outlining what concepts such as “co-creation” and “quadruple helix” signal for policy makers and practitioners, the chapter then examines evidence from relevant UIA projects among the twelve case studies.

Learn more

04.

Cross-sectoral approach: linking to city strategies

The chapter identifies the role of a cross-sectoral approach in the co-design and implementation of innovative projects for integrated territorial development in European cities.

05.

Evaluating integrated approaches

This chapter describes how evaluation can render insights into projects in relation to integrated territorial development.

Learn more

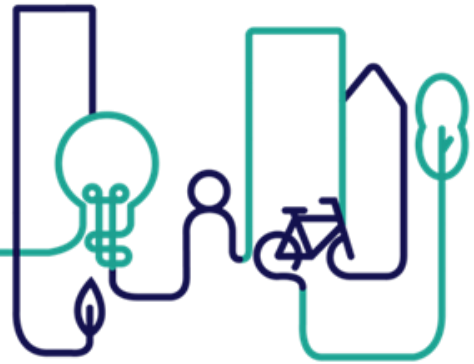
06.

Sustaining and scaling-up

Sustaining and scaling up are ways in which cities can leave a legacy from their project.

Learn more

https://uia-initiative.eu/en/operational-challenges/integrated-development-action



Integrated approaches to SUD

Birmingham - USE-IT!

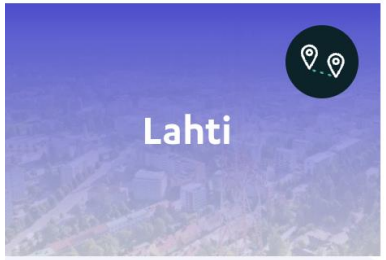
Birmingham, United Kingdom
Urban poverty

Cluj-Napoca - Cluj Future of Work

Cluj-Napoca, Romania
Jobs and skills in the local economy

Viladecans - VILAWATT

Viladecans, Spain
Energy Transition



Lahti - CITICAP

Lahti, Finland
Urban mobility

Ljubljana - APPLAUSE

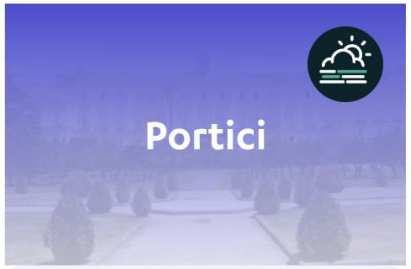
Ljubljana, Slovenia
Circular economy

Košice - KOSICE 2.0

Košice, Slovakia
Culture and cultural heritage

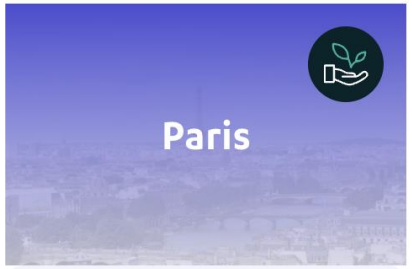
Utrecht - U-RLP

Utrecht, The Netherlands
Integration of migrants and refugees



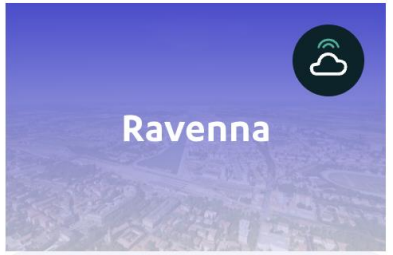
Portici - Air Heritage

Portici, Italy
Air quality



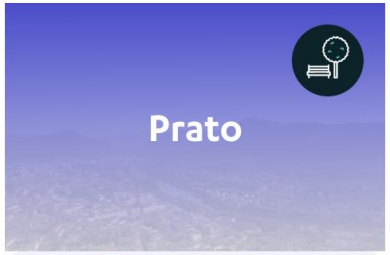
Paris - OASIS

Paris, France
Climate adaptation



Ravenna - DARE

Ravenna, Italy
Digital transition



Prato - PUJ

Prato, Italy
Sustainable use of land and nature based solutions

Lyon Métropole - Home Silk Road

Lyon Metropole, France
Housing

Integrated approaches to SUD

Recommendations for project designers

Consider the four principles when designing a new innovative project

As simple as it sounds, the four principles of integrated territorial development can serve as dimensions for guiding your process of co-designing the project. Thus, one can use:

Choose the targeted area carefully and consider also targeting wider areas for some activities when the project is based at the neighbourhood level.

Not all solutions exist at the same level as the problems they address. Cities can target particular neighbourhoods while also focusing on a wider area such as the municipality.

Identify which policies need to be combined to address the chosen urban challenge

Cross-sectoral integration does not happen by chance, it is a conscious decision and process starting from the projects' co-design. It often requires a facilitator or convenor that has the capacity to work through traditionally separated policies or departments or organisations.

Use existing citywide alliances as a starting point for stakeholder engagement

Past European projects or large-scale competitions (such as European Capital of Culture, European Capital of Innovation or European Youth Capital) often generate diverse local partnerships. Evidence from UIA cities, such as DARE, Ravenna and CFW, Cluj-Napoca, shows

Explore ways of generating behaviour change among people in the chosen places

Urban authorities often make use of legislative and fiscal incentives and disincentives to achieve policy goals. This is done either by making certain behaviours illegal or more costly. Nudges are a form of incentive that can be considered for generating behaviour change and

Work with umbrella organisations in sectors that are fragmented

In some sectors such as creative industries where many small operators are active it can help to work through umbrella organisations (see the Cluj Cultural Centre, the Société par Actions Simplifiée in Lyon Métropole or the Association of Tuscan municipalities in Prato).

Integrated approaches to SUD

Recommendations for project implementers

Use data that is more granular than the territory your project covers, when possible

High quality up-to-date granular data is necessary for implementing the place-based approach. Most data sets are produced by national government levels and they may need to be convinced to add more spatial breakdown to datasets on topics like unemployment

Creating organisational interfaces for cooperation

New interfaces can be either external to the local authority or internal. Arms-length organisations connected to the municipality but operating with relative autonomy can act as interfaces between municipal departments and other urban stakeholders, allowing for better

Establish clear roles for each partner and agree decision-making processes

The implementation of complex, multi-stakeholder projects require high levels of cooperation: this requires tight coordination by the Lead Partner, dedicated resources and designation of clear roles for each partner as well as good communication and decision-

Build the capacity of public officials to engage with citizens

Facilitating a public meeting on a hot topic can be a daunting experience but there are methods and techniques which UIA projects used to reduce the temperature and improve collaboration. When Prato Urban Jungle started they found they lacked people with these

Be flexible in the face of changing plans

The reality of an innovative and integrated project means that new information and challenges will surface during the implementation. By fostering a management culture that allows constant feedback, and also developing mechanisms in which project stakeholders can make

Give citizens an active role by putting them at the centre of the work and build capacity to facilitate participation.

Putting citizens at the centre of the project can promote behavioural change and interest in city governance, and enables authorities to better align services and urban policies to citizens' needs and aspirations - see APPLAUSE in Ljubljana and Air Heritage in Portici. These are skills

Develop a strategy to sustain and scale up integrated projects

For any Administration it is important to understand the organisational changes that are needed from the outset to replicate the actions of a project previously implemented elsewhere. For this reason, it is important to anticipate, at the application stage, the human

Integrated approaches to SUD

Recommendations for project spreaders - cities, regions, MS and Managing Authorities

Cities should develop a funding strategy targeting available national and European opportunities.

Make contact with ERDF programme managers at regional/national level to understand how programme priorities and financial resources could be mobilised for the continuation of the project at greater scale, or in more locations.

MAs should adapt selection criteria for integrated projects

Managing Authorities should consider how to adapt their selection criteria to include and score the four principles of integrated territorial development so that projects that have taken account of multiple factors are chosen.

Remember that each place is unique and that some projects are harder to replicate than others.

Urban innovations take place in a specific place with its own challenges, culture, institutional structure and people. First mover projects have a particular dynamic which is hard to reproduce a second time around. Some types of actions are easier to replicate than others.

The EU and Member States should support both informal and formal transfer processes

Organisations at higher levels can stimulate transfer through funding and support. URBACT has experimented with transfer networks based on UIA projects and is evaluating the results. More could be done to influence the next generation of integrated sustainable urban

Develop a replication plan early on in the project either at the codesign stage or in the early part of implementation following approval.

Include partnerships with national relays (e.g. URBACT contact points, European Urban Initiative relays, City associations). Make sure that the plan has resources to support it.

Use the UIA experience to develop future strategies in new fields

As seen in the cases of Viladecans Vilawatt, Ljubljana APPLAUSE, and Paris OASIS, sustainability and transferability of projects is more effective when the work done during the UIA funding period becomes a starting point for other local policies capitalising on the UIA experience.

Look for partner cities both nationally and internationally for exchange and transfer

Other cities are interested in learning about how to design and implement innovative approaches because they address similar challenges. These strategies have been used by Vilawatt in Viladecans and USE-IT! in Birmingham through the URBACT transfer networks that

Capacity needs to be built for delivering Integrated territorial development particularly in policy fields that are relatively new

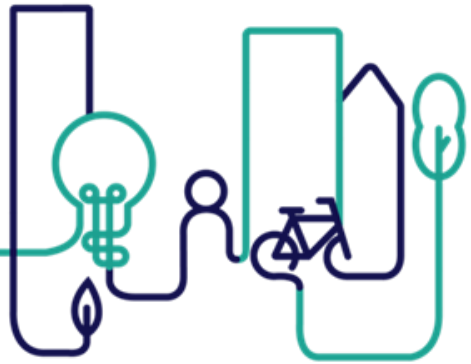
Integrated territorial development traditionally focused on deprived neighbourhoods and there are decades of practice out there. Newer themes such as digital transition, or nature based solutions may need more support. There is a widespread need for capacity building and

Sustainable tourism

How to develop sustainable tourism with an integrated approach?

“Sustainable tourism requires a balance between economic, social, cultural, and environmental sustainability. The approach to supporting sustainable tourism should be in accordance with the Commission Communication ‘Agenda for a sustainable and competitive European tourism’. In particular, it should take into account the welfare of tourists, respect the natural and cultural environment and ensure the socio-economic development and competitiveness of destinations and businesses through an integrated and holistic policy approach.”

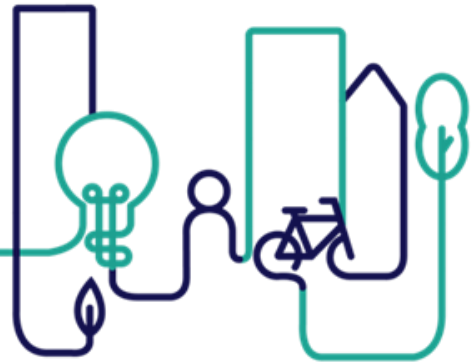
Recital 27 of the Regulation (EU) 2021/1058 on the European Regional Development Fund and on the Cohesion Fund



Integrated approaches to SUD

Our trajectory

1. Getting to know each other: peers (and problems) in the room
2. Cross-sectoral approach (cases and workshop)
3. Multi-level governance and partnerships (cases and workshop)
4. Place-based approach (cases and workshop)
5. Participatory approach (cases and workshop)

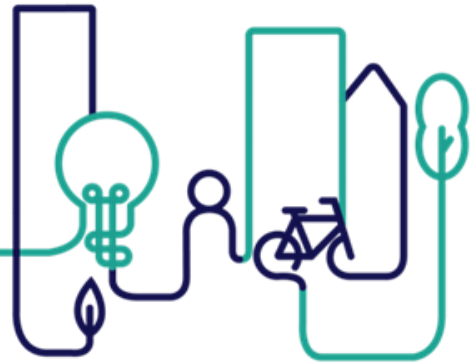


Cross-sectoral approach

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. The goal of the approach is to ensure coherence in policy-making principles and objectives across policy areas, and to ensure actors relating to different sectors cooperate to create policies.

JRC handbook



Paris - OASIS

- **OASIS** improved ten schoolyards across the city to create cool oases that can be used by the local community during heat waves when the heat island effect is most severe. They also serve as amenities for use by the local community on Saturdays and by the children on every school day.
- Pairing schools with weather service providers and urban planning and environmental organisations meant repositioning schools as key public infrastructure in the fight against climate change and stretching the boundaries of previously unconnected policy fields.

Paris - OASIS

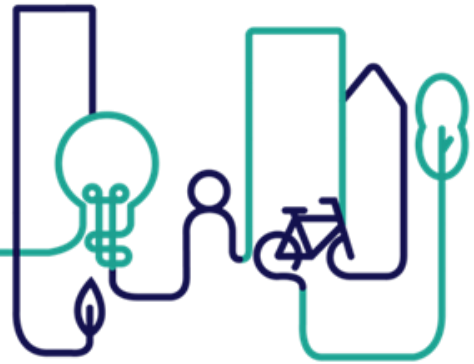
Co-creating the strategy

Holistic approach - to have a project covering different issues - environmental, social, well-being of children, educational. Integrating social and environment

The main objective was to answer the issues related to climate adaptation. The project emerged from the *Resilience Strategy*, search for spaces that can be adapted. The well-being of children was a secondary focus at the start, more important over the implementation, shifted towards the human aspect and social connections.

Objectives driven from strategies

- *By 2020 all Parisians within 7-min walk of a cool island*
- *By 2030 at least 300 cool islands and routes*
- *40% of city to be permeable green space*



Paris - OASIS

How to guarantee an integrated approach in the delivery of project activities?

