EUREKA

Training Urban Innovators

COLLABORATION GUIDE

EUREKA EUROPEAN URBAN REGENERATORS KNOWLEDGE ALLIANCE

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R.5.5 GUIDELINES FOR PUBLIC/ PRIVATE COOPERATION

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Keywords:	public - private collaboration, urban innovation practices, multi-stake-holders approach, urban change, urban action
Abstract:	EN: The Guideline for public-private collaboration is not an exhaustive document with the purpose of it being a fail-proof recipe. It is a collaborative document that has took a snapshot of the current realities we have experienced, as a consortium, in different European contexts, and tries to act as a first brick in documenting and inspiring communities to work together collaboratively, as the trio of grass root, academia and administration is key for any systemic impact. An old concept from the 1960s, in focus of the World Bank in a very structured way ever since the beginning of the 2000s, the public-private partnerships have proven both their strategic strength and importance as well as undisputable long-term results. They, nevertheless, work best in a framework that embraces them both as legal recognition and financial/fiscal correlation, being a sign of mature governance practices, in countries with a history of open participation and shared responsibility in the civic sphere. The role of this document is to grow and keep developing, adding new layers of current realities and making it into an actionable guide for impact.

Abstract:	RO: Ghidul de colaborare public-privat nu este un document exhaustiv ce are scopul de a fi o rețetă infailibilă. Este un document colaborativ care a făcut o radiografie a realităților actuale pe care le-am experimentat, ca și consorțiu, în diferite contexte europene și care încearcă să acționeze ca o primă cărămidă în documentarea și inspirarea comunităților pentru a lucra împreună, deoarece trioul dintre populație, mediul academic și administrație este esențial pentru orice impact sistemic.

Un concept vechi din anii 1960, aflat în atenția Băncii Mondiale într-un mod foarte structurat încă de la începutul anilor 2000, parteneriatele public-privat și-au dovedit atât forța și importanța strategică, cât și rezultatele indiscutabile pe termen lung. Cu toate acestea, ele funcționează cel mai bine într-un cadru care să le cuprindă atât ca recunoaștere juridică, cât și ca și corelație financiară/fiscală, fiind un semn al practicilor mature de guvernanță în țări cu o istorie de participare deschisă și responsabilitate comună în sfera civică.

Rolul acestui document este de a crește și de a continua să se dezvolte, adăugând noi straturi de realități actuale și de a-l transforma într-un ghid practic pentru impact.

IT: "Linee guida per la collaborazione pubblico-privata" è un documento non esaustivo, che non ha l'obiettivo di stilareuna ricetta a prova di errore. È un documento collaborativo che analizzale realtà sperimentate, come network, in diversi contesti europei, e cerca di porre le basi per documentare e ispirare il lavoro collaborativo, tra società civile, università e amministrazioni pubbliche per generare impatto sistemico.

Il concetto di partenariati pubblico-privati, emerso negli anni Sessanta e al centro dell'attenzione della Banca Mondiale in modo molto strutturato fin dall'inizio degli anni Duemila, ha saputo dimostrare sia la sua forza strategica, che la sua capacità di raggiungere indubbi risultati a lungo termine.

Tuttavia, per essere efficace è necessario che sia inquadrato all'interno di una cornice che garantisca un riconoscimento legalee unacorrelazione economico-finanziaria, essendo il segno di pratiche di governance mature, in Paesi con una storia di partecipazione aperta e di responsabilità condivisa nella sfera civica.

Il ruolo di questo documento è quello di supportare la crescita e lo sviluppo di questo concetto, aggiungendo nuovi livelli di esperienza e generare cosìin una guida capace di produrre impatti positivi.

