



**Call for Applications for Experts for Urban Innovative
Actions projects in the framework of the 1st Call for
Proposals**

13/10/2016 – 13/12/2016



Table of contents

1. Call for Applications	3
2. Urban Innovative Actions – Background	3
2.1 Context	3
2.2 Beneficiaries	4
2.3 Thematic coverage.....	4
2.4 Selection process of UIA projects.....	5
2.5 The selected projects in the framework of the first UIA Call for Proposals	6
3. UIA Experts	6
3.1 Role of UIA Experts	6
3.2 The tasks of UIA Experts.....	7
4. Selection of UIA Experts:	10
4.1 Applications:.....	10
4.2 Selection procedure.....	10
4.3 Selection criteria.....	10
5. Contractual details.....	11
5.1 Contractual management.....	11
5.2 Number of days of expertise	12
5.3 Fees.....	12
5.4 Incompatibility with the position of External Expert in the panel for the Strategic Assessment of UIA proposals.....	12
5.5 Indicative calendar.....	12
6. Useful resources.....	13

1. Call for Applications

The Urban Innovative Actions (UIA) Initiative is an instrument of the European Commission managed via indirect management and its main objective is to support urban authorities to test bold and innovative solutions to the main urban challenges.

All UIA projects, selected through Call for Proposals, shall appoint one expert whose key role is to provide support and advice, capture knowledge from the project as well as help in its sharing and transfer. UIA Experts will provide support and advice to projects on an ongoing basis throughout the implementation phase (three years plus one year for knowledge transfer activities).

As defined in annex 1 of the Delegation Agreement (Article 8) signed between the Conseil Regional Hauts-de-France (Nord-Pas de Calais-Picardie), the Entrusted Entity for the implementation of the Urban Innovative Actions Initiative and the European Commission, the Entrusted Entity shall select a number of UIA Experts to be appointed by selected UIA projects

In this framework, the Conseil Regional Hauts-de-France (Nord-Pas de Calais-Picardie), issues a Call for Applications for the selection of UIA Experts for the projects approved in the framework of the first UIA Call for Proposals (the list of approved projects with details on the topic addressed is provided in the section 2.5 of the present Terms of Reference).

The present Call for Applications will remain open until 13 December 2016.

2. Urban Innovative Actions – Background

2.1 Context

To answer the increasingly complex challenges they face, urban authorities need to go beyond traditional policies and services - they need to design and experiment bold and innovative solutions.

Although research on urban issues is well developed, the most innovative solutions are not always put into practice because urban authorities are reluctant to use their money to pilot new, unproven and hence risky ideas in a real urban setting.

The UIA Initiative offers urban authorities with the possibility to take a risk and experiment the most innovative and creative solutions. The main objective of UIA is to provide urban areas throughout Europe with resources to test, at real scale, innovative solutions to the main urban challenges, and see how these work in practice and respond to the complexity of real life.

The UIA initiative is based on Article 8 ERDF and its implementation is delegated to the Conseil Regional Hauts-de-France (Nord-Pas de Calais – Picardie), the Entrusted Entity. A Permanent Secretariat (PS) has been set up to ensure the management of the Initiative.

The UIA Initiative has a total ERDF budget of around EUR 372 million. UIA projects will be selected through annual calls for proposals from 2015 to 2020 on one or more topics proposed by the Commission. Each action can receive up to a maximum of EUR 5 Million ERDF co-financing. Project implementation must take place within a maximum period of three years.

The UIA Initiative selects and supports projects that are:

- **Innovative:** Projects should be new, bold, creative and experimental. Urban authorities should propose projects that might not have been financed under a mainstream Programme and are not merely part of normal local activities. Building on research and benchmarking, urban authorities should be able to demonstrate that the proposed project has not been previously tested and implemented on the ground in the urban area or elsewhere in the EU. The level of innovation requested is therefore to be considered at EU level.
- **Of good quality:** Projects should meet key quality standards such as clear and logical interrelation of objectives/activities/outputs, evidence of preparatory work, realistic ambitions, effective management structures and procedures and be of good value for money.
- **Participative:** Urban authorities should seek to benefit from sources of external expertise such as universities, NGOs, businesses, citizens and other levels of government both in the design and in the implementation of the project. To ensure the participative approach they need to define effective mechanisms of consultation, coordination and co-design. Each project can involve several Delivery Partners in position to bring experience and expertise in the implementation of the project.
- **Measurable:** Urban authorities should be able to clearly explain what the changes are that they want to achieve in the local context as a result of their projects. They need to demonstrate how any change in the local situation is directly attributable to the new solution developed and how the results can be measured, quantified and evaluated.
- **Transferable:** Solutions developed in the framework of the projects should be applicable and replicable by other organisations throughout Europe. Urban authorities should demonstrate that the challenge addressed has a Europe-wide relevance and that the resources needed for the implementation of the projects can be found in other local contexts.

2.2 Beneficiaries

The following authorities may apply for support to undertake UIA projects:

- any urban authority of a local administrative unit defined according to the degree of urbanisation as city, town or suburb and comprising at least 50 000 inhabitants;
- any association or grouping of urban authorities of local administrative units defined according to the degree of urbanisation as city, town or suburb where the total population is at least 50 000 inhabitants; this can include cross-border associations or groupings, associations or groupings in different regions and/or Member States.

2.3 Thematic coverage

In the framework of the consultation on the EU Urban Agenda, it was agreed by all key stakeholders (urban authorities, Member States, the Commission and the European Parliament) that in order to achieve meaningful and measurable results at local level, one of the central aims of the EU Urban Agenda shall be to better target the funds, initiatives and efforts of the Commission towards those

urban challenges that local authorities and inhabitants feel are most pressing. Moreover, the EU Urban Agenda should also contribute to enhancing the knowledge base on urban issues and exchange of good practices and knowledge in order to facilitate cross-fertilisation across urban actors but also evidence based urban policy-making.

The Commission strongly believes that the UIA Initiative should concretely contribute to these operational aims of the EU Urban Agenda. As a consequence, the topics that urban authorities can address within the frame of the UIA Initiative should be closely aligned to those of the EU Urban Agenda.

More particularly, for each Call for Proposals for the selection of UIA projects, the Commission will select a limited number of topics that urban authorities can address.

In the framework of the first call for proposals (launched in December 2015) the following four topics have been identified:

- Jobs and skills in local economy
- Inclusion of migrants and refugees
- Urban poverty, with focus on deprived neighbourhoods
- Energy transition

More details on the four topics identified are provided in the Terms of Reference of the first Call for Proposals that experts interested in the present Call for Applications are strongly recommended to read.¹ A presentation of the four topics is also available in the UIA website².

2.4 Selection process of UIA projects

UIA projects are selected through annual calls for proposals, each focused on a limited number of topics proposed by the Commission.

Eligible Urban Authorities are requested to submit their project proposals in the form of an Application Form.

Application Forms received within the deadline are subject to a selection process organised along the following steps:

1. Eligibility and admissibility check
2. Strategic Assessment
3. Operational Assessment

Upon closure of the Call for Proposals, a check is carried out by the PS as to the compliance of the received Application Forms and their annexes with the formal eligibility and admissibility criteria listed in the Terms of Reference of the Call for Proposals.

