

AGORA TOOLKIT

compendium of public policies and initiatives implemented with the scope of redeveloping urban spaces, in Europe and in the Danube Region

- # Citizen-driven innovation
- # Public-private entrepreneurship models
- # Government decentralization policies

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European development agency, Czech Republic (PP)

EUTROPIAN GMBH, Austria (PP)

City of Kranj, Slovenia (PP)

Metropolitan Research Institute, Hungary (PP)

Pakora.net – Network for Towns and Regions, Germany (PP)

Municipality of Prague, Czech Republic (PP)

Neckar-Alb Regional Association , Germany (PP)

Sofia Municipality, Bulgaria (PP)

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1.

Introduction

The AGORA Toolkit is an useful instrument for strengthening institutional capacities and supporting transnational multilevel governance in the process of regenerating urban unused or underused areas inner cities, especially within the Danube Region. It will enable cities and regions to become drivers, catalysts and mediators for urban assets revalorisation inner cities, both in the public as well in the private ownership.

It includes:

- internal process / work flow change practices in public administration which will be further used in the development of the cross-departmental public administration task forces within the AGORA cities;
- governance and joint decision making models for collaboration, best practices of administration as the agency or the facilitator between private landowners and potential private users, public curation of commons;
- interaction interfaces and instruments for co-design, co-implementation, co-management of urban assets, in the forms of facilitated the Business-to-Business (B2B), the landowner-to-business, the Governance-to-Business (G2B) and the Governance-to-Citizen (G2C), matchmaking approaches;
- creative financing models for building and land recovery and the reuse of the unused/underused assets through new local value systems or other forms of collaborative funding;
- package schemes to assist private

owners, identify partnership and funding options and overcome the current regulatory complexity for the brownfield reuse;

- procedural simplifications (e.g. permitting, etc.), streamlining and fast-tracking procedures for the revalorisation of urban assets;
- new methodologies for consolidating capacity building and technical expertise in local administration.

Aside the AGORA Toolkit one of the main results of the AGORA project are 10 AGORA Urban Regeneration Agendas developed by 10 territorial partners, 8 from the local level (Cluj-Napoca (RO), Chisinau (MD), Koprivnica (HR), Kranj (SI), Slavonski Brod (HR), Sofia (BG), Zenica (BA), Szarvas (HU)), 1 from the regional level (Neckar Alb Region (DE)) and 1 from the district level (Prague 9 district (CZ)).

The AGORA Toolkit inspired AGORA territorial partners in improving existing or creating innovative policy instruments which will support more efficient implementation of identified projects as part of their Urban Regeneration Agendas.

The AGORA Toolkit is composed by three main sections:



1.a. Which one from the thematic cluster (T1.2) are you primarily interested in participating in? Please select one option.
10 responses



- Recovery and economic valorization of large-scale post-industrial heritage in private or public property.
- Matchmaking between vacant commercial / business spaces in the city and potential users.

In the first part, **best cases on urban regeneration interventions** on three thematic clusters with the focus on the Danube Region are presented. They were used as an inspiration for the AGORA territorial partners in the process of co-designing their Urban Regeneration Agendas.

In the second part, different types of **innovative policy instruments** (management, networking, legal, financial, informational, and capacity building) and **governance models** represent the portfolio co-developed leveraging on the findings from the state of art analysis. It served the AGORA territorial partners in the process of identifying, improving or creating new innovative policy instruments and governance models useful in the implementation phase of the Urban Regeneration Agendas.

They are organised in 3 thematic clusters:

- large-scale post-industrial areas
- business/commercial unused/underused areas
- unused/underused areas as public spaces' potential

In the third section, the **assessment and benchmarking of innovative policy instruments** was developed by the AGORA territorial partners. It is devoted to the evaluation of the effects of policy instruments in different interventions and to get a better understanding in terms of their performance to enable redevelopment of unused/underused

places regarding the impact, effectiveness, participation and transparency, inclusive and equity, and sustainability of the redevelopment process.

The AGORA Toolkit is one of the main outputs of the T1 Analysis and Instruments.

Acknowledgment:

The AGORA Toolkit was developed based on the input from project partners and associated partners of the AGORA project consortium.

2.