Abstract:	ES: Esta Guía de colaboración público-privada no es un documento exhaustivo ni una receta a prueba de fallos. Es un documento de colaboración que ha tomado en cuenta las realidades actuales que hemos experimentado, como consorcio, en diferentes contextos europeos. Busca ser un primer paso para documentar e inspirar a las comunidades como la academia y la administración pública a colaborar y generar un impacto sistémico. Las asociaciones públicos-privadas, un concepto antiguo de la década de 1960, que fue abordado por el Banco Mundial de una manera estructurada principios del 2000, han mostrado su fuerza estratégica, su importancia y ha dado resultados relevantes a largo plazo. No obstante funcionan mejor en un marco legal que se les reconozca. La existencia de estas asociaciones es un signo de madurez en la gobernanza y se dan sobre todo en países una historia de participación abierta y responsabilidad compartida en la esfera cívica. El papel de este documento es crecer y seguir desarrollándose, añadiendo nuevas capas de realidades actuales y convertirlo en una guía práctica que favorezca el impacto positivo. NL: De Richtlijn voor publiek-private samenwerking is geen uitputtend document met als doel een faalveilig recept te zijn. Het is een samenwerkingsdocument dat een momentopname is van de huidige realiteiten die we als consortium hebben ervaren in verschillende Europese contexten, en het probeert te fungeren als een eerste steen in het documenteren en inspireren van gemeenschappen om samen te werken, aangezien het trio van de basis, de academische wereld en de administratie de sleutel is voor elke systemische impact. Publiek-private partnerschappen zijn een oud concept uit de jaren 1960, dat sinds het begin van de jaren 2000 op een zeer gestructureerde manier door de Wereldbank wordt gebruikt. Ze hebben hun strategische kracht en belang bewezen, evenals hun dubbele resultaten op lange termijn. Ze werken echter het beste in een kader dat hen zowel als wettelijke erkenning en als financiële/fiscale correlatie omarmt. correlatie, als teken van volwassen bestuurspraktijken, in landen met een geschiedenis van open participatie en gedeelde verantwoordelijkheid in de civiele sfeer. De rol van dit document is om te groeien en te blijven ontwikkelen, nieuwe lagen van de huidige realiteit toe te voegen en er een bruikbare gids voor impact van te maken.
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TABLE OF CONTENTS

MANIFESTO

*The Need Of Collaboration
For Urban Innovation*

Real urban innovation can only happen in functional diverse teams. It is not the job of a specific sector and it actually happens at the intersection of realities and areas of work, in between social fabrics, at the congruence of multiple disciplines and professions and with the glue of the citizens and people living it. It is far from being a ticking box, an objective to be achieved at a desired date and it is a work that doesn't end. This constant work and effort cannot, by design, be the sole responsibility of a single operator, being it public or private. Even more so, the systemic changes and implemented innovations have needed both worlds to want to work together, to co-design and join efforts and realities in order to serve the citizens, while empowering them.

The voice is sometimes strong on one side, but there is always a need for an orchestra to play the tune of real urban innovation. The lead singer can start on either side and this sometimes culture-base and sometimes site-specific, but the fine tune of the song and the band has to happen always as a team. This doesn't mean the work is linear, without challenges, milestones that are sometimes blockers or turbulence that makes the objective vulnerable.

The muscle of collaboration is not a granted skill that is embedded in the organization as default. It is rather the vision of its leader, regardless of the type of organization, and it is the constant effort of working for it. It is the political will, the strategic approach, the organizational culture or a desire for it itself. It is always intentional. It takes effort and work. It is not for granted nor permanent. It is a fragile manifestation of trust and sometimes the barometer of the wellbeing of a community.

A concept old as 1960s, in focus of World Bank in a very structured way ever since the beginning of the 2000s, the public-private partnerships have proven both their strategic strength and importance as well as undouble long-term results. They, nevertheless, work best in a framework that embraces them both as legal recognition and financial/fiscal correlation, being a sign of mature governance practices, in countries with a history of open participation and shared responsibility in the civic sphere. Prone to specific culture-based realities, the context but also the shape that public-private collaborations take place are very different from country to country, even in the European Union area. From understanding the terms and practices, to actual implementation, from longevity and tradition in doing so to communities and participation numbers in the process, Romania, Italy, Spain and The Netherlands have quite different snapshots of how the PPPs are implemented.

A very skimmed, first brick to build on is to set the stage for a community that is prone to this type of approach; going beyond the OECD recommendations of Public Governance of Public-Private Partnerships back in 2012 would be that each side ensures through their work some long-lasting actions. This considering that collaboration between grassroots entities and local administrations requires mutual respect, understanding, and a shared vision for the betterment of the community. The European context itself is a facilitator of it through all the guidelines and funding frameworks, having European grassroots networks and platforms for sharing experiences and best practices.

Considering all the urgencies around us, alignment of any action and initiatives with the Sustainable Development Goals (SDGs) for potential funding and support as well as impact delivery is a must. To complement that, opportunities and platforms like the "Europe for Citizens" program for engagement and funding are a facilitator for doing more connected and impactful work as urban regeneration work. While the EUREKA Training Program has focused on creating urban innovators throughout the European context, we aim to support the forming of international teams that work with communities and administrations. Taking for granted the European context as an amorph setting is a danger. We must also be aware, protect and respect the local cultural and historical contexts of a specific country when designing and implementing projects.

