

Designing better innovative projects

What can we learn from Integrated Development in UIA projects?

| Agenda

- 10:00 - 10:15** **Introduction:** understanding the focus of the ongoing study on good practises for Integrated approach in Urban Innovative Actions (UIA) projects
- 10:15 - 10:40** **Learning and sharing:** Exploring emerging good practises connected to the principle of **place-based approaches** for integrated territorial development.
- Introducing the principle (*3 min*)
 - Presentation of key interesting findings related to the principles, using examples of the projects referenced (*7 min*)
 - Answering questions from audience (received via chat) or in case of low engagement discussion with moderator on agreed set of questions (see section below). (*15 min*)
- 10:40 - 11:05** **Learning and sharing:** Exploring emerging good practises connected to the principle of **multi-level governance and participatory approaches** for integrated territorial development.
- 11:05 - 11:30** **Learning and sharing:** Exploring emerging good practises connected to the principle of **cross-sectoral approaches** for integrated territorial development.
- 11:30 - 11:50** **Shaping case studies:** identifying which elements would be most useful to be further underlined in the case studies of selected good practises.
- 11:50 - 12:00** **Next steps and conclusions:** how to best use this knowledge for upcoming UIA/ EUI calls and next milestones of the ongoing study.

| Welcome

This event is part of the **capitalisation activity on good practises for Integrated approach in Urban Innovative Actions (UIA)** projects of the Urban Innovative Actions (UIA) Permanent Secretariat, AEIDL and EUTROPIAN consortium



| Some digital e-etiquette

- Please **keep your microphone muted** during presentations.
- **Unmute** when commenting in the **Q&A sessions**.
- Use the **CHAT** to ask questions for speakers and follow up on comments.
- We will also be using **SLI.DO** during the event. Should be embedded in the webex app, but please also be prepared to open it in your browser/ mobile app.

| Why this event and overall activity are relevant for the UIA knowledge and capitalisation strategy?

- Context of the UIA knowledge management strategy - *knowledge lab*
- Preparation for the next programming period

| Scope of the event

Objectives of the event

1. **Increasing awareness** on principles of the integrated territorial development in UIA projects and emerging good practises in UIA projects;
2. **Collecting feedback** on aspects that should be further emphasised in the case studies and future final publication.

Slido

Audience today → *Who is in the room?*

| Slido

- Join Slido at #789054826
- Passcode: wlijbf



| Understanding the context of this event

The event is part of the ongoing process to develop a study on *Good practices for integrated territorial approach in UIA projects.*

The study aims to understand

- To what extent UIA projects have been delivered taking into account the 3 core principles of ITD (place based, multi-level governance and participation, multi sectoral?)
- What has it meant for urban authorities to implement an integrated territorial development project? (4 implementation stages)
- Has such an approach produced meaningful practices of innovation and how has it influenced the achievement of the expected results?

| Understanding the context of this event

Key milestones for the study development

TASK A Inception Report and Advisory Board development

TASK B Short list of projects to be considered for good practises

TASK C Hearings with the 12 shortlisted UIA projects considered as good practises

TASK D Intermediary public meetings and final event

TASK E Repository of good practices and final report

- **Online repository of 12 case studies** searchable by Urban Agenda of EU theme, by size of city and by keywords
- **Final report** focusing on the integrated territorial development in UIA projects and future recommendations for practitioners.

| Before we begin, the final reveal of the 12 selected UIA projects

- Scorecard criteria
- Projects selected

Any additional questions before we begin (please write your questions in chat)?