Application Forms that are declared eligible and admissible are subject to a Strategic Assessment carried out by a Panel of External Experts. The Strategic Assessment accounts for 80% of the weighting given to the overall project assessment and consists the following criteria:

¹ Terms of Reference – First Call for Proposals – http://www.uia-initiative.eu/sites/default/files/2015-12/UIA_ToR_EN_0.pdf

² <http://www.uia-initiative.eu/en/12-topics-for-a-better-urban-environment>

- Innovativeness (40% of weighting) – To what extent is the applicant able to demonstrate that the project proposal is new and that has a clear potential to add value
- Partnership (15% of weighting) – To what extent is the involvement of key stakeholders relevant for the implementation of the project
- Measurability (15% of weighting) – To what extent will the project deliver measurable results
- Transferability (10% of weighting) - To what extent will the project be transferable to other urban areas across Europe

Once the Strategic Assessment is completed, a shortlist of projects is selected to move on to the final step: the Operational Assessment. This assessment is carried out by the PS and accounts for 20% of the weighting given to the overall project assessment. Its main objective is to assess the quality of the proposal by looking at if the project is justified, realistic, consistent, coherent, well managed and has value for money.

Once the Operational Assessment is completed, a Selection Committee comprised of the Entrusted Entity and the Commission makes the final selection. Please see in section 2.5 (below) the list of approved projects in the framework of the first Call for Proposals.

2.5 The selected projects in the framework of the first UIA Call for Proposals

As a result of the abovementioned assessment process, the European Commission and the Entrusted Entity formed a Selection Committee and selected 18 projects to receive funding across the four topics of the first Call for Proposals. Please see Annex I for the full list of projects with the description of the main challenge and solution proposed.

The object of the present Call for Applications is to select and recruit UIA Experts for those projects funded in the framework of the first Call for Proposals for UIA projects.

Candidate UIA Experts applying in the framework of the present Call for Applicants shall indicate for which selected UIA project(s) they are applying for and provide evidence of relevant expertise related to the specific policy challenge addressed.

3. UIA Experts

3.1 Role of UIA Experts

The main aim of UIA projects is to test innovative solutions which have not been tried before in a city context and see how they will react to the complexity of real life before deciding if and how to upscale them in local mainstream policies.

While implementing their UIA projects, urban authorities will face several challenges linked to the experimental nature of the project as well as to the specificities of the methodological approach for an integrated and sustainable urban development.

The main challenges will notably include (the list is not exhaustive):

- How to lead an innovative urban project?
- How to organise a smart public procurement process to leverage and support innovation?

- How to maintain a participative approach during the implementation phase and ensure the active involvement of key local stakeholders?
- How to re-organise the municipal services to ensure a cross-department and integrated management and implementation of the project?
- How to set up and implement an effective process of monitoring and evaluation of the actions implemented?

Throughout the implementation of the project, by facing the challenges mentioned above and designing and testing new processes and solutions, urban authorities will also generate an important wealth of knowledge about the experimentation process (what worked, what did not work, what could be done differently). This knowledge will be extremely valuable for urban policy makers and practitioners in Europe and beyond, trying to design and implement innovative solutions to urban challenges.

UIA Experts will join a selected group of **urban authority frontrunners** implementing the first **pioneering UIA projects**.

UIA Experts will play a key role in **guiding and supporting urban authorities** to find bold and effective solutions to the challenges of the implementation process by providing advice and bringing in existing knowledge and good practices from Europe and beyond.

In close coordination with the urban authorities, the UIA Expert will also be the key person responsible for **capturing the knowledge generated** at local level, drawing lessons and making them available to a wider audience of urban actors in Europe and beyond.

UIA Experts will be contracted for a total of **50 days of expertise** covering the implementation phase of UIA projects (three years for implementation plus one final year for knowledge transfer).

A detailed work plan will be agreed by the PS, the Urban Authority and the UIA Expert based on the specific experiences and needs of the Urban Authority.

The Permanent Secretariat may use the possibility **to add up to 20% of days of expertise** for activities to be carried out by UIA Experts in the interest of the Initiative (i.e. training sessions and coordination meetings organised by the Permanent Secretariat, participation at external conferences/seminars on behalf of the UIA project or of the UIA Initiative, contribution to capitalisation activities of relevant European organisations/networks such as URBACT, Eurocities, etc). This possibility will be used by the Permanent Secretariat on a case by case basis through specific purchase orders.

3.2 The tasks of UIA Experts

The tasks of UIA Experts include the following:

a) Advice and guidance

Each UIA Expert will provide the urban authority with **strategic** as well as **operational** guidance.

At **strategic level** the Expert will provide urban authorities with input and advice on the substance of the project and its innovative content with particular attention on the project's focus, objectives, expected outputs and results and target beneficiaries.

At **operational level**, UIA Experts will provide urban authority with input and advice concerning the main steps and challenges of the implementation of their innovative solutions (i.e. public procurement, participative approach for co-implementation, internal organisation of municipal teams, monitoring and evaluation, operational and political leadership, etc.).

At both levels the support provided by UIA Experts shall include inputs and recommendations based on research and experience, good practices or case studies from Europe and/or elsewhere.

The advice and guidance should be provided through site-visits to the projects as well as through regular contact with the project managers and other key stakeholders involved in the project implementation at local level.

Experts will help to ensure and facilitate links with other urban authorities and organisations/networks dealing with similar topics or that have implemented similar projects through their own professional links or by researching them.

The advice provided by UIA Experts to urban authorities will be captured in the journal on the project's implementation and the zoom in (described below) as well as in more internal working documents (reports of study visits, discussion papers, written answers to specific requests from the urban authorities).

b) Knowledge capture

UIA Experts will assist in the development of documentation and outputs that will capture and disseminate the lessons learnt and good practices for a wider audience. It will include the capture of results and recommendations from the project with a specific focus on how urban authorities and local key stakeholders have dealt with the main challenges of the implementation process. As part of the knowledge capture UIA Experts will have three main outputs to produce:

- **Output 1**

The first output generated by UIA Experts will take the form of a written account: **a journal on the project's implementation**. The UIA expert will be expected to produce two edition/s of this journal each year.

Throughout the project implementation, the Expert will thus regularly inform and reflect on the progress made by the project, the challenges encountered and how these were overcome (i.e. difficulties in putting in place a public procurement procedure, how to work on innovation in partnership, etc). Each journal will include a focus on a specific challenge encountered in a given period of the project's life-cycle in the form of an analytical article (for instance, how to put in place a public procurement procedure for an innovative action). This will include a section on key facts and/or figures on the challenge tackled by the project (i.e. how much does public procurement represent in the city's budget) allowing readers to further understand the context

The written account put together by the UIA Expert will be published on the UIA website and will be aimed at a wide audience including politicians, technicians as well as the general public therefore having a high visibility.

Visits to the project will allow the Expert to gather knowledge through in-situ exchanges with the

urban authorities and partners as well as based on documentation produced and facilitated by the project manager.

- Output 2

An in-depth look into a specific part of the project (a '**zoom in**' the shape of a case-study, interview, video, etc) will be the second key output of the knowledge capture. The zoom in shall deepen the knowledge generated by the project concerning the solutions designed and implemented to overcome the main challenges related to the experimentation of innovative projects in a real urban setting. It can include testimonials of those people working on the project or who will benefit from its activities. **This output will be produced once a year.** Due to its analytical nature, the output shall be aimed at a specific and knowledgeable audience seeking to gain further information on innovation in sustainable urban development.