Things get even more experimental (you can read this as complicated, in some cases) when it comes to urban regeneration/ innovation as a topic. For cities this falls under urban planning, development and/or city architecture strategy. Depending on the organizational chart of each institution the urban action falls under different legislative and administrative networks of decision, responsibilities, as well as internal and external stakeholders. For groups of citizens or non profit organizations to propose and implement such projects, the literacy of legislation as well as understanding the administrative body and how it's departments work together and in co-dependence is essential even prior to hitting the political will and local council votes.

THE URBAN LIVING LAB

A powerful tool for collaboration

The EUREKA Training Program has integrated the Urban Living Lab approach to complement the classical curriculum side of the master program, this way ensuring that grassroots organizations can actively involve the community in the co-creation and testing of solutions, ensuring they are tailored to real-world urban challenges and opportunities. This methodology emphasizes iterative development, stakeholder collaboration, and real-life experimentation and we have found it to fit best with the urban innovation endeavor. By design, the Urban Living Lab is collaborative, bringing multiple stakeholders at the table, ensuring participation and co-creation, empathy and building trust. All these, key elements for a good process.

In this regard, an urban innovation process that needs to take place within a public-private collaboration approach needs to follow the same Urban Living Lab steps:

SETTING THE LIVING LAB CONTEXT:
- Define the urban challenge or opportunity
- Identify the geographical boundary and scope of the living lab

STAKEHOLDER AND COMMUNITY ENGAGEMENT:
- Community Participants: Engage local residents and ensure diverse representation.
- External collaborators: Connect with urban researchers, city planners, and potential sponsors
- Grassroots leaders: Empower individuals who can champion the ULL initiatives.

CO-DESIGN AND COLLABORATIVE PLANNING:
- Facilitate workshops and ideation sessions with stakeholders.
- Co-create solution blueprints that resonate with community values and needs.

RESOURCE MOBILIZATION FOR TESTING:
- Internal Resources: Utilize community assets, spaces, and local talents.
- External Resources: Seek technology, tools, and expertise from external collaborators.

PROTOTYPING AND REAL-LIFE EXPERIMENTS:
- Pilot innovative solutions in real urban settings.
- Allow for iterations and refinements based on real-time observations and feedback.

FEEDBACK MECHANISMS AND CONTINUOUS ITERATION:
- Develop easy-to-use channels for stakeholders to provide feedback.
- Adjust and optimize solutions in response to feedback and findings.

INCLUSIVITY IN EXPERIMENTATION:
- Ensure experiments cater to the diverse needs of the community.
- Involve marginalized groups in co-designing and testing solutions.

MONITORING, EVALUATION, AND SCALABILITY:
- Track the performance of pilot solutions against defined success metrics.
- Explore the potential of scaling successful solutions to broader urban contexts.

RISK MANAGEMENT IN URBAN SETTINGS:
- Identify and address potential challenges tied to urban dynamics.
- Engage the community in co-creating risk mitigation strategies.

KNOWLEDGE DISSEMINATION AND ADVOCACY:
- Share findings, methodologies, and success stories both within and outside the community.
- Advocate for the adoption of successful solutions at higher administrative levels.

ENSURING THE SUSTAINABILITY OF THE LIVING LAB:
- Establish long-term goals and strategies for the ULL.
- Mobilize resources and partnerships to ensure the ULL's continued operation and impact.

ROLES AND RESPONSIBILITIES IN A HEALTHY COLLABORATION

The administration plays a pivotal role in urban innovation. As the primary governing entity of urban areas, it's instrumental in shaping, driving, and regulating innovation efforts. Here's a breakdown of the various roles the administration plays:

• **POLICY MAKING AND REGULATION:**
The administration sets the legal and regulatory framework within which urban innovation operates. This includes zoning laws, building regulations, environmental standards, and more.Policies can incentivize or disincentivize certain types of innovations. For instance, tax breaks or subsidies might encourage green building practices or the adoption of renewable energy.

• **FUNDING AND INVESTMENT:**
Administrations often allocate funds directly to innovative projects, especially those that might not be immediately profitable but have long-term benefits for the community.
They can leverage public-private partnerships to pool resources and expertise.

• **DATA COLLECTION AND SHARING:**
Urban innovation often relies on data. Administrations can collect, analyze, and share data on traffic patterns, energy use, public health, and more to aid innovators.
Open data initiatives can empower startups, researchers, and the general public to come up with data-driven solutions.

• **INFRASTRUCTURE PROVISION:**
Administrations oversee the development and maintenance of critical infrastructure, from roads to digital networks. This infrastructure can either support or hinder urban innovation. They can create innovation districts or hubs, providing spaces where innovators can collaborate.