| Scorecard criteria

1. Broad and *balanced partnership*
2. *Territorial scale* clearly defined and appropriate to policy
3. *User/citizen empowerment* not just consultation
4. Project relates clearly to *2 or more policies* in the city
5. Project *combines* 2 out of economic, social and environment *policy areas*
6. *Link with article 7* (from STRAT-board)
7. *Flexibility* to challenges
8. Project has a way of *measuring outputs and results*
9. Project tries to *measure added value* of the integrated approach and assess the impact

| 12 selected UIA projects

PROJECT	CITY	TOPIC
OASIS	Paris	Climate adaptation
USE-IT	Birmingham	Urban poverty
PUJ	Prato	Sustainable land use and nbs
CITICAP	Lahti	Urban mobility
CFW	Cluj	Jobs and skills in the local economy
DARE	Ravenna	Digital transition
VILAWATT	Viladecans	Energy transition
AIR HERITAGE	Portici	Air quality
HOME SILK ROAD	Lyon	Housing
URLP	Utrecht	Integration of migrants and refugees
APPLAUSE	Ljubljana	Circular economy
KOSICE 2.0	Kosice	Culture and cultural heritage

| Ready for an icebreaker?

Using the **Slido**, please answer the following question:

What do you find challenging in defining territorial integrated development?

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Learning and sharing

| Place-based approach

Defining place in a Place-based approach

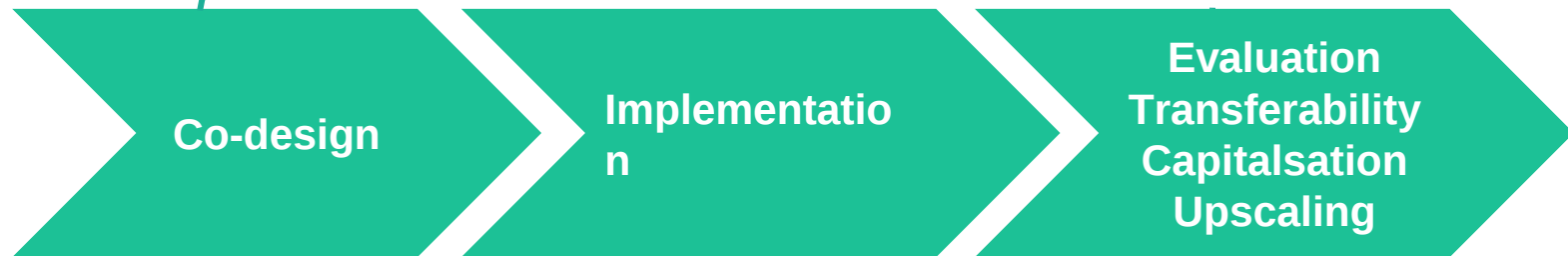
Places should be regarded as reference points for an integrated horizontal and vertical approach. Urban strategies and urban funding instruments should be based on sound analysis of the specific local situation, especially potential benefits and risks, stakeholders and restrictions, while following place-based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

Important to identify the right scale of intervention during the application phase. Involvement of local stakeholders is beneficial.

There is a major struggle in being able to replicate in the same city or elsewhere a project which is developed upon place-based conditions. It is important identify the key replicable components and their variables.



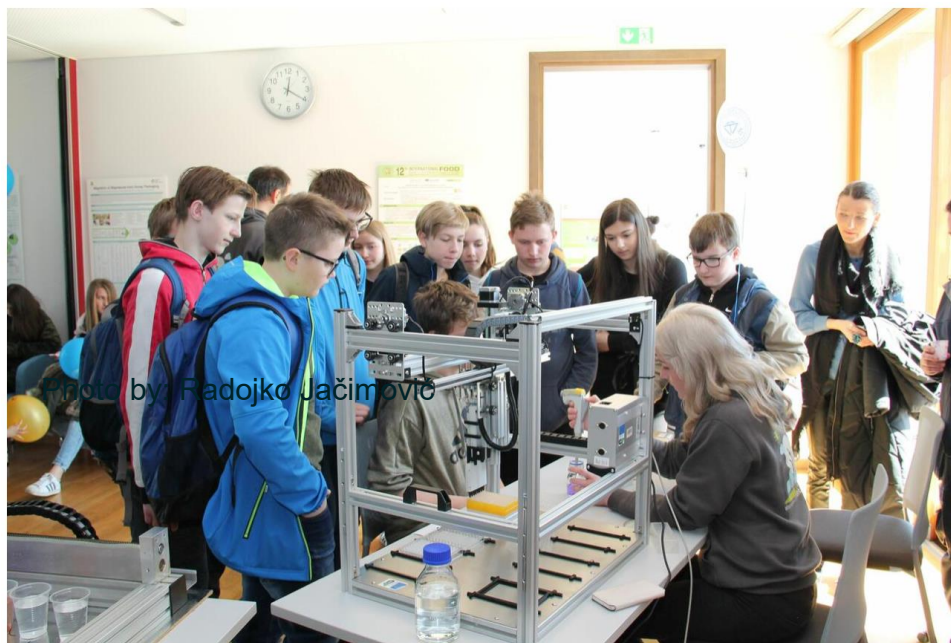
There is a challenge in governing external factors which have an effect on place-based approach, such as gentrification.