- Output 3

Further to this, UIA Experts will support projects in the preparation of the **Final Qualitative Report**, the compulsory final output to be produced by all urban authorities of approved UIA projects. The template of the Final Qualitative Report will be designed by the Permanent Secretariat in close cooperation with urban authorities and UIA Experts.

c) Sharing knowledge

The findings and the lessons learnt from the implementation of UIA projects will be extremely valuable for policy makers and practitioners dealing with similar challenges and trying to design and experiment innovative solutions.

It is therefore essential that the knowledge captured is shared and disseminated at European level and beyond.

The UIA Initiative will establish relationships with relevant European as well as national institutions and organisations specialised in knowledge management and sharing for sustainable urban development. These include the Urban Development Network (UDN) managed by the European Commission as well as URBACT, Eurocities, Energy Cities, Committee of Regions, etc.

On the other hand urban authorities will also make use of their own networks and transnational relationships in order to disseminate and share the knowledge generated and captured.

UIA Experts will be requested to assist selected UIA projects in their dissemination process by participating in conferences and events organised by relevant institutions and organisations (along with representatives of the urban authorities or on their behalf) but also to increase the possibilities for dissemination by activating their own professional/academic networks.

They will be requested to help prepare or design dissemination materials (PowerPoint presentations, PREZI, video, infographics, etc.).

4. Selection of UIA Experts:

4.1 Applications:

Candidate experts can apply in the framework of the present Call for Applicants to support only **one** UIA project selected in the framework of the first UIA Call for Proposals. When submitting their application form, applicants will be able to select up to three projects (from two EU Member States) found in Annex I stating a first, second and third choice in order of preference.

Candidate experts interested in applying shall submit the following:

- A cover letter stating their interest in applying to become a UIA Expert and explaining why they have chosen to apply for their first choice project
- A filled in UIA Expert application form

The deadline for receipt of the applications is 13 December 2016.

Applications shall be sent by the deadline via email to the Permanent Secretariat at the following address recruitment@uia-initiative.eu

4.2 Selection procedure

An independent consultancy has been appointed to support the selection of applications of UIA Experts. It will be performed by an independent consultancy firm (Ecorys Netherlands) selected by the Entrusted Entity through an open call for tender. The independent consultancy will assess the cover letters and UIA Expert application forms submitted within the deadline for submission.

The selection procedures will be undertaken in two stages:

- A short list of relevant candidates for each selected UIA project will be elaborated on the basis of the assessment of received expert applications by the independent consultant. This list will be drawn up in relation to the candidate's experience and how they would fit with the project/s they have selected. Candidate experts included in the shortlist will be informed by the independent consultancy firm. Candidate experts not included in the shortlist will receive a notification (including comment and reasoning) by the independent consultancy firm.
- Short listed candidates will be interviewed by urban authorities of approved projects during the project's initiation phase. The Main Urban Authority will select the Expert for their project in agreement with the PS.

Interviews will be made via skype or at the project location in February/March 2017.

4.3 Selection criteria

Selection of applicants will be done along the following criteria:

In depth knowledge (academic and/or based on practical experience) of the urban topics and sub-topics addressed by the selected projects. The list of approved projects and description of topics and

sub-topics is available under section 2.5 of the present Terms of Reference. A minimum of seven years of experience in three different EU countries on the topic (and sub-topic) is requested.

Advising

- Good understanding and direct experience of challenges for integrated sustainable urban development in Europe as well as of the potential for experimentation of innovative solutions
- Understanding of the urban dimension of the EU policies, Cohesion Policy in particular
- Good knowledge and experience of mechanisms, tools and methods for the implementation of innovative urban projects (including leadership, public procurement, participative approach, integration of municipal services, measurement of results, etc.)
- Ability to understand specific local situations and adapt mechanisms, tools and methods to different local realities and specificities
- Knowledge of the main policies, initiatives, funding schemes for innovative urban projects in Europe and beyond
- Personal network including contacts with representatives of urban authorities, city-networks and other relevant organisations dealing with urban innovation

Capturing and sharing knowledge

- Ability to draw out, support the verbalisation and documentation of knowledge and practice from urban authorities and the different stakeholders participating in the project
- Ability to produce clear and concise reports that incorporate learning from the implementation process, document the status and practices, put forward good practices and policy messages targeting practitioners and policy-makers
- Possess an understanding of how to maximise the use of project results and lessons learnt for their use in capitalisation activities, policy design, awareness raising, etc.
- Experience of presenting knowledge in creative ways (e.g. use of film, visual narratives, different styles of reporting in both print and digital)
- Excellent communication skills (written and verbal) – UIA experts must be able to communicate complex concepts to non-English speakers and to different stakeholders ranging from experts to ordinary citizens.
- Good oral communication skills as UIA Experts will be expected to present knowledge from UIA projects in high-level conferences and seminars. Creative and engaging ways of presenting will be expected.

General skills and requirements

- Fluent in English (written and spoken)
- Where possible working knowledge of a third EU language
- IT literate

In the Application Form candidate experts are requested to provide evidence of their skills, competences and knowledge by providing concrete examples of previous relevant experiences. Detailed instructions on how to fill in are provided in each box of the Application Form.

5. Contractual details

5.1 Contractual management

The independent consultancy firm (Ecorys Netherlands), in charge of the assessment of the applications received for the selection of UIA Experts will be also responsible for the contractual management of the selected experts.

Following the decision of the urban authority of the selected UIA project in agreement with the PS, a contract will be signed between Ecorys Netherlands and each selected UIA expert.

The UIA PS will coordinate and support the activities of the independent consultancy firm. The urban authority and the Permanent Secretariat are responsible for the quality control of the activities and deliverables of UIA Experts.

5.2 Number of days of expertise

The number of days to be allocated to each selected UIA expert is 50 covering the implementation phase of UIA projects (three years for the project implementation and one final year for knowledge transfer). Experts are expected to work with the project/s for their full duration.

An additional allocation of days (up to additional 20%) for UIA Experts may be commissioned by the PS. This will be done on an ad hoc basis through specific purchase orders.

The indicative breakdown of the 50 days is as follows:

- 14 days per year for the first three years (project implementation)
 - 5 days for site visits
 - 3 days for each journal produced - two per year
 - 3 days per in-depth report ('zoom in') - once per year
- 8 days for the final year (knowledge transfer)

5.3 Fees

The daily rate of experts is fixed at **EUR 750, VAT included**. These payments will be financed in the framework of the Urban Innovative Actions initiative.

Building on the detailed work plan agreed between the urban authority, the UIA Expert and the PS, travel and accommodation costs will be supported by the UIA Initiative according to the refunding conditions communicated to the experts in advance and after reception by Ecorys Netherlands of the declarations of expenses form and justifications of payments.

UIA Experts will be able to invoice once per year in accordance to the breakdown of days and with the activities defined in the contract.

5.4 Incompatibility with the position of External Expert in the panel for the Strategic Assessment of UIA proposals

Experts selected as members of the Panel of External Experts for the first call for proposals will not be able to apply for the position of UIA Experts to support project assessed by the Panel.

