

# URBACT III

(2014 - 2020)



## Application Form

Phase 1 APN (1) application form

Priority axis-Investment Priority-Specific Objective 1-1-2

1. Promoting Integrated Sustainable Urban Development

1.1. Disseminating good practice and expertise and capitalising on the results of the exchange of experience in relation to sustainable urban development, including urban-rural linkages

1.1.2. To improve the design of sustainable urban strategies and action plans in cities

## 2C

SECOND CHANCE

## Submitted version

CGET URBACT MA

5, rue Pleyel 93283 SAINT-DENIS cedex FRANCE Île de France Seine-Saint-Denis

Tel:

Fax:

Email: [info@urbact.eu](mailto:info@urbact.eu)

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## - I - (I) PROJECT SYNTHESIS

### 1. (I.1) Project identity

#### Identification

Acronym	2C
Programme reference	1433769115
N° SYNERGIE-CTE (for search)	242
Title	SECOND CHANCE
Lead Partner	Naples (ITALY)

#### Length of project

Start date	End date
2015-09-15	2016-03-15

### 2. (I.2) Summarized description of the issue to be addressed

In many European cities smaller and larger derelict sites, fallow lands, underused premises, vacant sites, etc. – so called “voids” – can be found in or near the city centre. These sites often have a negative impact on their surroundings. On the other hand they present a big opportunity: the voids can be used to complete a compact settlement structure, to provide space for needed functions in the city.

Large buildings and building complexes that have lost their original purpose, are in decay and derelict, are the biggest opportunity within voids to support a sustainable city and neighborhood development. Because of their size they can provide space for a variety of needed social, economic and ecological as well as cultural functions. Further, they are often landmarks or identity anchor points.

The challenge is to activate those "sleeping giants" for the benefit of a sustainable urban development, of an integrated neighborhood development. It is about to bring these larger buildings and building complexes in use again, to rehabilitate them, providing space for what is needed in the neighborhood / in the city, to support an appropriation through indefinite users, to support a strategic uses of these premises, not only oriented on private exploitation interests, but also on interests of the common goods.

### 3. (I.3) Partnership

	Partner organisation	Type of organisation	Regrouping	Country	Area	NUTS 3
Lead Partner	Municipality of Naples	Local Public authority	EU Less developed regions	ITALY	Campania	Napoli
	Municipality of Maribor	Local Public authority	EU Less developed regions	SLOVENIA	Vzhodna Slovenija	Podravska
	Lublin	Local Public authority	EU Less developed regions	POLAND	Lubelskie	Lubelski
	Municipality of Liverpool	Local Public authority	EU Transition regions	UNITED KINGDOM	Merseyside	Liverpool

#### 4. (I.4) Thematic objective

	<b>Allocate the project to 1 specific TO</b>
Thematic objective	6. Environmental protection and resource efficiency

#### 5. (I.5) Total budget

ERDF		Swiss Fund		Norway Fund		Other Financing	Total budget
ERDF	Public co-financing	Swiss Fund	Public co-financing	Norway Fund	Public co-financing		
85,000.00 €	15,000.00 €	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €	100,000.00 €

## **- II - (II) PRESENTATION OF PROJECT PROPOSAL**

### **1. (II.1) Thematic content**

#### **1.1 (II.1.1) Definition of the issue /policy challenge to be addressed**

##### Initial position

The European City strives for a compact settlement structure with multifunctional uses (Leipzig Charter) for a sustainable urban development. In many European cities smaller and larger derelict sites, fallow lands, underused premises, vacant sites, etc. – so called “voids” – can be found in or near the city centre. These sites often have a negative impact on their surrounding, sometimes are “misused”, polluted or even present a public hazard.

On the other hand these voids present an big opportunity for the European city: these sites can be used to complete a compact settlement structure, to provide space for needed functions in the city; all this combats urban sprawl and further land consumption outside the city; this supports also the more efficient use of urban resources: land and energy.

These voids are both, in public and in private hands. The challenge is to activate the voids for the benefit of a sustainable urban development, of an integrated neighborhood development.

##### Problems & Opportunities

Large buildings and building complexes that have lost their original purpose, are in decay and derelict, are the biggest opportunity within voids to support a sustainable city and neighborhood development. Because of their size they can provide space for a variety of needed social, economic and ecological as well as cultural functions. They can provide space for social and economic activities, space for neighborhood groups and activities, space for cultural industry, for start-ups, etc. Further, they are often landmarks or identity anchor points, they often have great potential for the urbanisation of neighborhoods and the galvanisation of actors. Their revitalisation can blaze a trail for the careful use of space and energy, using the grey energy of the building instead of building a new one. Often these larger buildings are also older buildings with cultural heritage value.

These large buildings and building complexes provide space for testing new approaches, strategies and solutions for a sustainable city that is ready to embark on the future. This involves creating living space that is affordable over the long term, while at the same time addressing climate change and the turnaround in energy policy as well as challenges in architectural culture. It also involves organising, in an intelligent manner, structural development, the development of free spaces and material cycles and optimising the use of the limited space in the city for all of society. Finally, it involves giving space to a diverse society, a variety of different needs and the desire of an ever growing part of the urban population to take an active role in shaping urban development.

But these larger buildings and building complexes are often too big to be redeveloped at one time and (financially) too big for just one investor. This results in a further decay of the building, up to the extent that they are a security hazard and an “eyesore” for the city.

## Challenge

In view of ever shorter utilisation cycles, the task of waking up those "sleeping giants" is of immense importance and presents an opportunity for the sustainable urban development. The challenge and questions for the network are:

- How can such spaces - having been ignored and often stigmatised - be "brought back" into the city?
- How, through further development of existing stock and addition of functionality, can they be turned into lively districts?
- How to start the process that people start "taking over" the building? How to organise the process?
- How to define how to use it for the better of the city and the community?
- How to get hold of the building?
- How to finance it?

Particularly the potential of local groups and initiatives has so far been underestimated and ignored. Cooperatives, builders' groups, associations or foundations invest capital not for the purpose of short-term profit expectations. Self-organised and with a great willingness to shape, they implement ideas of new living and housing models. Some of the projects have set themselves sustainable social and ecological tasks that hold out the promise of long-term benefit for the city also in economic terms. These local groups are to be activated and involved for the revitalisation of these "sleeping giants".

## Objective

Objective of the network is to activate the larger buildings and building complexes for the benefit of the sustainable urban development, of an integrated neighborhood development and to bring these larger buildings and building complexes in use again, to rehabilitate them, providing space for what is needed in the neighborhood / in the city (for example affordable housing), to support an appropriation through indefinite users, to support a strategic uses of these premises, not only oriented on private exploitation interests, but also on interests of the common goods.

Objective of the network will be to find out and try new ways/ process qualities and planning methods. The focus will be to develop a LAP how such derelict large building complexes can be revitalised together with the community for the benefit of the community / the entire city; how they can be revitalised step-by-step (letting them "grow" like a city) or how a development in cooperation of private property owner and the community could work.

The network will be about developing further organisation and financing models to turn more local actors into players in the revitalisation of such buildings and to strengthen the local potential for innovation. This could provide impulses for new urban development. The intersection of innovation potential of self-organised builders' groups and principles and experiences of cooperatives harbours an opportunity of creating affordable housing of a wider quantitative impact and finding ways of perpetuating such voluntary tasks and programmes also over generations. In the end, new bottom up experiences of cities, at political level and administrative level, on "common goods" could be another innovative tool useful for the renaissance of the derelict large buildings.

### 1.2 (II.1.2) Link to EU 2020 strategy and 10 Thematic Objectives

The project supports the thematic objective VI. Protecting the environment and promoting resource efficiency.

By (re)using voids (in particular derelict sites and buildings) in the city, urban renewal is fostered, new space for needed



functions in the city is provided i.e. housing. This combats urban sprawl by supporting compact settlement structures. Reusing the voids blazes also a trail for the careful use of space and energy, using the grey energy of the building instead of building a new one. Also the rehabilitation of the buildings will improve the energy efficiency.

Often these larger buildings, which have lost their original functions and are in decay, are also older buildings with cultural heritage value. Revitalizing them contributes to the protection and promotion of cultural heritage.

There is also a social aspect in all that, which support the thematic objective IX. Promoting social inclusion and combating poverty. As it is the objective to develop these sites also for the benefit of the common goods, for the people's and neighborhood needs, these sites can contribute for example for the provision of affordable housing or for providing space for start-ups, cultural activities, etc., generating new job opportunities for the community.

As the reuse of voids in the city supports more efficient use of the existing stock of land and a compact settlement structure, it supports the energy efficiency and reduction of greenhouse gas emissions of the city. Thus, the project contributes to a more resource efficient growth of cities, contributing to the sustainable growth strategy of Europe 2020.

### **1.3 (II.1.3) Potential contribution of the project to the URBACT Specific Objective 2 (related to action planning networks)**

The focus of the exchange and learning activities will be

- to share experience in what they have done successfully and not so successfully so far;
- to visit and discuss good-practice examples, at which they receive practical knowledge out of first hand to get ideas and information to take back home; to these study visits the partners bring their local decision makers to make them understand better of the opportunities and what can be done;
- to have visits of experts and implementation laps and workshops of the network, working on concrete city cases to “think from the inside AND the outside” what can be done and to develop together new ideas;
- visit good practices outside the network partnership;
- to have peer reviews and bilateral meetings on specialised topics.

These and further activities to be developed during the preparation phase of the network will improve the capacities of cities to design sustainable urban strategies and action plans for the reuse of larger buildings and building complexes for the benefit of the sustainable urban development.

To this belongs also activities which communicate working methods and instruments to develop Local actions plans in a participate manner.

### **1.4 (II.1.4) Added value compared to past URBACT projects on similar / close issues**

USEACT Urban Sustainable Environmental Action URBACT II Network, May 2012-April 2015

One of the interesting aspects of the USEAct project was the purpose to give support to urban communities to find solutions for land consumption problem, mainly through two different tools: on one hand reusing existing buildings and areas in the

city, and on the other hand towards new urban planning tools, which can develop – on a large scale – new settlement opportunities of the highest quality (private and public spaces) for people and investors, reducing as far as possible the use of green-field land and energy consumption.

One of the aspect addressed by the USEAct project was the control of the urban sprawl and related planning tools. One strategy / tool that came up was the REUSE AND REGENERATION OF ABBANDONED BUILDING AND AREAS, mostly connected with the issue of “retrofitting” and “adaptive-reuse”. The USEACT Network Partners have highlighted the problem, existing in many European Cities, about abandoned large buildings and building complexes without possibility to focus on it because it was not in the priority themes agreed for the project. For this reason Naples, that was USEACT Lead Partner , has proposed the “ Second Chance “ Project that could be a real added value to improve the reuse of the consolidated city focusing on examples and expertises of reusing and regenerating derelict larger building and building complexes. The finding of USEACT network will be examined in the beginning as input for our network , maybe with the participation of the related Lead Expert.

TUTUR, Temporary use as a tool for urban regeneration / URBACT II Pilot Transfer Network, December 2013-March 2015. The objective of the TUTUR project was to introduce the method of temporary use in urban regeneration to cities participating in the network.. The added value of Second Chance is to work on specific on examples and expertises of reusing and regenerating derelict larger building and building complexes and not only considering the temporary reuse but also different instruments /tools. The finding of TUTUR network will be examined in the beginning as input for our network , maybe with the participation of the related Lead Partner or Lead Expert.

REPAIR Realising the Potential of Abandoned Military Sites as an Integral part of Sustainable Urban Community Regeneration. / URBACT II Network, January 2009 / December 2011

The withdrawal of the military presence from an urban area often happens suddenly leading to extremely adverse circumstances for the economy and communities affected.

Former military or heritage sites provide excellent potential to act as the catalyst for urban regeneration, many consist of historic buildings dating back over centuries and the source of rich cultural heritage. The challenge is to transform these abandoned sites into thriving sources of economic activity, employment and social cohesion. The finding of REPAIR network will be examined in the beginning as input for our network , maybe with the participation of the related Lead Partner or Lead Expert.

## 2. (II.2) Proposed approach for the different work packages for Phase 2

### 2.1 (II.2.1) Description of Work Package 1- Project management

Ensuring proper co - ordination and sound management of the project concerning both the overall project management and all aspects linked to the financial management , as foreseen in the Programme “Guide to URBACT Action Planning Networks” , during the whole project period.

To organise the work between the partners by building a strong collaborative relationship: The organisation of the partner’s responsibilities should result in the successful submission of all required documents for the final application as well as the administrative documents for reporting and project management.

#### Activities

The work package will include the implementation of the following activities that are essential to ensure the correct functioning of the project:

- To sign all contractual documents at programme and project level
- To ensure efficient project management , and communication and dissemination tasks, recruiting appropriate staff (see below "support" )
- To hold regular management meetings to ensure a strong communication between partners concerning project coordination during each transnational meeting an administrative and financial session will be planned.
- To assist project partners in 6 monthly reporting review of documents before submission.
- To attend organized training sessions and other programme level events
- To receive and transfer ERDF funds to partners
- To ensure proper management of the expertise resources( Lead expert) and monitoring of Lead expert’s work programme.
- To complete a mid- term review 12 months after project approval
- To complete a single reprogramming of the Phase 2 application

#### Deliverables

Through this work package, the project will deliver the following outputs:

- Expertise request forms for the Lead expert at the beginning of Phase 2
- Expertise request form for other ad hoc expertise recruited in the course of project implementation
- Approval documents for the First Level Controllers of all project partners
- Mid – Term review report, to be submitted to the URBACT Joint Secretariat 12 months after project approval
- Official reporting documents – every six months
- . Final closure documents at the end of the project

#### Support

An “ad hoc” Unit appointed by the City Council of Naples for the management of the European Programmes launched by the Commission in the framework of Urban Sustainable Development Policies. The Unit Coordinator is the Lead Partner and Project Coordinator of Second Chance APN. The working group will be composed of one Project Coordinator and 2 external

experts (full-time) that will be in charge for: support to the coordination of the Project, expertise for financial and administrative management, expertise for Communication. An added external expert (part time) will be in charge of Local Support Group activities/LAP development.

## 2.2 (II.2.2) Description of Work Package 2 - Transnational exchange

Large buildings and building complexes that have lost their original purpose, are in decay and derelict, are the biggest opportunity within voids to support a sustainable city and neighborhood development. Because of their size they can provide space for a variety of needed social, economic and ecological as well as cultural functions. Further, they are often landmarks or identity anchor points.