Best cases on urban regeneration interventions

2.1 Large-scale post-industrial areas

2.2 Business/commercial unused/underused areas

2.3 Unused/underused areas as public spaces' potential

La Maillerie

Lille/Croix/Villeneuve d'Ascq, France

TYPE Top-down , Bottom-up

DESCRIPTION

Since 1852, the site was used by the textile factory. Several times, the ownership of the factory has been changed. The loss of the competitiveness and the attractiveness of the area has reduced the dynamism of the sector. Because of the non responding logistics, the site needed to undergo major compliance upgrades. In 2010, the owner decided to transfer it into a new warehouse. After a long phase of reflection on the new urban project, the construction of the site began in 2019.

More shared, more appropriate, more collective governance.

The idea of the La Maillerie's governance was to be more inclusive involving local residents and neighborhood associations especially through the co-construction phase.

For the area, the "Maison du Projet" (Project House) with mix uses was proposed. The idea behind was also to organise several events to enable the public to take over the ownership of the site and the whole project.

A more natural, sporty, and playful neighborhood.

The project aims to promote the design and construction of a new typology of buildings that give an important place to

the nature in the city. The La Maillerie will also have a vegetable garden area and an urban rooftop micro-farm. The Roubaix canal passing through the city will become a new space on the waterfront privileged for the creation of a sports course.

A more social, more local, more friendly neighborhood.

The La Maillerie will offer places and spaces that will create a synergy between all the users of the neighborhood. It will offer a multi-functional "Third location" (an alternative place for various uses), a real living space which will rely on a neighborhood social network. The district has a plan also to become a laboratory for innovative commercial spaces.

More quiet, more connected, more inter-modal neighborhood.

Two wheels (bicycles, scooters) are in the heart of the project, like for example bicycle rooms directly accessible from the public space. The neighborhood house will offer several mobility services like a self-service bicycle repair area. There will also be an opportunity for a place for repairing, sale or renting the equipment.

STAKEHOLDERS INVOLVED

- institutional partners (cities involved in the project)
- partners from the construction sector (reusing materials, the circular economy approach)
- planning partners, town planners, architects and landscapers
- citizens' association of the neighborhood life

IMAGES/PHOTOS



O'Mathurins

Bagneux/Paris, France

TYPE Top-down and Bottom-up

Since 2015, a consultation with inhabitants gave the opportunity to citizens to take a part in the large-scale project, both by presenting their opinions on the initial architectural intentions, and by participating in the citizen jury which will ultimately lead to the selection of the architects.

DESCRIPTION

The area was dedicated to the economic activity since Thomson's installation in 1957 (electronic products and household devices). Since 2011 to May 2016, the Mathurins site was occupied by the Directorate General for Armament (DGE) and after that was closed for public for 60 years.

With 6,500 inhabitants, 400 jobs and an area of 16 hectares, the Mathurins hill will become a new pole of attraction for the city. The idea is to become a small town connecting the southern district with the city centre. The challenge today is to breathe a new life into this space to make it as an open, connected, and sustainable neighbourhood.

There are multiple goals to be achieved:

- to open up the site by creating new roads necessary to connect it to the city centre toward the North and to open it up to the South toward the district with a view on urban renewal

- to enable mixed urban development combining in a balanced manner economic activities, housing, public amenities and green spaces
- to set aside 25% of social housing to guarantee a social mix
- to create a new hub in the city, while working on the city-nature relationship

STAKEHOLDERS INVOLVED

- public actors: the City of Bagneux, local administrations and others
- private actors (urban planners, promoters...)
- land owner
- local citizens

REFERENCES

- <https://www.bagneux92.fr/ville-en-projet/projets-urbains/820-o-mathurins>

IMAGES/PHOTOS



Hammarby Sjöstad

Stockholm, Sweden

TYPE Top-down and Bottom-up

DESCRIPTION

Before becoming the eco-neighbourhood, the area functioned as an industrial zone. In the early 1990s, the Hammarby Sjöstad area had a reputation for being a run-down, polluted, and unsafe industrial and residential area. Now, the Hammarby Sjöstad area is recognised as one of the Stockholm's most pleasant residential districts and one of the world's most successful urban renewal districts.