• **COMMUNITY ENGAGEMENT AND FEEDBACK:**
Administrations can bridge the gap between innovators and the community. They can gather feedback, gauge public interest, and ensure that innovations meet the needs and aspirations of residents.
Participatory governance models can involve citizens directly in decision-making processes.

- **CAPACITY BUILDING AND EDUCATION:**
The administration can organize training programs, workshops, and educational initiatives to upskill the workforce and familiarize them with new urban technologies and methodologies.

- **COLLABORATION AND NETWORKING:**
Administrations can foster connections between different stakeholders in the urban innovation ecosystem, from businesses and academic institutions to non-profits and international entities.

- **SETTING VISION AND PRIORITIES:**
By setting a clear vision for the city's future, administrations provide a direction for innovators. They can outline key areas of focus, be it sustainable transport, affordable housing, or digital inclusion.

- **RISK MANAGEMENT AND QUALITY ASSURANCE:**
The administration ensures that urban innovations adhere to safety standards and are in the best interests of the public. They can pilot test innovations, gather data, and refine approaches.

- **ADVOCACY AND REPRESENTATION:**
Administrations can represent their cities on larger platforms, sharing successes, learning from others, and attracting talent and investment.
In essence, the administration serves as both an enabler and a regulator of urban innovation. While it provides the necessary support and resources for innovation to flourish, it also ensures that such innovations align with broader societal goals and values.

In times of crises, like natural disasters or health emergencies, grassroots organizations can play a pivotal role in response and recovery. Their local presence allows them to act swiftly and address immediate community needs. They can also work on building long-term resilience in urban areas, preparing them for future challenges.

In essence, non-profit and grassroots organizations infuse urban innovation with a human-centric approach. They ensure that urban solutions aren't just technologically advanced but are also socially equitable, environmentally sustainable, and culturally sensitive. Their involvement ensures that innovations truly enhance the quality of life for urban residents.

Non-profit and grassroots organizations play a multifaceted role in urban innovation. They often act as bridges between local communities, the administration, and other stakeholders, ensuring that innovations are inclusive, sustainable, and address real needs. Here's an overview of their roles:

• **COMMUNITY REPRESENTATION:**
Grassroots organizations emerge from the community and, therefore, have a deep understanding of local needs, challenges, and aspirations.
They ensure that urban innovations address real community problems and benefit the most vulnerable segments of the population.

• **ADVOCACY AND LOBBYING:**
Non-profits can champion specific causes, such as affordable housing, sustainable transportation, or green spaces, influencing policy-making and urban planning.
They can lobby for the inclusion of community-driven solutions in larger administrative projects.

- **PILOTING AND PROTOTYPING:**
With their on-ground presence, these organizations can test new urban solutions at a community level before they're scaled up, ensuring they're effective and feasible.
Their localized approach allows for quick iterations based on real-time feedback.

- **AWARENESS AND EDUCATION:**
Non-profits play a key role in raising awareness about urban issues, from environmental challenges to social inequalities.
They conduct workshops, seminars, and community meetings to educate residents about innovative solutions and best practices.

- **RESOURCE MOBILIZATION:**
Through fundraising, grant writing, and partnerships, non-profits can mobilize resources for innovative projects that might not be immediately profitable but have significant long-term community benefits.

- **DATA COLLECTION AND RESEARCH:**
Grassroots organizations can gather localized data and insights, which can be invaluable for urban innovation.
Their research can reveal unique community dynamics, preferences, and challenges, guiding solution development.

- **CAPACITY BUILDING:**
They can train community members, equipping them with skills and knowledge to participate in or lead urban innovation initiatives.

- **NETWORKING AND COLLABORATION:**
Non-profits often collaborate with businesses, international organizations, academia, and government bodies, bridging gaps and pooling expertise.
They can bring diverse stakeholders together for collaborative problem-solving.

- **FEEDBACK AND ACCOUNTABILITY:**
Grassroots organizations hold administrations and businesses accountable, ensuring that urban innovations are implemented ethically and effectively.
They provide feedback loops, ensuring continuous improvement of urban solutions.
Crisis Response and Resilience Building.

BUILDING TOWARDS A COLLABORATIVE COMMUNITY

For those in need of a backbone of common shared action, we could start by proposing these 10 aspects to take into account:

1 **DEFINED VISION:**
Local Administration:
Understand the community's needs and aspirations.

Grassroots/Non-Profits/Citizens:
Clearly articulate local concerns, ideas, and potential solutions.