- City of Paris: tight partnership between key departments (Resilience, Education, Architecture) and other partners with clear allocation of responsibilities
- CAUE: Council of architecture, urban planning – responsible for codesign with schools
- LIGUE: Education league, broader community engagement
- ESIEE : Microclimatic and thermal measurement
- Meteo France: Responsible for environmental monitoring
- LIEPP lab at Science Po.: Evaluator of social impact and participatory approach.

Paris - OASIS

Links to Article 7

Link with Operational Programme ERDF-ESF Ile-de-France et Seine 2014-2020; Contributes to:

TO5 Promoting climate change adaptation, risk prevention and management

TO6 Preserving and protecting the environment and promoting resource efficiency

TO9 Promoting social inclusion, combating poverty and any discrimination

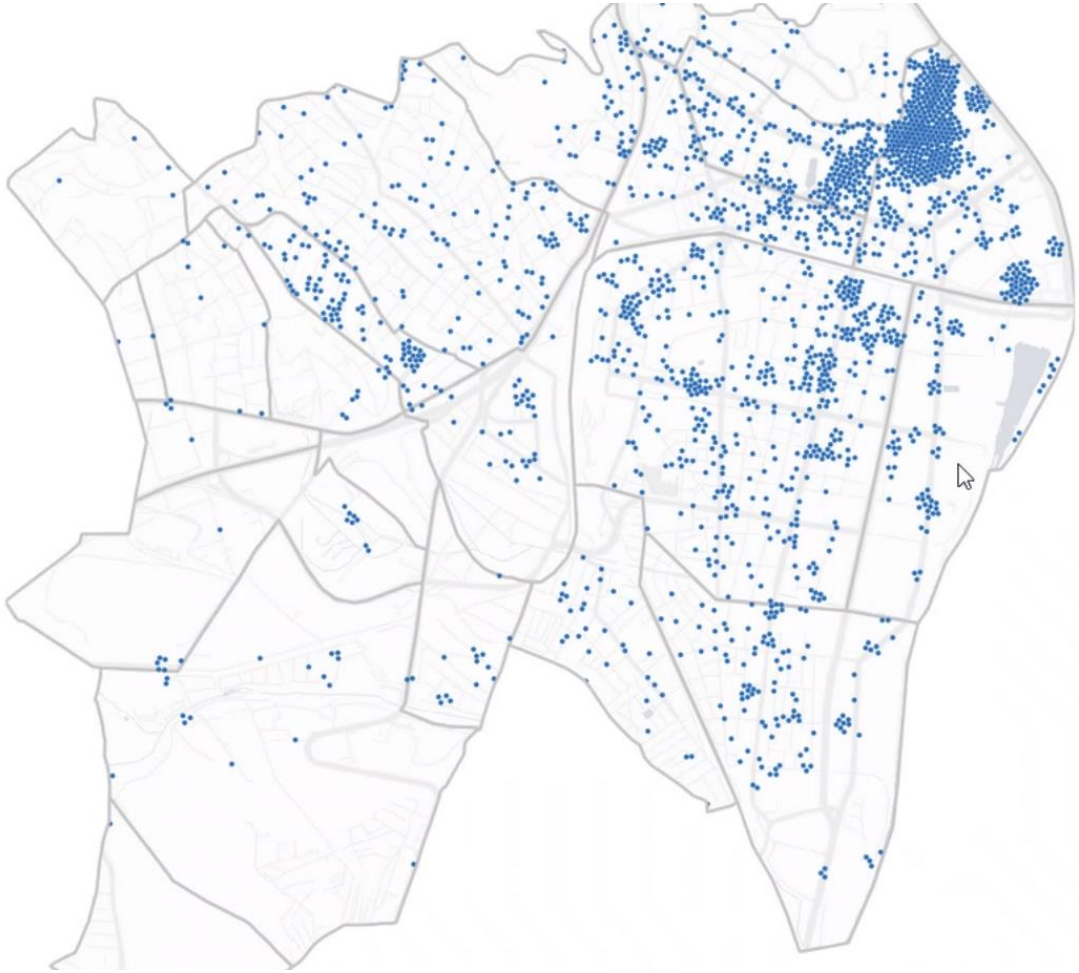
TO10 Investing in education, training and vocational training for skills and lifelong learning

Újbuda – CUP4Creativity

CUP4Creativity aims at strengthening social cohesion in the Budapest district of Újbuda, through opening new opportunities with the help of online networks and offline events. By opening a new art and technology centre, launching a new online platform and creating a new programming framework, the project builds a stronger local ecosystem that helps local initiatives share knowledge, skills and resources.

Újbuda – CUP4Creativity

- Mapping local initiatives from the cultural and tech sectors
- Analysing the areas of aggregation
- Understanding better the needs and competences of local cultural organisations and tech companies



Újbuda – CUP4Creativity

- Opening a new art & tech centre as a node of local cultural and technology infrastructure
- Developing a programming that creates a link between the cultural and tech scenes

Újbuda – CUP4Creativity

- Developing new programmes connecting different sectors
- Opening the university to the local cultural scene
- Engaging students in the local cultural scene

Újbuda – CUP4Creativity

- Building a local ecosystem by connecting local resources with capacities

Athens – Curing the Limbo

- Curing the Limbo is an experiment in connecting different areas of policymaking and action. Bringing together a great variety of local and international stakeholders, the project connects issues of refugee integration, housing, exchange economy and active citizenship, thus revealing the **interconnectedness** of policy areas that are usually dealt with separately.

THE PILLARS

2.1 Psycho-social service

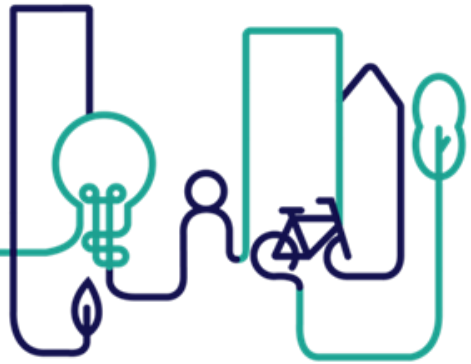
2.2 Housing

2.3 Job counselling

2.4 Education

2.5 Legal counselling

2.6 Connection with the city



Athens – Curing the Limbo

- Developing a housing mechanism for refugees
- Matching property owners with refugees
- Housing guide to share basic knowledge about the Athens housing system

Athens – Curing the Limbo

- Learning trajectory with languages, IT and audio-visual skills
- Involving refugees in storytelling

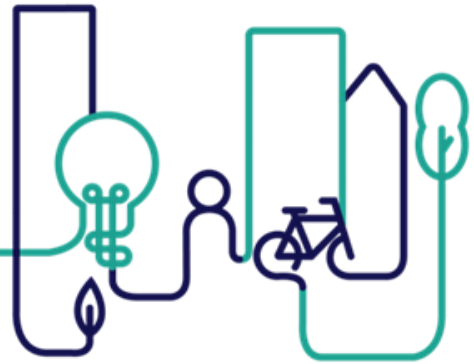
Athens – Curing the Limbo

- Social integration through a peer system
- Involvement of refugees in community activities
- Active citizenship trainings

Sustainable tourism and Cross-sectoral approach

How to conceive sustainable tourism plans taking into account the principles of integrated territorial development?

- How to create a balance between economic, social, cultural, and environmental sustainability?
- How to take into account the welfare of tourists, respect the natural and cultural environment and ensure the socio-economic development and competitiveness of destinations and businesses?
- How to create new partnerships and governance models towards these objectives?



Sustainable tourism and Cross-sectoral approach

So Stay Hotel, Gdansk

- As Poland's first socially responsible hotels, So Stay creates social value by combining a business mindset and providing trainings, job opportunities and a pathway to a career in the hospitality and services sector to young people living in foster care.

Sustainable tourism and Cross-sectoral approach

Luoghi Comuni, Turin

- Luoghi Comuni is a social enterprise combining approaches to respond to the city's housing crisis through a temporary residence and social housing for those in "housing stress." Over the years Luoghi Comuni also created a tourism offer promoting an alternative, social and experiential tourism as opposed to the regular hotel business.

Sustainable tourism and Cross-sectoral approach

Welcommon Hostel, Athens

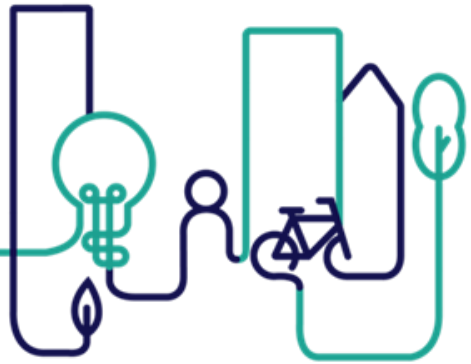
- Welcommon Hostel is a responsible hostel using tourism revenues to invest in social activities. First converted from a hospital into a refugee shelter, the building located in Exarcheia is now run by a social cooperative working for the promotion of social innovation and circular economy in Athens. The projects accommodated and developed in the hostel support the social inclusion of refugees, ecological education and climate protection.

Takeaways - cross sectoral integration

1. **Develop cross sectoral processes.** It is fundamental to set up both in co-creation and development phases an approach that integrates different sectors relevant to the project in order to foster collaboration amongst departments of the same institution.

2. **Establish cross-sectoral structures.** The creation of structures operating with competencies on different themes is key to a successful cross-sectoral approach, whether these structures may be internal to the administration, as inter-departmental offices, or external, as agencies and in-house companies.

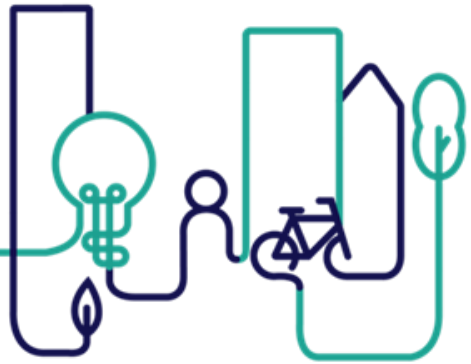
3. **Develop a strategic vision through policy integration.** Bringing together different policies and practices in order to develop a strategic vision will allow us to foresee future challenges and opportunities.



Questions?

GROUP EXERCISE - Cross sectoral integration

1. Who’s in the room? Getting to know each other
2. Identification of problems / selection of problems to address
3. Stakeholder mapping
4. Mapping the cross-sectoral elements / possibilities
5. Designing a cross-sectoral action plan
6. Feedback and learning points



Questions to address

? ***How can you create innovative collaboration between different sectors?***

Map the cross-sectoral elements / possibilities in the case study

? ***How to design new actions with the involvement of organisations from different fields?***

Design a cross-sectoral action plan

Stakeholder mapping

High Interest / Low influence **A**	High Interest / High Influence **B**
C Low Interest / Low Influence	**D** Low Interest / High Influence

NB: In this grid we assess respective stakeholders' level of interest in the project theme and their ability to influence the outcome.

Feedback

Learning grid

Identify the most important learning points

EUROPEAN URBAN INITIATIVE

EUI Capacity Building Event - Learning and Action Grid

Please capture your key learning in the first column of the grid during each session and note any possible follow-up actions you will consider taking in the second column. We will invite you to share what you have noted in feedback moments at the end of the sessions and at the end of the event.

Name of your Organisation:

Your name:

Session	Key learning	Follow-up actions
Opening plenary		
Workshop 1: Cross-sectoral policies		
Workshop 2: Multi-level Governance & partnerships		

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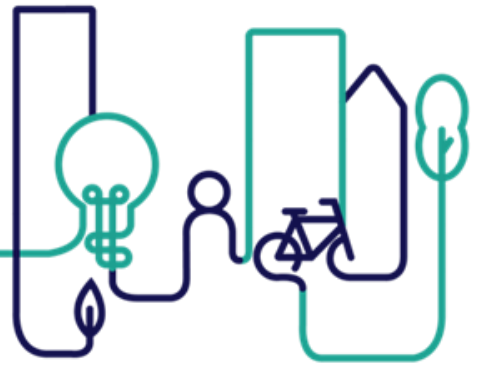


4-5 July 2023, Ljubljana

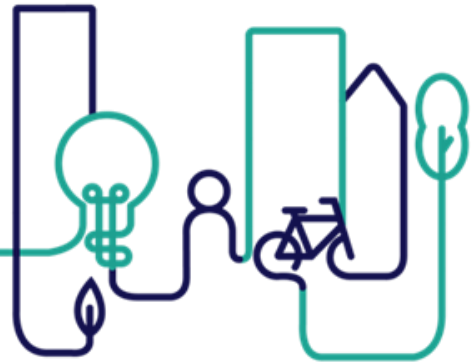
Multi-stakeholder and multi-level governance

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

Focus on:

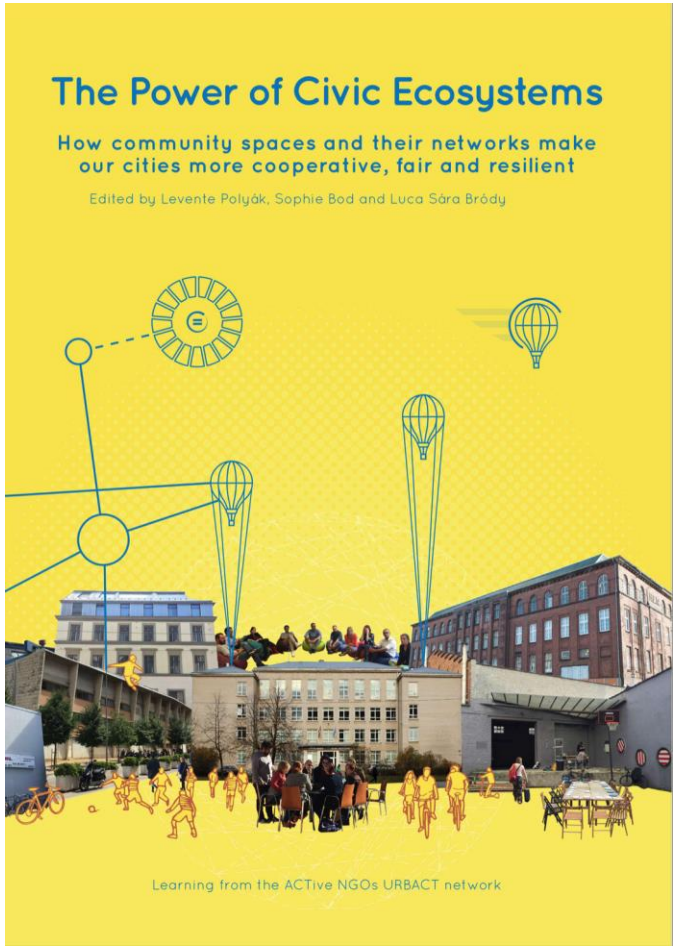
- partnership (composition, power relations, etc.)
- vertical collaboration (metropolitan area-level, etc.)
- from co-design to implementation
- co-governance and co-management models



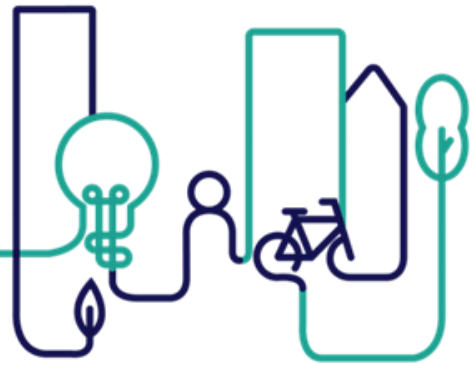
Multi-stakeholder and multi-level governance

Ecosystems for integrated cooperation

Local civil ecosystems are important building blocks of our cities. With a better understanding of the resources and needs of each local initiative, we can build stronger networks, supporting cooperation between different actors. Following the logic of natural ecosystems and innovation ecosystems, the aim is to create **collaboration ecosystems** that, like natural or business ecosystems, not only **facilitate interactions** but also **build symbiotic relationships** between different initiatives. By developing collaborative collective intelligence, individual initiatives can become a more structured community. Well-functioning local ecosystems are inherently collaborative, seeking to **build system resilience** rather than growth, to **encourage mutual support** and to enable both individual organisations and the ecosystem as a whole to respond to future challenges.



Polyak et al (eds): The Power of Civic Ecosystems



Multi-stakeholder and multi-level governance

Online call with Gianluca Saba (Genoa Municipality)

National authorities

- Ministry of Economics and Communication of Estonia (EE)

Regions

- Andalusia Ministry of Tourism, Culture and Sport (ES)
- Comunidade Intermunicipal da Região de Coimbra - CIMRC (PT)
- Rhine-Neckar Region Association (DE)

Cities (Urban Authorities)

- **Municipality of Genoa, Coordinator (IT)**
- **Municipality of Galati, Coordinator (RO)**
- City of Porvoo (FI)
- City of Venice (IT)
- City of Šibenik (HR)
- City of Zadar (HR)
- Municipality of Heraklion (EL)
- Municipality of Larissa (EL)
- Narva City Government, Department for City Development and Economy (EE)

European/ national city umbrella organisation

- Eurocities (BE)
- ICLEI European Secretariat (DE)

Other stakeholders

- Association for the Promotion of Tourism in Oradea and the Region (Visit Oradea)-APTOR (RO)
- Diputació de Barcelona (Barcelona Provincial Council) (ES)
- Fundació Visit València (ES)
- Ljubljana Tourism (SI)
- Mirabilia Network (IT)
- visit.brussels (BE)

European institutions

- European Commission Directorate-General for Regional and Urban Policy (DG REGIO)
- European Commission Directorate-General for Employment, social affairs and inclusion (DG EMPL)
- European Commission Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW)
- European Commission Directorate-General for Climate Action (DG CLIMA)
- European Commission Secretariat-General
- European Commission Directorate-General for Maritime Affairs and Fisheries (MARE)
- European Commission DG Directorate-General for Education, Youth, Sport and Culture (EAC)
- European Commission Joint Research Centre (JRC)

Table 1 – Sub-themes and issues related to sustainable urban tourism

Sub-themes	Issues
Environment ***The environmental impact of the tourism industry in cities***	The reduction of environmental footprint
	Climate change
	Land use
	Circular economy
	Good practices; certifications
	Planning and design of sustainable tourism
Development ***The contribution of tourism to urban socio-economic development***	Vulnerability and resilience
	Post-pandemic changes in tourism markets; diversification of tourism products; seasonality
	Renovation of tourist infrastructures and physical assets
	Mono-functional areas
	Mobility (green mobility, multimodality, intermodality, shared mobility)
	Small and medium-sized cities
	Culture and creativity
	Alternative hospitality; short-term rentals
	Smart cities, smart destinations, digital services
	Labour, green sustainable labour, up-and re-skilling, entrepreneurship
	Digitalisation of tourist services
	Accessibility – Tourism for all
	Social inclusion
	Social innovation
Unbalanced growth ***The congestion of tourism flows in cities (overtourism)***	Redistribution of flows
	The limits to growth
	The impact of cruise ports
	The policy toolbox; good practices
	Product innovation for urban travellers

Questions to address

? ***How can you create innovative collaboration between different sectors?***

Map the cross-sectoral elements / possibilities in the case study

? ***What kind of partnerships are needed to address the selected problem(s)?***

Design a partnership based on the different partners' needs and their contributions to the solution of the selected problem(s).

? ***What co-governance model is needed between the different partners?***

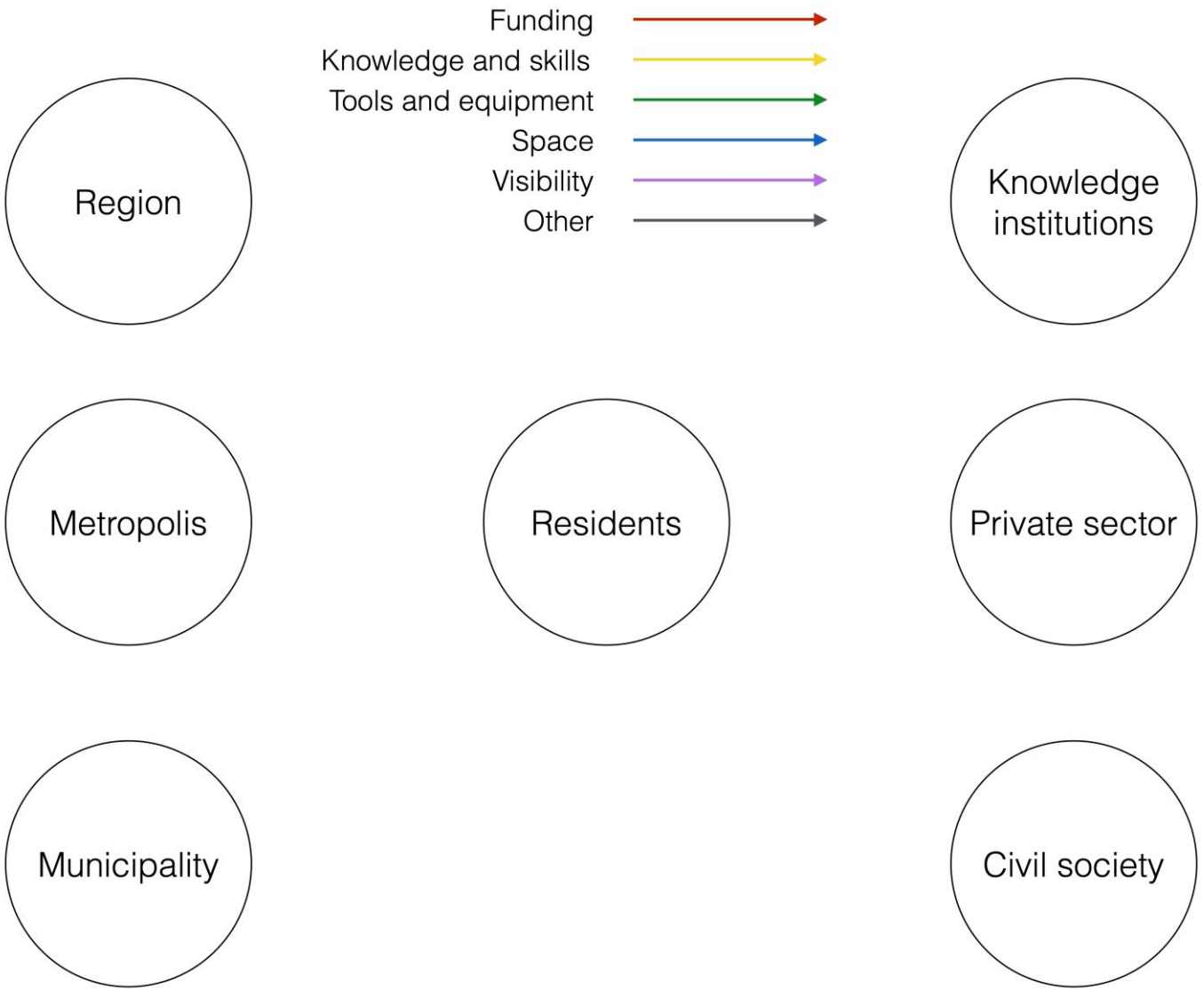
Design an umbrella organisation to bring together the different members of the partnership. Define competences and roles in the governance model.

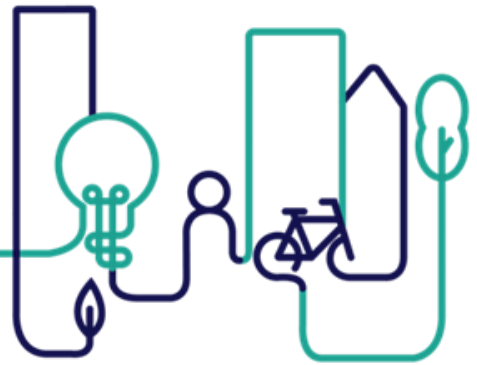
Stakeholder mapping

High Interest / Low influence **A**	High Interest / High Influence **B**
C Low Interest / Low Influence	**D** Low Interest / High Influence

NB: In this grid we assess respective stakeholders' level of interest in the project theme and their ability to influence the outcome.

Value flow mapping





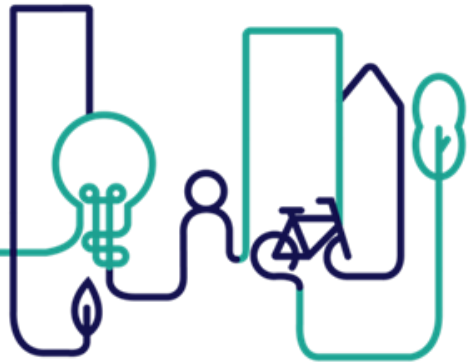
4-5 July 2023, Ljubljana

Lyon - Home Silk Road

The Home Silk Road project aims to *change the housing paradigm by placing immediately vulnerable groups at the heart of the city, while demonstrating how they can bring societal and economic value to their district.*

The project functions as a lab gathering housing and non-housing business partners together with residents, in order to:

- Leverage the renovation of a central and emblematic building of the local silk industry history ***to provide diverse housing solutions by 2023 for vulnerable groups*** along with services that foster individual initiatives.
- Create an ***innovative model of temporary housing*** providing a home for 30 vulnerable families site with specific support fostering integration.
- ***Create a local culture that recycles worksite wastes*** and rehabilitates demolition resources in a way that decreases the housing carbon footprint.
- 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.



Lyon - Home Silk Road

Cross-sectoral action

- Home Silk Road created synergies between sectors that are often disconnected: by bringing temporary housing to a construction site and by inserting cultural and social activities in a housing project, it breaks down the tradition of urban regeneration and introduces new dynamics and new synergies
- *“Considering housing and culture the two main social determinants of tomorrow’s cities”*

Lyon - Home Silk Road

Multi-level governance

- Cooperation of the Grand Lyon metropolitan area and Villeurbanne municipality to develop a new centrality

- While Villeurbanne took a lead on organising temporary use in L'Autre Soie and creating an economic programme for the area, the Metropolitan Authority took a coordinating role to bring together aspects of housing, culture and social services.