The Hammarby Sjöstad project is located on a brownfield port site, South-East from the Stockholm city centre. The area was identified as a strategic development area in the 1991 Stockholm Urban Development Plan and it is a part of the city's strategy to prevent the urban sprawl. The project aims to create a mixed neighbourhood where residential and commercial activities will co-exist, as well as community facilities (parks, bicycle paths, primary school, etc.). The project aims to become a global example of the sustainable development. For this purpose, buildings were designed to be energy efficient. The project has also its own wastewater treatment and a recycling system. In addition, the project is designed in a way that the use of cars by residents is minimised and the accessibility to public transport is maximised. The nature in the area is highlighted through the conservation of an ancient oak woodland, public access to the shoreline, and green spaces.

The objective of the Hammarby Sjöstad project was to build a sustainable community that would be as twice efficient as a normal one. The main goal of the transportation is that 80% of all trips of residents and people working in the area will be done by the use of the public transportation, walking or biking.

As a result of the regeneration there are 19 hectares of green areas in the neighbourhood, all owned and maintained by the City of Stockholm.

The Hammarby Sjöstad neighbourhood is also recognized by many innovative solutions which are incorporated in the urban planning like a centralized stationary vacuum system for recycling, a power plant generating energy from trash, solar water heating and a storm water remediation system. According to the prognosis, the Hammarby Sjöstad neighbourhood will be producing half of its energy needs by the time the constructions will be finalized.

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- the Stockholm Urban Development Plan

STAKEHOLDERS INVOLVED

- public actors: the City of Bagneux, local administrations...
- private actors (urbanists, promoters...)
- land owner
- local citizens

IMAGES/PHOTOS



REFERENCES

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Landschaftspark

Duisburg-Nord, Germany

TYPE Top-down Bottom-up

DESCRIPTION

The Duisburg is a city in the Ruhr basin, recognized as one of the Germany's most densely populated areas due to heavy industrial growth which took place from the mid-nineteenth century.

The area is located between the Duisburg's Meiderich and the Hamborn districts, next to the river Emscher.

The area is known for the landmarks which are the consequences of the industrial past like mines and iron and steel works where the Thyssen Hochofenwerk Meiderich operated. After the old Thyssen plant stopped the production in the mid-eighties, the site was then closed. As a consequence of the heavy industrial production, the area faced with the high level of the land and water pollution. Despite the situation, the lack of the activity in the area had fostered the spontaneous ecological renewal which gave encouraging prospects for new uses of the zone.

Today, the Landschaftspark is functioning as a public park. It was designed in 1991 by Peter Latz with the aim to present the industrial past of the site, rather than trying to reject it.

The core topic of the IBA-Emscher Park, during its ten years in existence, was the

creation of a major landscape park in the Emscher region with the network of green spaces which needed to be preserved and linked through new uses and new values given to old industrial sites.

There are several goals addressed for the site:

- the ecological transformation of the fluvial system of the Emscher along the 350-kilometre stretch
- the modernisation of workers' housing developments
- the reassessment of old industrial sites
- the conservation and reutilisation of industrial monuments as witnesses to the heavy industrial history
- the preservation and reconstruction of the regional landscape

STAKEHOLDER INVOLVED

- Architect Latz + Partner
- public

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- Stockholm Urban Development Plan

IMAGES/PHOTOS



REFERENCES

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Porta Nuova

Milan, Italy

TYPE Bottom-up

DESCRIPTION

The Porta Nuova is the regeneration project near the centre of the City of Milan with the size of the 290,000 m². 170,000 m² are public and pedestrian areas from which 90,000 m² are devoted to the public park.

The area of the regeneration project was used in the past for industrial purposes, in transport. In the 19th century, the area was crossed by railway lines and the Porta Nuova station was created. When the station was replaced by the Porta Garibaldi station, the area, named also Varesine, was left empty. Since then, there have been numerous projects which tried to transform the area, but none of them was successful for decades.

In 2003, the Hinata Italia, a group of visionary investors started a process of negotiations to buy the terrain which was in the hands of 20 owners and the negotiations were finished in 2006. The project was finished in 2014.

The aim of the project was to give a new life to the site and to the whole city. Investors wanted to show how Italians can still master the art of building cities in the modern times. They wanted to create a mixed-use development, with residential, social, cultural functions, alongside with office buildings, a park and especially putting the accent style in public spaces design. The project was a real success, nowadays being the new centre of Milan,

attracting tourists and investors, and being the place where numerous international companies like Google, Nike or Prada have their regional headquarters.