2 **REGULATORY AWARENESS:**
Local Administration: Ensure transparency in by-laws, permits, and procedures relevant to urban projects.

Grassroots/Non-Profits/Citizens:
Familiarize with existing local regulations and policies to streamline initiatives.

3 **RESOURCES & SUPPORT:**
Local Administration:
Offer resources such as public spaces, data, or even seed funding.

Grassroots/Non-Profits/Citizens:
Pool resources, volunteer time, and local expertise.

4 **COMMUNITY ENGAGEMENT:**
Local Administration: Engage with community members, conduct open forums, and actively seek feedback.

Grassroots/Non-Profits/Citizens: Act as community ambassadors, gather public opinion, and ensure diverse voices are heard.

5 **COLLABORATIVE PLATFORMS:**
Local Administration: Support community centers, innovation hubs, and workshops where collaboration can thrive.

Grassroots/Non-Profits/Citizens: Organize community events, webinars, and meetups to encourage local participation.

6 **CAPACITY BUILDING:**
Local Administration:
Offer training and skill development to empower citizens and NGOs.

Grassroots/Non-Profits/Citizens: Conduct workshops, awareness campaigns, and upskilling sessions for the community.

7 **RISK MANAGEMENT:**
Local Administration:
Provide guidance on best practices and legal implications.

Grassroots/Non-Profits/Citizens:
Implement pilot projects to test ideas and minimize potential risks.

8 **TRANSPARENCY & COMMUNICATION:**
Both parties should maintain open dialogue, share updates, and build trust through consistent engagement.

9 **MONITOR & EVALUATE:**
Collaboratively set key performance indicators (KPIs) and use feedback loops for continual improvement.

10 **CELEBRATE & AMPLIFY**
Jointly promote successful projects to inspire other communities and draw more stakeholders into the collaborative process.

CASE 1: LIVING HERITAGE

LEAD/INITIATOR:
West University of Timișoara

BUDGET: 331.674 €

TITTLE OF THE PROJECT:
Living Heritage – an unlimited resource for tourism development (IPA Cross-Border Cooperation Programme Romania – Serbia, Priority Axis 1, measure no.1.2.

DURATION:
2012 - 2014

PARTNERS:
- West University of Timișoara (UVT);
- Timiș Chamber of Commerce, Industry and Agriculture (CCIAT);
- Intercultural Institute Timișoara (IIT);
- Regional Chamber of Commerce and Industry Kikinda (CCIK)

DESCRIPTION OF THE PROJECT/CASE

The project intends to create community development through tourism, by means of local and regional cultural and natural heritage:

1. Improving the quality of life for the communities of the border area, through the following:

- Develop the uniqueness of the tourist offer in the cross-border area, created through a win-win relation between the academic environment – the communities- and the business environment. All these will contribute to communitarian and business development of the region.

- Identifying a common cultural intangible heritage and a natural heritage of the communities within the cross-border area as a source for tourism. We do that by ethnographical and geographical research. We identify and define the main cultural and touristy potential of the area and valorize it through touristic routes, a legend and cook book, website, conferences, summer school, fair, summer school, conference and ethnographical exhibition of the local intangible heritage. These will help us develop local and regional brands and valorize the touristic potential of the cross-border area, increase the possibility of ensuring a better life for members of the communities, and new income sources.

- Raising awareness inside communities and local authorities towards the touristic potential by using the cultural heritage and natural resources. It will allow rediscovering and developing the local and regional identity by means of local products such as: traditional gastronomy, local culinary practices, hand-made products, pottery etc. and encourage the local communities to preserve and transmit their knowledge to future generations and tourists.

2. Increasing of the overall competitiveness of the economy through the following operation:

• Once implemented, the project results into awareness of the business environment. It will be followed by the necessity to use the studying, collecting, protecting, developing and valorizing the intangible heritage and common features of the cross border area, representative for the area. All activities will achieve social and economic development of the community.
Local authorities, Commerce Chambers will be involved into the project activities and will have access to the inventory of cultural intangible and natural heritage resulted from the project, in order to use it as a resource of development for the involved communities.

• For the sustainability of the project, the Commerce Chambers thru tourist agencies, restaurants and other economic members of the Chamber will take the results of the research and awareness campaign and be engaged into a campaign of promoting local products and tourist attractiveness. We'll develop local and regional brands based on local specific gastronomy or hand – made objects, traditions and emblematic customs. We ensure permanence of cultural good practices within the communities and strengthen the local identity and the tourism competitiveness.