| Ljubljana - APPLAUSE

The project introduces a completely new approach to the challenge. **Invasive alien plant species** (IAPS) are considered a RESOURCE and starting point of a NEW BUSINESS MODEL: *through large-scale educational and awareness raising campaigns citizens are encouraged to participate in IAPS harvesting and use.*

Collected IAPS feed three main ways of their further transformation that is performed at home (e.g. food, dyes), at tutored workshops (e.g. to produce wood or paper products) and in craftsman laboratories (e.g. to manufacture innovative products with market potential in social enterprises, employing vulnerable groups).

| Bringing an “alien” topic to the locals



| Ljubljana - APPLAUSE

“Students could experience and work in the field in the nature around us. And through this project schools could connect with each other.”

| Prato - PUJ

Reintegrating nature and natural processes into built areas through nature-based infrastructures is being increasingly considered as a solution to land use challenges in cities.

The Prato Urban Jungle project *fosters creative and visionary urban design for re-naturing Prato's neighbourhoods in a sustainable and socially inclusive way*. Urban Jungles are high-densely green re-designed areas, immersed in the urban structure, that multiply the natural capacity of plants to abate pollutants, while restoring unused soil and space to community fruition, turning marginal and decadent areas into life-giving green active hubs within the city. They will constitute a ground-breaking solution for sustainable land use within the city Urban Jungles will be developed in three areas.

| Officina Giovani: the role of interface spaces



Photo by: City of Prato

| Prato - PUJ

“At Officina Giovani we started with a temporary activity [...], and this has helped us to also figure out how places could become urban jungles. Again last year two other temporary installations were hosted. Through these activities we realized very quickly that there was a lot of potential and that they could contribute to placemaking.”

| Take-aways - Place-based approach

1

There are thematics which traditionally are seen as having a place based approach.

For example urban regeneration to tackle urban poverty, but others it is less evident, such as digital transition. For this reason it is important to support projects with guidance from conception to implementation.

2

To ensure an effective place-based approach, the role of interface spaces/institutions are essential to root projects.

These interface spaces are meant as bridges between public, private and civic realms, where experimentation takes place.

| Take-aways - Place-based approach

a

Important to identify the right scale of intervention during the application phase. Involvement of local stakeholders is beneficial.

b

There is a major struggle in being able to replicate in the same city or elsewhere a project which is developed upon place-based conditions. It is important to identify the key replicable components and their variables.

c

There is a challenge in governing external factors which have an effect on place-based approach, such as gentrification.

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Questions?

| Multi-level governance and participation

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

| Multi-level governance and participation

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.

| Multi-level governance and participation

Focus on:

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

| 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

Co-design and co-governance

- Building on the momentum of earlier experiments and a failed UIA proposal
- Co-governance through SAS L'Autre Soie - Société par Actions Simplifiée, a legal tool
- Cooperation of the Grand Lyon metropolitan area and Villeurbanne municipality



Photo by Levente Polyak

| Lyon - Home Silk Road

Participation & Outreach

- CCO – a cultural centre at the core of the proposal
- L'Atelier permanent: a participation process open to the neighbourhood



| Lyon - Home Silk Road

“It is important to involve people who do not necessarily have the habit to participate in the life of the area. To allow a heterogeneity of inhabitants to participate and shape the narrative of this neighbourhood.”