- *"For more than 25 years, there has been an ambition in the Lyon metropolitan area to avoid concentration in the historical town and create other centralities around the region. This corresponded with the vision of Villeurbanne, situated at Lyon's eastern border, aiming to develop a new centrality together with the neighbouring municipalities."*

Lyon - Home Silk Road

Co-design and Co-governance

- Co-governance through SAS L’Autre Soie - Société par Actions Simplifiée, a legal tool
- The Société par Actions Simplifiée or SAS format is widely used in civil society and social and solidarity economy due to its legal qualities that promote cooperation.
- The SAS, meeting regularly to make joint decisions, has a key role in the project’s horizontal co-governance: having actors of different sizes sit around the same table empowers them all to act as protagonists of the project
- *“We moved governance to another level. Through the SAS, we envisioned a cooperation for long-term projects, created common work habits and created a more stable and adaptable governance structure for different projects.”*

Turin – CO-City

- In order to test the implementation of the Urban Commons Regulation, the City of Turin (in partnership with the University of Turin, ANCI, and Cascina Roccafranca Foundation conceived the project "Co-City - The collaborative management of urban commons to counteract poverty and socio-spatial polarisation".
- more than 50 Pacts of Collaboration have been signed between the City Administration and different citizens' organisations to co-manage spaces
- New governance tools to promote urban regeneration through social innovation
- Community Hubs for empowerment

Turin – CO-City

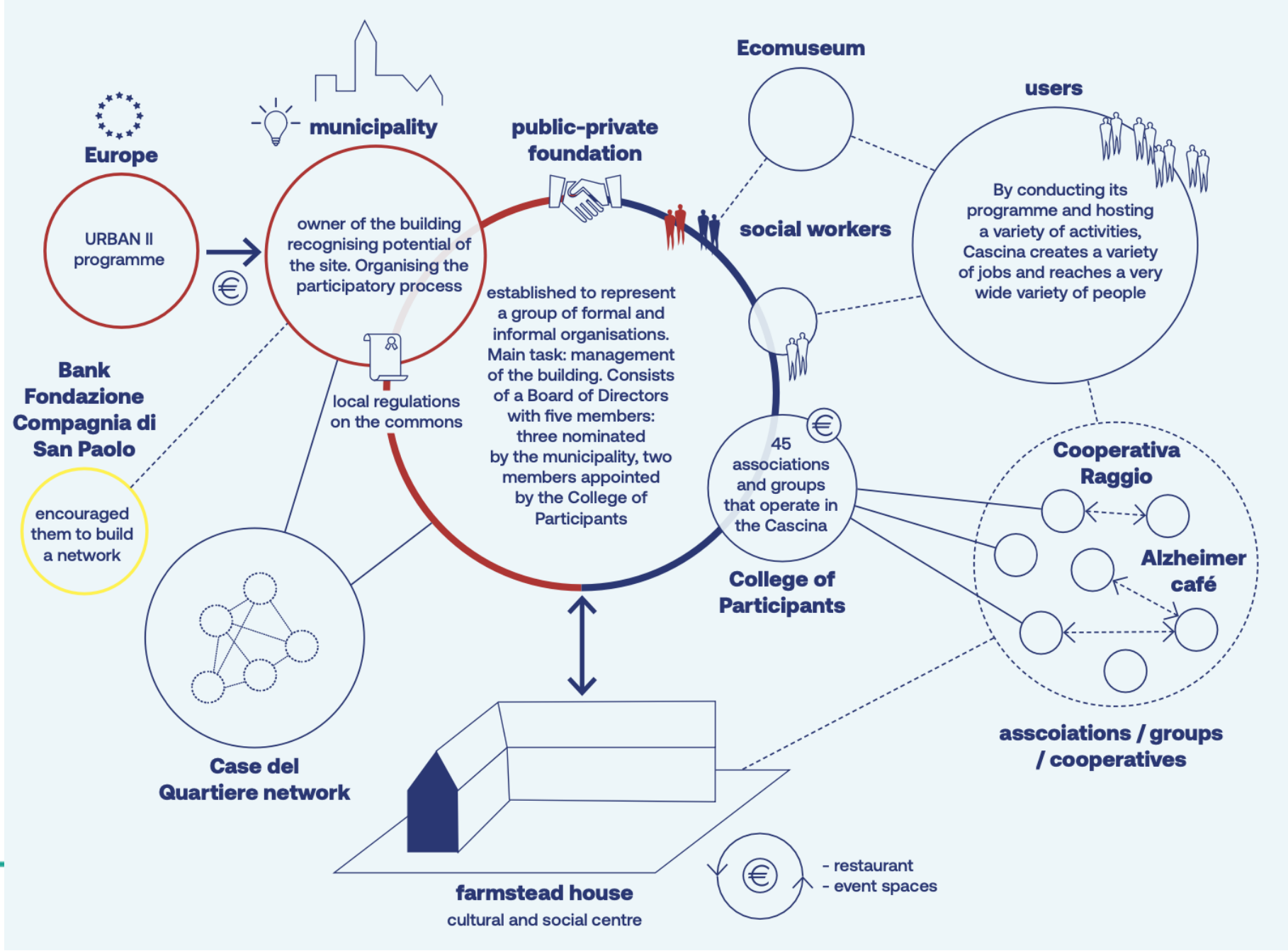
- Neighbourhood Houses: spaces that act as engines of cooperation in certain neighbourhoods
- A process of local dialogue and community engagement started at the end of the 90s and developed through different urban regeneration programs that culminated, between 2007 and 2013, in the formation of eight community centres called Neighbourhood Houses (Case del Quartiere), located in various districts of the city and which are constantly evolving to better respond to the needs of local communities.

Turin – CO-City

- Collaboration pacts: agreements of various forms that enable communities to take care of certain spaces, facilitated by the overall city-level commons framework.

Turin – CO-City

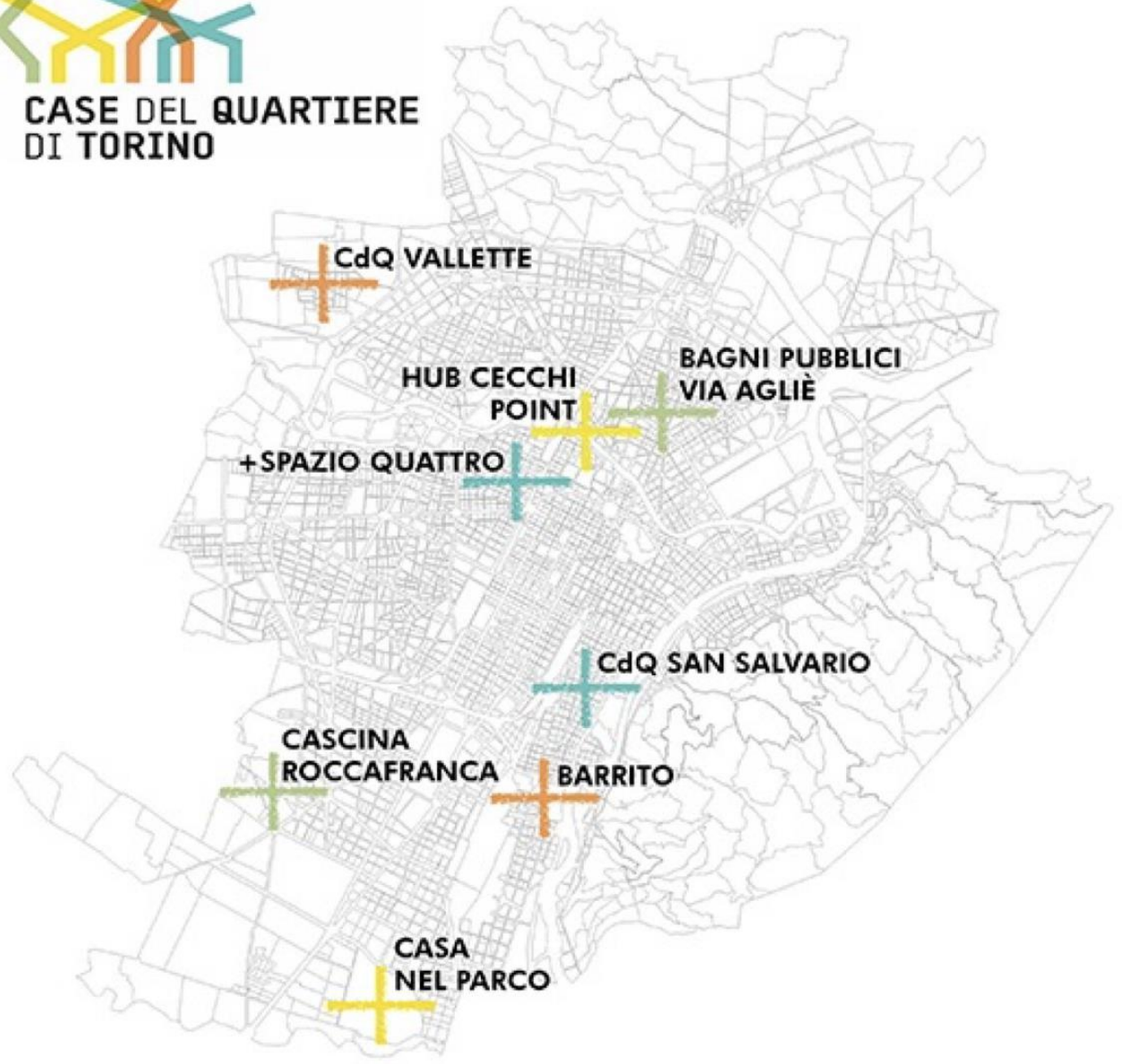
- Co-governance of community venues



Turin – CO-City

- A city-level governance
- A network of eight Case del Quartiere
- Neighbourhood Houses comprise a network of multi-purpose hubs which work together to support community cooperation and civic engagement

CASE DEL QUARTIERE
DI TORINO

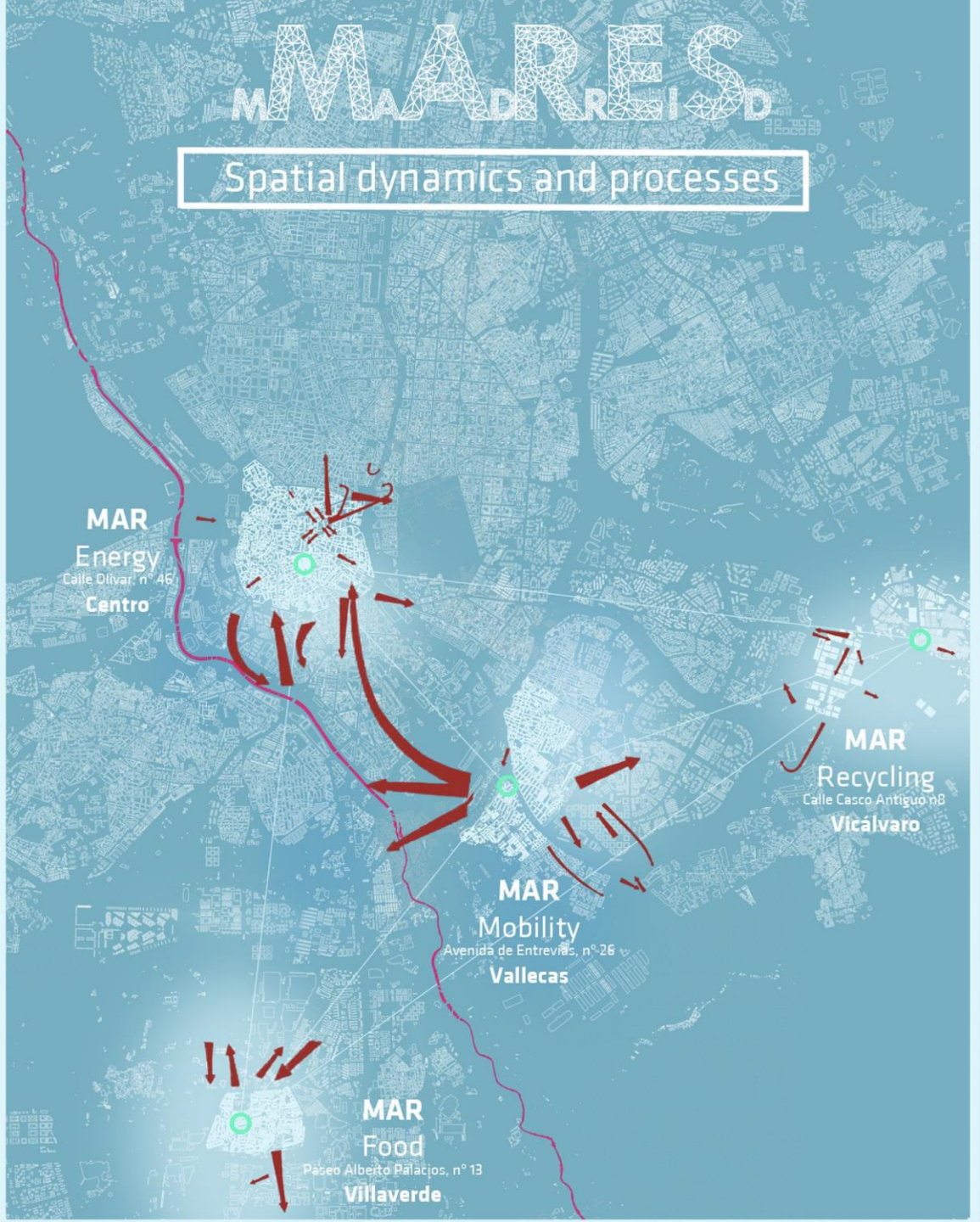


MARES Madrid

- Mapping potential collaborations between actors

MARES Madrid

- Clustering stakeholders according to themes and cooperation potential



Sustainable tourism and co-governance

Lazareti, Dubrovnik

- A heritage complex near the old town
- Countering touristification
- Channelling tourism revenues into local culture
- Building new, inclusive local economic activities