• The University and the business environment will support each other and the communities; the first sustaining students' research, adapting the academic curricula to the work market's requests

– ensuring the development of tourism in the cross-border area. The business environment contributes by taking in account the results of research in defining new business strategies and increasing the number of jobs which can be created through these strategies.

MAIN OBJECTIVES OF THE PROJECT

Our main objective aims to solve the problem we have identified: insufficient valorization of the cultural and natural heritage as a source for tourism in the crossborder area. We intend to transform cultural and natural heritage into touristic products that will contribute to the social and economic development of the cross-border communities.

O1 - The first objective will be addressed to the development of the quality of academic approach. In this respect we propose Identifying the cultural and natural heritage of the whole area of investigation through ethnographical and geographical approach in 20 representative communities from the following counties: TM, CS, MH, (Romania) and Severno Banatski county – counting aprox. 28.ooo inhabitants.

O2 - The second objective addresses to the community building capacity of understanding the role and importance of smart valorization of tourism. The crossborder area is an area with a common history exposed through cultural and natural heritage which its own inhabitants do not value at its worth.

Through our project, we envisage an awareness campaign for increase the respect and interest of the community for the preservation and smart valorization of immaterial heritage and natural one. The final purpose is to develop within the community, with the help of the community and for the community a local, regional and cross-border sustainable tourist destination.

O3 - Our third objective addresses to the economic environment, to business actors and members of Commerce Chamber that engage into transforming the natural and cultural heritage into touristic business products: Touristic regional map, visiting thematic routes, events and holidays calendar, cooking books with local recipes, cooking shows in restaurants for presenting local gastronomy, fairs, conferences involving the local cultural actors, local representatives and touring operators and guide courses.

SPECIFIC ACTIVITIES:

- Rehabilitation, protection and preservation of tourist attractions, part of cultural heritage for their inclusion in the tourism circuits.
- Creation of research studies and plans for tourism promotion and development.
- Raising awareness and interest for the eligible area - support actions for regional identity
- Organization of specific events for tourism promotion

FOLLOW-UP? SUSTAINABILITY?:

The project activities are thought of as having potential to grow into annual activities that will strengthen the bond between the participants. We consider that the summer school can become a tradition, each year different people being trained into different aspects related to the cultural heritage. These summer schools could take place in Timisoara and other Romanian towns - for the beginning, and then be continued in towns from Serbia; forming future professionals into the field of cultural and natural heritage is an on-going process. Creating academic curricula and implementing it on academic level with the help of UVT and IIT in the cross-border area by these poles of excellence ensures the continuous flow of specialists in the domains of cultural and natural heritage, intercultural exchanges and intercultural communication.

CASE 2: DESIGNING CITIES FOR ALL

PARTNERS:
• State Institution, non-profit institution

GOVERNANCE / PROJECT ROLES FOR THE PARTNERS:

The partner was the funder of the project known as Creative Industries Fund NL

DESCRIPTION OF THE PROJECT/CASE

Designing Cities For All was a two-year research and presentation programme and is made up of various components. The programme is a combination of desk research, interviews and practical research on the one hand (supported by a total of six Fellows who will each work on the programme for three months) combined with the associated activities of dossier development; and on the other hand various forms of transfer and exchange of practical experiences and generated knowledge. practices, hand-made products, pottery etc. and encourage the local communities to preserve and transmit their knowledge to future generations and tourists.

TITTLE OF THE PROJECT:
Designing Cities for all

DURATION:
2020 - 2022

BUDGET: 300.000 €

LEAD/INITIATOR:
The first initiator of the project was one of our former colleagues who came up with the idea. But in general, our institution Pakhuis de Zwijger is the main lead of the programme. We are now a small team consists of three team mates called as DCFA (short for Designing Cities For All).

MAIN OBJECTIVES OF THE PROJECT:

This program focuses on the role of designers in shaping and creating cities for, by and with everyone. The key question for the 2020-2022 activity program is: In the context of the super-diverse city, how can designers contribute to the creation of inclusive cities for, by and with everyone?

SPECIFIC ACTIVITIES:

Events and panel discussions where the DCFA advocates would have a one hour and half discussion on the topic of inclusive cities. With each fellow there is a specific theme where they find the chance to take a deeper dive into the topic. All these programmes are recored and uploaded on the DCFA page and open to all: https://dezwijger.nl/dossiers/designing-cities-for-all

CHALLENGES ENCOUNTERED:

Being a non-profit organisation and dependent on limited budget there is always challenges to invite speakers to the programmes. The small fee sometimes make people reluctant to participate. Another main challenge is to include speakers/partners/fellows with different background to assure the presence of different perspectives specially minorities and groups whose voice have not been heard.