“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.”

| Ravenna - DARE

DARE proposes an Urban Regeneration Process based on new alliances between public, private profit and non-profit sectors and residents. In order to create a **collaborative platform**, DARE develops a digital environment and a participatory process. The digital platform will make data accessible, understandable and useful, describing the district, the process and the changes and enabling, in so doing, not only decision makers but also citizens to become active part in the process.

Such system has to rely on a widespread **DIGITAL CULTURE** to allow people to become aware digital city changers and interact with regenerations iconic services/engagement actions based on data & digital tools. Platform and skills will allow us to collaborate rapidly and effectively to co-develop and start-up a set of new integrated and concrete actions for regeneration.

The **new governance** will include a multidisciplinary expert team supporting feasibility and sustainability of projects and a specific focus on “story telling” the whole process.

Finally, DARE assess its results against a **new set of quality of life indicators**, that may truly seize the improvements in the life of citizens.

| Ravenna - DARE

Co-design and co-governance

- Building on an existing partnership created around an URBACT project
- Co-governance through structures like DARE Redazione and the Process Organisers team



Photo by Levente Polyak

| Ravenna - DARE

Participation and outreach

- Storylabs, trainings, role-playing games and walks to involve a broader community
- Exploration of practices, projects and policies to co-design future scenarios for the area



| Ravenna - DARE

“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.”

“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.”

| Takeaways - Multi-level governance and participation

1

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

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

2

Building on earlier initiatives, practices and visions

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

3

Working in new organisational interfaces for cooperation

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

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Questions?

| Cross-sectoral approach

Defining a Cross-sectoral approach

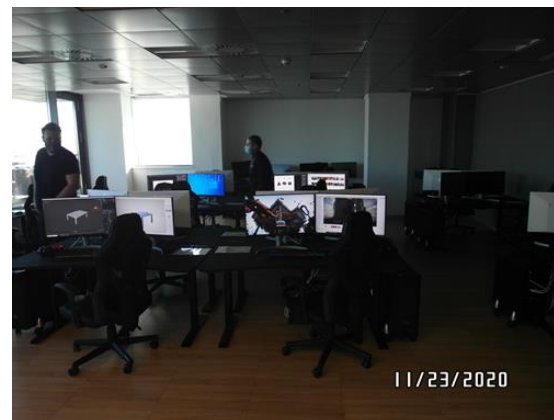
The cross-sectoral approach to urban strategies refers to the need to overcome the ‘siloes’ structure of sectorally divided functions which characterises public organisations, in order to tackle multi-dimensional challenges. The goal of the approach is to ensure coherence in policy-making principles and objectives across policy areas, and to ensure actors relating to different sectors cooperate to create policies.

JRC handbook

| Cluj - CFW (Future of Work)

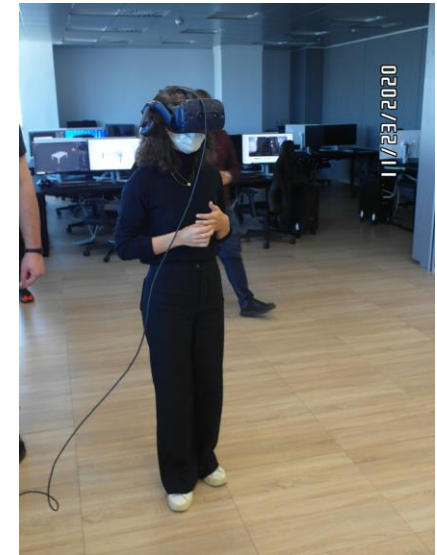
Three main elements to the project:

- **Culture** including '*culturepreneurs programme*' and internships, organisational transformations
- **Work 4.0** inc furniture, robotics, virtual reality labs
- **Informal work** – mainly focused on Roma community at Pata Rat - sanitation, wifi, bus



| Cluj - CFW (Future of Work)