The challenge is to activate those "sleeping giants" for the benefit of a sustainable urban development, of an integrated neighborhood development. It is about to bring these larger buildings and building complexes in use again, to rehabilitate them, providing space for what is needed in the neighborhood / in the city, to support an appropriation through indefinite users, to support a strategic uses of these premises, not only oriented on private exploitation interests, but also on interests of the common goods.

The network will find out and try new ways/ process qualities and planning methods. The focus will be to develop a LAP how such derelict large building complexes can be revitalised together with the community for the benefit of the community / the entire city; how they can be revitalised step-by-step (letting them "grow" like a city) or how a development in cooperation of private property owner and the community could work. The network will be about developing further organisation and financing models to turn more local actors into players in the revitalisation of such buildings and to strengthen the local potential for innovation.

### Activities

Central to the transnational exchange activities will be study visits to project partner sites (5 visits). These visits will have workshop / implementation lab character. The project site will be visited and together with the ULSG and the network partners a 2-days workshop will be done on a particular topic (to be defined during the development phase) for the revitalisation of the project example. These workshops will give the hosting partner the opportunity to get new ideas and feedback from the network partner and at the same time the network partners might gain new ideas for their local project site. The partners will have the opportunity to share their experience in what they have done within that topic successfully and what not so successfully.

Possible topics (to be defined during the development phase) will be around the two general issues of :

### Revitalisation strategy

- How to find out the neighbourhood /city needs?
- For which of these needs can the building complex be used?
- How to bring the building complex back into life / how to activate it (not only oriented on private exploitation interests, but also on interests of the common goods)?
- How to finance it?

## Governance

- Who to involve in that revitalisation process to ensure a use in favour of the community and the sustainable urban development?
- How to involve / activate the necessary stakeholders in the development of the revitalisation strategy (local community groups and initiatives, cooperatives, builders' groups, associations or foundations which invest capital not only for the purpose of just short-term profit expectations)?
- How to initiate / steer / manage the planning & implementation process?
- How to support an appropriation through indefinite users
- How to get hold of the building (complex)?

Other activities of transnational learning will be to visit and discuss best-practice examples outside the network partnership, at which they receive practical knowledge out of first hand to get ideas and information to take back home. To these study visits the partners will bring their local decision makers to make them understand better of the opportunities and what can be done. Also peer reviews and smaller (bilateral) meetings on specialised topics can be organised if there is the need for it. At the current preparation level it can not be defined how many meetings this will be. A budget for such learning activities will be reserved.

Further a midterm review on the status of the LAP will be done to help each other to improve and further develop the LAP.

To kick-off the implementation phase a kick-off meeting will be organised. The kick-off meeting will be combined with a study visit. To finish the network a final conference will be organised to disseminate the main findings to a wider audience. All these activities will be designed to achieve the following aims:

- Sharing : to foster the exchange of experiences among project partners and identify good practices
- Learning : to strengthen the practical knowledge and skills of partners in the policy area related to the issues addressed by the network
- Mainstreaming: to draw lessons from the exchanges on an ongoing basis and to apply them at local level, especially through the creation of the Local Action Plans.
- Supporting : to support partners in improving their local policies and producing their Local Action Plans

As outputs of these activities there will be result-oriented reports of each study visit and workshop. The best-practice examples visited will be described in form of a case study. All these outputs will feed into the final publication about the main findings and recommendations for the revitalisation of derelict bigger building (complexes).

Also to promote the exchange from the very beginning a good-practice composition based on the partners' practices related to the network issue will be elaborated within the first half a year of the implementation phase. Here partners will know which partner might has a good experience he/she is interested in.

The transnational exchange and learning activities will provide the opportunity to tackle the project on a local level in an international setting through:

- direct knowledge of the diverse realities of the city partners;
- transfer of knowledge and good practices both of the local realities of the partnership as well as the international realities with a further contribution from the Lead Expert and a "Ad hoc expert" which all host cities will be able to suggest and call upon to further explore the network topic but also turn it down on the local and national situation; we will provide to invite

some key stakeholders of cities case studies outside the network to enrich the discussion on the thematic network useful for the LAP implementation;

- comparison between the main participating stakeholders in the LSGs (local administrations and other public and private figures - building associations, investors, inhabitants – institutes, associations, movements);
- comparison of the various Local Action Plans which the different partners implemented (difficulties, solutions, positive and negative offshoots etc.). It will be very useful to reply a methodology of work in a previous Project USEACT : LAP Review Cafè.
- comparison between different Managing Authorities and Cities , Local Action Plans and Operational Programmes .

The experience capitalized with the SUDEST Working Group of URBACT I, CTUR Thematic Network and USEACT Thematic Network led by the City of Naples, has been useful with regards to proposing the working methodology, which counts the following strong points:

- a) The participation at different international seminars of the same representative, who will be a member of the steering committee, in order to maintain continuity in the work;
- b) all partners will be engaged in parallel workshops in smaller groups ( Bilateral workshops), allowing for more detailed investigation of the subtheme more closely linked to development of the local action plans. The feedbacks of the Bilateral workshops will be shared with all network in the Transnational seminar.

Thanks to these considerations, an initial working methodology has been outlined, for the implementation phase (24 months) , the network will organize Six Transnational Seminars :

- First Transnational Seminar - Kick off meeting / Study visit workshop / implementation lab
- Second Transnational Seminar - Study visit workshop / implementation lab
- Third Transnational “Mid Term” Review Seminar/ Study visit workshop / implementation lab
- Fourth Transnational Seminar - Study visit workshop / implementation lab
- Fifth Transnational Seminar - Capitalisation, Managing Authorities workshop / Study visit workshop
- Sixth Transnational Seminar - Final Conference / Walkshop

Other activities of transnational learning

- Good – practices ( outside network) study visits (
- Bilateral workshops on specialised topics selected during the kick off meeting Phase 2

At the current preparation level it can not be defined how many meetings this will be. A budget for such learning activities will be reserved.

Particularly, the “Bilateral workshops” will be organized between the up signed Transnational seminar. in the way to share the feedbacks work of these small parallel working groups during all network exchange activities .. Following the positive experience of these meetings in the USEACT Project we will improve it highlighting the responsibility of each host partner in the organisation and success of the meeting, inviting the key stakeholder/ experts to contribute to the richness of the debate.

For the implementation of the exchange of experiences and learning, and also for the contributions relating to the elaboration of the LAP, it is foreseen that the different Managing Authorities and “Ad hoc Experts” will participate at some of the

seminars.

In occasion of the Transnational seminars, one "Ad hoc Expert" will be invited on the recommendation of the host city to explore in more depth the topic of the network but also to update it on the local and national reality.

All six transnational seminars will be organized to have a wide knowledge of the host city through visits on-site and presentation of projects in the framework of the "Second Chance" theme and selected topics. The seminars will provide the opportunity to have a deeper discussion between all partners with the ULSG of the hosting city about their LAP. There will be case study presentations in the framework of the topics and relative output discussion; update from LAPs of all partners. The six transnational seminar is the Final Conference so it will be a special event with the principal aim to disseminate the main findings of the "Second Chance" project to a wider audience. The Final conference will be organized in the way to offer too last visit study that will be organized in a format of "Walkshop" successfully experimented in Riga Urbact City Festival.

During each transnational meeting an administrative and financial session will be planned to ensure strong communication between partners relating to project coordination.

Therefore, the described methodology will guarantee that the transnational exchange and learning seminars will be a combination of:

- a) Sharing : to foster the exchange of experiences among project partners and identify good practices
- b) Learning session: to strengthen the practical knowledge and skills of partners in the policy area related to the issues addressed by the network
- c) Mainstreaming : to draw lesson from the exchange on an ongoing basis and to apply them at local level , especially through the production of the Integrated Action Plans
- d) Supporting: to support partners in improving their local policies and producing their Integrated Action Plans

#### Deliverables

In addition to the transnational exchange and learning seminars, the following outputs will be delivered as a result of the actions under Work package 2:

- Transnational Seminar reports ( 6 )
- Network Newsletters ( minimum 6 ) - promoting the host city transnational seminars including interviews from local politicians, description of the case studies presented, site visits and related output. A special section will be dedicated to the a peer review report bilateral/ multilateral workshops and or Good – practices ( outside network) study visits
- Intermediate Thematic reports (3)
- Final Thematic report (1)
- Case Studies /good practices compilation (about 2 for each partner)
- Final report (1)

### **2.3 (II.2.3) Description of Work Package 3 - Local policies and local governance**

The activities that will be developed under this work package will achieve the following aims:

- To support transnational exchange activities through the preparation of input for the project meetings ( e.g. case studies , site visits , etc)
- To foster the impact of transnational exchange and learning activities on local policies and practices

- To strengthen the capacity of local stakeholders in integrated urban policies and participative action - planning
- To develop participative action planning processes for the production of Integrated Action Plans
- To develop integrated approaches to local issues related to urban development
- To ensure dissemination of lesson learnt ( good practices, policy recommendations, etc) to local stakeholders involved in urban development.

#### Activities

The Activities that will be implemented in this Work Package will include two main actions: setting up and running the URBACT Local Support Group (ULSG) by each partner.

The ULSG will be organised and animated in each of the participating cities by the individual partner cities around a series of meetings on local level. Thereby the ULSGs will take part in the design and follow up of the Local Action Plan, identify and validate network inputs, take part in exchanges and report back to the other stakeholders, involving and/or informing the associated Managing Authorities. The activities on local level will comprise (among others) periodical meetings/trainings ,especially in terms of preparing partners contributions to project seminars, commenting on network outputs, testing or piloting certain recommendations, organising local dissemination events, obtaining media coverage. The resources dedicated for the ULSGs will allow for animating the meetings; involving expertise (universities, research groups, investors, Constructors Association etc.); inviting outside speakers, hiring a venue, translating material/results coming from the project level activities, allowing representatives of the ULSGs to attend some of the project seminars, etc. Each partner will produce its own action plan as result of exchange and learning activities of the thematic seminars and as a contribution of the ULSGs and the Steering Committee.

In particular the activities that will be rolled out on a local level are:

- analysis of the local conditions: initiatives for mapping the large buildings ; initiatives to improve and rehabilitate the housing heritage; monitoring the opportunities offered by the city for potential investment in ex-industrial or abandoned areas, empty or deteriorated buildings, regulations and measures in force.
- analysis of ongoing projects: governance and impact/specification of good practices;
- concerted pinpointing of intervention areas and/or the subject of Local Action Plans verification of the proposals from the private players (building associations, investors etc), public players (cities, provinces, regions, etc.), and inhabitants
- input from the “ Second Chance” thematic network to the partner (receiver)
- input from the partners (donors) to the “Second Chance” thematic network

Each local support group will have a coordinator who will work in close contact with the Lead Expert and Lead Partner. Moreover, the group will further consist of representatives from the local administrations (the various services and/or departments involved), the Regions, possible representatives from relevant inhabitants movements /squatter positive experiences. The group’s aim will be to implement a Local Action Plan for each “Second Chance” partner and will concern a target area or measure, to provide a useful practice from the responses to the cities in the area of the proposed network topic. They will be involved to the ULSG capacity - building seminars organised at national level for the ULSG coordinator and to additional core members

#### Deliverables

Outputs that will be delivered as a result of the activities under this Work Package:



- One URBACT Local Group set up by each partner.
- An integrated Action Plan per partner city .
- Other outputs aiming to achieve the aims defined for this Work Package

Each partner city will develop its own LAP as a result of exchange and learning activities and as output of its participation to the network. The LAPs will be a result of a shared work between partners and their Local Support .

The LAPs will present a set of priority actions of a specific relevance for improving larger buildings and building complexes in use again, to rehabilitate them, providing space for what is needed in the neighbourhood / in the city, to support an appropriation through indefinite users, to support a strategic uses of these premises, not only oriented on private exploitation interests, but also on interests of the common goods.

The LAP of each partner will be a work in progress discussed by all “Second Chance” partners during the seminars.

A first version of the individual LAPs is aimed to be presented in occasion of the Third Transnational – Mid Term review – Seminar to enable the PPs to follow up the implementation of their actions for the LAP presentation during the Experts workshop (Fifth Transnational Seminar ).

The partner cities will be recommended to draw up the LAP in close cooperation with the Managing Authorities so that the opportunity for funding through the operational programmes will be maximised.

Taking note of the specific local /regional conditions the composition, territorial level addressed and format the LAPs will differ between the individual partners that will organize, each one, a “local exhibition“ of the final version of LAP to disseminate in a wider way the results organizing a press conference of the elected member and participation of the inhabitants and media. All LAP Partners will be presented in a specific format for a “final exhibition” in occasion of the Final Seminar ( Sixth Transnational Seminar) The budget will provides, for each partner, a possible expertise support (universities, etc) to animate and assist the implementation of the LAPs. Particularly regarding expertise support, an added value could be to try to get an official agreement with the local Universities in order to get, on one hand, scientific and technical contribution to work out the LAP (the idea is to try to connect the departments of Universities and selected student/s that could collaborate with LSG ) and on the other hand the Integrated action Plan implementation experience could be shared as a training for students in the framework of the university activities and courses concerning the themes of the “ Second Chance” Thematic Network. This initiative is better illustrated in the next Work Package 4.

#### **2.4 (II.2.4) Description of Work Package 4 - Communication**

The activities that will be implemented under this Work Package are:

The objective of this WP4 is to identify and organize the activities to be performed in order to promote and communicate the project’s results and the widest dissemination of knowledge from the “Second Chance” project. The communication and dissemination activities are expanded in two directions: towards the transnational and network activities in order to enhance the potential of Second Chance project themes and dissemination of project’s results in the public and scientific sector; and towards local communication activities at partners level.

Dissemination is a horizontal activity and concentrates on disseminating the results of “Second Chance” project itself to a wide

range of existing or potential stakeholders. Special attention will also be paid to the transfer of knowledge through, conference presentations. Of course all the dissemination and communication activities will be held in the framework of the main URBACT Communication and dissemination approach, keeping in mind the main messages and graphic brand.