FOLLOW-UP? SUSTAINABILITY?:

Yes, in 2023, Pakhuis de Zwijger's extensive program Designing Cities for All rebooted with a new subtheme. Designing Cities for All: RE-generation was launched again as a two-year long programme. This program focuses on the role of design in (re)shaping and (re)creating regenerative cities by, for and with everyone and every living thing.

CASE 3: IMORTICELLI

PARTNERS:
- Institutions (municipality);
- Entities (Schools, Universities, Research centers)
- Non profit (foundations, associations);
- Citizens Professionals

BUDGET: 600.000 + attracted €

GOVERNANCE / PROJECT ROLES FOR THE PARTNERS:

- *Municipality:* Owner of the former church and partner in the funded projects;
- *Schools:* occasional educational partners in some projects involving students in the community hub activities;
- *Universities and Research centers:* scientific partners involved in research pathways, impact evaluation, student involvement, third mission;
- *Foundations:* occasional economic partners in some projects focused on the community hub development;
- *Associations:* organizations involved in designing the socio-cultural offerings of the space; Citizens: inhabitants involved in designing the socio-cultural offerings of the space and for the fruition of experiences; Professionals: involved as "interpreters", in the coordination of the 4 thematic tables that produce the space offer, or as "operators", in the execution of the activated experiences.

TITTLE OF THE PROJECT:
iMorticelli - A Community Hub in Salerno historic centre

DURATION:
2018 - ongoing

LEAD/INITIATOR:
Blam, as a constituent association made up of architects, with the support of the Department of Architecture, University of Naples Federico II (DiARC). DiARC and the City of Salerno signed the first framework agreement to activate a process of urban regeneration and, specifically, to experiment with an adaptive reuse of the former church "iMorticelli".

DESCRIPTION OF THE PROJECT/CASE:

The main objective was to return a use value to the former church, a public space abandoned for 40 years, through a collaborative process involving communities. The phases implemented so far are:

1. Free experimentation of artistic and cultural activities to detect, in real-time, criticalities and potentials in the reuse of the space;

2. after an evaluation of the effects obtained, identification of the main components of the space as a "Community Point" - socio-cultural hub;

3. implementation of the Community Point through the collaborative definition of a governance system, a values manifesto, a sustainability system, a visual identity and a shared programming of activities. Today iMorticelli includes a cultural hub for events and workshops; a concierge and neighborhood info point; and a social cafeteria.

The main impact categories can be summarized as follows:

- *Spatial:* new design layouts were created in the former church that enabled the implementation of its uses;

- *Social:* in addition to the involvement of hundreds of associations, professionals and citizens, new relationships were born, both human and working, structuring over time a community of iMorticelli: groups and groups of people who recognize themselves in that space and its values;

- *Cultural:* the reuse experience of iMorticelli has set a precedent in the city, a previously untried possibility with these approaches, spreading the themes of urban regeneration and reuse, innovating and hybridizing cultural offerings in the city;

- *Economic:* under-35 work, under different contracts, to co-manage the space. Overall, iMorticelli has attracted about €600,000 between restoration funds, and national and regional calls won. They also support the micro-economy of entertainment workers and artists;

- *Environmental:* an abandoned resource has been reused, including through human capital that previously found no space to express itself. In addition, iMorticelli is aiming for a space sustainability program to reduce the environmental impacts generated, especially during events.

MAIN OBJECTIVES OF THE PROJECT:

Stimulate cultural processes of intergenerational active citizenship by implementing employment opportunities especially for under-35s

SPECIFIC ACTIVITIES:

The activities of iMorticelli are structured around the 4 thematic tables: - performance and wonder: workshops, events, music and theater; - kids: workshops and activities for children and under-16s; - lab and education: non formal educational experiences; - proximity: services and activities aimed at implementing relationships in the neighborhood and fostering proximity among residents.

CHALLENGES ENCOUNTERED:

- cultural barriers, minimally;
- the relationship with local government and politics;
- the absence of investors and foundations, which are instead more present in northern Italy and Europe

FOLLOW-UP? SUSTAINABILITY?:

iMorticelli is a long-term project that changes over time and is still alive. Meanwhile, it has generated a Community Point activation model that we intend to extend and replicate in the city and other contexts.
More can be found on: www.blamteam.com

CASE 4: CONTEMPORARY INVASIONS

TITTLE OF THE PROJECT:
Contemporary Invasions - enhancing places through innovative narratives