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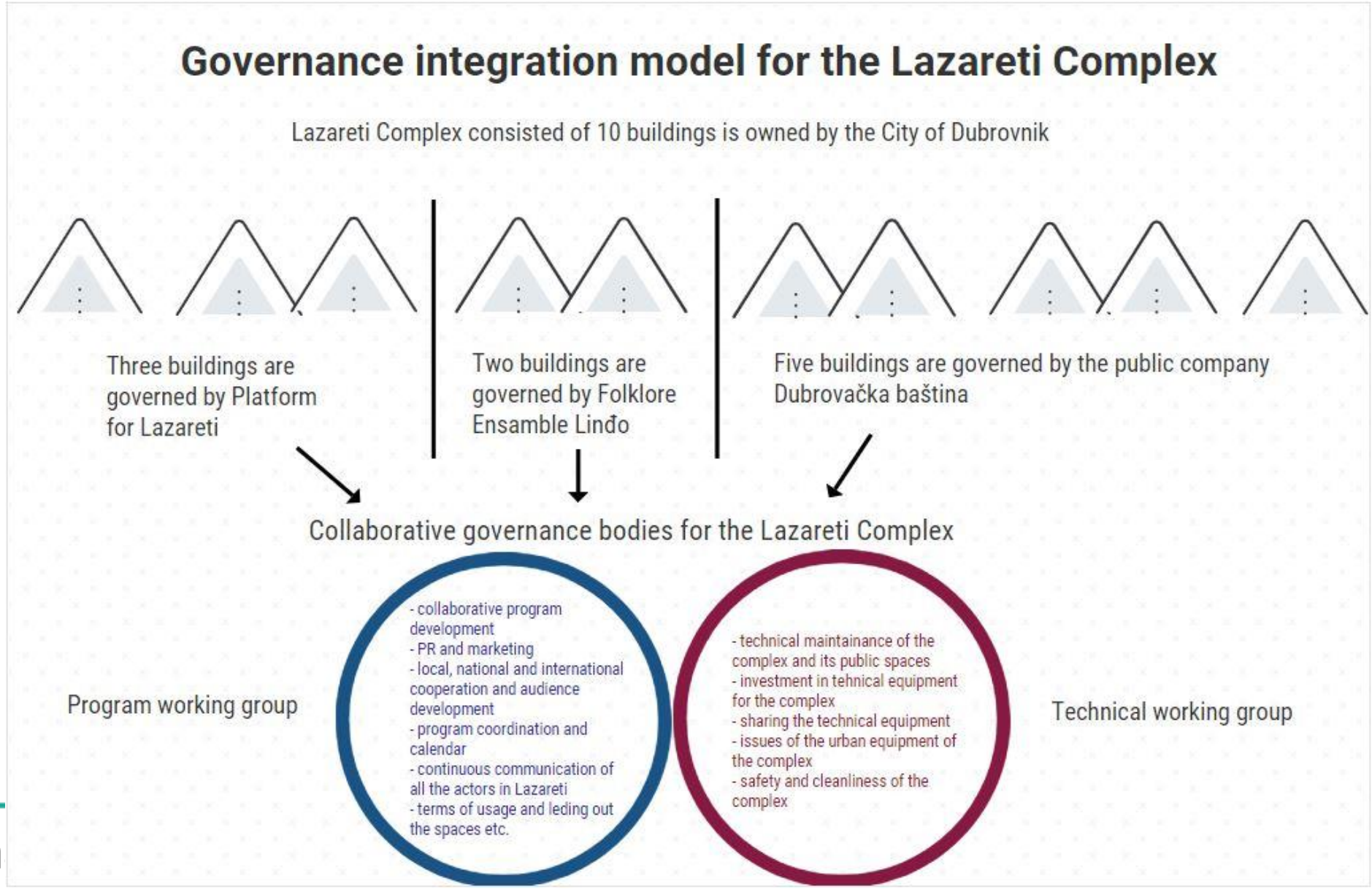
Sustainable tourism and co-governance

Lazareti, Dubrovnik

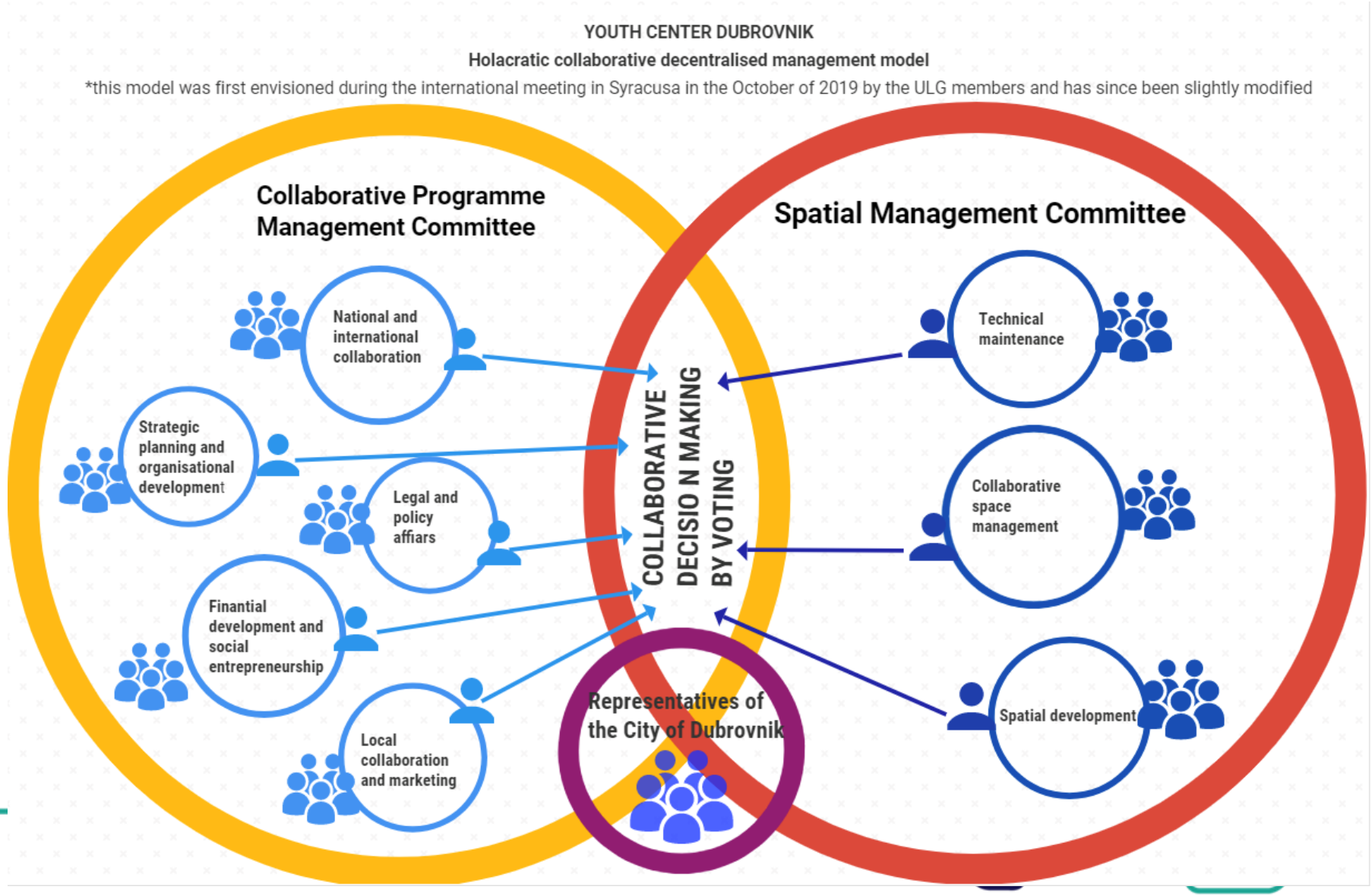
- Co-governing a heritage complex



Sustainable tourism and co-governance

Youth Centre, Dubrovnik

- Co-governing community infrastructure



Sustainable tourism and Co-governance

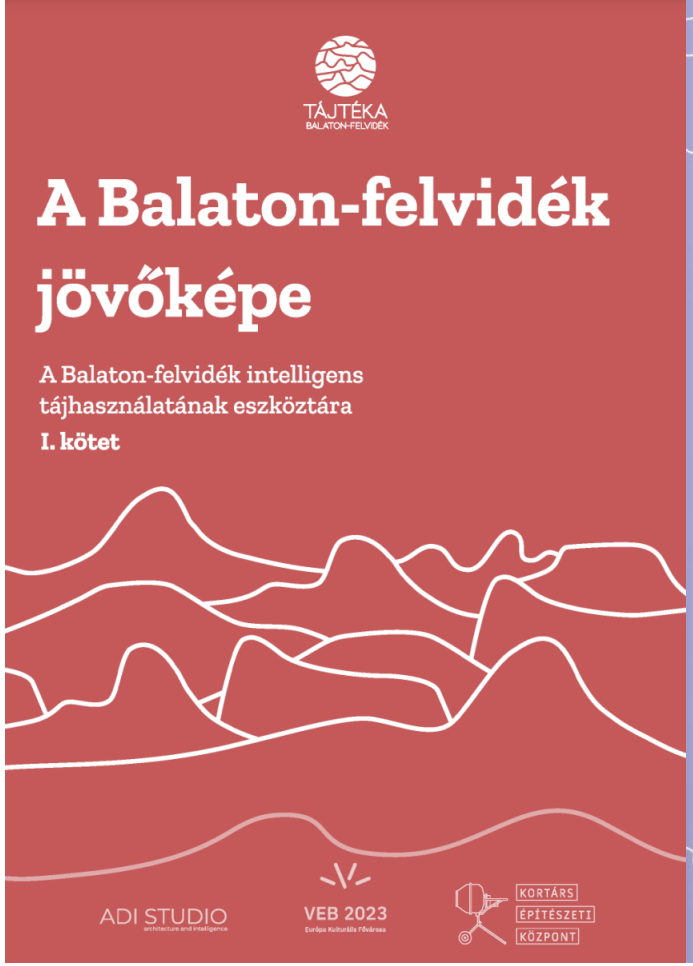
Ecomuseo Casilino, Rome

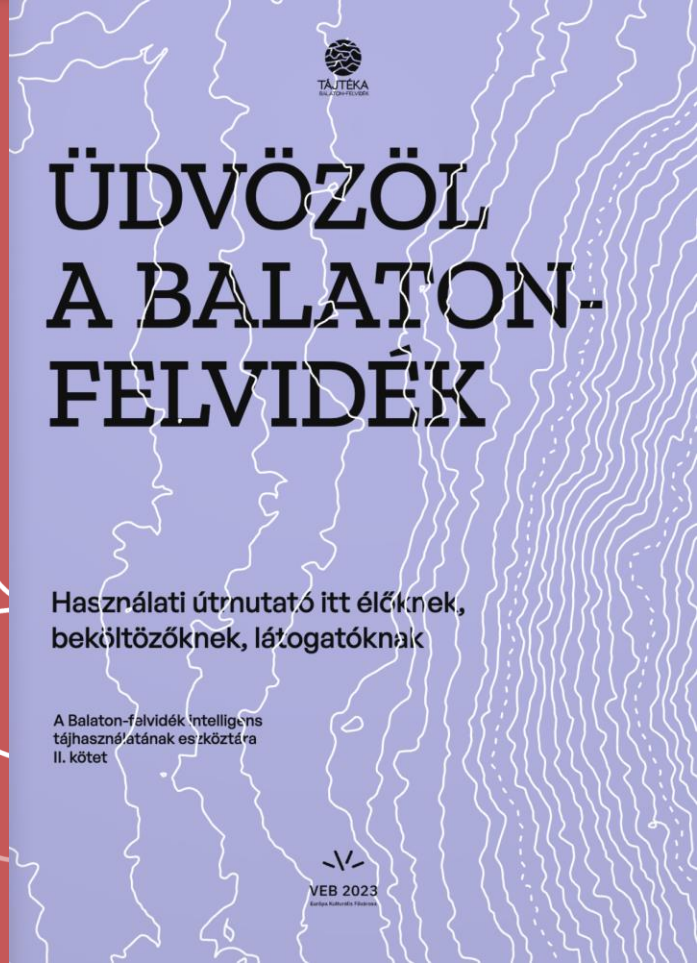
- *Ecomuseo Casilino is a museum that operates beyond the standard walls of a museum. The Associazione Culturale Ecomuseo Casilino Ad Duas Lauros is committed to collect cultural resources, based on what local communities consider as such. Besides all the historical, archaeological and artistic heritage, the association also explores objects of cultural value that local residents consider vital for the community. The Ecomuseum's work consists of mapping, gathering information and storytelling. This is a process of continuous research, network building and community management, as the heritage of the area is both tangible and intangible: full of different influences and consequent narratives.*

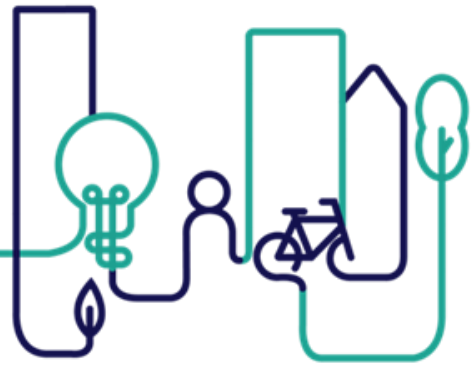
Sustainable tourism and multi-level governance