- Systematic review of existing good practises in employment issues, integrated urban development and inclusion.
- First tier of the analysis in Cordis database applying general themes/topics which rendered over 23 914 project results.
- A second tier and research strategy was to search the URBACT, Interreg, Eurocities, UIA and Bloomberg Mayors Challenge repositories of practices.



| Cluj - CFW (Future of Work)

TO4. Shift towards a low-carbon economy

TO6. Environment and resource efficiency

TO9. Social inclusion, poverty and discrimination

TO10. Education, training and vocational training



| Paris - OASIS

- Climate adaptation project based on using **school yards as 'cool islands'** to offset heat island effect (2 - 4 degrees)
- Most Parisians are within 200m of a school.
- 10 schools in UIA pilot, 60 more targeted. 700 schools in city.
- New permeable surfaces, water features, shade.

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

| Paris - OASIS



| Paris - OASIS

Field visit to Antwerp

- The trigger that transformed the project to make it more integrated was a [study visit to Antwerp](#)
- 50 people - representatives of schools; technical departments, architecture, warm welcome from Antwerp side showcasing the benefits of the green schoolyard (soup prepared with vegetables grown there)
- 3 days, visit to 8 schools, field visit and conference with speakers from different cities)
- Team building experience at the same time

“...it was something quite impressive and not usual to see 50 people changing their minds at the same time, you know, in three days, so it was really something important to study for.”

“...something important we learned there was to be focused on children’s well being”

| Paris - OASIS



| 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



©CAUE de Paris

| 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

| Cross-sectoral approach

What have been difficult aspects of delivering an integrated cross sectoral approach?

- Cluj FoW: ***establishing a complex and close collaboration between the city and external organisations*** such as CCC “values and references were very different”.
- ***Linking the three parts*** of the project together was ***not always evident***.
- Paris Oasis: Delivering the project during ***Covid and keeping service departments onside***.

| Takeaways - cross sectoral integration

1

Cross sectoral integration requires a cross sectoral partnership.

2

Integration needs to be deliberately thought out in the co-design phase.

3

Integration can be further increased in a stepwise progression during implementation (e.g. 15 minute city Paris).

4

To be effective you need to set clear and tangible targets for each policy objective and communicate them.

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Questions?

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Shaping case studies

Slido #1

| Shaping case studies

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| Shaping case studies

1. Please choose **one project phase** which is your top priority to find out more on how it was connected with **place-based approaches**?

- Co-design phase
- Implementation phase
- Evaluation phase
- Upscaling, transfer and sustainability phase

| Shaping case studies

2. Please choose **one project phase** which is your top priority to find out more on how it was connected with **multi-level governance and participatory approaches?**

- Co-design phase
- Implementation phase
- Evaluation phase
- Upscaling, transfer and sustainability phase

| Shaping case studies

3. Please choose **one project phase** which is your top priority to find out more on how it was connected with **cross-sectoral approaches**?

- Co-design phase
- Implementation phase
- Evaluation phase
- Upscaling, transfer and sustainability phase

| Shaping case studies

4. What *information would be the most relevant to you connected to integrated territorial development* that you like to see highlighted in the *case studies and final report*?

| Shaping case studies

5. What advice do you have for ***promoting these good practises to vertical stakeholders*** such as *Managing Authorities, national ministries etc.*?

Next steps and conclusions

Slido #2

| Next steps

- Join Slido at #789054826
- Passcode: wlijbf



| A quick check

1. *How useful was this session for you? (scale 1-5)*
2. *Did you learn anything new about place-based approaches? (yes/no/to some extent)*
3. *Did you learn anything new about multi-level governance and participatory approaches? (yes/no/to some extent)*
4. *Did you learn anything new about cross-sectoral approaches? (yes/no/to some extent)*
5. *Will you be participating to next events related to the development of this study? (yes/no/maybe)*

| Next steps

- 1. Finish drafting case studies*
- 2. Drafting final report*
- 3. Two events in the fall 2022*

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Thank you!

Contact information

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