PARTNERS:
The project is proposed by a mix of organizations. Public (Municipality and Academy), networks (MAT), private enterprises (Melting Pro) and other local associations based in Italy.
Invasioni Contemporanee was financed by the Ascoli Piceno Savings Bank Foundation and has being acting Under the patronage of the municipalities of Ascoli Piceno, Arquata del Tronto, Montegallo, Offida, Acquasanta Terme e Castignano

DURATION:
2018 - 2019 (18 months)

LEAD/INITIATOR:
Invasioni Contemporanee is conceived by Melting Pro (www.meltingpro.org) and realized together with the municipality of Ascoli Piceno, AMAT (www.amatmarche.net), Macerata Academy of Fine Arts, Liv.In.G. Live Internationalization Gateway (www.livingnet.eu), Cotton Lab (www.cottonlab.it), SPACE (www.spacecrea.it), Ass. Defloyd, Dimensione Ascoli

BUDGET: 140.000 €

DESCRIPTION OF THE PROJECT/CASE:

Invasioni Contemporanee is a creative regeneration intervention in the inland areas of the Piceno region that was created to enhance the places hit by the earthquake through contemporary artistic languages and the involvement of local communities. The festival is based on the SPACE creative regeneration format, devised by Melting Pro to intervene, with a view to valorisation, on undervalued heritages, on territories that are fragile due to their complexity or because they have been hit by events that have compromised their usability and their anthropological and social dimension, on spaces that are disused or underused, or more simply on places that need new life or new impetus.

'Invasioni Contemporanee' is not just a festival but a participatory process involving artists and citizens in creative regeneration actions that find their meaning and realization in the festival. The basic assumption of the initiative is to consider contemporary expressive languages as precious tools for decoding, interpreting and constructing new territorial narratives. The festival is thus the result of a broad path based on the experiential, participatory and creative reinterpretation of the Piceno cultural heritage and identity through the involvement of local communities.

It is therefore a much more complex process than a palimpsest of events, drawing inspiration from EU priorities such as social cohesion, environmental sustainability and audience engagement (social inclusion), indispensable principles for any culturally-based initiative that wants to produce significant and lasting impacts.

MAIN OBJECTIVES OF THE PROJECT:

The general objective of the project is to relaunch tourism in the areas affected by the earthquake (Ascoli Piceno and neighboring areas) through innovative initiatives that involve young people under 35 in the enhancement of places of particular tourist interest, places that are peripheral and marginalized compared

to traditional tourist circuits, unconventional places conventional places of cultural fruition. The project intends to promote innovative processes of discovery of the city and Piceno territory, enhancing its tangible and intangible heritage through contemporary artistic performances.

CHALLENGES ENCOUNTERED:

- Involving an area that was given a lot of attention immediately after the earthquake but then abandoned by public policies.
- Involving people who had been reluctant to open up, distrustful of unfulfilled promises.
- Resematising the area, in the eyes of the inhabitants.
- Enhancing aspects of the area.

FOLLOW-UP? SUSTAINABILITY?:

Format SPACE https://www.spacecrea.it/

The project promotes the achievement of broad objectives common to several areas and sectors: from tourism to youth policies, from social policies to cultural policies. The initiative, placing itself in line with a broader process of urban, cultural and social regeneration initiated by the municipality in recent years, could also attract funding from other public/ private entities. Moreover, it fully responds to the European Union's programming priorities (audience development, engagement, inclusion, etc.) and therefore lends itself to networking with other projects, becoming good practice at supranational level (on programmes such as Creative Europe, Erasmus Plus). The elaborated model lends itself to be easily replicated in other territories and with other artistic tools. Contemporaine Invasions is in fact an appendix of the SPACE format, elaborated by Melting Pro, which continues to be implemented in various territories. Please refer to the SPACE website https://www.spacecrea.it/

Ultimately, the project presented a valuable opportunity for the young people to grow and empower themselves, grow professionally and acquire skills that are fundamental to the sustainability of the project.
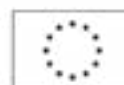
Invasioni Contemporanee
- *Told by the artists* https://youtu.be/jgZEyBMzp1A
- *Told by the promoters* https://youtu.be/wgvdc_kDCOk
- *In Arquata del Tronto* https://www.youtube.com/watch?v=nl9XRQ4DAhM&t=23s
- *In Castignano* https://www.youtube.com/watch?v=d8-6sO_LbWA&t=8s-
- *In Acquasanta Terme* https://www.youtube.com/watch?v=OUN2_DelqHU&t=4s
- *In Montegallo* https://www.youtube.com/watch?v=pU_lamnOpjY&t=30s
- *In Offida* http://bit.ly/2qzS9AN

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