Tájtéka, Balaton-felvidék

- Connects and helps local entrepreneurs and residents, newcomers and recreational visitors in the Veszprém-Balaton Highlands region.
- Explores and makes visible the characteristics of the region's land use, best practices and the role of communities.
- Works with local communities to develop model projects based on shared experiences
- Develops guidebooks and toolkits



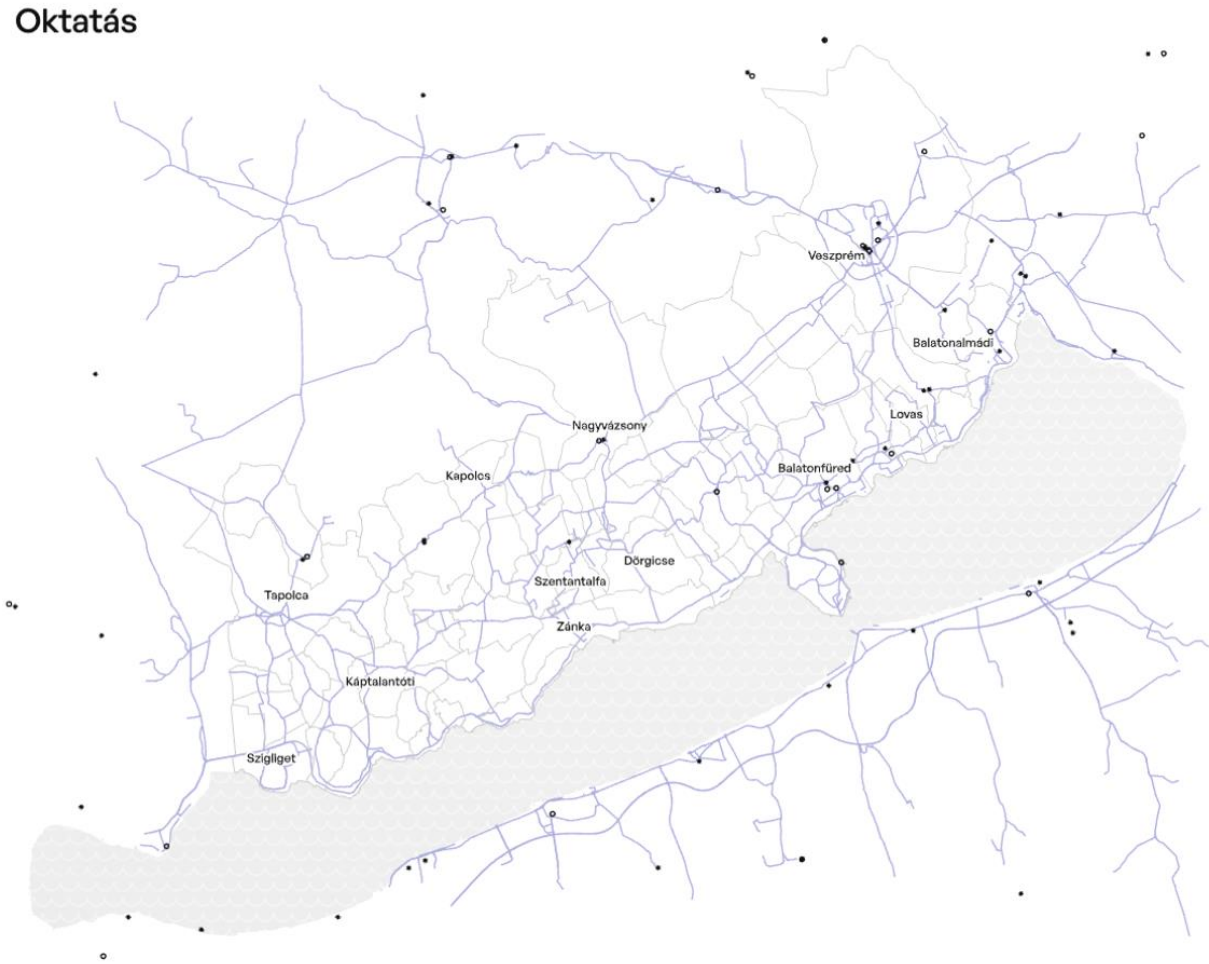




Sustainable tourism and multi-level governance

Tájtéka, Balaton-felvidék

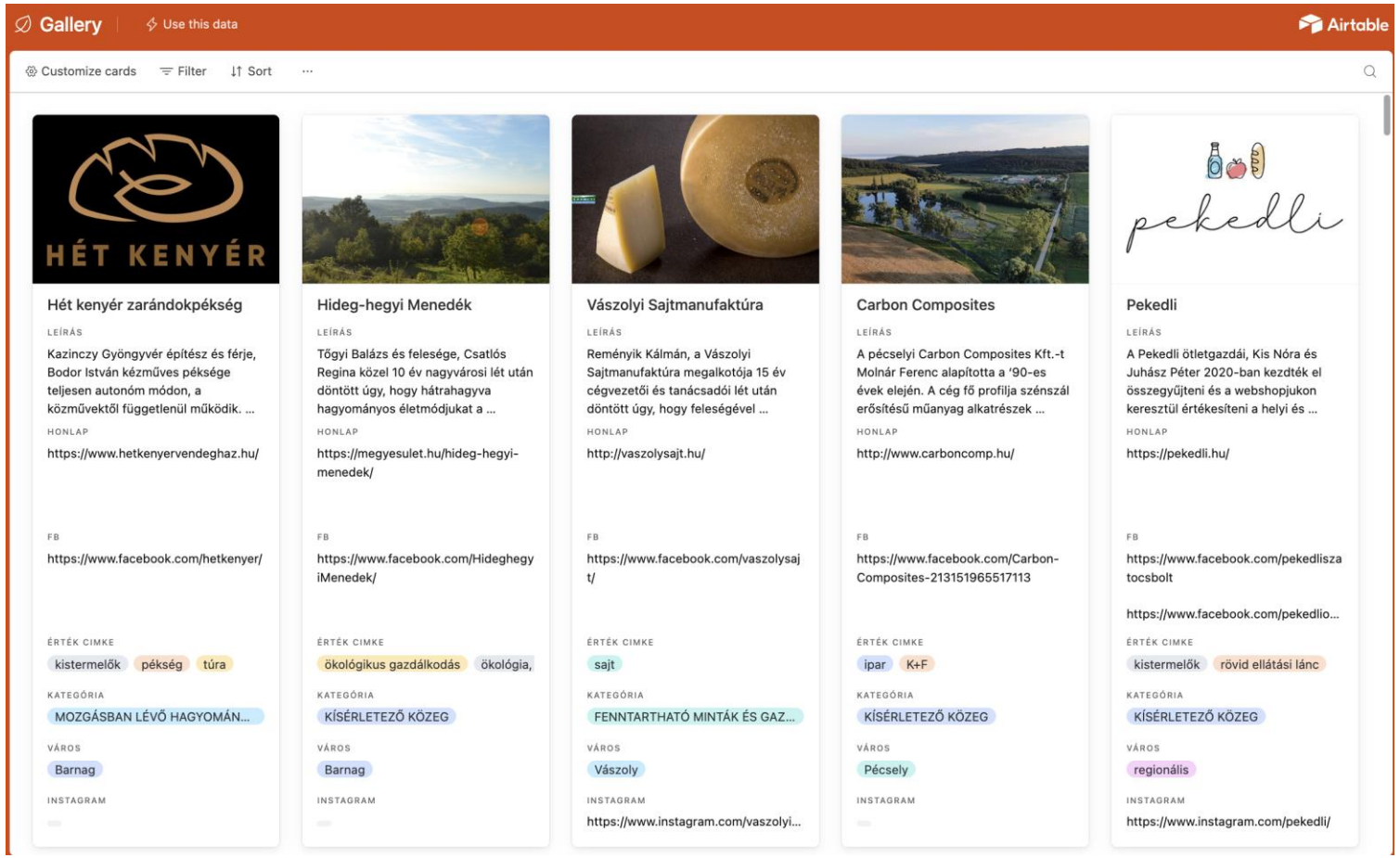
- Developing a regional discourse
- Better understanding the regional specificities
- Identifying infrastructure gaps and development needs
- Developing joint priorities

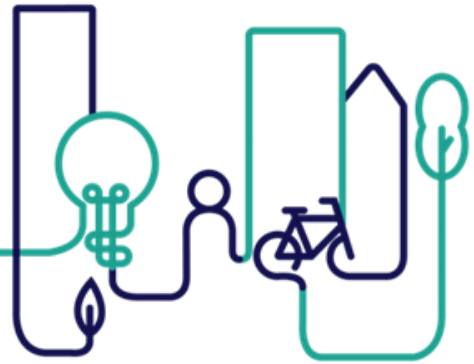


Sustainable tourism and multi-level governance

Tájféka, Balaton-felvidék

- Creating local networks
- Building a database of local companies
- Developing guidelines for sustainable economic development





Takeaways - Multi-stakeholder and multi-level governance

1

Building on a specific momentum to bring partners

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

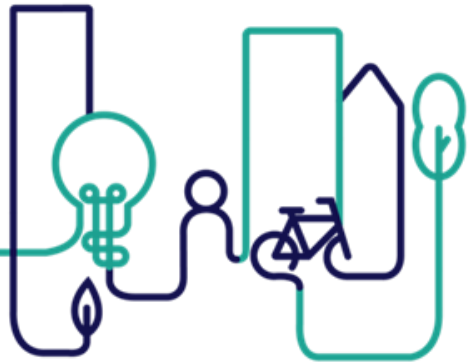
Unconventional partnerships.

Untested synergies between “unusual suspects” or previously unrelated actors can connect seemingly distant policy areas in a complementary manner.

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.

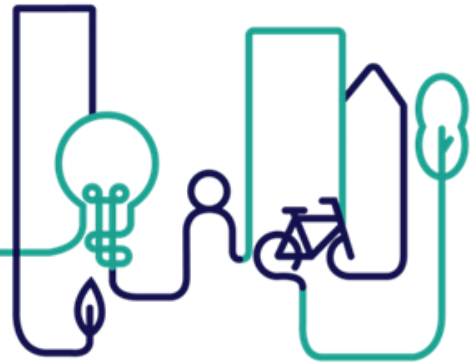


Takeaways - Multi-stakeholder and multi-level governance

4 **Cooperation between different stakeholders requires well-designed management and coordination methods to build better synergies between partners.** Digital or offline platforms can enable a partnership to collect and distribute knowledge in a transparent way

5 **Coordination between various administrative levels.** Such coordination may take place along complementary roles and competencies that allow each actor to contribute with their regulatory, legislative or financial tools.

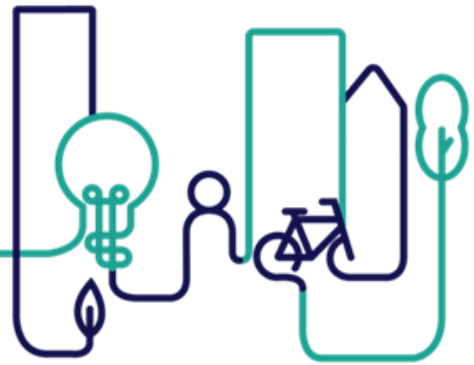
6 **Ecosystems based on value chains**. UIA projects often invest in ecosystem-building where different actors enter into networks of cooperation and develop synergies with each other.



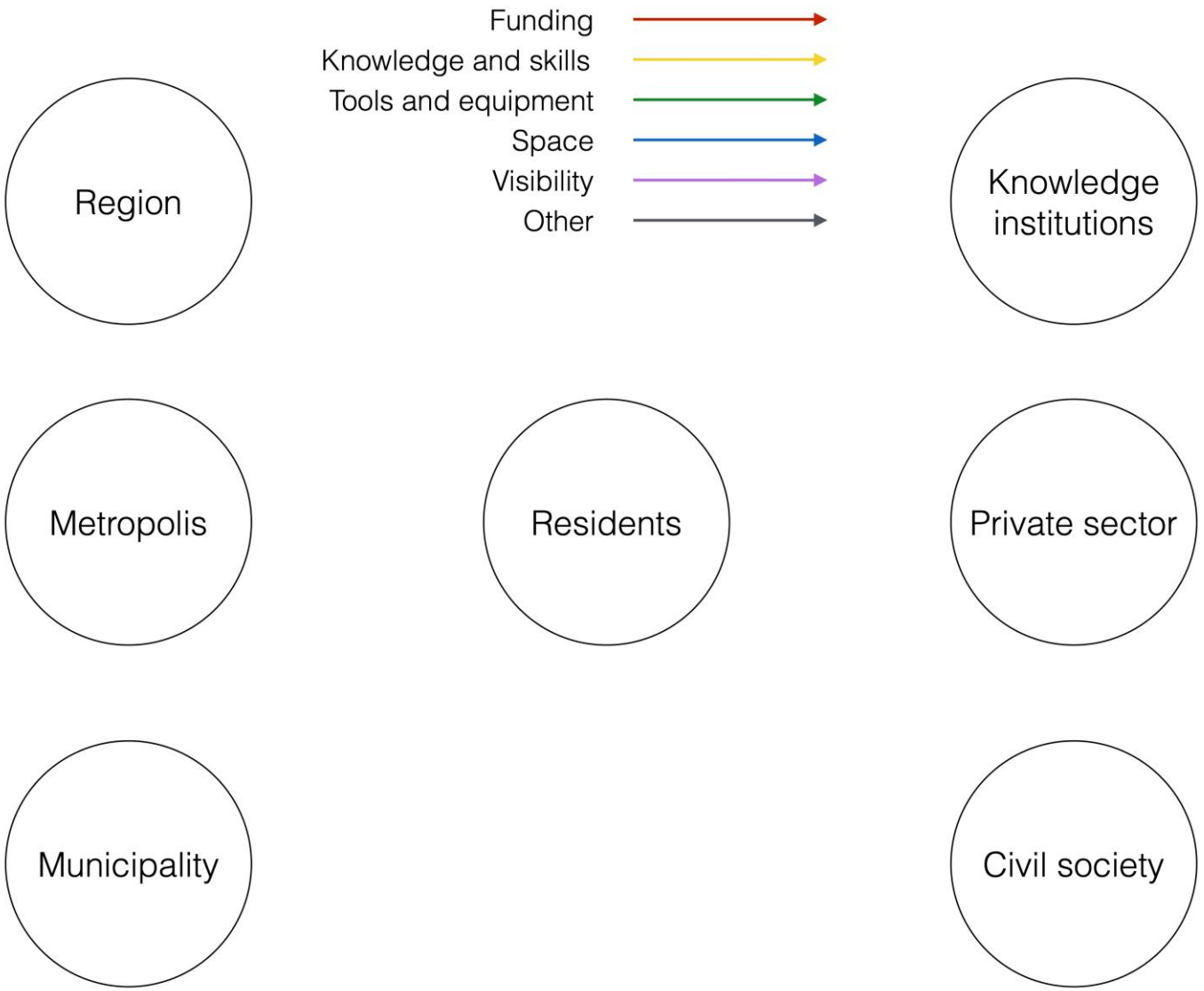
Questions?