5.5 Indicative calendar

- **12/10/2016:** Official announcement of UIA projects selected in the framework of the 1st Call for Proposals
- **13/10/2016:** Launch of the Call for Applicants for UIA Experts and description of projects available on the UIA website
- **13/12/2016:** Deadline for the submission of Application Form by candidate UIA Experts

- **January 2017:** Assessment of the Application Forms received and definition of the shortlists for each UIA Project
- **February 2017:** Interviews organised by urban authorities of UIA projects with shortlisted candidate experts (via Skype)
- **March 2017:** Final decision by urban authorities and PS. Establishment of detailed work plan and contract
- **April 2017:** Kick off meeting with urban authorities and UIA Experts with the EE, EC and PS (in Lille or Brussels)

6. Useful resources³

- Terms of Reference for the 1st Call for Proposals
- UIA Guidance

6. Contact

For questions regarding the present Call for UIA Experts, please contact us via e-mail at s.forjan@uia-initiative.eu.

³ All documents can be downloaded here : <http://www.uia-initiative.eu/en/call-for-proposals>

ANNEX I - List of approved UIA projects in the framework of the first Call for Proposals

Under the topic of the energy transition

Main Urban Authority: City of GOTHENBURG (Göteborg Stad)

Project Title (and acronym): Fossil Free Energy Districts (FED)

ERDF Budget: € 4,654,800.00

The **FED** project seeks to drastically decrease the use of fossil fuel energy and increase security of supply. It aims at significantly reducing peak loads and the use of primary energy from fossil fuels. The project will develop and test a novel district level energy system, integrating electric power as well as heating and cooling. A full-scale demonstration will be implemented at Chalmers' university campus in Gothenburg including 15,000 end-users. FED will establish a connected and integrated local energy system and market integrating demand and supply along with business modelling aspects. A local energy market and trading system will be established to enable stakeholders to exchange temporary energy excess and needs. Beyond its partnership, FED will engage with other private landlords in the neighbourhood, private companies and citizens.

The project's main implementation activities will include:

- Establishing a system to develop, validate and demonstrate in full scale the values of a micro-grid system to balance and optimise energy services including electricity, heating and cooling
- Developing viable business cases for the transition towards a sustainable energy system
- Acquiring a deeper understanding of the main obstacles for replication locally and in other areas of the EU and perform activities to mitigate these obstacles
- Monitoring and evaluating the system performance and the project's environmental, social, technical, economical achievements compared to the baseline
- Investing in additional infrastructure, adaptation and reconstruction of district heating and cooling systems along with control systems and web or cloud-based tool to allow an energy market trading system.

Partnership:

- City of Gothenburg
- 2 innovation platforms: Johanneberg Science Park AB and Business Region Göteborg AB
- 3 energy and grid operators: Gothenburg Energi AB, Akademiska Hus AB and Ericsson AB
- 1 real estate company: Chalmersfastigheter AB,
- 2 higher education and research institutes: Chalmers and SP Technical Research Institute of Sweden

Main Urban Authority: City of PARIS (Ville de Paris)

Project Title (and acronym): Co-Responsibility in District Energy Efficiency & Sustainability (CoRDEES)

ERDF Budget: € 4,364,796.48

The **CoRDEES** project aims at designing and demonstrating innovative and smart solutions to achieve optimal energy performance at district scale (Clichy-Batignolles area). CORDEES will combine three main solutions in an integrated approach to reach its energy efficiency objective (50 kWh/m² and reduce by 90% CO₂ emissions). The project will first set up a new multi-stakeholder participative

energy governance system which will define energy commitments as well as contractual, financial and regulatory conditions. It will develop a Community Energy Management Platform to monitor, consolidate and analyse energy data for all buildings and public facilities in real time. Building owners and operators, energy companies and end-user representatives will be supported by an Energy Support Service (the Urban Sustainable Trustee Facilitator) in the achievement of their energy performance targets. Beyond its partnership, the project will engage with a large number of stakeholders which will be empowered to achieve their energy efficiency goals.

The project's main implementation activities will include:

- Creating a community energy management platform to measure real-time district energy performance for each stakeholder to ease governance, economic and business model definition
- Creating an urban energy new deal involving all actors in the local area to work on a new governance and contracting of financial schemes based on co-responsibility
- Establishing urban energy services that will use the energy data collected (at every scale, from each building sensor to the national network) and involve every building user in the community challenge to achieve a carbon-free neighbourhood
- Monitoring and evaluating the impact and effectiveness performance strategies and technological tools more particularly
- Investing in energy meters and sensor installation in buildings and interfaces with energy operators' existing systems as well as in the deployment of 300 kWh of power storage capacity to support the development of energy services

Partnership:

- City of Paris
- 1 public-private company: Paris Batignolle Amenagement
- 2 SMEs : Une autre ville and Embix
- 1 higher education and research institute: Armines

Main Urban Authority: City of VILADECANS (Ajuntament de Viladecans)

Project Title (and acronym): Innovative local public-private-citizen partnership for energy governance (VILAWATT)

ERDF Budget: € 4,269,862.80

The **VILAWATT** project seeks to secure a stable energy transition process through deep energy renovation of residential buildings in one of the most deprived districts of Viladecans, helping the city tackle fuel poverty. The project will create an innovative Public-Private-Citizen governance Partnership (PPCP), structured around 3 main pillars. First, a Local Energy Operator will be established to act as a local energy supplier and renewable energy producer. An Energy Savings Company, offering renovation and energy saving services to its members (the municipality, businesses and citizens) will be created. Finally, a financial mechanism to capitalise the energy savings (generated through contracts with households having benefited from initial investments) will be used by the new entity to further invest in deep energy renovations in the municipality. A new energy currency linked to the savings will work as an incentive for energy efficiency and as a mechanism to increase the economic capacity of vulnerable groups. The project will involve regional stakeholders active in the fields of ethical banking, community management, social innovation, renewable energy and energy efficiency.

The project's main implementation activities will include:

- Put in place an innovative local participative governance organisation to prepare and put into practice the new innovative public-private-citizen governance organisation (PPCP) that will empower the local community on deep energy renovation, making them evolve from a passive to a highly active and engaged role
- Deployment and experimentation of the energy transition tools (energy currency generated from energy savings, energy operator, energy savings services, deep renovation investor), and that will be the main goal of this WP together with the implementation of a new One-Stop Administration for PPCP members
- Creating Energy Engaged Communities where neighbourhood communities will be empowered in order to participate in the deep renovation processes of residential buildings and creating a snowball effect in citizen demand
- Investing in 'tools for energy transition' comprising an energy currency, energy operator and energy savings services.

Partnership:

- City of Viladecans
- 2 energy agencies: Agència d'ecologia urbana de Barcelona and Institut Català de l'Energia
- 3 SMEs: Ubiquat technologies s.l., Cercle Gespromat s.l. and EGM
- 1 non-profit association: Low Impact Mediterranean Architecture

Under the topic of the integration of migrants and refugees

Main Urban Authority: City of ANTWERP (Stad Antwerpen)

Project Title (and acronym): Co-housing and case management for Unaccompanied young adult Refugees in ANTwerp (CURANT)

ERDF Budget: € 4,894,303.32

The **CURANT** project seeks to provide integrated services for unaccompanied young refugees once they reach adulthood and are no longer entitled to benefit from social protection as an unaccompanied minor. It will combine co-housing and social integration schemes with volunteer buddies (young local residents aged 20-30 years old) for 1-1 integration and circular integrated individual trajectories. 75 affordable co-housing units for both unaccompanied young adults and buddies will be made available in the city. The trajectories of the young refugees involved will be treated in all their complexity instead of focusing separately on different components. A guaranteed, safe, affordable and quality place to live will pivot around a circular set of social services including language courses, training and health care. Different city departments, regional and local agencies for health services and education as well as NGOs will be actively involved in the implementation of the project.