- a) To produce a detailed communication plan and complete the graphic identity at the beginning of Phase 2.
- b) To regularly update the network page on the URBACT website ( at least twice a month).
- c) To produce and disseminate communication materials - newsletter, brochures, exhibition stands etc. applying the URBACT Graphic Charter ( Second Chance introductory brochure: describing the project's partnership, its main objectives and expected outputs (4 pages English + translation in local languages; Second Chance Newsletters, focusing on project partner contribution to theme and feedbacks/ outputs of the Bilateral/multilateral workshops; etc).
- d) To promote the URBACT project activities and results through press releases; initiatives such as the " Local Action Plan exhibition" activated in the previous experience of USEACT Thematic Network and CTUR thematic network has been successful and so we will repeat it.
- e) Promote at local level a " Local Action Plan exhibition" of all Second Chance Network LAPs in each city in the way to disseminate the result of Second Chance in general and Local action Plan in particular - to a wide local audience and in an accessible way. The occasion will be useful to create an "event" to invite politicians, local media, stakeholders and inhabitants)
- f) To organise a final event open to all target groups and dissemination events at partner's level
- g) To participate in external events to promote the network
- h) To disseminate the network findings to a wider local audience. All project partners will be in close liaison with their local media and press and will report by means of press releases, press kits, press conferences, etc. on a regular base about the project objectives, events and outputs of the Second Chance network.
- i) Particular focus should be given to the visibility and promotion of the topics of the Second Chance Network in the international seminars. However, an active participation in the annual URBACT seminars, which also provide an occasion to liaise directly with the representatives of the European Commission, will also be promoted. The aim is to specifically raise awareness, even during the intermediate phase of the project, of the results of the network and to highlight to the players on European, national and regional level the necessity to promote efficient policies for urban development aiming sustainable reuse of the consolidated city and particularly the large buildings and building complexes.

We can reach these targets through the activity of the thematic network and the exchange of experiences and knowledge, towards the definition of integrated frameworks. To fulfill these aims, the Second Chance project will work through various communication tools (formal and informal) and outputs. Clear channels of communications between the project partners themselves as well as with the wider community will play a crucial role in the success of the project.

The outputs that will be delivered as a result of the actions under this Work Package will include the following elements:

- Detailed communication plan
- Promotional material such as brochures and Newsletter (following the successful example of the "USEAct Newsletter")
- Active network page, within URBACT website, update at least twice a month
- Communication material ( digital and print)
- Final conference for the communication of project results to a wide audience
- Local communication events, to be organised in each partner city at the end of the project to share the result of the project

(project conclusion, policy recommendations, tools , etc) and to present the Integrated Action Plan .

The internal communication tools use appropriate mechanisms for facilitating the free flow of information (strategy, administrative and practical), as dropbox and emails.

Main Ideas for publication, dissemination of intermediary results:

**Project Newsletter:** Each issue will be focused on a specific theme analyzed by the network, illustrating the selected case studies and highlighting a project partner involvement, through the interview to the elected representatives and a special focus on the partner's local team.

The Project Newsletter is the main communication output. It aims to offer the political and technical representatives of each partner an opportunity to present their own point of view on the theme of the Second Chance Network and to the local technicians involved in the project to introduce themselves so that they can have, as key partners, wider visibility. Another aim is to collect material about the project themes in specific political and territorial contexts either in Europe or elsewhere.

Finally, the project Newsletter aims at maximizing the capitalization and dissemination of the results of the activities that the thematic network of the URBACTIII Programme has planned for the entire duration of the project in a short and easily accessible way.

Obviously, each issue will be improved and expanded with the contribution of the partners and/or contributions made by their own local 'stakeholders' involved in the implementation of the local action plans .

The opportunity to have the interviews of the local political representatives of the different city partners will be the occasion to organize a round table during the final meeting between mayors / local political representative and National and European representatives.

**Online spotlife news:** a newsletter online based to inform by a wide mailing list about activities related to the network every month and disseminated online through the web channels

**Project Blog:** these platforms could represent a support for public administration, politician, experts, and final users such as people involved in building sectors and the urban development, but also architects, planners, citizens, experts or people interested in the "Second chance" themes, through the experience of the partners involved.

At local level, following the positive experience with the Thematic Network CTUR and USEACT led by Naples, an added value for the project, in terms of capitalization and dissemination of project's activities and outputs, will be to suggest to the partner the involvement of the universities as expertise (professors and/or young researcher graduate) in the activities of the ULSG, with a double task:

- to have a scientific support of the universities in the activities of the ULSG , to elaborate the LAP and to define the proposals for the local exhibition that could be the right event to gain the widest dissemination and diffusion of the results obtained (Network activities plus LAPs ).
- to give to the universities the opportunity to link their didactic activities to the URBACT Programme at local level (ULSG and LAP) through the involvement of students or graduates following Masters courses. It will constitute an important training laboratory for the students, who will be able to:
- compare themselves with the main stakeholders on real themes/needs/problems of the city and to collaborate, guided by the

university, in the implementation of the LAP ;

- get close to the local and European projects , growing the respect towards the institutions and the sense of ownership to the European culture / citizenship;
- improving the dissemination of URBACT at local level.

The guarantee of a better capitalization and dissemination of the results that will be given, besides the traditional scientific document, also to innovative tools, that take into account the importance of informing and involving the local population ( Second Chance brochure presentation and a final brochure in all different partners languages, Second Chance “ Final Local exhibition of the Integrated Action Plan implemented in each city partners).

### **2.5 (II.2.5) Logical frame (articulation between the different work packages)**

The main objective of WP2 is the exchange among the project partners to learn together about the network topic. The exchange and learning activities have the intention to feed the process of the development of the LAP of each partner. So WP 2 has the function to bring in new ideas to the partners, to reflect among each other on the local situations. For this reason the peer review will be important and in particular the workshops / implementation labs during the transnational seminars through which the whole network will work on the city project case together with the ULSC of the hosting city. The experience from WP 3, the development of the LAP, will in turn be an input for the transnational seminars. So WP2 and WP 3 will feed each other with input and provide outputs at the same time.

Thus, the transnational exchange and learning activities will provide the opportunity to tackle the activity on a local level in an international setting through:

- direct knowledge of the diverse realities of the city partners;
- transfer of knowledge and good practices both of the local realities of the partnership as well as the international realities with a further contribution from the Lead Expert and “Ad hoc experts” which all host cities will be able to suggest and call upon to further explore the network topic but also bring it down on the local and national situation; we will provide to invite some key stakeholders of cities case studies outside the network to enrich the discussion on the thematic network useful for the LAP implementation;
- comparison between the main participating stakeholders in the LSGs (local administrations and other public and private figures - building associations, investors, inhabitants – institutes, associations, movements);
- comparison of the various Local Action Plans which the different partners implemented (difficulties, solutions, positive and negative offshoots etc.). It will be very useful to reply a methodology of work in a previous Project USEACT : LAP Review Café.
- comparison between different Managing Authorities and Cities , Local Action Plans and Operational Programmes .

All six transnational seminars will be organized to have a wide knowledge of the host city through visits on-site and presentation of projects in the framework of the SECOND CHANCE theme and selected topics. The seminars will provide the opportunity to have a deeper discussion between all partners with the ULSC of the hosting city about their LAP. There will be case study presentations in the framework of the topics and relative output discussion; update from LAPs of all partners. The six transnational seminar is the Final Conference so it will be a special event with the principal aim to disseminate the main findings of the “ Second Chance” project to a wider audience . The Final conference will be organized in the way to offer too

last visit study that will be organized in a format of “Walkshop” successfully experimented in Riga Urbact City Festival.

For the implementation of the exchange of experiences and learning, and also for the contributions relating to the elaboration of the LAP, it is foreseen that the different Managing Authorities and “Ad hoc Experts” will participate at some of the seminars.

In occasion of the Transnational seminars, one "Ad hoc Expert" will be invited on the recommendation of the host city to explore in more depth the topic of the network but also to update it on the local and national reality.

Particularly, the “Bilateral workshops” and the “Good practices study visits” should represent an added value to the implementation of the Local Action Plans, because they provide the opportunity to highlight specific topics related to the need of the different contexts.

## - III - (III) PARTNERSHIP

### 1. (III.1) Profiles of initial partners in relation with policy challenge to be addressed

#### 1.1 (III.1.1) What are the local problems/challenges faced by the partner in relation to the selected topic/policy issue?

##### Naples

Naples is the third largest city in Italy and is also the main city of southern Italy. It's the capital of Campania region and the metropolitan area of Naples has over 3 million inhabitants covering an area of 1.171 sq Km. The urban territory is subdivided in 10 "Municipalità" which have ample type of functional decentralization and administrative autonomy. The port of Naples is one of the most important ports in Italy in terms of goods and passengers traffic and it's going to become the most important one also for cruise traffic. Revenue obtained from tourism and cultural activities is an essential part of the economy's growth. The origins of the city date back to the VI century B.C. when some Greek colonists, coming from Cuma, founded Partenope on the little island of Megaride, where is now Castel dell'Ovo, in 470 B.C., they set up Neapolis. The Greek-Roman road network was preserved until now in the old town centre and the stratification of the following ages enlarged its patrimony of many major monuments. For this reason the old town centre of Naples was included in the "World Heritage List" of UNESCO in 1995.

The City Council of Naples has addressed in the last decades all urban planning initiatives for limiting URBAN SPRAWL and investing on the REUSE of the existing historical city centre heritage (UNESCO site from 1995), is characterized by 70% from private building also densely populated, requiring major redevelopment that include the 'energy for efficiency. The rest of the existing property is public property and includes many large containers, monuments, empty and degraded and that, instead, through appropriate public-private initiatives, could become a driving force of economic development of the city enhancement of the cultural and tourism aspect. In Italy, in the same time, is in progress the transfer of ownership of the large complex of the State property to municipalities (Federalismo demaniale) that request them through a proposal that management of land. This means that cities have a very important priority : how to manage large historical complex in the way that become a driver for regeneration of deprived part of the historical city and non .

The urban historical heritage can represent a cultural, but also an economic and social resource, for the whole city, particularly a spur for the historical centre to respect and elaborate its identity and contemporarily an occasion to regenerate and valorise itself not only as a case but also as an engine for the requalification, able to modify the urban role facing and solving the urban and social decay above all through the strong adhesion of the private and enterprise sector, and the citizenship.

In relation to the issue addressed by the "Second Chance" project the City of Naples challenge is to focus especially on the historic heritage in the core of the city, underused and neglected to the people. Different movements, starting from the last five years, has highlighted the need of spaces to be used by the citizens, as COMMON GOODS . These "illegal" occupation of these empty buildings, means on one hand a temporary use and a starting point for the "Renaissance" of the building itself, and on the other hand it aims to highlight the need of new tools for the use of these common spaces.

The theme of the REINAISSANCE of the core city and especially of the empty spaces and buildings, is one of open discussion of some of the major European cities, Lisbon, Naples and Barcelona, who have graced the OCCUPY protest movements of recent years, which implies a reflection on how to work on the historical heritage of the city. On one hand the increasing need

aid to citizens through tools that encourage the use of these spaces and buildings, that are sometimes neglected to the citizens, on the other, by the private sector to boost volume growth with the aim of improving the plight of businesses, workers and investors the construction industry on the existing heritage, especially in the historic centre. Of course the Renaissance starts from the need to occupy not only a physical space, in the strict sense of the term, but to fill in an empty space with the power of cultural and social activities coming from the needs of the people involved in the process, in order to build a strength structure for a sustainable governance and management.

### Maribor

The Municipality of Maribor (111.700 inhabitants; negative net migration and negative natural increase and in 2013 with the unemployment rate above 19%) is the second most inhabited Slovenian municipality. It is the administrative, business, educational and cultural centre of the Podravje region. The development of Maribor was, is and will be determined by its geographical position on the juncture of roads connecting Central Europe with Southern Europe and Western Europe with the Pannonian plain. Due to its distance of just 18 km from the Austrian border, Maribor represents the gateway into the country as well as to the Balkans. Since the municipal reform in Slovenia in 1995, Maribor is developing itself from once a post-2nd world-war-industrial city into a dynamic touristic-cultural and economic centre of the north-eastern Slovenia. City Municipality of Maribor is responsible for local matters of public interest and according to its strategic directives.

City of Maribor like other European cities faces with the problem of derelict, degraded urban areas and derelict large buildings (mainly commercial), which must be either completely restructured or rehabilitated. Degraded urban areas as well as individual derelict large buildings are a result of economic, social and spatial development of the city. Mostly these areas are a result of the changing existential standard, economic transition, expansion and the changing importance of the city. In Slovenian cities degraded areas average represent 15% of land and the city of Maribor with about 12% is not an exemption.

Relation with policy challenge to be addressed:

In 2014 City Municipality of Maribor launched Smart City Maribor Initiative (SCMI) [www.smartcitymaribor.si](http://www.smartcitymaribor.si) to spark sustainable development of a smart city environment, to pursue innovation in the city of Maribor, and to develop pilot projects that will enable the provision of smart city activities in following areas:

- Competitiveness & Research - promoting innovation and setting up a regional R&D centre;
- Health and quality of life - new technologies and services as a response to demographic changes in the region;
- Environment - waste, water, air quality, and green areas management with a particular focus on user-oriented solutions and the latest ICT solutions;
- Mobility - sustainable multimodal mobility based on alternative fuels and ICT solutions;
- Energy - substantial reduction of energy consumption in cities, including public buildings, public utility services, public transport and industry with a strong integration of ICT solutions;
- Smart governance - transparent governance, based on open innovation principles and modern ICT e-governance solutions;
- Education & Creativity - setting-up an open space for creativity and new forms of education at all levels;
- Internationalisation of the city and the SCMI stakeholders through cooperation with Smart City clusters in the EU and worldwide.

The initiative, coordinated by Municipality of Maribor Development Projects and Investment Service– Project Office, aims at



implementing advanced projects that will improve the quality of life in Maribor and its broader region, and encourage technological, social, and organizational innovation. The formation of the Smart City Maribor Initiative is based on a "triple-helix" partnership, and represents a regional partnership between the Municipality of Maribor, the University of Maribor, other development institutions and the economy, currently involving 22 partners.

Projects within the SCMI are developed within one of the following four categories:

- Smart mobility (projects: Renting e-vehicles at the railway station in Maribor, TRAMOB - Measures for sustainable mobility; Integrated Transport Strategy, Mobility Centre Maribor, Small-scale mobility plans for companies and public institutions)
- Smart environment and energy (planned project: Smart neighbourhood Maribor – demonstration center)
- Smart living and urban planning ( with regeneration of degraded areas and devastated buildings in the city)
- Smart economy and cooperation.