STAKEHOLDER INVOLVED

- private investors
- banks
- architects
- constructors
- companies located in the new development
- the Municipality of Milan
- civil society
- future inhabitants - general public of three neighbourhoods, which were bounded together (Garibaldi, Varesine and Isola) were consulted on 150 meetings where the new development was explained to them. The discussions were made especially with the Isola residents.

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

There were no special policies used for the implementation of the project. The project was founded through the support of banks. Although the initiative of the project came from Italian private investors, they collaborated with the Municipality of Milan. A part of the area of the project remained public, so the investors reached an agreement with the municipality to create a park on the public

part. In this way, the project is a private - public collaboration. Aside that, investors benefited from some tax reduction because of the sustainable solutions they used in the project.

IMAGES/PHOTOS



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Västra Hamnen

Malmö; Sweden

TYPE Top-down

DESCRIPTION

The project is built on approximately 175 hectares big industrial wasteland on a former shipyard. In the late 1980, the activity of the building shipyard was closed with the Kockum shipyard from the Western Harbour where the project is localised. After that, the activity was replaced by the industry of the car manufacturing, but Saab car plant also closed down in few years afterwards. This happened when the municipality started with the Malmö 2000 Project in 1995 with the main aim to give the city a new image. The municipality started with buying the abandoned land within the industrial zone and reconquered its space of liason with the sea in 1997.

The project of Västra Hamnen is a part of a bigger project of the municipality. The construction started in 2001. After the completion it will become a home for 10 to 12,000 inhabitants. The project combines education including university with business, leisure and residential functions. Sustainability is also a very important part of the conception phase of the district, being the first one in Europe which to become carbon neutral.

The Västra Hamnen has become a successful project and represents the new centre of the Malmö city attracting numerous tourists, residents, and students.

STAKEHOLDER INVOLVED

- municipality
- university
- architects
- constructors
- private companies
- future inhabitants

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

The city used buying the unused industrial land the city as the policy and as an instrument in the process of the implementation of the project. Also, Malmö became a part of the Eurocities association and of the Union of Baltic Cities and worked with the European Union. The city has created an incubator for knowledge-based idea and a series of projects or instruments for development projects like Q-books, LOTS project, Qualitative programme for Bo1 or The Byggabo.

IMAGES/PHOTOS**REFERENCES**

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Meet Factory

Prague, Czech Republic

TYPE Bottom-up

DESCRIPTION

The MeetFactory is a non-profit international center for contemporary art founded in 2001 by the artist David Černý. After moving from several locations, the art center is now located in an industrial building in the Prague's quarter Smíchov, on a unique narrow place between the motorway and the railway. The building was formerly used as a glass factory warehouse. Now it is owned by the City of Prague. The MeetFactory is renting a building under specific conditions, the fee for renting the building is 1 Czech crown per year and they also need to take care for it. After a substantial reconstruction in 2007, the art center started with its program. Their mission is to foster a dialogue between individual genres and make the current happenings on the art scene accessible to the widest public, to support original projects in the fields of visual arts, theatre and music as well as interdisciplinary and experimental platforms and to create a space where the art is alive and artists are present, enhancing a direct exchange between international artists and the visitors, as well as between different fields and generations. After successful reconstruction, the place represents a favorite local/regional/national/international event-location, making art more accessible in the city and promoting the cultural centrality

of the City of Prague within Europe. Furthermore, it hosts Artists-in-Residence programs and cooperates in international strategic partnerships with institutions (e.g., European Center for Contemporary Art Projects CEAAC Strasbourg).