The project's main implementation activities will include:

- Developing a recruitment and matching system to select 135 buddies
- Case management for 135 unaccompanied young adult refugees following circular integrated individual trajectories, guaranteeing an intensive follow-up of the target group by individual case management
- Evaluating the activities in order to obtain an insight into the impact of co-housing and buddy systems, and the results of integrated and circular integration trajectories.
- Investing in co-housing that will include a combination of modular units, co-housing apartments and city owned property

Partnership:

- City of Antwerp
- 1 health care association: Solentra
- 1 urban lab: JES vzw
- 2 NGOs: Vormingplus and Atlas
- 1 higher education and research institute: University of Antwerp

Main Urban Authority: City of BOLOGNA (Comune di Bologna)

Project Title (and acronym): Villa SALUS as a new Sustainable Accessible Liveable Usable Social space for intercultural Wellbeing, Welfare and Welcoming in the metropolitan City of Bologna (S.A.L.U.S 'W' SPACE)

ERDF Budget: € 4,999,738.40

The **S.A.L.U.S. 'W' SPACE** project wants to foster the social, cultural and economic inclusion of migrants in Bologna. The Villa Salus, an abandoned former hospital for the elderly, will be refurbished and converted into an innovative reception and neighbourhood centre. The centre will combine a unique set of functions, including social housing (for both migrants and local inhabitants), training, public facilities, and an arts and crafts factory. Migrants will be involved in the design of the centre and its dedicated spaces (urban farm, cultural centre, laboratories, housing), in the refurbishment and in the management of the new spaces through community enterprises. The project will allow migrants to acquire new skills and build micro-enterprises for community services in the neighbourhood. Beyond its partnership, the project will actively seek to attract, consult and involve citizens and associations who live and operate in the surrounding area.

The project's main implementation activities will include:

- A focus on refugees' physical and psychological, social and economic wellbeing, and allowing to interlace the individual with society in a shared and participative perspective of intercultural and intergenerational relations
- A focus on welfare by developing field training and creating work teams, formed by refugees that will constitute the professional teams in charge of the routine maintenance of the building and constituting at the same time a neighbourhood service system to create a reciprocal relationship with the town
- A focus on welcome where an integrated ecosystem for intercultural contamination between immigrants and the host society, and their socio-economic inclusion
- Evaluating how citizens and local key stakeholders actively participate in the project's activities
- Investing in the total refurbishment of Villa Salus, to make the building suitable for the reception of refugees and the services which will be designed through a participative process

Partnership:

- City of Bologna
- 1 public welfare company : ASP citta' di Bologna
- 6 NGOs: Antoniano Onlus, Cooperativa sociale Camelot, Società Dolce, Eta Beta Coop. - Soc. Onlus, ACLI provinciali di Bologna and Associazione MondoDonna Onlus
- 5 education and training centres: Associazione Cantieri Meticci, Ciofs FP Emilia Romagna, Microfinanza Srl, Cefal Emilia Romagna Società Cooperativa and CSAPSA,
- 3 SMEs: Istituto per la Ricerca Sociale, Open Group and ICIE
- 1 higher education and research institute: University of Bologna

Main Urban Authority: City of MUNICH (Landeshauptstadt München)

Project Title (and acronym): Towards lively partnerships - comprehensive integrated approach for a sustainable integration of refugees in Munich (RefuMuc)

ERDF Budget: € 3,934,875.60

The **RefuMuc** project seeks to facilitate an integrated and proactive inclusion of refugees while answering to a housing need in the city of Munich. As part of the programme "Housing for Everybody", 3000 new apartments will be built in the next 3 years and shared 50/50 between refugees and local citizens. With UIA, the city will test an integrated set of actions within the new housing estates in order to enable the active inclusion of refugees. Co-design and empowerment will be at the heart of all project activities. Within the housing stock, shared spaces co-designed by residents and users will host cultural and training activities for refugees as well as other initiatives

jointly developed by the residents. New mechanisms of self-governance will be experimented with residents assemblies empowered to develop housing rules and mitigate possible conflicts. The project will work with a broad range of charities and associations, but also housing associations and different municipal agencies. The objective is to test new synergies and partnerships to achieve a successful inclusion of refugees in Munich.

The project's main implementation activities will include:

- Working together with stakeholders in the district to establish durable networks in order to allow refugees to integrate at an early stage. It will encourage and enable refugees to activate and to bring in their skills, capacities and knowledge.
- Designing the construction program 'Housing for all' giving refugees and local citizens an equal chance to get an apartment by 50/50 distribution where common rooms and social services will be installed
- Establishing different sports and cultural activities to stimulate refugee participation at various city events with the help of voluntary and / or professional coaches
- Investing in the construction and design of common rooms and open spaces located in the housing blocks "Living for all" or nearby in the district (i.e. empty shops) uniting tenants and residents from the district

Partnership:

- City of Munich
- Chamber of Crafts for Munich and Upper Bavaria
- Job Centre Munich
- 6 NGOs: Kreisjugendring Munich-City, REGSAM, ADD on – zweiplus, Bellevue di Monaco, Komm und Koch and jaz e.V.
- 2 local public authorities: Gewofag and Municipal housing association Munich GmbH
- 2 local infrastructure and service providers: Münchenstift public utility services for health care and Stadtwerke München GmbH
- 1 higher education and research institute: Catholic University of Applied Sciences Munich

Main Urban Authority: City of UTRECHT (Gemeente Utrecht)

Project Title (and acronym): Utrecht- Refugee Launch Pad (U-RLP)

ERDF Budget: €2,778,313.60

The **U-RLP** project seeks to capitalise asylum seeker's entrepreneurial skills. Starting before asylum status is granted, the activities of the "launch pad" will enhance the entrepreneurial skills of the refugees who will remain in the Netherlands but also of those who will return to their country of origin. Within an existing emergency shelter, the project will combine community housing, learning activities as well as incubator and work spaces. Targeting the asylum seekers but also local young NEETs (not in Education, Employment or Training), who represent 20% of the neighbourhood population, the project's ambition is to establish solid bridges within the community. International entrepreneurship training, business language courses, peer to peer coaching and internships in local businesses will be offered to target groups. Special attention will be given to post traumatic stress with the experimentation of innovative tools to reframe refugees' broken narratives, encouraging resilience, and building confidence for entrepreneurship.