In 2012 Maribor was the European Capital of Culture (ECOC) (<http://www.maribor2012.info>) and in 2013 European Capital of Youth. New initiatives emerged during the ECOC.

One of the ECOC programmes was “Urban Furrows”, which was established in order to develop concrete examples of best practice in terms of alternative and autonomous production, with special focus on those aspects of life which are a prerequisite for a tolerant, mutually cooperative, and creative society.

New organisation emerged from this programme, involving inhabitants into the creativity and participation in different areas (for example Seed Guardians Association, CAAP - Centre of alternative and autonomous production, Dobrina Cooperative), they all represent the new modus operandi of the institution, representing the non-governmental organisations and participation and involvement of the population. Many of them are now gathered in Community center Tkalka in the Maribor city center (the old building is owned by City Municipality and was empty and devastated before this revitalisation after 2012 ).

Local challenges in relation to reuse of derelict large buildings and building complexes existing in the city:

In the city of Maribor we are aware of the importance of these areas for the development of the city, so we want as soon as possible activate them and give back them an important position within a city system. In Maribor these areas are located at the important locations, where it is possible to form the quality urban centres and thereby increase the identification of local environment and level of urbanity and thus raise also living standards. We are aware that these are the most complex and urbanistic projects of the city such as financial and planning side. In Maribor we have currently defined as a brownfield site 9 industrial area, 5 residential neighbourhoods, 4 grey cone, 6 areas on the edge of city, the part of the historic city centre and the banks of the Drava River. These areas have to be either complete or partly renovate or rehabilitate (for example the former landfill).

Challenges of the city of Maribor in the relation to the reuse of derelict, degraded areas and derelict large buildings are similar to those in other cities:

- How, in what ways can these areas be activated and give back to the city?
- What are the financing mechanisms for the complete renovation of these areas? Often these areas can not be activated without the renewal because the buildings are in very poor condition.
- How to encourage the private investors in restructuring of these areas and the renovation of derelict buildings and what is the role of the municipality in the process of renovation that the new spatial arrangement would not be only marked-oriented but it will also be followed by objective of spatial development of the municipality?
- How can in the process of revitalization of these areas involve local groups and initiatives?



Podravje region, and especially Maribor and the surrounding area is according to many indicators below the Slovenian average and in many fields ranks at the bottom: in the field of economic and social development, labour market and employment, human capital development... The impact of the crisis on the situation on the labour market, as shown in a report prepared by the ESS continues to deteriorate.

The main social problems of the city of Maribor as well as the whole Podravje region is the brain drain and the aging society. The data show that young people are rotating in a circle of flexible employment, which are short-term and temporary nature: contract work, part-time work, job design, work part-time, etc. which are insecure and do not provide social security in the long run. Employment trend is moving towards employment for a fixed period which is highly prevalent among forms of employment. Young people are in searching of their first job often forced to take a job in inappropriate, low-paid jobs, inconsistent with their acquired education. Especially alarming data is pointing to a sharp rise of young unemployed people with tertiary education. An increasing proportion of young people with tertiary education shows the impossibility of the labour market to absorb the influx of highly educated staff.

According to the data of National Employment Service, the unemployment rate in Podravje among young people 15 to 29 years old was in February 2015 24,34 %. It is important to emphasise that due to long involvement in education (until 25 – 26 years of age), in Slovenia we are counting & monitoring young first job seekers up to 29 years. It would be important to us to include these specifics in the project application.

Level of activity in the field of social innovation in the region is very low. Regarding this, two points need to be addressed, first the potential actors of social innovation and second, local supporting environment or publicly available and accessible local service for fostering social innovation.

The notion of social innovation concept and idea is not well known among actors, though there is a high sensitivity for social topics, especially among youth, civil society initiatives, some NGO's and some for-profit organizations.

Supporting environment is almost non-existent, underfunded, missing statistical data and research. Although there is a high realization of the need for developing supporting mechanism with an incentive approach.

As for the described situation and challenges described above, challenges and further strategy development of the city found the basis in the good practice in Maribor city from the last year that showed the very potential how to approach the challenge for revitalising derelict large buildings and building complexes for a sustainable urban development. Since September 2014 Maribor - Pohorje Tourist Board, PRIZMA Foundation & CAAP has occupied abandoned municipality building in the city centre – this community and social entrepreneurship centre is now fully operable and occupies 2400 m<sup>2</sup> and is called Tkalka (The Weaver). At the moment, Tkalka houses 25 different organisations (mainly non-profit NGO's), initiatives with about 117 people. PRIZMA foundation & CAAP are the community building “agent” in the Tkalka. This practice was proven to be very efficient for combining the reuse the empty buildings and infrastructure owned by the municipality and to simultaneously to combat the unemployment in the city, especially among young population.

## Lublin

The City of Lublin will be represented in the project by the City Conservation Office. The Office is responsible for preservation of both tangible and intangible heritage assets and deals with many different stakeholders who are running their economic activities within historic premises. The Office's mission is to join economic activities with proper maintenance of heritage values.

Lublin is a city located on the crossroad of medieval routes with tradition of cultural mixture. There are approximately 600

listed historic buildings and sites in Lublin, additionally there are also other historic buildings, cemeteries, monuments and others (approximately 2000). The unique spatial and cultural quality comes from still readable layers of historic development dating since XII century and from the location on the hills and along the valleys. The Old Town, and the adjacent part of the city centre is registered as Monument of Polish History. The preservation of historic character of the city was partly the result of economic misfortune along last two centuries. With the transition of this part of Europe the city faces new prospects for development – similar to those from XVI/XVII centuries. The quality of the new development is critical for the historic identity and preservation of valuable historic urban landscapes. Lublin with a population of c. 360,000 is the biggest town in the eastern part of Poland. With 5 Universities and several private colleges, and over 80,000 students, graduate retention is a key issue to help expand the knowledge economy, cultural industries and knowledge economy. Unfortunately a large number of students leave Lublin and look for job in the other parts of Poland or abroad.

Post-industrial buildings, which are listed, remain unused and their technical condition causes a huge challenge for the municipality. New functionalities are searched and wide involvement of different stakeholders is envisaged. In the project the city will try to focus its efforts on several large buildings to create a good practice for transformation activities and bringing a new life for old buildings.

The city of Lublin still requires plenty of revitalization projects. The problem is how to properly define the most urgent needs and how to properly specify the most derelict areas and former industrial buildings. Involvement of different stakeholders is the only way to achieve assumed objectives but these approach seems to face in many cases some obstacles. The city has to develop new methods for implementation of the revitalization projects by taking into account Polish and European requirements in that aspect. New Polish regulations, Polish National Revitalization Programme (under preparation) and new conditionalities of EU funds impose on the city necessity to develop more complex revitalisation projects which will have to tackle social problems.

### Liverpool

Liverpool City Council is a municipality in the north west of England, with a population of c.467,000. The City has been losing population for 30 years, but in recent years this has started to grow. With 3 Universities, and over 50,000 students, graduate retention is a key issue to help expand the knowledge economy, cultural industries and knowledge economy.

The city centre and the waterfront area has been inscribed as the Liverpool- maritime mercantile city world heritage site since 2004, and due to its trading and mercantile past there are both large historic commercial and warehouse buildings, some of which are also designated as buildings of special architectural or historic interest. Whilst there have been a high number of successful re-use and regeneration schemes for these building typologies, this still remains a problematic area for the City Council to manage.

The city has started to reverse the decline of the previous 50 years and the city centre is now vibrant and confident. However, Liverpool remains a city of great ambiguity. It is the fifth most popular UK destination for overseas visitors, but also has 5 political wards with the greatest levels of social and economic deprivation in England. It has the fastest growing levels of GVA and business start-ups in the UK, but also some of the worst health and educational attainment levels. These are both a challenge and an opportunity.

The City Council has been working on strategies for new housing, and new schools, as well as working on healthy living initiatives such as local centres and the re-provision of new teaching hospitals. In the city centre the provision of new retail and leisure facilities has helped to kick-start a huge boom in the visitor economy. The private sector, with public sector support and

collaboration, has delivered an exemplar city centre shopping development ( Liverpool 1 ), hotel rooms have risen dramatically since European Capital of Culture year in 2008 with over 7000 rooms now available. A new cruise liner facility has seen cruise liners return to the river Mersey, with over 65 cruise ships in 2014. The popularity of Liverpool as a destination for students has seen a massive increase in student accommodation schemes. Bars, restaurants, galleries and cultural industries, with the nationally important Liverpool Biennial now in its 20th year, all demonstrate that the city is starting to re-capture some of its cutting edge appeal.

The main issue is the sheer number and scale of the buildings that require successful regeneration and re-use schemes to bring them back into beneficial use, and the finances required to undertake these works. The Liverpool City Council Urban Design and Heritage Conservation team has the expertise and experience to manage the issues, but the problem is one of capacity. Other stakeholders and groups are active in the city, and could also be involved in some of these projects, and more collaborative work is essential to solve some of the major problems. Recognising opportunities is also fundamental to finding solutions.

Confidence is returning to the city centre, and whilst the potential for regenerating 65ha of disused waterfront docks has led to difficulties with UNESCO that are still under discussion, it is a sign of the changing fortunes of the city. These docks represent part of the global importance of Liverpool, where over a fifth of global trade was handled in the nineteenth century, and where in just the last two decades of the nineteenth century some 5 million Europeans emigrated to the new world. They have been derelict and abandoned for a generation, and they are the prime, underused great spaces remaining in the city centre, with huge potential. Alongside the redundant docks there are many warehouses associated with them. These occupy whole areas, and whilst some have some special designation and protection, many do not, and are vulnerable to demolition. Some of these have been brought back to life through many different uses, and understanding why some buildings and spaces are more appealing to re-use than others is a fundamental key to unlocking further regeneration. One of the key issues is recognising that some areas are more popular for development schemes than others, and trying to retain the essential character of these 'hot-spots' for developments, and encouraging new developments in other areas to ease some of the pressure. The Baltic area of historic warehousing is a prime example of an over-heated market that threatens its fundamental character.

## **1.2 (III.1.2) What are the policies, strategies and actions already developed (and implemented) by the partner in relation to the identified problems/challenges?**

### **Naples**

Objective of the network will be to find and try out new ways/process qualities and planning methods to revive these large buildings and building complexes, to give a new life to these "sleeping giants" New bottom up experiences of cities, at political level and administrative level, on "commune goods" could be innovative tool useful for the renaissance of the derelict large buildings.

Many initiatives of the City Council of Naples, in the last years, were activated in the direction to give a legal framework to some request of reuse of abandoned public buildings by bottom up in habitants initiative, introducing the issue of the "Common goods"

1. Naples is the first Italian city to have established a Council Department of "Common goods", with the Decision No.24 of

22 September 2011, and later with the Decision No. 8 of 18 April 2012, initiating a politically participatory journey, which aims to create a new form of local public action to safeguard and develop those resources, including empty buildings and land, which is of a collective and social nature, and guarantees the basic rights of the citizens.

2. In 2013, was established a "Permanent Observatory of Common Goods" (decree of the Mayor of Naples, 314, 318 in 2013 and 26 in 2014) with work, studies and analysis on the control and management of the assets. Later, with the Decision No. 527 11/07/2013, the City of Naples has approved the "Charter of Public Spaces". The Charter of Public Space is based on a wide and inclusive concept of citizenship that goes beyond its legal definition. All in their capacity, as users, are "citizens" and have the same rights and duties with regard to the public space. The document wants to give also a definition of "public space": "Public space are all places publicly owned or of public use, accessible and enjoyable by all for free and without a profit motive. These spaces represent the principal resource available to public administration on which to build integrated policies and upgrading of the urban fabric and social and economic regeneration. This document gave also the basis for a significant contribution to the preparatory process of the Third Conference of the United Nations on Human Settlements to be held in 2016.

3. In April 2014 with a Resolution (Delibera) No. 258 the City Council has continued in the direction of concrete measures to enable the detection and management of common goods. And with a subsequent Resolution (Delibera) No. 259 has been proposed for the realization of actions for inclusion in the property of the City of private goods.

4. On 7 October 2014, finally, the City of Naples, passed a Resolution (Delibera) regarding the possibility to "adopt" parts of the city, from a participatory process of citizens gathered in civic committees.

5. In the same time from 2012 within the USEAct Network (URBACT II Programme) the City of Naples has developed a Local Action Plan on the theme of reducing the use of new land through the regeneration of the existing buildings and spaces. The initiatives of the city of Naples in relation to the topic of USEACT, were different. The USEAct Local Action Plan in Naples has been inspired by an integrated vision.

The general implementation plan has the "mission" of regenerating the three areas, through creativity, innovation and "smart" solutions, energy efficiency and re-use of downgrade and abandoned buildings. Therefore bottom-up actions, proposed by stakeholders, start from the idea that generating virtuous path of urban quality and competitiveness should re-focus on the context for a Smart renaissance; the reflection on urban identity as readable dimension of places, based on the evolutionary knowledge of context conditions (Urban identity), that in turn activates strategies of buildings recovery and public spaces, is linked to development of places for creativity and new economic activities development (Creativity hubs, Reuse, Economic attractors).

The proposed project "Second chance" wants to focus on specific aspects of the USEAct project, and more in depth, how has been highlighting by USEACT Partners activity, on the redevelopment of the large buildings and building complexes in the above mentioned context.

One of the specific topic of the reuse of existing buildings, there are then specific actions proposed by the City of Naples, for the improvement of the environment in some areas, e.g. initiatives for the reduction of traffic by closing off the historic centre with areas of reduced movement or the creation of a parking level with car and bus and/or car and railway.

Additionally, in several specific areas, there are further measures, implemented and/to be implemented, to draw investment for the development and recovery of the private and public building heritage.

Since the line adopted by the city of Naples, the proposed project as Lead Partner's aims to contribute through exchange activities, to enable a real shared process based on actions already in progress in Naples.

The architectural heritage of the city is characterized by the presence of large containers are currently under-utilized and / or abandoned and degraded. The project will focus on these great buildings, and try to experiment with new forms of use of these goods, through the involvement of the various stakeholders concerned, first and foremost citizens.

### Maribor

Special strategies for degraded and abandoned areas we do not have, in the context of the preparation of a new spatial plan of the municipality has made an inventory degraded urban areas in the city of Maribor, but not for the entire territory of the municipality. Some areas in this inventory eliminated, so that through the subject URBACT network we want to make a new inventorying on the basis of the new criteria. Also we want to make large inventorying of abandoned of big buildings and catalogue of this abandoned buildings (state of the building – is needed renovations, location, suitable use in relation to spatial planning document, ...) which should serve as a tool in the sale of real estate.