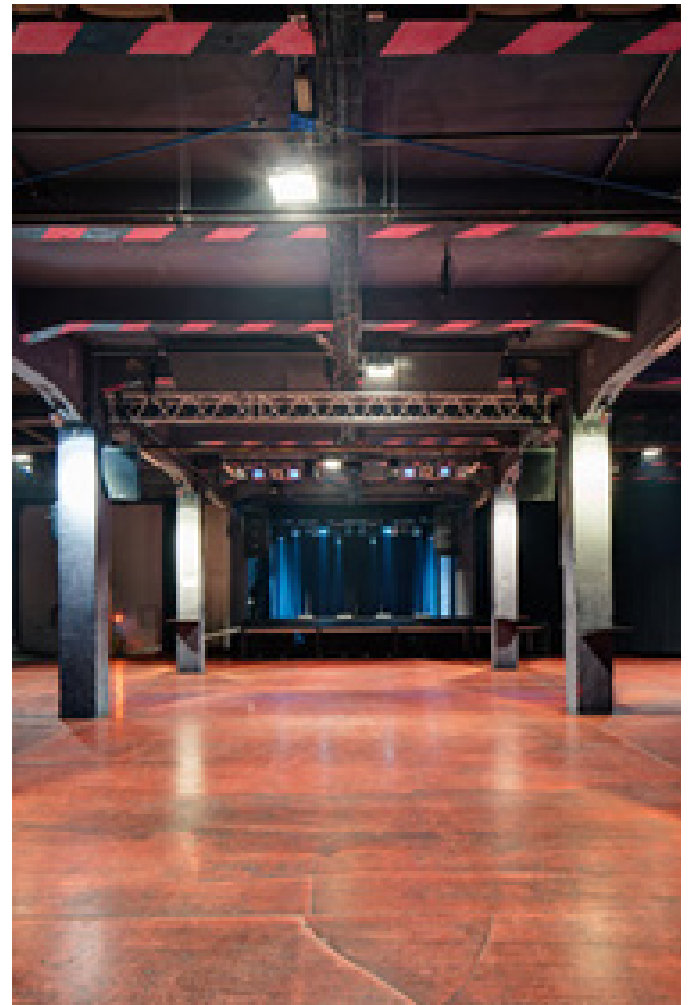
STAKEHOLDER INVOLVED

- City of Prague (Magistrát hlavního města Prahy)
- Meet Factory Group
- citizens
- international visitors
- art community

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

MeetFactory is supported by grants from the City of Prague.

IMAGES/PHOTOS



REFERENCES

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8mička Humpolec

Humpolec, Czech Republic

TYPE Bottom-up

DESCRIPTION

The 8mička foundation was formed by locals, Bára and Zdeněk Rýznerovi in cooperation with the large local community and citizens, entrepreneurs, and experts of Humpolec. Its aim was to reconstruct the previous famous textile factory zone into a new cultural hub. The zone 8smička in Humpolec aims at blurring out differences between the centres and the peripheries. This goal is driven by the location of the industrial area, located halfway between Prague and Brno, two biggest Czech cities ("Art between Prague and Brno). It aims to provide a cultural hub outside of the major Czech cities and therefore has undertaken a major transformation into a cultural venue which conveys a visitor's encounter with contemporary art. The Art Zone 8smička also has the ambition to create an impetus for creation of a local community in Humpolec, which would also be open to all visitors from the surrounding area and further. 8smička shows 3 curated exhibitions per year accompanied by variety of programmes. 8smička opened in 18 April 2018 and it is administered by 8smička Foundation.

STAKEHOLDER INVOLVED

- citizens
- local entrepreneurs
- expert groups

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Currently a completely citizen-driven initiative.

IMAGES/PHOTOS



REFERENCES

- <https://8smicka.com/en/>

Kusterdingen Parkinghouse

Reutlingen, Germany

TYPE Top-down

DESCRIPTION

Industries and companies located in the City of Reutlingen need areas for being able to expand their business. In the region there is a lack of areas that can be used for industrial or commercial purposes. The City of Reutlingen, together with the Municipality of Kusterdingen decided to work together and build a Parking house in one of the industrial areas situated at the western end of the Reutlingen city and directly next to the Kusterdingen. Based on the decision that cars can be organized in space vertically, the City of Reutlingen can use areas that were being used for parking lots, to work on further development on the industrial area. In the parking house they were also able to develop the infrastructure for autonomous driving and charging spots for electric cars. Through this development approach they got 21,000 m² which can now be used for commercial purposes.

STAKEHOLDER INVOLVED

- companies located in the industrial area
- transport planning experts
- city planning of the Reutlingen
- city planning of the Kusterdingen

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- citizens
- local entrepreneurs
- expert groups

IMAGES/PHOTOS



REFERENCES

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Fabra i Coats – Art Factory

Barcelona, Spain

TYPE Top-down

DESCRIPTION

Area of intervention is about 1,000 m² as part of the ex cotton production factory of the size of 27 hectares.