The project's main implementation activities will include:

- Community Engagement allowing tenants to manage the housing project being responsible for all aspects of practical housing management. It will involve the neighbourhood and the refugees.
- Providing education on (social) entrepreneurship and the possibility for refugees and NEETS to gain experience.
- Developing professional and client based support to the refugees in one of the city's emergency shelters. It will support asylum seekers to deal with their new situation and cope with formal immigration procedures
- Putting in place a research and evaluation framework collecting measurable evidence of the innovation's effectiveness and identifying barriers to achieving its main aims

Partnership:

- City of Utrecht
- Dutch Council for Refugees , Regional Department of the mid-Netherlands
- 1 housing authority: Socius Living
- 1 social foundation: Social Impact Factory
- 3 higher education and research institutes: University Utrecht, Utrecht State University Foundation and University of Oxford

Main Urban Authority: City of VIENNA (Stadt Wien)

Project Title (and acronym): Centre of Refugee Empowerment (CoRE)

ERDF Budget: € 4,786,272

The **CoRE** project aims to provide refugees with high quality and integrated support to facilitate a positive inclusion in Vienna. Within an abandoned building to be refurbished with the active contribution of asylum seekers, a one-stop shop will be co-designed. It will pool together not only the main services provided by the municipal agencies (education, training, health services, housing counselling, etc.) but also citizens' grass-roots initiatives, organised through new forms of social cooperatives. A peer-mentoring scheme will be tested (refugees4refugees) in order to recruit and train refugee peers who will then be able to help fellow refugees through the early integration process. Attention will be given to the active inclusion of refugees in the labour market, in particular through the development of new mechanisms for skills recognition and enhancement (a new skills database will be developed and shared by institutions and potential employers). The CoRE centre will also host an Empowerment Think Tank (ETT) that will ensure a constant screening and monitoring of the project activities by local and international experts.

The project's main implementation activities will include:

- Completing a comprehensible survey of asylum seekers' individual competences and professional experience, starting from 'day 1', combined with the elaboration of individual career development plans
- Inviting established refugees to become peers/mentors ('refugees4refugees') to support and mentor fellow refugees while sensitising institutions in the receiving society such as public administration, police, schools etc. on refugee inclusion.

- Creating a 'one-stop-shop' offering a wide range of services/facilities (incubator for smart solutions in view of labour market integration, everyday orientation, comprehensive social inclusion, housing, self-help, health promotion)
- Establishing an empowerment Think Tank as an instrument that secures continuous monitoring, analysis and improvement of the project's activities, providing all stakeholders with information on the international state-of-the-art in refugee and migrant integration and foresight processes which help to identify future challenges.
- Investing in a building that will be refurbished and adapted for the purpose of the set up the one-stop-shop.

Partnership:

- City of Vienna
- Vienna Business Agency (VBA)
- Vienna Board of Education - European Office (EUB)
- 2 municipal employment and social services agencies: Vienna Social Fund and Vienna Employment Promotion Fund

Under the topic of jobs and skills in the local economy

Main Urban Authority: City of BILBAO (Ayuntamiento de Bilbao)

Project Title (and acronym): Bilbao Alliance for Smart Specialisation in Advanced Services towards the Digital Transformation of the industry (AS-FABRIK)

ERDF Budget: € 4,646,114.12

The **AS-FABRIK** project seeks to increase the competitiveness of the advanced services sector of Bilbao (Knowledge Intense Business Services – KIBS) through a collaborative process that will prepare them to supply the digital transformation demands of the manufacturing sector (Industry 4.0).

A strategic alliance with the city, businesses, universities, local service providers and entrepreneurs will be set up in order to create a new ecosystem based on innovative pillars and hosted in a tailor made space for experimentation and incubation of new services. New education programs for university students, entrepreneurs and professionals addressing the new challenges of the industry 4.0 and the digital economy will be tested while networking actions, supported by dedicated IT tools, will ensure a good match between demand and supply. New business models will be prototyped to support specialised start-ups that will benefit from a Minimum Viable Product (MVP) test Fab Lab for the market validation of new products and services.

The project's main implementation activities will include:

- Launching an observatory for digital transformation keeping up to date with state-of-the-art trends on Industry 4.0 including looking at local competitiveness and international political tools that support the transfer of basic research findings into applications are analysed, as well as policy innovations
- Offering specialised education designed by the project's academic partners in close partnership with KIBS associations and stakeholders giving an ideal platform on which to build the future competences for the Advanced Service domain
- Facilitating partnership brokering allowing potential KIBS providers to get first-hand information about the industry needs and demands, policy framework, educational options and supporting tools provided by the city of Bilbao
- Supporting start-ups allowing each potential entrepreneurial venture to follow the logic of the Lean Start-up Methodology
- Investing in a single building that will act as a regional demonstrator of the validated methodology, facilitating stakeholder cooperation, while accelerating the process positioning the city as specialised in the development of the Digital Economy.

Partnership:

- City of Bilbao
- Local Development Agency of the city of Bilbao (Ekintza)
- Mondragon Corporation Promotion Centre
- IDOM Engineering and Consulting Enterprise
- 2 digital sector groupings: Association of Electronic and Information Technologies in the Basque Country (GAIA) and Eiken Digital Cluster Association
- 4 higher education and research institutes: Mondragon Faculty of Engineering (MGEP), Mondragon University of Business Studies, Mik. Mondragon Innovation and knowledge and Basque Institute of Competitiveness (Orkestra)

Main Urban Authority: City of MADRID (Ayuntamiento de Madrid)

Project Title (and acronym): Resilient urban ecosystems for a sustainable economy (MARES de Madrid)

ERDF Budget: €4,799,607.20

The **MARES de Madrid** project aims to address the consequences of the economic crisis in Madrid's south-east districts as well as to slow-down the territorial divide and the deterioration of the social ecosystem due to the increase of inequality and unemployment. By supporting grass roots initiatives and developing the solidarity economy in four districts of the city, it will tackle unemployment and poverty in those areas whilst building their resilience to future economic impacts. Competences Labs and sectorial business clusters will be created in four key industries: energy, mobility, food and recycling. The activities, hosted in four abandoned spaces renovated through a co-design process involving users and inhabitants, will identify existing competencies, facilitate the prototyping of new social business models as well as principles and values of the social and solidarity economy. Beyond the partnership, there is a collaboration between universities, companies and ethical funding entities.

The project's main implementation activities will include:

- Generating four co-design processes for MARES public buildings and spaces linked to the citizens' social and solidarity economy initiatives
- Creating Competences Labs that harness the potential of human capital, make it flourish, strengthen and guide it towards new local economic models to generate employment and sustainable livelihoods
- Establishing thematic clusters providing specialised sectoral stimulus to initiate processes to stimulate the economy, creating employment based on growth in the local productive fabric
- Developing devices to raise awareness, boosting the economy in the territory and cooperation between agents and socio-economic actors in the districts targeted by the project
- Investing in the renovation of four disused spaces that will have a thematic focus and will be co-designed by the main project stakeholders

Partnership:

- City of Madrid
- Madrid Employment Agency
- 2 cooperatives: Dinamia S. Coop Mad and Tangent Cooperative Group
- 4 private sector companies: SIC Architecture and urbanism, Citizen Initiatives Incubator, All for the Praxis and New Industrial Space SL.
- 1 NGO: Action Against Hunger Foundation

Main Urban Authority: City of MILAN (Comune di Milano)

Project Title (and acronym): New Skills for new Jobs in Peri-urban Agriculture (OpenAgri)

ERDF Budget: € 4,996,745.52

The **OpenAgri** project seeks to improve entrepreneurship by fostering the creation of new innovative firms and social enterprise focusing on the agri-food sector. In line with the 2015 Milan Urban Food Policy Pact, an "Open Innovation Hub on Peri-Urban Agriculture" will be created, operating as a living

lab to promote innovation in the entrepreneurial, social, sustainable and technological dimensions of the agri-food sector. The innovativeness of such tool stems from the integration of several food policy experiments within a single integrated strategy (start-ups and training promotion, testing of new tools and technologies for food production, initiatives focusing on disadvantaged target groups, innovative governance mechanisms for the agri-urban production chain). Located in an “urban-rural fringe”, the OpenAgri hub will also contribute to the overall regeneration of the area promoting a strong focus on inclusion (community-led initiatives boosting territorial effects in the surrounding area).