### Lublin

The city prepared the Local Revitalization Plan in 2005. The plan was evaluated a year ago and currently the works begin concerning its updating. The planned date for its preparation is December this year.

The Conservation Office also prepared Cultural Heritage Management Strategy (CHMS) in which critical areas for protection were identified and the notion of heritage urban landscape (HUL) was stressed.

The revitalisation issue is also considered in the Lublin Development Strategy 2013-2020. This document includes implementation of the Lublin Revitalisation Plan as one of the major tasks and projects. Revitalisation of older city districts and industrial areas allows creating conditions for new industrial investments, cultural functions, new housing and new public functions by creating areas for open-air activities. Another crucial point in the strategy is supporting creative industries. Developing of creative industries in Lublin is possible due to the presence of a proper potential, resulting from the academic and cultural spirit of the city favouring education of authors of creative products and high demand thereof. Development of this sector brings advantages to the city, as without extensive expenditure, this creates new jobs, keeps talented graduates, and assists in space revitalisation. What is more, it engages creative individuals from various environments, counteracting exclusion, supporting integration and increasing the general quality of life by showing solutions that consider the needs of various groups.

### Liverpool

Liverpool City Council has a World Heritage Site management plan, a document on guidance and policies for the World Heritage Site, a Strategic Investment Framework for the city centre and also successful grant schemes for Buildings at Risk across the City, and a specific grant scheme for the main area of historic warehousing in the Ropewalks area of the city. There are also policy and guidance documents that address specific areas of large warehouse structures in the city centre, in the Baltic Triangle, Ropewalks and Islington, although these have been around for some time and require amendment and refreshing. The City Council has previously provided infrastructure such as public realm works to encourage investment in these areas, and this has been successful in both Ropewalks and Baltic- but development pressures have started to compromise the warehouse character.

Elsewhere in the city centre, the City Council has provided financial assistance to private developers to help restore and re-use some of the large scale, and redundant office buildings for conversion to hotels and offices. The City Council has recently purchased the Cunard building on the waterfront, and a key emblematic building for Liverpool. This was empty but is now the

main office for Liverpool City Council.

We also work with other stakeholders and community groups, such as the Baltic Creative Community Interest Company, and Engage- a residents and business group in the city centre. However- these relationships are ad hoc and require a more formal approach. The City Council is currently working to establish a community group in the Chinatown area of the city centre in advance of seeking funds to work on historic buildings.

The city centre is covered in part by a Business Improvement District, and this works with investors and existing businesses to enhance the environment and economic potential of the area. Both the BID and Engage are working on Neighbourhood Plans for the city centre that will need to work with the City Council Local Plan that is currently being produced.

### **1.3 (III.1.3) What is the experience of the partner in terms of working through transnational exchange in relation to the selected topic ?**

#### **Naples**

The City of Naples has designed, directed and managed many projects co-financed by European funds in different topic areas: urban requalification, environment, mobility, culture, tourism, welfare etc.

The City has taken part to many trans-national projects.

From 2012 – 2015 ( URBACT II Programme )

- As Lead Partner of the Thematic Network USEACT “Urban Sustainable environmental actions” [www.urbact.eu/useact](http://www.urbact.eu/useact); focusing on the improvement of urban life quality through the reduction of the land consumption and coordinating the implementation of 10 different local action plans, one for each network partner.

From 2009 – 2011 ( URBACT II Programme ) :

-As Lead Partner of the thematic Network CTUR Cruise Traffic and Urban Regeneration of city port heritage as a key for the sustainable economic, social and urban development" [www.urbact.eu/ctur](http://www.urbact.eu/ctur); focusing on cruise traffic and the recovery of urban and harbour building heritage as strong elements of the common interest of the sea towns to develop / strengthen the urban tourism sector. coordinating the implementation of 10 different local action plans, one for each network partner.

-As Partner in the Thematic Fast Track Network HerO" Heritage as opportunity—sustainable management strategies for vital historic urban landscapes" [www.urbact.eu/hero](http://www.urbact.eu/hero) , implementing Naples Local Action Plan

From 2005 – 2007 (URBACT Programme) :

- As lead partner in the Working Group SUDEST “Sustainable Development of the Sea Towns”[www.urbact.eu/sudest](http://www.urbact.eu/sudest); .

From 2004 to 2006 (URBACT Programme ), as partner :

- in the Thematic Network Culture “Cultural activities and creative industries a driver force for the urban regeneration”

- C.H.O.R.U.S. "Cultural Heritage Operations for the Regeneration of Urban sites"

- Regenerando “Economic activities and employment.

- PARTECIPANDO “Participation of inhabitants in integrated urban regeneration programmes as a key to improve social cohesion"

Naples has been involved in other international partnerships:

□□ in the project ADAPT BIS (1998 – 2000) “Telementwork and local development; - in the project ARCHIWEB (1997 – 2000) (Art and cultural cities, new employment laboratories) Pilot Action “Third system and employment” ;

- in the project INTERREG III B MEDOC “C 2M” (2003 – 2004) “Management of Mediterranean Metropolis”; - In the



project EQUAL – FIT (2002 – 2005) “Fast Track in Information Technology” (Not traditional routes to work in ICT enterprises)

The municipality of Naples has managed the URBAN programme (1994 – 1999) and the operational programme of social and environmental regeneration of Pianura quarter (PO Pianura 1994 – 1999). Naples participation in this programme has been awarded with the EUROPEAN URBAN AND REGIONAL PLANNING AWARDS 2002 , and as a good practice” by The Technical Advisory Committee met in Dubai from 13 to 17 June 2004 (UN-HABITAT and Dubai Municipality).

The City is partner of CAT MED, which is a project for the experimentation of sustainable urban models, in particular for the old city and it is involved in many interventions and projects of decentralized cooperation: from Romania to Ukraine, and it is part of the Euro-Mediterranean observatory of the Black Sea. The City was the site of the World Urban Forum (WUF) 6 in 2012 and of the Universal Forum of Cultures in 2013 -2014.

### Maribor

In relation specific theme Municipality of Maribor has participated in relation specific theme (revitalisation devastated areas and buildings) in transnational project RETINA (South-East Europe) locally leading by University of Maribor. The subject was renewal and reconstruction of the big devastated complexes TIZ Tezno. This still represents an important development potential due to its scale, position and structures built within the traditional industrial zone. Based on traditional zone planning, the area is of central position, but non-functional, compact, and rounded, equipped with appropriate infrastructure and services, traffic connections, open space, and green areas.

The TIZ Tezno is located at the southern borderline of the municipality’s area. The typical suburban site from the past, the area has since recent times been a part of the most dynamic outskirts development.

In regard to the inward redevelopment of the area, the evaluation of the impacts of surrounded area demonstrates the potentials and competitive advantages of the existing zone. Since late 1990s, as the regeneration process started, the physical and functional obstacles against the development of neighbouring parts have been diminished. Taking into account the wider area, the impact of new development of shopping malls, services and housing along the main street to the city centre may be recognized as inward and outward directed phenomenon.

Other projects partly connected with specific theme were:

- Transferring actions in sustainable mobility for european regions / PIMMS TRANSFER Interreg IVC, as Partner, implementing best practices
- Leadership for Energy Action and Planning / LEAP / Intelligent Energy Europe , as Partner, preparation of Sustainable Energy Action Plan
- The interregional interaction of residential heating and traffic related measures with the PM□ levels in the Slovenian□ Austrian border region / PMinter / European Territorial Cooperation, Operational Programme Slovenia – Austria, as Partner, preparing Air Quality Management Plan, adopted by City Council and Slovenian Government
- City Network Graz-Maribor / City Network / ETC SI-AT , as Lead Partner
- Senior Capital -Develop human capital of seniors to increase their economic and social value in a knowledge based and competitive economy«/ Senior Capital / Central Europe as Project Partner
- Q-ageing / Central Europe as Project Partner
- Strategy for regional responses to demographic changes / ADAPT2DC / Central Europe /Project Partner
- Actors of urban Change – Living city (Living courtyards) / AUCH Living City / Mit Ost , Robert Bosch stiftung as Project Partner

- City Volunteers, ETC SI-HR, as Lead Partner

- Urbact I

Cultural industries (PP)

Partecipando (PP)

- Urbact II

Active A.G.E (PP)

FIN-URB-ACT (PP)

My Generation at Work (PP)

### Lublin

The city of Lublin has participated in several international projects. Two of them particularly referred to heritage issues: HerO (under URBACT II Programme) and HerMan (under Central Europe Programme).

HerMan project (Moving from conservation to management) HerMan, acronym of “Management of cultural Heritage in the Central Europe Area”, intended to intensify the attractiveness and the competitiveness of the Central Europe area through a sustainable use of the cultural heritage. In both, heritage was considered as an important factor for the sustainable development. Here the project link: <http://www.berman-project.eu/>

### Liverpool

Liverpool City Council has participated in the URBACT II HerO project (Fast Track Network), and also with Merseyside Fire and Rescue Service in the Heritprot project (INTERREG IVC); this project aimed at bringing all the knowledge at European level under a one overarching initiative, which can pool together experience, transfer of knowledge, best practices and case studies, which will in turn strengthen the management Heritage Sites risks within the European Union and further afield (Norway).

Here the project link: <http://www.heritprot.com/node>

## **1.4 (III.1.4) What is the potential contribution of the partner city to the network activities of exchange and learning (in terms of experience and knowledge)?**

### Naples

The experience of the City of Naples in the different projects developed in the framework of URBACT, as both Lead Partner and Partner, may be shared within the activity of “Second Chance” during trans-national meetings as well as in the implementation of the local action plan and its respective methodology.

The theme of revitalising derelict large buildings and building complexes for a sustainable urban development is actually a central issue for the City of Naples. There are in the historical centre different large buildings of considerable interest, in terms of dimension, but also in term of architectural quality, that could represents a field to experiment new ways to conceive qualities and planning methods to revive these building complexes, to bring them in use, to rehabilitate them.

In other side there are important interventions that the City of Naples has realized or which are ongoing by City Council projects or by inhabitants initiatives. Different situations, tools, stakeholders and related positive and negative impact that



could be shared with the network:

#### 1. Occupation/Temporary use:

- Ex Asilo Filangieri (Asylum)
- S. Eframo Nuovo Complex - EX OPG Ospedale psichiatrico giudiziario (Mental Forensic Hospital)
- Ex Convento delle Teresiane (Convent)
- Ex oratorio S.Maria La Fede (Oratory)
- Chiesa di S. Giuseppe delle Scalze (Church)

#### 2. Reuse of vacant buildings/abandoned spaces:

- Ex Collegio Ciano (Collegium)
- Ex Ospedale psichiatrico Leonardo Bianchi (Mental Hospital)
- Ex - Real Albergo dei Poveri
- Complesso ex Convento delle Cappuccinelle già Carcere minorile Filangieri (Convent – Ex Youth Detention Center)
- Complesso ex Convento del Divino Amore edificio ex ONMI (Religious Complex)

#### 3. Partially reused:

- Complesso Ex Convento Santissima Trinità delle Monache già Ospedale militare (Religious Complex – ex Military Hospital)

### Maribor

Experienced team and action group within the city, involvement of community (participative decision model).

Exchange of information on good practices, especially discussion, how the urban planning is integrated within other cities. With some examples of good practices which have been implemented at the turn of centuries, we can contribute a fraction of the creation of joint proposals of possible ways of revitalization of these problem areas. Among other things, with the project Retina we get a model of revitalization of old industrial areas, which can be shared with other cities.

### Lublin

The City elaborated and implemented several activities which required a wide involvement of stakeholders (participative decision model). This was done in at least two international projects (HerO, HerMan). These activities became a good practice and general methodology was identified and accepted. The City's experience may become a benchmark for other partners. Methodologies for pilot activities and for assessment of specific actions were prepared. Moreover as a contribution to the project, the City of Lublin could identify different methods of co-operating with different stakeholders depending on their needs and potential interest in the city's activities.

The City implemented educational activities and widely co-operated with schools, both on a primary and secondary level. These activities were part of awareness-raising campaigns which are a very important factor in any heritage-related actions. Experienced and competent staff of the Conservation Office will be an asset in the project implementation and will share its experience with other project partners - moreover exchange of information on good practices, especially discussion and how the urban planning is integrated within other cities. We can contribute a fraction of the creation of joint proposals of possible ways of revitalization of these problem areas.

## Liverpool

The Liverpool World Heritage Site has a number of large-scale buildings due to its history as a global trading port, and these comprise industrial warehouses and large commercial buildings. These are attributes of outstanding universal value, but many of these have suffered from abandonment and lack of investment over many years. There is local expertise here in the City that has led to a number of these buildings being brought back into beneficial use, but such is the extent of the problem, that examples of how these issues are approached elsewhere, and the models used, would be a useful addition to the way in which we work on the problem in Liverpool.

In particular, we have worked in the past with community groups, but this has been on an ad-hoc basis, and the opportunity to perhaps formalise these relationships with terms of reference should be examined.

We have re-used large-scale historic buildings of different typologies to create residential accommodation, hotels, offices, schools, creative industry businesses, performing spaces, galleries and a whole range of leisure uses.

### **1.5 (III.1.5) What could be the scope of the Integrated Action Plan to be produced by the partner in the framework of the Action Planning Network ?**

#### Naples

The main scope if the Integrated Local action Plan of Naples will be to experiment, with the added value of the transnational activities for the renaissance of the site : innovative tools to attract investments , innovative managements and initiative bottom up from the inhabitants for a sustainable management regeneration of the large buildings deteriorated .

The idea is to work starting from the USEAct Local Action Plan, implemented in the framework of the URBACT II programme, closed in april 2015, and mapping the existing large buildings abandoned focusing on different case : occupied by squat, temporary reuse, and totally empty and how to deal with the different situations .

This work will give the opportunity to continue the implementation of the previous local action plan , that will continue beyond USEACT for decision of the City Council , in the way that we capitalize the trusting and social capital created and we will enrich it by the new stakeholders related the Integrated Action Plan that will be implemented in the framework of the “Second Chance” Project and that will be decided during the first phase by the City Council of Naples strategic priority large building “ renaissance” .