It is an example of the transformative approach implemented in a post-industrial area, in the Sant Andreu neighbourhood. A former textile factory became a creative hub for artistic creation in multiple disciplines (performing and visual arts, music and so on). The project brings more than 28,000 m² of facilities to the Sant Andreu district and for the first time in an industrial heritage urban regeneration project, social housing is included in the proposal. Fabra i Coats is a part of the 11 centres network of publicly owned Art Factories, in different neighbourhoods of Barcelona comprising a total of 30,000 m² of reconverted industrial buildings and 1 one of the 2 initiatives in the neighbourhood. The Art Factories Programme is an initiative of the Barcelona City Council (2007) coordinated by the Directorate for Programmes at Barcelona Arts Council, specifically the Barcelona Laboratory programme and one of the main strategies adopted to revive obsolete industrial and unique venues to transform them into new public venues which are generators of culture and innovation, with the end of placing culture at the core of Barcelona – (Culture21, pp2, 2018). The aim was to create centres for art production, training, and research centres,

while involving public-private actors from scientific, academic and citizen sectors, and space for social and cultural innovation.

The innovation in terms of governance in urban regeneration projects is the hybridisation in public/private management and participation.

STAKEHOLDER INVOLVED

- Barcelona City Council (ownership)
- Institut de Cultura de Barcelona (management)

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- citizens
- local entrepreneurs
- expert groups.

IMAGES/PHOTOS



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- <https://www.interregeurope.eu/rcia/news/news-article/4713/rcia-visits-fabra-i-coats-art-factory/>

Spazio 13 – creative hub

Bari, Italy

TYPE Top-down + participation

DESCRIPTION

An example of a reuse type of urban regeneration of a disused school in a peripheral neighbourhood in transition, Libertà, in Bari. The Spazio 13 is part of an integrated urban regeneration project initiated by the municipality in 2014 to convert the former Tobacco Factory in a scientific research Campus to revitalize the local economy, with a strong focus on youth capabilities. With the help of 15 youth associations, it became a true example of participation of civil society and local networks starting with the co-design phase. The space has 3 levels dedicated to activities such as: informal education, making and urban regeneration (3d printing, labs, carpentry, collaborative workshops, etc.), arts and cultural events. The Spazio 13 is funded by the National Association of Italian Municipalities (government), it is in line with EU Agenda promoting reuse and participation, Italian legislation promoting social inclusion, a spectacular example of physical and social innovative urban regeneration.

Innovations in terms of governance in urban regeneration are the co-design phase, crowd funding and the PPP model, a collaboration between partners and institutions, with results monitored by an internal committee at the Municipality of Bari and by the ANCI technical committee which financed the project.

Some results are: 15 NGOs and 80 young people (16-35 age group) involved in the co-design; 1,110 people (residents and local stakeholders) involved in public events and discussions; 630 young people involved in informal educational activities; 5 start-ups in co-working; rise of the awareness towards participatory planning methods and new skill creation.

STAKEHOLDER INVOLVED

- Municipality of Bari, local district
- ANCI
- 15 NGOs
- local community
- local youth
- start-ups
- non-commercial private sector (cultural, creative organizations)
- resident association

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- subsidiary conversion of a public owned building
- government level urban regeneration strategy
- tender
- crowdfunding

IMAGES/PHOTOS**REFERENCES**

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Željezara Zenica

Zenica, Bosnia and Herzegovina

TYPE Top-down

DESCRIPTION

Early in 2003, the City of Zenica started activities to boost the local economy. Process included organising a lot of workshops with relevant stakeholders to define future strategies and actions in that matter. As a result, it was decided to create business plans for creation of the Business zone Zenica, the Business incubator Zenica and the Development Agency that would manage these instruments of local development. Soon after that, the implementation phase started. The main reason was because the City of Zenica got unused and derelict greenfield and brownfield locations that were previously a part of Zenica steel company (Željezara Zenica), the industrial site as a compensation for debt towards KGZ and KN. The compensated land was in the size of the 330,000 m² had a real good location, almost perfect for planned actions. The City of Zenica established the Business zone, the Business incubator and the Zenica Development Agency, ZEDA Zenica.