GROUP EXERCISE – Multi-level governance and partnerships

2. Re-selection of problems to address
3. Value flow mapping
4. Mapping the cross-sectoral elements / possibilities
5. Governance model
6. Feedback and learning points



Value flow mapping



Questions to address

? ***What kind of partnerships are needed to address the selected problem(s)?***

Design a partnership based on the different partners' needs and their contributions to the solution of the selected problem(s).

? ***What co-governance model is needed between the different partners?***

Design an umbrella organisation to bring together the different members of the partnership. Define competences and roles in the governance model.

Feedback

Learning grid

Identify the most important learning points

EUROPEAN URBAN INITIATIVE

EUI Capacity Building Event - Learning and Action Grid

Please capture your key learning in the first column of the grid during each session and note any possible follow-up actions you will consider taking in the second column. We will invite you to share what you have noted in feedback moments at the end of the sessions and at the end of the event.

Name of your Organisation:

Your name:

Session	Key learning	Follow-up actions
Opening plenary		
Workshop 1: Cross-sectoral policies		
Workshop 2: Multi-level Governance & partnerships		

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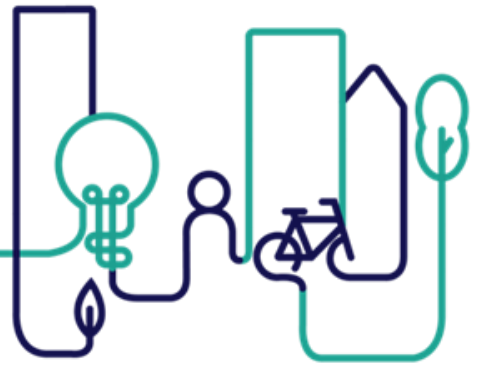

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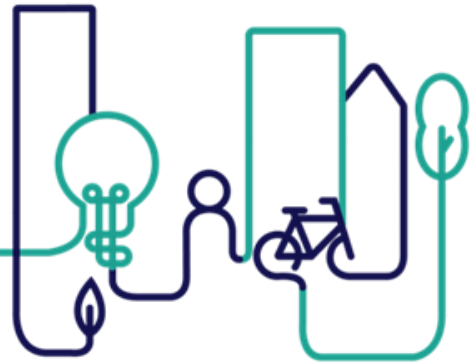
Place-based approach

Defining place in a Place-based approach

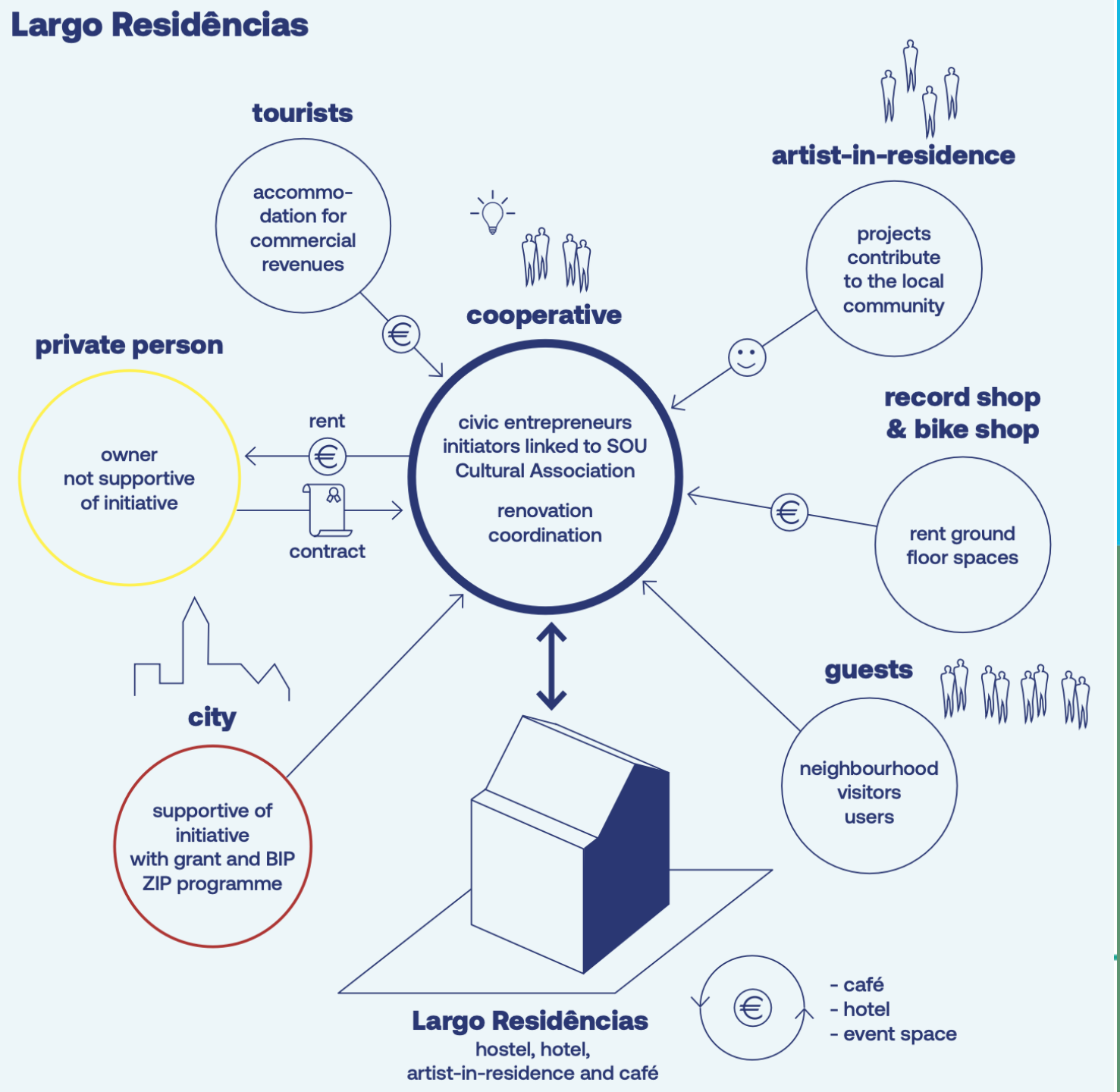
Places should be regarded as reference points for an integrated horizontal and vertical approach. Urban strategies and urban funding instruments should be based on sound analysis of the specific local situation, especially potential benefits and risks, stakeholders and restrictions, while following place-based development. This will enable endogenous urban transformation and reduce local socioeconomic inequalities. 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 approach

Largo Residências is a hostel, hotel, artist residence, and café in Lisbon's fast-changing Intendente neighbourhood. The initiative is managed by a cooperative, and uses revenues from tourism and events to develop projects that support the cultural and social inclusion of the most vulnerable groups. In recent years, it has provided a social safety net for many of the area's residents as well as a community hub, spearheading the discussion about Lisbon's touristification and gentrification. Through its inclusive job policy, cultural events, and advocacy work, Largo Residências exemplifies the introduction of social inclusion to the cultural sector and has mobilised the local community for a more resilient neighbourhood, resistant to gentrification.


Largo Residências
tourists
accommo-
dation for
commercial
revenues
artist-in-residence
projects
contribute
to the local
community
cooperative
private person
owner
not supportive
of initiative
rent
contract
civic entrepreneurs
initiators linked to SOU
Cultural Association
renovation
coordination
record shop
& bike shop
rent ground
floor spaces
guests
neighbourhood
visitors
users
city
supportive of
initiative
with grant and BIP
ZIP programme
Largo Residências
hostel, hotel,
artist-in-residence and café
- café
- hotel
- event space

Open Heritage
Community
-driven
Adaptive
Reuse
in Europe:
Best Practice
Heike Oevermann
Levente Polyák
Hanna Szemző
Harald A. Mieg
Birkhäuser

Feedback

Learning grid

Identify the most important learning points

EUROPEAN URBAN INITIATIVE

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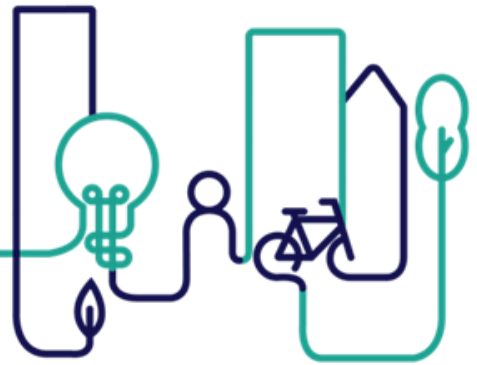
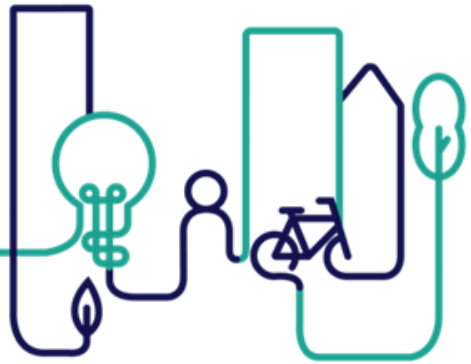


4-5 July 2023, Ljubljana

Participation and co-creation

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

The New Leipzig Charter



Ravenna - DARE

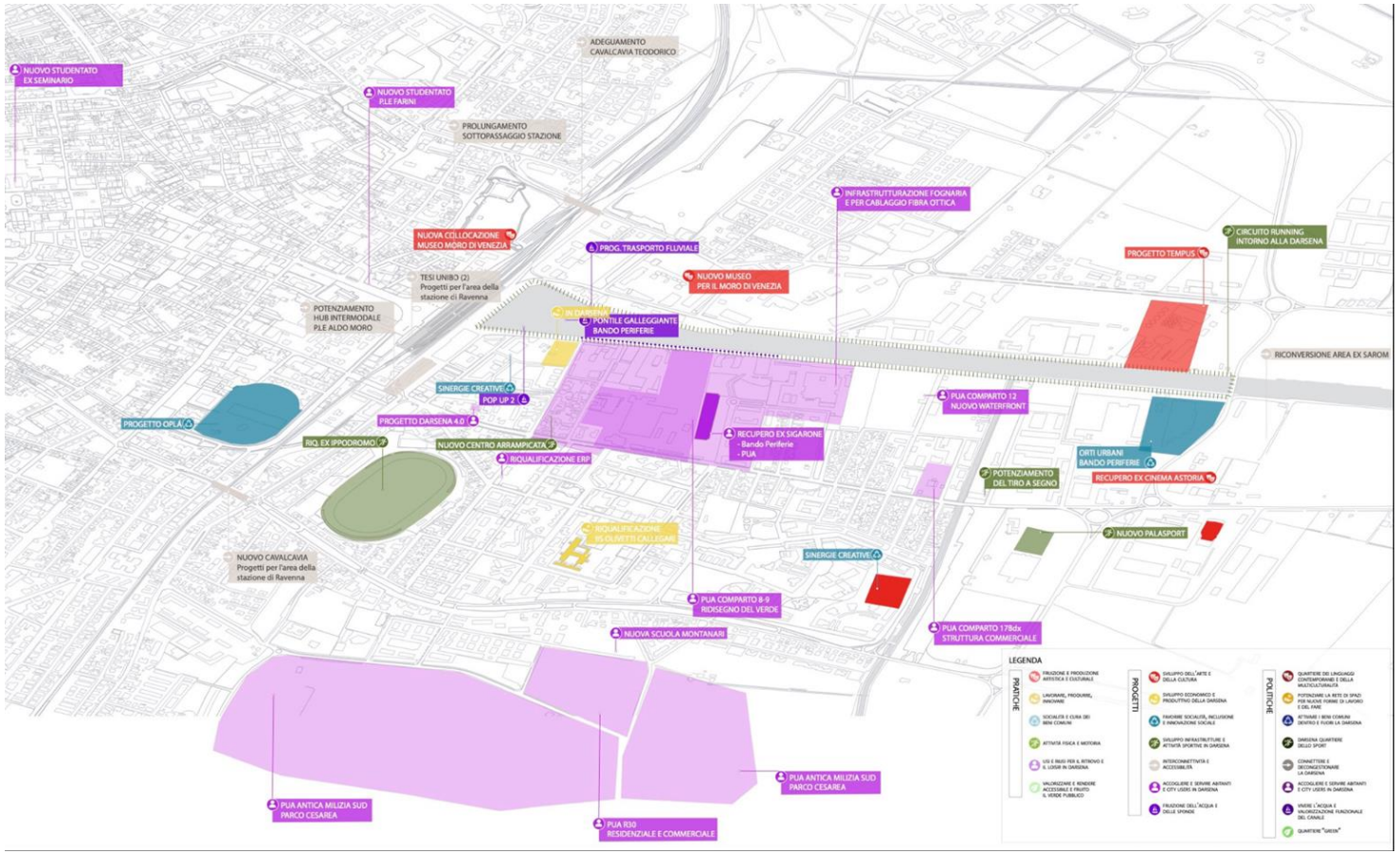
DARE is an innovative urban regeneration project that instead of focusing uniquely on the physical environment, invests in the skills of its inhabitants and the digital knowledge infrastructure of the area. In the course of the project's three years, Ravenna is cooperating with the Darsena's residents, businesses, initiatives and institutions to create an inclusive, accessible digital framework for the area. This framework will help the Darsena population to better understand their area, develop new skills, improve their quality of life and become protagonists of their neighbourhood.