#### Maribor

With the integrated action plan, we want again inventorise abandoned and degraded urban areas and inventorise abandoned individual large buildings or buildings that are no longer in use (empty trade buildings, manufacturing facilities and warehouses, etc.). In the following we would like those areas and buildings divided into groups based on selected criteria (well preserved / poor condition of the building construction, the size of the area, cultural and tourist value, location, protection of groundwater, ...).

The final result of this analysis would be an action plan of renovations, from which for each area / facility should be evident the way in which revitalizes, who are actors and funders of renovation, financial framework of renovation, phases, ... We expect that in the context of the present project we will come to a common form of action plan for such areas.

#### Lublin

The Integrated Action Plan, which will be created as a result of that project, is going to focused on some devastated and

derelict listed former industrial buildings (such as: a malt house founded by the Vetter family) or historical former industrial complexes (complex of mills founded by the Krause family, a tannery, an eternit factory, and agricultural equipment factory founded by the Wolski family). Planned actions will aim at revitalization of these areas to adapt new functions such as: a museum, apartments or cultural facilities with social objectives and needs (social inclusion, new jobs creation).

Setting up the Local Support Group (LSG) and elaborating Local Action Plan (LAP) for Lublin is important to achieve better results in upgrading the historic part of the city and create better development prospects for Lublin as a regional center.

### Liverpool

Any action plan should clearly identify the range of issues facing the re-use and restoration of historic large scale structures, the opportunities for their re-use, and the methodology used for achieving this. This will include the active participation of stakeholder and community groups.

The action plan will also cross-reference models used elsewhere that may be used in other locations, and their suitability for doing so. It will identify best practice and case examples that can inspire further application.

One of the key issues is identifying the number of empty and under-used buildings within the city centre, and the definition of what is 'large-scale'. The action plan will produce a gazetteer of these buildings and their basic condition, and suitability for re-use. In the absence of specific designations for protection, the action plan will identify which of these buildings are of any special merit, and provide some basic protection as a 'local list'. It will also lead to published guidelines that will give technical information to interested parties.

### 1.6 (III.1.6) Who are the key local stakeholders to be involved in the URBACT Local Group ?

#### Naples

Participation is considered crucial in the activities of the City of Naples. In the different topic areas of intervention, different boards grouping citizens, organizations and associations, have been activated.

Since 2012 it was established the "Naples Lab" to create, in more concrete, democracy participatory paths. For local implementation plan, The city of Naples has a "governance ad hoc", in order to answer better to the need of an integrated approach, that is crosscutting to the activities carried out.

To this aim the City Council authorized, for the previous USEAct project, a political coordination carried on by the Urban Department and a technical coordination devolved to "URBACT Interdirectional Project Unit and Networks for the development of urban integrated policies", in order to overcome the sectorial organization of the Administration and work in a cross-cutting way.

Concerning stakeholders, they will be selected through a listening activity that allowed to identify those who were already carrying out initiatives in the areas concerned. Other stakeholders will be involved in the second phase, in order to set up common proposals. Two different level of stakeholder groups will be identified.

- Level I : a system of policy coordination, inter-departmental, composed by the Representative of Urban Policies, Urban Planning and Common Goods, a system of technical coordination assigned to the Multi-directional Project Unit URBACT and networks for the development of integrated urban policies.

- Level II: stakeholders will be divided in key stakeholders and territorial stakeholders so to better adapt to the requirements of the target areas also considering the themes of "Second Chance" project. Those who will take part in ULSG'S works, through diverse meetings (according to the specific needs) : "one to one", "territorial", "cross-sectional key", "plenary", that

will be attended by the different departments of the City of Naples, municipalities, Region of Campania, University, Research Institutes, Associations, NGOS, private companies, citizens and other relevant stakeholders.

To better coordinate the actions of the network, ULSG will be organized in specific topic groups common to all partner cities: this will allow to have moments of transnational meetings and exchange among stakeholders.

### Maribor

Development Projects and Investment Service– Project Office would also invite other relevant departments from Municipality of Maribor, such as Urban Planning, Spatial Planning and Environment Office, The Economic Activities Office , Social service,...

Other players that could be invited are:

Urbanistic centre of the Maribor,  
 Foundation for improvement of employment possibilities PRIZMA,  
 University of Maribor – Faculty of Civil Engineering (Architecture and Spatial Planning)  
 Slovenian Employment service,  
 Chamber of Commerce of Styria,.....

We will invite also:

- experts the in the field of urban planning, architecture, creative industries, ...
- local groups, NGO-s and civil initiatives,.....

### Lublin

Different departments of the Municipality – Department of Urban Planning, Department of Architecture, the City Council, companies and private actors (Perla Lublin), NGOs – Lublin Development Forum, Homo Faber, Cycling Association, local society members and Managing Authority of the Lubelskie Voivodship.

### Liverpool

Liverpool City Council will seek to work with the Baltic Creative community interest company that has been established in one of the areas of warehousing in the City, and also the City Centre Business Investment District that helps with investment and improvements in the commercial areas of the City. The Engage group is a collaboration of residents and businesses that work together, and they are seeking to contribute to the long-term planning of the city centre through a Neighbourhood Action Plan. The chairman of Engage is on the world heritage site steering group.

## **1.7 (III.1.7) What are the expected results for the partner, beyond the production of the Integrated Action Plan (in terms of learning, capacity building, networking, etc.)?**

### Naples

The Local Action Plan will offer the opportunity to carry on the implementation begun with the previous project USEACT and LAP produced. In this way the trusting social capital will not be dispersed and the activity of implementation will be given continuity through “Second Chance” themes.

In conclusion with “Second Chance” Project , the Local Action Plan of Naples implemented with USEACT will be an important base of work which will give continuity to the implementation focusing on some of the big buildings that were included in the previous LAP, and linking the identification of financial (private investment, National and European Calls ERDF funds , financings) and management solutions for the realization of the interventions identified in these buildings. The “Second Chance” Local Action Plan will be produced following the suggestions given, on one hand, from the learning activities of the transnational Seminars of the Network, from the exchange and case studies presented by the other partners, from the activities of the Bilateral meetings and good Practice study visits,( planned in the Application Form); on a second hand the LAP will be produced considering the precious support of the activities of capacity building proposed by the URBACT Secretariat during the URBACT III Programme and the ULSG toolkit.

### Maribor

The cooperation between different actors in the “reviving” city devastated buildings will be enhanced, especially those from NGO sector and the administration. The proposed instruments that will assist the new businesses and permanent job opportunities .

Integrated Action Plan, we would like to acquire new knowledge and best practices from other cities. Above all, we would like to create a new method how to revitalize these areas, how to integrate all aspects of the renewal.

### Lublin

The City of Lublin expects to create the model of the process that could be multiplied in different revitalization projects. The model should strongly emphasised the involvement of stakeholders and due to that fact achieve some social objectives. Revitalization projects can not be simply focused only on the infrastructure improvements but also on social changes which need to be considered as a main objective of revitalization activities.

Being a partner of the project will give us a possibility to find effective and applicable solutions of the following issues:

- \* How derelict buildings which have been forgotten and very often have bad reputation could be restored to the city?
- \* How these sites will change to boosting places after revalorisation of these sites and creation of new functions?
- \* How to organise a process of restoring derelict buildings and mobilize local society for bigger participation in the project?
- \* How to define usage and funding of revitalized sites?

The added value that City of Lublin can offer to the Partnership are: experience, case studies, good practice, etc...

### Liverpool

Expected results would be:-

- The study of exemplar projects elsewhere
- Building capacity both in-house and with the business and community groups
- The production of technical guidance
- Better understanding of potential funding models used elsewhere that may be useful for Liverpool.

## 2. (III.2) Rationale for initial partnership

Challenge / current situation

All partners have larger, derelict buildings, many of them with heritage values.

In the case of Naples many of the large, degraded monuments (historic buildings) are public owned and in the city centre. Through appropriate public-private initiatives these could become a driving force of economic development of the further city enhancement. At the same time, the transfer of ownership of the large complex of the state property to municipalities is in progress. This means that Naples has a very important priority: how to manage large historical complex in the way that become a driver for regeneration of deprived part of the historical city?

At the same time, different movements have started in the last five years to occupy empty buildings, highlighting the need for space to be used by the citizens as COMMON GOODS. These “illegal” occupation of empty buildings means on the one hand a temporary use and a starting point for the “Renaissance” of the building itself, and on the other hand it aims to highlight the need of new tools for the use of these common spaces.

Thus, the revitalisation of derelict large buildings and building complexes for a sustainable urban development is actually a central issue for the City of Naples.

In Liverpool there are both large historic commercial and warehouse buildings, some of which are also designated as buildings of special architectural or historic interest. Whilst there have been a high number of successful re-use and regeneration schemes for these building typologies, this still remains a problematic area for the City Council to manage. The main issue is the sheer number and scale of the buildings that require successful regeneration and re-use schemes to bring them back into beneficial use, and the finances required to undertake these works. The Liverpool City Council team has the expertise and experience to manage the issues, but the problem is one of capacity. New stakeholder groups are needed to increase the capacity to revitalise these buildings.

Thus, Liverpool City Council strives to involve new stakeholders and groups, active in the city, in the revitalisation process of the larger empty buildings, because more collaborative work is essential to solve some of the major problems.

Maribor has also derelict large buildings (mainly commercial), which are, due to their location, important for the development of the city. In September 2014 Maribor - Pohorje Tourist Board, PRIZMA Foundation & CAAP have “occupied” an abandoned municipality building in the city centre. It was turned into a community and social entrepreneurship centre. This was a first good example for combining the reuse of empty buildings and infrastructure owned by the municipality and to simultaneously to combat the unemployment in the city, especially among young population. But still the city has to struggle with following questions:

- How, in what ways can these areas be activated and give back to the city?
- What are the financing mechanisms for the complete renovation of these areas? Often these areas can not be activated without the renewal because the buildings are in very poor condition.
- How to encourage the private investors in restructuring of these areas and the renovation of derelict buildings and what is the role of the municipality in the process of renovation that the new spatial arrangement would not be only marked-oriented but it will also be followed by objective of spatial development of the municipality?
- How can in the process of revitalization of these areas involve local groups and initiatives?

Lublin is at the very beginning of this issue and strives to learn from the experience of the other partners, getting the most out of it from their first redevelopment attempts of their larger empty buildings.

Experience and contribution

In Naples many historic buildings in the historic city centre are in private hands, which have been already reused. Naples will bring in this experience to check what can be learned for the redevelopment of their public buildings for the common good. Also they will bring in their experience how citizens' movements have brought new life into buildings.

Liverpool has local expertise that has led to a number of larger buildings being brought back into beneficial use and will bring in this experience, in particular with using grant schemes and working with stakeholders and community groups.

Maribor will share its experience with its good-practice example how to use these larger buildings to provide new businesses and job opportunities.

Lublin will have more a role of "learning partner" on experiences about intervention on derelict large buildings. They have a priority to work on it but, just now, they are approaching this issue. In other hand, they could offer a useful contribution sharing the experimented new methods developed on "Local revitalisation" taking in account the Polish and EU requirements.

### 3. (III.3) Proposed Lead Expert for Phase 1

The appointed Lead Expert of Second Chance Thematic Network is Mr. Nils Scheffler.

URBACT theme(s) on which the expert is qualified.

- Integrated urban renewal
- Urban strategic planning
- Local governance
- Environmental issues
- Arts and Culture

Most significant experience in relation with the selected theme:

All these themes are relevant for the network topic. The voids / derelict larger buildings and buildings complexes are to be used to support the urban renewal of the neighborhood. For this, strategic planning is needed to be able to define what is really needed for the urban/neighborhood development and what can be provided through the development of the larger building and building complex. As the development of these bigger buildings are not going to happen in one big step, it needs a strategic plan for the overall development, which also has to be flexible to be able to adapt it to new needs and opportunities which might come up at a later stage. Here governance kicks in. This strategic plan can not be developed by the city administration alone. There are property owners, maybe developers, there are citizens and potential users, etc. These have to be mobilized and involved to develop a resilient strategy and get their support and active participation for the implementation process. This needs a governance approach. As these bigger buildings in inner cities are also often building with heritage values, experience in dealing with cultural heritage is of great value.

Nils Scheffler provides these experiences. He supports the cities of Fürstenwalde and Bad Belzig in their urban renewal attempts of their inner cities since many years. This through the development of integrated as well as thematic strategies and

actions plans, involving relevant stakeholders, and by supporting the cities implementing the strategy and action plans. In addition he was part of the URBACT expert team on “Sustainable Regeneration of Urban Areas”, which experience he can bring in. Concerning governance he provided information to the URBACT ESIMeC network and gave a presentation at the URBACT Summer festival in 2015. Nils Scheffler is also very familiar with using cultural heritage as catalyst of sustainable urban development. He was the Lead expert of the URBACT HerO network, which was about sustainable Management Strategies for Vital Historic Urban Landscapes” and he wrote the cultural heritage management plan of the city of Regensburg.



## **- IV - (IV) DESCRIPTION OF PROJECT FOR PHASE 1**

### **1. (IV.1) Description of Work package 1 - Project management**

#### **1.1 (IV.1.1) Proposed actions under Work Package 1 for Phase 1**

Ensuring proper co - ordination and sound management of the project concerning both the overall project management and all aspects linked to the financial management, as foreseen in the Programme “Guide to URBACT Action Planning Networks” , during the whole project period.

To organise the work between the partners by building a strong collaborative relationship: The organisation of the partner’s responsibilities will result in the successful submission of all required documents for the final application as well as the administrative documents for reporting and project management

#### Activities

Under this work package will be implemented the following activities:

- to sign all contractual documents at programme and project level;
- to recruit appropriate staff to ensure efficient project management;
- to hold regular management meetings to ensure strong communication between partners concerning project coordination;
- to assist project partners in 6 monthly reporting review of documents before submission;
- to attend organised training sessions and other programme level events;
- to receive and transfer ERDF funds to partners;
- to ensure proper management of the expertise resources (Lead Expert) and monitoring of the Lead Expert 's work programme.

#### Deliverables

The following outputs will be delivered as a result of the activities under this work package :

- Final reporting and closure documents at the end of the Phase 1.
- Approval documents for the first Level Controllers of all project partners.
- Lead Expert request form at the Beginning of Phase 1.