The project’s main implementation activities will include:

- Facilitating the development of skills, training opportunities and start-up businesses by making a link between the demonstrating initiatives for agri-food innovation and the involvement of the related communities
- Prototyping disruptive and innovative solutions for peri-urban agriculture. On-demand Aquaponics, a kitchen fab-lab, a Prototype Development Centre and a complete ICT automation
- Establishing a social lab with activities specifically designed to identify training skills programs for young people, disadvantaged groups and migrants as well as boosting the territorial effects related to the presence of the Open Innovation Hub
- Environmental modelling and forecasting possible impacts
- Investing in a municipally owned former farmstead that will centralise all the project activities

Partnership:

- Municipality of Milan
- Chamber of Commerce, Industry, Craft and Agriculture of Milan
- 3 SMEs: Avanzi Srl, ImpattoZero Srl, Food Partners Srl
- 3 NGOs: La Strada Social Cooperative, Sungal, Mare Srl social enterprise
- 8 higher education and research institutes: Polytechnic Foundation of Milan, PTP Science and Technology Park, University of Milan, Polytechnic University of Milan, Cineca, Future Food Institute Trust, Poliedra, Training Institute for Enterprises Operators

Main Urban Authority: City of ROTTERDAM (Gemeente Rotterdam)

Project Title (and acronym): Building the Right Investments for Delivering a Growing Economy (BRIDGE)

ERDF Budget: € 4,997, 624.24

The **BRIDGE** project seeks to better align young people’s educational choices with future labour market needs. In order to bridge the current labour mismatch, the project proposes a preventative approach by creating a career and talent orientation programme. The programme will start in primary school with children aged nine in the city’s most disadvantaged neighbourhood (Rotterdam South) helping them make informed choices until they enter the labour market. Employers from the city’s green, health and digital economy sectors will commit in advance with the ‘Career Start Guarantee’ to employ students who have opted to specialise when in vocational schools in those

sectors. Investment instruments will be integrated such as Social Impact Bonds and a Social Return on Investment Fund supporting the project's mainstreaming. 91 primary, secondary and vocational schools in the neighbourhood alongside pupils, parents, employers from the major growth sectors as well as the national and local government will be involved in the project.

The project's main implementation activities will include:

- Monitoring and Impact Measurement to ensure proper short and long term socio-economic impact evaluation
- Developing a detailed future labour market and skills agenda which will be communicated to pupils in South Rotterdam. It will aim to develop the long-term strategy and agenda with employers, schools, universities and regional government
- Encouraging young people to choose studies with a career start guarantee to meet the requirements asked for by the labour market. This includes training in skills and mentality in order to reach a higher level of graduation
- Delivering impact investing instruments for continuation and replication of Career Start Guarantee activities that go beyond classic subsidies

Partnership:

- City of Rotterdam
- Metropolitan region Rotterdam-The Hague
- 1 private sector company: Ernst & Young Accountants LLP
- 2 universities and research institutes: EURAC and Rotterdam University of Applied Science

Under the topic of urban poverty

Main Urban Authority: City of BARCELONA (Ajuntament de Barcelona)

Project Title (and acronym): Combining guaranteed minimum income and active social policies in deprived urban areas of Barcelona (B-MINCOME)

ERDF Budget: €4,854,088.56

The **B-MINCOME** project will tackle poverty and social inequality concentrated in nine neighbourhoods in the north-eastern part of the city. The area has a disengaged population with low income, high unemployment and early school leaving rates. Through the deployment of participation and empowerment activities and the design of randomised controlled trials, the project will test the impact of different typologies of Guaranteed Minimum Income (GMI). Ethnographic research will help to understand motivations, values, and narratives of the target groups but also to gain insight on how they experience the change of receiving GMI, and its subsequent impact. The findings will be used to prototype different models of GMI (including a system for a local digital currency) and to define and implement modular services (health, education, employment) along with empowerment initiatives for the different categories of recipients. Beyond the formal partnership, the project brings together a large group of stakeholders including municipal institutes for education and social services, the metropolitan and regional governments as well as the Chamber of Commerce.

The project's main implementation activities will include:

- Completing ethnographic and participative research and the co-creation of solutions feeding into the project before, during, and after the GMI and active policies are implemented.
- Designing, launching and monitoring a GMI that the municipality will finance for a trial period of two years
- Developing active social policies for the recipients of Guaranteed Minimum Income which aims to establish a link between receiving GMI and access-participating in the services in order to make comparisons between the investment in services and the cost of personal income
- Analysing, measuring impacts and increasing knowledge of stakeholders involved geared towards a compared econometrical cost-benefit analysis as a result of the introduction of different types of GMI with their different conditions and the effectiveness and efficiency of the different social active policies.

Partnership:

- City of Barcelona
- 1 think tank: The Young Foundation
- 1 private sector company: Nova – centre for social innovation
- 3 higher education and research institutes: IESE Business School, Autonomous University of Barcelona and Polytechnic University of Barcelona

Main Urban Authority: BIRMINGHAM City Council

Project Title (and acronym): Unlocking Social and Economic Innovation Together (USE-IT!)

ERDF Budget: € 2,911,893.88

The **USE-IT!** project seeks to identify and connect social and economic assets existing in poor and migrant communities to major capital and infrastructure investments, in order to reduce

displacement and maximise the economic and social benefits of urban development for marginalised residents.

The model proposed will rely on Community Researchers, recruited among the local community and trained in research methods to identify local assets. Mechanisms will be tested in order to unlock the potential of poor communities and facilitate the creation of a matching skills service to enhance employment and encourage the spin-out of social enterprises that are socially innovative and resilient. The project will provide peer-to-peer support for communities, and act as change and innovation drivers to bring out bold and sustainable solutions. Attention will be given to the identification of innovative forms of community finance that could be used in the area to ensure sustainability and support replication.