"Several projects dealing with the theme of 'smart city' are using platforms to manage and control cities. In DARE our objective is different. ICT technologies are not used to manage the city but to support the city regeneration changing the perspective around the use of ICT technologies."

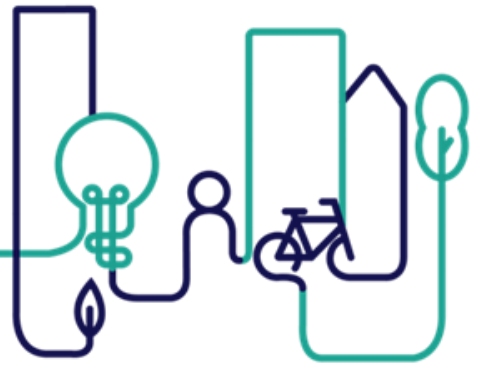
Ravenna - DARE

Co-design and participation

In order to involve people, initiatives or organisations active in the Darsena area, DARE undertook a careful exploration of practices, projects and policies that exist in the territory. This exploration helped in identifying the main themes, ideas and concerns that the Ravennati have projected onto Darsena, and that serve as a basis for the area's urban regeneration.



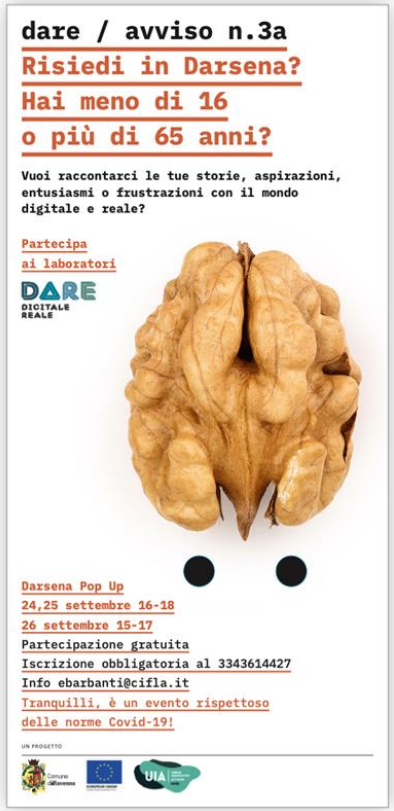
"Participation and participatory processes are a common practice in Ravenna, we are used to consultation and idea collection but now, within the DARE project, we're bringing these practices to a new level for the city, co-designing and activating citizens."



Ravenna - DARE

Communication and participation

DARE in Ravenna organises its information and data exchange around the online platform Darsena Ravenna Approdo Comune. The platform assembles many voices to tell the story of the urban transformation of Darsena, serving also as a press office to provide information to the public. More than a project website or a blog, Approdo Comune acts as a space for collaboration and narration of the regeneration process, connecting all events, data and stories to create a more holistic picture of the neighbourhood.



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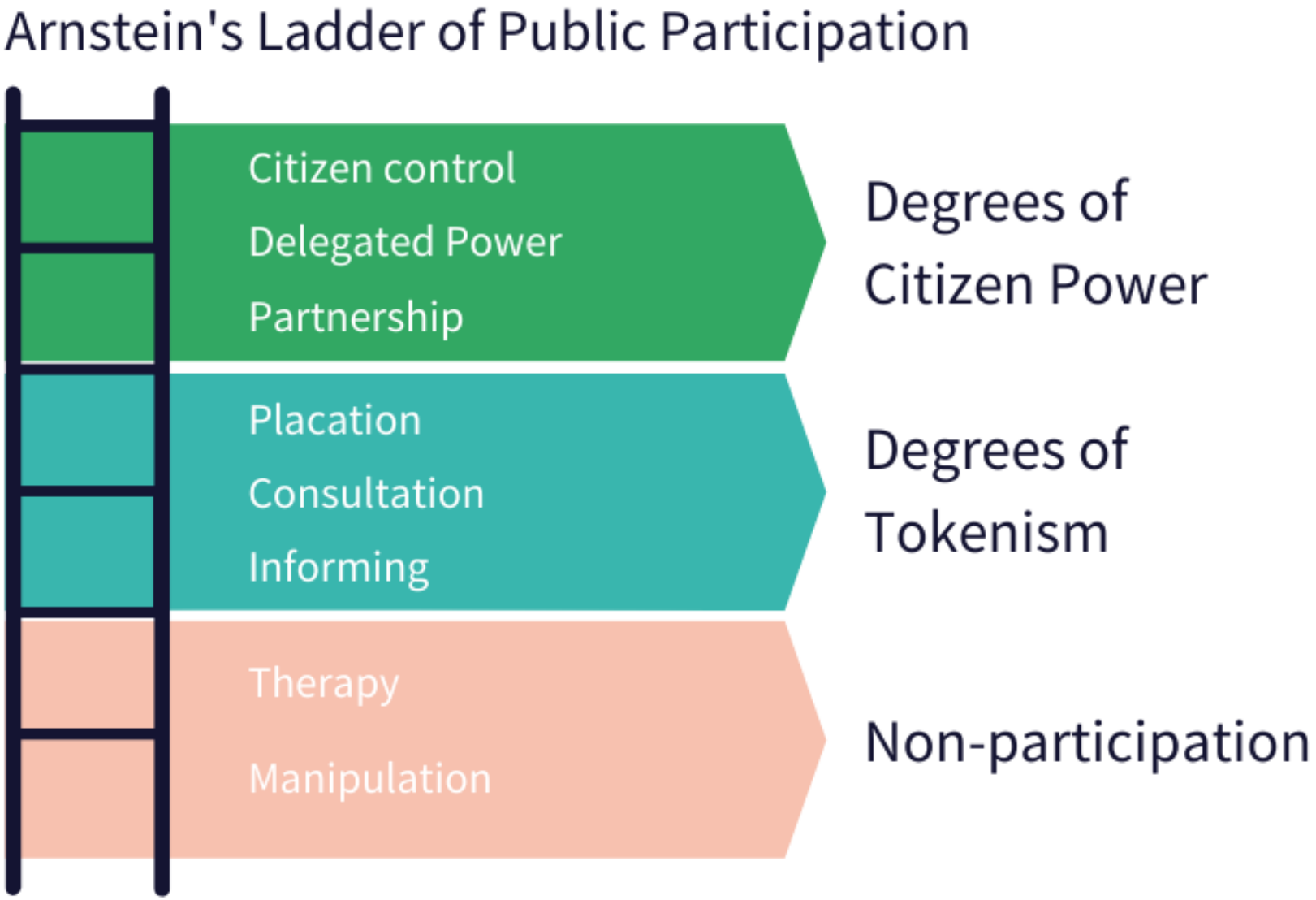
Participation and co-creation



Participation and co-creation

IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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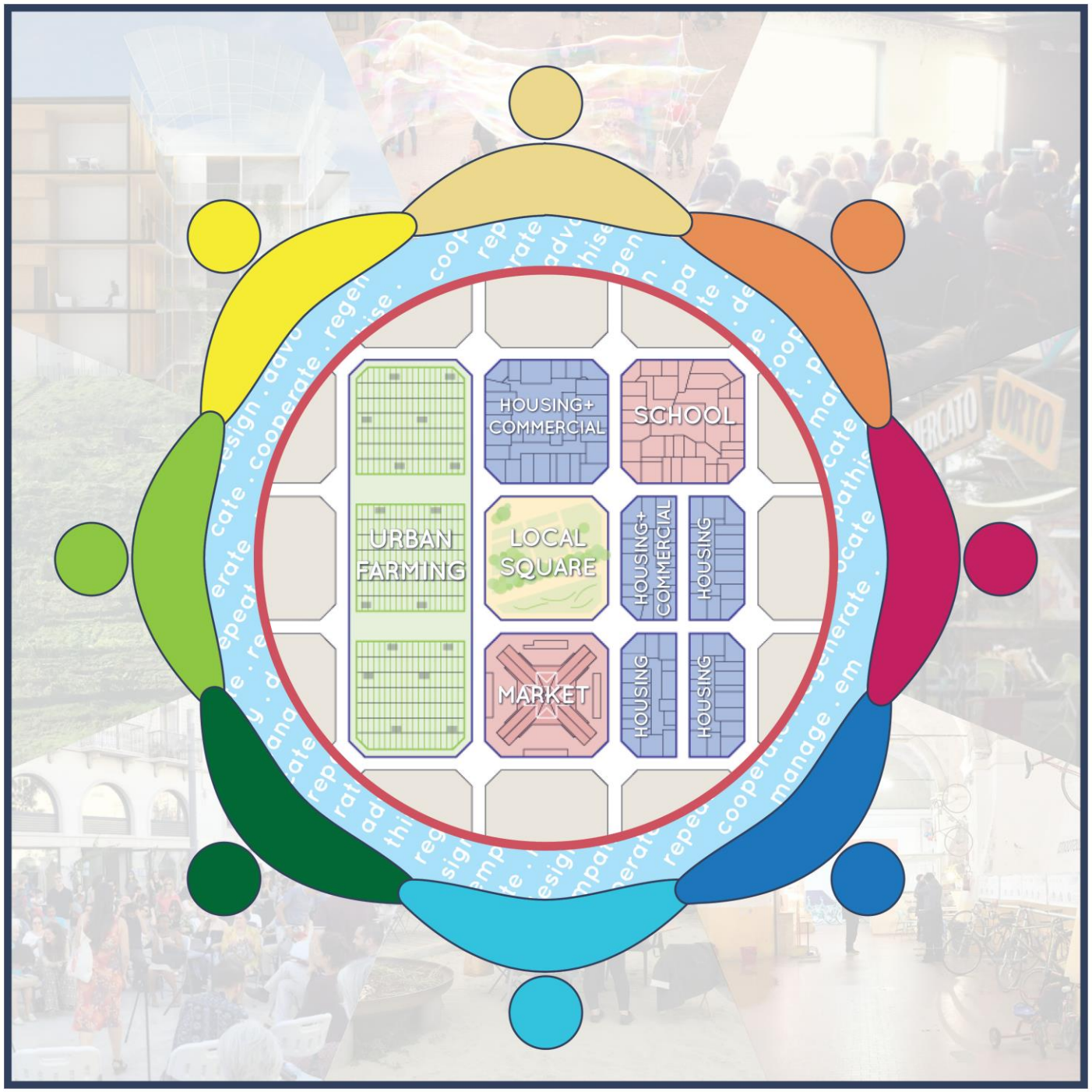
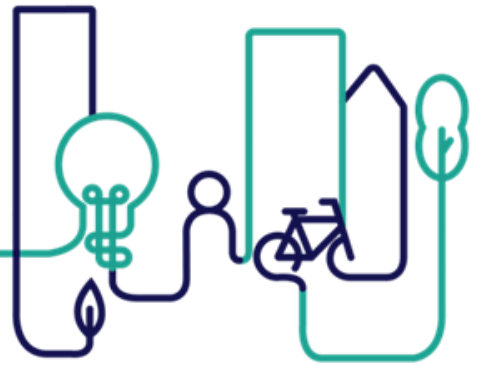
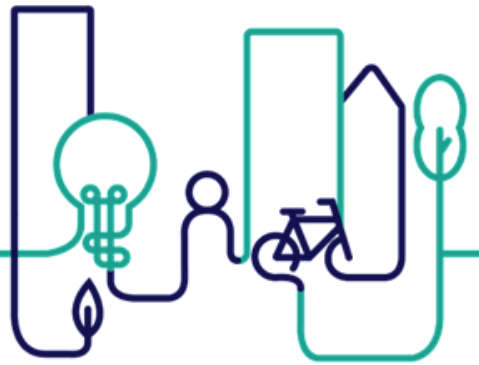
Participation and co-creation - The Game



4-5 July 2023, Ljubljana



4-5 July 2023, Ljubljana

Thank you