#### Support

In order to reach the objectives defined and to deliver the actions and expected outputs, following the experiences capitalized by Naples as Lead partner of SUDEST Working Group - URBACT I , CTUR Thematic Network and USEACT Thematic Network URBACT II, we will implement the work package through a Unit “ad hoc” appointed by the City Council of Naples for the management of the European Programme launched by the Commission in the framework of Urban Sustainable Development Policies. The Unit Coordinator (directly employed by the Municipality of Naples) is the Lead Partner and Project Coordinator of Second Chance APN. The working group will be composed of one Project Coordinator and two external experts, the experts will be in charge for: support to the coordination of the Project, expertise for financial and administrative management (and expertise for Communication activities - WP2).

Anna Arena as Finance Officer and Maria Luna Nobile as Capitalization and Communication officer of USEAct Project gave their contribution to this Project Proposal.

## **2. (IV.2) Description of Work package 2 - Project development**

### **2.1 (IV.2.1) Actions proposed under Work Package 2 for Phase 1**

The activities to be developed will be designed to achieve the following aims:

- To complete the initial partnership (4 cities) with up to 4-6 additional partners and have all partners committed to the URBACT framework.
- To identify the challenge and issues to be addressed by all partners within the framework of the project (including partners expectations and potential contributions to the project, provisional focus of the Local Action Plan to be produced, provisional composition of their Local support Group).
- To design the methodology for exchange activities both at transnational and local level.
- To agree on a project proposal and to submit a Final Application to be approved for the Implementation Phase.
- To disseminate the project proposal at international and local level Activities.

The work package will be implemented through the following actions:

- 2.1 Transnational meetings. Organization of 2 transnational project meetings a) a kick off meeting at the beginning of the Phase 1 to commit initial partners in the project; b) a final meeting with all partners (core partners and new partners for the Phase 2) at the end of the Development phase, to validate the Baseline Study and agree on the Final Application.
- 2.2 Finalising partnership. Completion of the initial partnership (4 cities) with up to 4-6 additional partners and have all partners committed to the URBACT framework.
- 2.3 Communication and dissemination. Completion and updating of the project mini - site on the URBACT website; creation of a logo for the project; realization of an introductory brochure; realization of a final brochure also in local languages.
- 2.4. Local Support Groups. The 4 initial partners will set up their core Local Support Group and hold a first ULSG meeting, possibly involving the Managing Authorities.
- 2.5 Completion of the Baseline Study. Redaction of the Baseline Study through the deepening of the project topics with the collaboration of the core partnership, the guide of the Lead Expert and also through the involvement of possible new partners.
- 2.6 Completion and submission of the final application for the project to apply for the Phase 2.

#### Deliverables

The following outputs there will be delivered as a result of the up signed actions:

- Two project meetings (one with the 4 initial partners - kick-off meeting - and one with all the partners, included the Phase 2 Network and involved in the Phase 2 Application - Final project meeting )
- Four ULSG meetings (one for each of the four partners involved in the Declaration of Interest)
- The baseline study defined as a compilation of 3 elements which should feed in the design of the project proposal and in the Phase 2 Application: 1)The "State of the art" related to the project focus 2) the partners profiles 3) the synthesis of the issues to be addressed.

- The Phase 2 application form
- The completed project mini – site on the URBACT website.
- Second Chance” introductive brochure (English language)
- Second Chance” final brochure (English and local languages)

## **2.2 (IV.2.2) Proposed approach for the enlargement of the partnership during Phase 1**

During the preparation of the project first phase proposal we have received several requests to join the “Second Chance” Network (Cities, research institute associations, Association of Cities etc ) and after that we have decided the core group partnership for the Phase 1, inviting the other candidate partners to send us the filled in partner profile to take them in consideration for the Phase 2..

To have the information in advance will permit to select with the “ Second Chance” core group, during the Kick off meeting, the more relevant candidate partners to visit. The Lead Expert with the Lead Partner will visit directly all the candidate partners selected in order to verify the real interest to “ Second Chance” Project sharing the objectives and themes that we would like to explore through the active contribution that candidate partner could offer to all network.

These visits, in the previous project USEACT, were really appreciated by the candidate partners because made possible to them to evaluate , as best as possible, the project having more information / clarification about it. On the other side , the visits permitted to the Lead Expert and Lead Partner to collect their starting situation , their expectations and contributions to their participation to the Network.. Another aspect, perhaps underestimated, but underlined by the partners themselves, has been the importance to get, from the beginning and before any commitment , a contact with the LP and of the LE.

So after the visits/meetings to all selected candidate partners, will be taken the final decision on the composition of the Phase 2 partnership. . All partnership – Core group Phase 1 and new partners Phase 2- will be invited to participate to final seminar Phase 1.

## **2.3 (IV.2.3) Methodological approach for the baseline study to be completed during Phase 1**

The process for the production of the Baseline study, involving the partners to describe state of the art, partners’ profiles and synthesis of the network, is based on 3 main pillars:

1.□ Analysis of similar projects like the mentioned URBACT networks in II.1.4 respective their findings relevant for our network topic. This to ensure that we build up on these experiences.

2.□ Preparation and evaluation of two questionnaires to be answered by the partners. The 1st one will serve to receive information about a. the general local situation in the partner city with regards to the theme of the network (challenges, problems, focus area, existing policies and actions, good practice examples, etc.) b. the expectations towards the network and the work on the local level (inciting to set up the URBACT LSG Group and to start think about the LAP). The 2nd questionnaire will serve to obtain more detailed information of the partners about the current situation, experiences and learning needs within the main themes of the network.

3. Preparation and implementation of partner visits (in close cooperation with the partners): The partner visits will serve to get to know the city and the area concerned of the city partner, to get a better understanding of the partner's situation, needs and challenges and to discuss the planned objectives and intended activities, the set up of the Local Support Group, the Local Action Plan. These visits are very important for the elaboration of the Baseline study. The visits will be used to meet with the local project coordinator, elected representative(s), civil servants concerned by the network topic and local stakeholders identified as potential members of the URBACT Local Group.

Based on the obtained information through these three steps a draft of baseline study will be elaborated. The draft will be presented and discussed at a partner meeting. Based on the feedback the final version is going to be elaborated.

The information gained through the production of the baseline study is also very crucial for the drafting of the proposal for the network objectives, results, outputs, working structure and the specific topics for the exchange and learning activities.

#### 2.4 (IV.2.4) Expected deliverables under workpackage 2 for Phase 1

Deliverable	Type	Value	Description
Phase 2 Application	Number	1	Production of the Application to apply for the Project Phase 2
Transnational meetings	Number	2	The Transnational meetings will be held in Lublin (Kick off meeting - Phase I) and in Naples (Final meeting - Phase I)
Baseline study	Number	1	The Baseline Study is built on visits of the LE and LP to all partners involved in the Final Partnership

### 3. (IV.3) Work plan for Phase 1

<b>Objective</b>	<b>Work package 1 - Project management</b>		
Activity	Work package 1 - Project management	Start date	2015-09-15
		End date	2016-03-15
Description	<p>Work package 1 - Project management</p> <p>Ensuring proper co - ordination and sound management of the project concerning both the overall project management and all aspects linked to the financial management , as foreseen in the Programme “Guide to URBACT Action Planning Networks” , during the whole project period.</p> <p>To organise the work between the partners by building a strong collaborative relationship; The organisation of the partner’s responsibilities should result in the successful submission of all required documents for the final application as well as the administrative documents for reporting and project management.</p> <p>We will implement this work package, through an “ad hoc” Unit appointed by the City Council of Naples.</p>		
Deliverables			
Main partner	Naples		
Participating partners	+ Maribor + Liverpool + Lublin		
Localization	Naples		
<b>Objective</b>	<b>Work package 2 - Project development</b>		
Activity	Work package 2 - Project development	Start date	2015-09-15
		End date	2016-03-15
Description	<p>Work package 2 - Project development</p> <p>The activities to be developed will be designed to achieve the following aims:</p> <ol style="list-style-type: none"> <li>1. To complete the initial partnership (4 cities) with up to 4 additional partners and have all partners committed to the URBACT framework.</li> <li>2. To identify the challenge and issues to be addressed by all partners within the framework of the project (including partners expectations and potential contributions to the project, provisional focus of the Local Action Plan to be produced, provisional composition of their Local support Group).</li> <li>3. To agree on a project proposal and to submit a Final Application to be approved for the Implementation Phase.</li> <li>4. To disseminate the project proposal at international and local level Activities</li> </ol>		

Deliverables	+ 1 Phase 2 Application + 2 Transnational meetings + 1 Baseline study
Main partner	Naples
Participating partners	+ Maribor + Lublin + Liverpool
Localization	Naples Lublin

### List of project deliverables

Objective	Activity	ID	Type	Unit	Deliverable name	Description	Total forecast value
Work package 1 - Project management	Work package 1 - Project management						
Work package 2 - Project development	Work package 2 - Project development	732	Phase 2 Application	Number	Phase 2 Application	Production of the Application to apply for the Project Phase 2	1
Work package 2 - Project development	Work package 2 - Project development	733	Transnational meeting	Number	Transnational meetings	The Transnational meetings will be held in Lublin (Kick off meeting - Phase I) and in Naples (Final meeting - Phase I)	2
Work package 2 - Project development	Work package 2 - Project development	734	Baseline study	Number	Baseline study	The Baseline Study is built on visits of the LE and LP to all partners involved in the Final Partnership	1

## - V - (V) PROJECT MANAGEMENT AND LEADERSHIP

### 1. (V.1) Lead Partner's experience (highlights of city's experience)

The city of Naples has participated in different URBACT projects.

From 2012 – 2015 ( URBACT II Programme )

- As Lead Partner of the Thematic Network USEACT “Urban Sustainable environmental actions” [www.urbact.eu/useact](http://www.urbact.eu/useact);

From 2009 – 2011 ( URBACT II Programme ) :

- As Lead Partner of the thematic Network CTUR Cruise Traffic and Urban Regeneration of city port heritage as a key for he sustainable economic, social and urban development" [www.urbact.eu/ctur](http://www.urbact.eu/ctur);

- As Partner in the Thematic Fast Track Network HerO" Heritage as opportunity—sustainable management strategies for vital historic urban landscapes" [www.urbact.eu/hero](http://www.urbact.eu/hero) .

From 2005 – 2007 (URBACT Programme) :

- As lead partner in the Working Group SUDEST “Sustainable Development of the Sea Towns”[www.urbact.eu/sudest](http://www.urbact.eu/sudest); .

From 2004 to 2006 (URBACT Programme ), as partner :

- in the Thematic Network Culture “Cultural activities and creative industries a driver force for the urban regeneration”

- C.H.O.R.U.S. "Cultural Heritage Operations for the Regeneration of Urban sites"

- Regenerando “Economie activities and employment.

- PARTECIPANDO “Participation of inhabitants in integrated urban regeneration programmes as a key to improve social cohesion"

Naples has been involved in other international partnerships:

- in the project ADAPT BIS (1998 – 2000) “Telework and local development;

- in the project ARCHIWEB (1997 – 2000) (Art and cultural cities, new employment laboratories) Pilot Action “Third system and employment” ; - in the project INTERREG III B MEDOC “C 2M” (2003 – 2004) “Management of Mediterranean

Metropolis”; - In the project EQUAL – FIT (2002 – 2005) “Fast Track in Information Technology” (Not traditional routes to work in ICT enterprises)

The municipality of Naples has managed the URBAN programme (1994 – 1999) and the operational programme of social and environmental regeneration of Pianura quarter (PO Pianura 1994 – 1999).

Naples participation in this programme has been awarded with the EUROPEAN URBAN AND REGIONAL PLANNING AWARDS 2002 , and as a good practice” by The Technical Advisory Committee met in Dubai from 13 to 17 June 2004 (UN-HABITAT and Dubai Municipality).

### 2. (V.2) Experience of proposed project coordinator

The Lead partner - project coordinator is Mr Gaetano Mollura, Italian architect, project manager of the Urban Planning Council Department of Naples and expert in Urban Integrated Approach Development has been in charge from 1994 of important European Programmes promoted by the European Commission in the framework of the Urban Development Policies: Urban I and Urbact I and II. As Project manager of Naples Urban I he was responsible for the activities of coordination, monitoring and accountability of projects provided in measure 3 (Infrastructures and environmental), with

particular attention to the interaction between these projects and the ones provided in measure 1 (economic activities) and measure 2 (social activities). Promotion and management of the activities in measure 5: advertisement and dissemination of results. As lead partner and partner of several Urbact thematic networks /working group he has supported exchange of experiences between cities - European and non European - and implemented several topics of the Urban Integrated Approach Policies as governance and management of the projects, the sea towns challenges, the participation of the inhabitants and the role of the culture in the sustainable development of the historical centre. As expert attached to the URBACT I French Secretariat (free lance position) he provided expertise to the Cities of New Member States in the framework of the Support for Cities project. On behalf of the city of Naples.

Gaetano Mollura has participated to the following different URBACT projects:

From 2012 – 2015 ( URBACT II Programme )

- As Lead Partner / Project coordinator of the Thematic Network USEACT “Urban Sustainable environmental actions”  
www.urbact/eu/useact;

From 2009 – 2011 ( URBACT II Programme ) :

- As Lead Partner/ Project coordinator of the thematic Network CTUR Cruise Traffic and Urban Regeneration of city port heritage as a key for he sustainable economic, social and urban development" www.urbact/eu/ctur;

- As Partner / Project coordinator of the Thematic Fast Track Network HerO" Heritage as opportunity—sustainable management strategies for vital historic urban landscapes" www.urbact/eu/hero .

From 2005 – 2007 (URBACT Programme) :

- As Lead Partner/ Project coordinator in the Working Group SUDEST “Sustainable Development of the Sea Towns”www.urbact/eu/sudest; .

From 2004 to 2006 (URBACT Programme ), as partner/ project coordinator :

- of the Thematic Network Culture Cultural activities and creative industries a driver force for the urban regeneration

- C.H.O.R.U.S. "Cultural Heritage Operations for the Regeneration of Urban sites"

- Regenerando “Economic activities and employment.

- PARTECIPANDO “Participation of inhabitants in integrated urban regeneration programmes as a key to improve social cohesion"

### **3. (V.3) Proposed organization for project management Phase 2**

In order to reach the objectives defined and to deliver the actions and outputs expected , the organisation for project management of the Lead Partner ,following the experiences capitalized with the SUDEST Working Group of URBACT I, CTUR Thematic Network and USEACT Thematic Network of URBACT II, will be composed by:

1) □ Lead Partner Political Governance of the project

The Councillor of Urban Planning, Carmine Piscopo is responsible, politically, for the “Second Chance” project, furthermore, the same councillor, once the project is approved, will be nominated after deliberation, and responsible for coordinating the councillors.