The project's main implementation activities will include:

- Community Research Training: Unlocking innovation in sustainable urban development for deprived communities by identifying, recruiting and training 60 Community Researchers over the project's lifetime leading to an accredited qualification
- Matching job skills in the community with demand by for instance gathering data on existing and future skills shortages in the local economy, linking it to the work of the Community Researchers, offering tailored support to address any immediate day-to-day concerns such as health, legal or benefits advice
- Aiding residents to trade their way out of poverty and social exclusion by supporting the creation of a community of social entrepreneurs
- Providing a baseline analysis of current community capital assets and finance going into the community in order to strengthen and use innovative forms of finance to continue to connect macro-assets and micro-assets longer-term

Partnership:

- City of Birmingham
- Chamber of Commerce of Birmingham
- 7 NGOs : Karis Neighbour Scheme, Birmingham Voluntary Services Council, Localise West Midlands, Smethwick Church Action Network, Co-operative Futures, Canal and River Trust and, Father Hudson's Care
- 3 private sector companies : Initiative for Social Entrepreneurs, KPMG and Health Exchange CIC
- 1 SME : Citizen Coaching CIC
- 1 infrastructure and service provider : Sandwell and West Birmingham Hospitals NHS Trust
- 2 higher education and research institutes: University of Birmingham and Birmingham City University

Main Urban Authority: City of LILLE (Ville de Lille)

Project Title (and acronym): Transforming Areas with Social Talents - Feed, Include, Value, Educate, Share (TAST'in FIVES)

ERDF Budget: € 4,998,842.31

The **TAST'in FIVES** project wants to reverse negative trends of urban poverty in the deprived neighbourhood of Fives. As part of a larger urban brownfield regeneration development, the project aims at (re)introducing productive activities centred on food. At the heart of the brownfield, a

building of 2050 m² will be renovated to host an innovative combination of activities in the fields of urban agriculture, production, culinary transformation and catering. Local residents will be strongly involved in the design and running of a 'community kitchen'. This will support new economic and social activities as well as training and jobs opportunities for the area. TAST'in FIVES will integrate a technological dimension by developing an experimental module for vertical agriculture and "contact-free" technologies. It will notably help fight against food waste and facilitate the distribution of meals in collaboration with social NGOs. Beyond its partnership, the project will work with different stakeholders including restaurants, caterers, charities as well as social NGOs already active in the neighbourhood.

The project's main implementation activities will include:

- Building a community kitchen to tackle poverty and promote social inclusion
- Looking at the effects of poverty on public health, especially due to malnutrition and bad nutritional habits and giving residents the chance of cooking together as a powerful mean to bring together Fives inhabitants and local actors
- Developing a local economic ecosystem to connect the local community to capacity-building, job and entrepreneurship opportunities
- Putting in place a participatory governance system to stimulate empowerment, organise commitment and to share value of social talents
- Investing in the redevelopment of a former industrial building that will host a food hall a community kitchen, and vertical farming.

Partnership:

- City of Lille
- European Metropole of Lille
- 1 public-private company: SORELI
- 4 NGOs: Les sens du Goût, Secours Populaire, Sauvegarde du Nord and Rencontres Audiovisuelles
- 1 employment agency: Maison de l'Emploi de Lille, Lomme and Hellemmes
- 3 higher education institutes and research institute: ISA, CNRS and CITC-EuraRFID

Main Urban Authority: City of NANTES (Ville de Nantes)

Project Title (and acronym): A social urban project against poverty - Creating bridges between homeless and local communities: emergence of a liveable district for all citizens with the creation of a unique social equipment to connect the socially excluded to the neighbourhood (5Bridges)

ERDF Budget: € 4,953,297.32

The **5Bridges** project looks at breaking the circle of social and spatial polarisation, targeting the city's homeless and socially excluded population. The project will tackle the interrelated causal factors of urban poverty by creating a one-stop-shop in a new neighbourhood providing comprehensive and tailored services interconnecting different social groups. Designed as a multifunctional area, the one-stop-shop will propose and test new jobs, provide housing and health-related services based on a participatory approach to foster social integration and empowerment (including a neighbourhood restaurant, urban farm, solidarity shop, temporary and social housing and low-threshold-care). Prior to the completion of the building, small-scale labs will be set up allowing the homeless population to test and co-design the activities and user involvement approaches. It will permit this group to

participate and connect to the neighbourhood, therefore changing the perception of socially excluded groups. Together with the partnership, social NGOs, public services for employment, housing, health and police, as well as neighbourhood associations will be involved in the project implementation.

The project's main implementation activities will include:

- Experimenting innovative concerted approaches and to develop common tools to better meet user needs through a participatory and partnership process
- Promoting and testing social economic integration activities for users, through small scale labs where the homeless can try and start again with low access activities and project themselves into integration
- Researching to have a better understanding of the causes and conditions to exit homelessness: life course, view on society, ability to acquire skills, self-esteem and civic rights, ability to renew relations with society
- Investing in a one-stop-shop that will include a shelter, temporary low cost housing, a recycling store, a restaurant and a roof-top urban farm

Partnership:

- City of Nantes
- Urban Community of Nantes Metropole
- 2 social housing and land development companies: SAMO and SAMOA
- 2 NGOs : Les Eaux Vives (LEV) and Association Emmaus 44

Main Urban Authority: City of Pozzuoli (Comune di Pozzuoli)

Project Title (and acronym): Monteruscello Agro City (MAC)

ERDF Budget: €3,999,996.68

The **MAC** project seeks to reduce poverty in the Monteruscello neighbourhood, a large public housing district with 20,000 residents with low-income, a high level of unemployment, and characterised by large abandoned spaces. Thirty hectares of the neighbourhood's public green areas will be used in order to spearhead an economic process and development with urban agriculture as a means to combat poverty. The project will have three pillars: implementation of agriculture through innovative permaculture in the housing estate, improvement of the urban environment and encouragement of entrepreneurship and employment. Beyond the formal partnership, the main stakeholders involved will be local food companies benefiting from the agricultural production, the Hotel Management School, the local sports associations as well as the Archaeological Heritage association.

The project's main implementation activities will include:

- Planning the agro urban actions by setting up a 'Job Desk' that will provide a mix work and training opportunities, scholarships and awards
- Establishing an agriculture network that will manage the planning of the cultivation of the agriculture areas through a permaculture strategy, the permaculture laboratory, the creation and operations management of the laboratory of ethical production and rural marketing and linking it with local businesses and producers

- Providing training and incubations spaces for new business companies related to agriculture and agri-business addressed to the district
- Investing in the housing estate in order to build an incubator centre, prepare the agricultural land, set up laboratories and a one-stop-shop

Partnership:

- City of Pozzuoli
- 3 business support organisations: Coldiretti Napoli, Confagricoltura Napoli and Agrocultura
- 1 higher education and research institute: University of Salerno

Main Urban Authority: City of TURIN (Città di Torino)

Project Title (and acronym): The collaborative management of urban commons to counteract poverty and socio-spatial polarisation (CO-CITY)

ERDF Budget: € 4,125,892.00

The **CO-CITY** project seeks to break the self-reinforcing circle of poverty, socio-spatial polarisation and lack of participation in its most disadvantaged neighbourhoods. To tackle this challenge it will develop a 'commons-based urban welfare' centred on urban commons (municipal buildings or spaces). A group of citizens (third sector or informal groups) will be given the opportunity to look after their district by identifying disused municipal assets (buildings or spaces), signing a 'pact of collaboration' with the city and designing a communing programme. They will be responsible for taking over their management to co-produce services, develop a collaborative economy as well as fulfil a neighbourhood regeneration role. Citizens will not be seen as dependent but as potential change makers. Beyond its partnership, the project will work with different stakeholders such NGOs and charities already active in the neighbourhoods as well as the metropolitan government.

The project's main implementation activities will include:

- Producing an innovative toolkit that with a specific ICT infrastructure, management model and a new legal model (framework)
- collecting information about urban commons and supporting community building processes promoted by citizens that would like to trigger social innovation practices
- Building a 'sustainable community welfare' system through co-management of commons
- Investing in public building or spaces renovation across the city used as a key enabling factor for the co-production of social services

Partnership:

- City of Turin
- National Association of Italian Municipalities (ANCI)
- 1 NGO: Cascina Roccafranca Foundation
- 1 higher education and research institute: University of Turin