It should be kept in mind that administrations must cross participate and not just within their sector in order to secure integrated responses both in the running of the network topic and above all in the implementation of the necessary Local



Action Plans.

2) Lead Partner Technical Governance of the project

An “ad hoc” Unit appointed by the City Council of Naples for the management of the European Programmes launched by the Commission in the framework of Urban Sustainable Development Policies. The Unit Coordinator is the Lead Partner and Project Coordinator of Second Chance APN. The working group will be composed of one Project Coordinator and 2 external experts (full-time) that will be in charge for: support to the coordination of the Project, expertise for financial and administrative management, expertise for Communication. An added external expert (part time) will be in charge of Local Support Group activities/LAP development.

## - VI - (VI) BUDGETARY PROPOSAL

### 1. (VI.1) Financial contribution by partner and source

#### ERDF

Name of partner	ERDF	% ERDF		Total	
			Public co-financing		
Naples	60,987.50 €	85.00 %	10,762.50 €	71,750.00 €	
Maribor	6,800.00 €	85.00 %	1,200.00 €	8,000.00 €	
Lublin	10,412.50 €	85.00 %	1,837.50 €	12,250.00 €	
<b>Sub total</b>	<b>78,200.00 €</b>		<b>13,800.00 €</b>	<b>78,200.00 €</b>	
Liverpool	6,800.00 €	85.00 %	1,200.00 €	8,000.00 €	
<b>Sub total</b>	<b>6,800.00 €</b>		<b>1,200.00 €</b>	<b>6,800.00 €</b>	
Total	85,000.00 €	85.00	15,000.00 €	100,000.00 €	
Total %	85.00 %	85.00 %	100.00 %	100 %	

## 2. (VI.2) ERDF per year

	ERDF
2015	47250.00
2016	52750.00
2017	
2018	
2019	
2020	
2021	
2022	

## 3. (VI.3) Expenditure per partners, per year, and budget line

### Naples

	2015	2016	Total
<b>Staff costs</b>			
Lead Partner Staff Costs	1,000.00 €	1,669.90 €	2,669.90 €
<b>Total Staff costs</b>	<b>1,000.00 €</b>	<b>1,669.90 €</b>	<b>2,669.90 €</b>
<b>Office and Administration</b>			
Lead Partner Office and Administration	30.00 €	50.10 €	80.10 €
<b>Total Office and Administration</b>	<b>30.00 €</b>	<b>50.10 €</b>	<b>80.10 €</b>
<b>Travel and Accommodation</b>			
Staff Travel and Accommodation	6,000.00 €	4,500.00 €	10,500.00 €
<b>Total Travel and Accommodation</b>	<b>6,000.00 €</b>	<b>4,500.00 €</b>	<b>10,500.00 €</b>
<b>External Expertise and Services</b>			
Lead Partner External Expertise Project Coordination	14,000.00 €	14,000.00 €	28,000.00 €
Expertise Meeting Organisation	0.00 €	10,000.00 €	10,000.00 €
Expertise Communication	4,000.00 €	9,750.00 €	13,750.00 €
Expert and other non-staff Travel	6,000.00 €	750.00 €	6,750.00 €

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<b>Total External Expertise and Services</b>	<b>24,000.00 €</b>	<b>34,500.00 €</b>	<b>58,500.00 €</b>
<b>Total</b>	<b>31,030.00 €</b>	<b>40,720.00 €</b>	<b>71,750.00 €</b>
<b>Partner financing plan</b>			<b>71,750.00 €</b>

## Maribor

	2015	2016	Total
<b>Travel and Accommodation</b>			
Staff Travel and Accommodation	1,500.00 €	1,500.00 €	3,000.00 €
<b>Total Travel and Accommodation</b>	<b>1,500.00 €</b>	<b>1,500.00 €</b>	<b>3,000.00 €</b>
<b>External Expertise and Services</b>			
Project Partner External Expertise Project Coordination	1,000.00 €	1,000.00 €	2,000.00 €
Expertise Communication	1,500.00 €	1,500.00 €	3,000.00 €
<b>Total External Expertise and Services</b>	<b>2,500.00 €</b>	<b>2,500.00 €</b>	<b>5,000.00 €</b>
<b>Total</b>	<b>4,000.00 €</b>	<b>4,000.00 €</b>	<b>8,000.00 €</b>
<b>Partner financing plan</b>			<b>8,000.00 €</b>

## Lublin

	2015	2016	Total
<b>Travel and Accommodation</b>			
Staff Travel and Accommodation	0.00 €	1,500.00 €	1,500.00 €
<b>Total Travel and Accommodation</b>	<b>0.00 €</b>	<b>1,500.00 €</b>	<b>1,500.00 €</b>
<b>External Expertise and Services</b>			
Project Partner External Expertise Project Coordination	1,000.00 €	1,000.00 €	2,000.00 €
Expertise Meeting Organisation	5,000.00 €	0.00 €	5,000.00 €
Expertise Communication	1,500.00 €	1,500.00 €	3,000.00 €
Expert and other non-staff Travel	750.00 €	0.00 €	750.00 €
<b>Total External Expertise and Services</b>	<b>8,250.00 €</b>	<b>2,500.00 €</b>	<b>10,750.00 €</b>
<b>Total</b>	<b>8,250.00 €</b>	<b>4,000.00 €</b>	<b>12,250.00 €</b>
<b>Partner financing plan</b>			<b>12,250.00 €</b>

## Liverpool

	2015	2016	Total
<b>Travel and Accommodation</b>			
Staff Travel and Accommodation	1,500.00 €	1,500.00 €	3,000.00 €
<b>Total Travel and Accommodation</b>	<b>1,500.00 €</b>	<b>1,500.00 €</b>	<b>3,000.00 €</b>
<b>External Expertise and Services</b>			
Project Partner External Expertise Project Coordination	1,000.00 €	1,000.00 €	2,000.00 €
Expertise Communication	1,500.00 €	1,500.00 €	3,000.00 €
<b>Total External Expertise and Services</b>	<b>2,500.00 €</b>	<b>2,500.00 €</b>	<b>5,000.00 €</b>
<b>Total</b>	<b>4,000.00 €</b>	<b>4,000.00 €</b>	<b>8,000.00 €</b>
<b>Partner financing plan</b>			<b>8,000.00 €</b>

## 4. (VI.4) Expenditure per year and budget category

	2015	2016	Total
<b>Staff costs</b>			
Lead Partner Staff Costs	1,000.00 €	1,669.90 €	2,669.90 €
Project Partner Staff Costs	0.00 €	0.00 €	0.00 €
<b>Total Staff costs</b>	<b>1,000.00 €</b>	<b>1,669.90 €</b>	<b>2,669.90 €</b>
<b>Office and Administration</b>			
Lead Partner Office and Administration	30.00 €	50.10 €	80.10 €
Project Partner Office and Administration	0.00 €	0.00 €	0.00 €
<b>Total Office and Administration</b>	<b>30.00 €</b>	<b>50.10 €</b>	<b>80.10 €</b>
<b>Travel and Accommodation</b>			
Staff Travel and Accommodation	9,000.00 €	9,000.00 €	18,000.00 €
<b>Total Travel and Accommodation</b>	<b>9,000.00 €</b>	<b>9,000.00 €</b>	<b>18,000.00 €</b>
<b>External Expertise and Services</b>			

Lead Partner External Expertise Project Coordination	14,000.00 €	14,000.00 €	28,000.00 €
Project Partner External Expertise Project Coordination	3,000.00 €	3,000.00 €	6,000.00 €
Expertise Meeting Organisation	5,000.00 €	10,000.00 €	15,000.00 €
Expertise Communication	8,500.00 €	14,250.00 €	22,750.00 €
Expert and other non-staff Travel	6,750.00 €	750.00 €	7,500.00 €
Expertise First Level Control	0.00 €	0.00 €	0.00 €
<b>Total External Expertise and Services</b>	<b>37,250.00 €</b>	<b>42,000.00 €</b>	<b>79,250.00 €</b>
<b>Equipment</b>			
Equipment	0.00 €	0.00 €	0.00 €
<b>Total Equipment</b>	<b>0.00 €</b>	<b>0.00 €</b>	<b>0.00 €</b>
<b>Total</b>	<b>47,280.00 €</b>	<b>52,720.00 €</b>	<b>100,000.00 €</b>

## 5. (VI.5) Project cost per budget line


Expenditure budget line	Subcategories	Total
Staff costs	Lead Partner Staff Costs	2,669.90 €
	Project Partner Staff Costs	0.00 €
	<b>Total</b>	<b>2,669.90 €</b>
Office and Administration	Lead Partner Office and Administration	80.10 €
	Project Partner Office and Administration	0.00 €
	<b>Total</b>	<b>80.10 €</b>
Travel and Accommodation	Staff Travel and Accommodation	18,000.00 €
	<b>Total</b>	<b>18,000.00 €</b>
External Expertise and Services	Lead Partner External Expertise Project Coordination	28,000.00 €
	Project Partner External Expertise Project Coordination	6,000.00 €
	Expertise Meeting Organisation	15,000.00 €
	Expertise Communication	22,750.00 €
	Expert and other non-staff Travel	7,500.00 €
	Expertise First Level Control	0.00 €
	<b>Total</b>	<b>79,250.00 €</b>
Equipment	Equipment	0.00 €



	<b>Total</b>	<b>0.00 €</b>
	<b>Global budget</b>	<b>100,000.00 €</b>

## 6. (VI.6) Project cost per budget category – Justification/Explanation

	<b>Justification/Explanation</b>
Staff costs	Only Lead Partner personnel costs will be budgeted
Office and administration	Office and administration costs are calculated as a flat rate of 3% of staff costs.
Travel and accommodation	<p>The Project proposal forecasts these following two project meetings:            Kick-off meeting (2015) - with the involvement of the initial Project Partners;            Final project meeting (2016) - Phase 1 -with the involvement of all the partners, included the new ones for the Phase 2.</p> <p>The budget forecasts 750€ on average per person (2 representatives for each city) as travel and accommodation costs for the participation in each project meeting (2 full days for each meeting).            The LP covers the costs for the participation of the new partners in the Final project meeting - Phase 1 - (an average of 750€ for travel and accommodation costs per person).</p> <p>Costs for Finalising partnership.            The LP will be involved together with the LE in the finalization of the partnership (2015). The budget forecasts an average of 750 € as travel and accommodation costs for a maximum of 6 visits.</p> <p>The project budget doesn't forecast shared costs. The costs for common activities such as costs for finalising the partnership; project management; editing/design of project logo/brochure, etc., as agreed with the Project Partners, are budgeted and will be paid by the LP for this Phase 1.</p>

<p>External expertise and services</p>	<p>LP External Expertise Project Coordination:  In order to reach the objectives defined and to deliver the actions and expected outputs, following the experiences capitalized by Naples as Lead partner of SUDEST Working Group - URBACT I, CTUR Thematic Network and USEACT Thematic Network URBACT II, we will implement the work package through a Unit “ad hoc” appointed by the City Council of Naples for the management of the European Programme launched by the Commission in the framework of Urban Sustainable Development Policies. The Unit Coordinator (directly employed by the Municipality of Naples) is the Lead Partner and Project Coordinator of Second Chance APN. The working group will be composed of one Project Coordinator and two external experts, the experts will be in charge for: support to the coordination of the Project, expertise for financial and administrative management (and expertise for Communication activities - WP2).  The LP will provide for the general and financial management of the project.</p> <p>PP External Expertise Project Coordination:  The PPs has at its own disposal an amount of 2000€ as support to project coordination at local level.</p> <p>Expertise Meeting Organisation:  The costs for Kick off meeting organisation (5000€) are budgeted and will be paid by the city of Lublin (2 full days meeting - 10/12 participants: PPs representatives+LE+local stakeholders)</p> <p>The city of Naples will host the Final project meeting - Phase 1. For this meeting the project budget forecasts the participation of almost 15/20 persons (initial partners representatives+new partners representatives+LP representatives+LE+local stakeholders). The Meeting Organisation costs (10000€) are budgeted and will be paid by the City of Naples.</p> <p>Expertise Communication:  The project budget forecasts costs for Project identity and publications (at project level 8500€ - possible changes should be clearly documented and explained in the 6-monthly progress report):  the LP covers the costs for the design of the Project logo, design+editing of project brochure.  Each PP - including the LP - has at its own disposal an amount for printing the Project documents (including - possibly - the baseline study)</p> <p>The PPs and LP also have at their disposal an amount for the translation of the documents and/or studies and survey documents (at project level 8250€ - possible changes should be clearly documented and explained in the 6-monthly progress report).  The translation of the project brochure, and in case, even the translation of the baseline study and some articles/contributions for the project newsletters/mini-site are considered useful for the dissemination of the project and URBACT Programme at local level.</p> <p>Costs for communication activities (at project level 6000€ - possible changes should be clearly documented and explained in the 6-monthly progress report) such as dissemination of the project/URBACT Programme at local and international level: mini-site; project newsletters; local website; social media management; etc. are budgeted and will be paid by the LP.</p> <p>Expert and non-staff travel:  The city of Lublin covers the travel and accommodation costs for the participation of the LE in the Kick off meeting (2015).  The city of Naples covers the costs for the participation of the LE in the Final project meeting (2016) - Phase 1 - and the participation of the Project officers in the Kick off meeting.  The budget forecasts 750€ on average per person as travel and accommodation costs for the participation in each project meeting (2 full days for each meeting).</p> <p>Local ULSG meetings are not budgeted as they will be generally hosted in the local offices.</p> <p>The project budget doesn't forecast shared costs. The costs for common activities such as costs for finalising the partnership; project management;</p>
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Equipment	editing/design of project logo/brochure, etc., as agreed with the Project Partners, in this budget and agreed by the LP for this Phase 1.
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**- VII - (VII) SIGNATURE**

**1. (VII.1) Signature of the Lead Partner / project coordinator**

Signature of the Lead Partner / project coordinator :



Name (capital letters) : GAETANO TOLLURA

Position : URBACT PROJECT UNIT COORDINATOR  
MUNICIPALITY OF NAPLES

Date : Naples, 16th June 2015

Official stamp

COUNCILLOR FOR URBAN POLICIES, COMMONS AND CITY PLANNING :