Nowadays, the business zone is hosting 97 companies that are actively working and creating added value each day with more than 1,200 employees. Besides that, the business incubator hosted more than 150 start-ups of different orientation and is occupying more than 90% of its capacity (40 incubation spaces) each moment and employing about 200 workers now.

The ZEDA Agency implemented many different European and local project, managing incubator and business zone and it is actively supporting the city administration in local development activities.

Future plans are addressing the revitalisation of another derelict building and turning it to a home for future 36 start-ups that are oriented toward new technologies, which will lead to expanding current capacities of the business incubator. Aside that, the plan is also to establish a new incubator especially for production companies as well, and to finish selling the rest of greenfield and brownfield locations in the business zone. After successfully implementation of planned activities they are planning to have at the end a business zone with more than 250 companies, located in post-industrial area that was previously derelict and unused.

STAKEHOLDER INVOLVED

- City of Zenica
- Zenica Development Agency ZEDA
- City Economic Council
- Regional Development Agency REZ
- University of Zenica
- European funds and donor organisations

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- business plans for the Business zone Zenica, Incubator and ZEDA Agency
- study on development of TechnoPark Zenica
- decision on establishing Business zone, Incubator and ZEDA Agency
- City Strategy for the development

IMAGES/PHOTOS



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- <https://zeda.ba/biznis-inkubator-zenica-biz/>
- <https://zeda.ba/laboratorija-za-testiranje-sigurnosti-proizvoda-lind/>
- <https://www.zenica.ba/centar-za-investitore/>

Waltrovka Residence

Prague, Czech Republic

TYPE Top-down approach (based on the Zoning plan of the City of Prague while the Building Authorities approve the construction/regeneration of the specific area)

DESCRIPTION

The Waltrovka Residence is a unique project of the Penta Real Estate with the aim to revitalize a large area in Jinonice in Prague, on the site of the former Walter Motors factory from 1911. Gradually, in several stages, more than 650 flats were built in four to nine-storey buildings, 54 family houses and tens of thousands of offices and retail space in Waltrovka. The main ambition of the project is to create a new modern district, to offer all the comfort and services to its inhabitants while continuing the tradition and history of this area and preserving certain industrial elements of the buildings of this unique place. The large size and the fragmentation of the area offer a wide product mix of housing. Besides that, a completely new park, recreation zones full of greenery and rich tree lines lining the roads in the area were created on approximately 1,7 ha. Almost 3,000 m² of space was created for various types of shops (groceries, drugstores, etc.), restaurants, cafes and other services, such as a post office or a kindergarten. The construction of the third and at the same time the last stage began in July 2018 and will introduce a new housing concept of town houses, family terraced houses or a premium apartment buildings. The completion of the 3rd stage is planned for December 2020.

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- economic and financial instruments
- legal (mandating)
- social and cultural Instruments

Concept papers at the national level:

- National Brownfields Regeneration Strategy (2019)
- Strategic Framework of the Czech Republic 2030
- Regional Development Strategy of the Czech Republic 2021+ (2020)
- State Environmental Policy of the Czech Republic (2012 –2020)
- Territorial Development Policy of the Czech Republic (2018)
- National database of brownfields (CzechInvest): www.brownfieldy.cz)

Conceptual documents of the City of Prague:

- Strategic plan of the Capital of Prague
- Housing Policy Concept of the Capital of Prague for 2004 and the following period

The concept of Smart Prague until 2030

- Strategy for the development of public spaces City of Prague (2014)
- Zoning plan – so-called Metropolitan plan

STAKEHOLDER INVOLVED

- City of Prague: holder of a zoning plan
- private investor: PENTA investments
- Institute of Planning and Development of the city of Prague: the main conceptual workplace of the Capital of Prague in the field of architecture, urbanism, development, creation and administration of the city. It processes strategic, urban and territorial development documents.

IMAGES/PHOTOS



REFERENCES

- <https://www.waltrovka.cz/>
- https://www.stavebni-forum.cz/diskuse2014/prezentace/11092016_palicka.pdf
- <https://www.e15.cz/byznys/reality-a-stavebnictvi/waltrovku-v-prazskych-jinonicich-nahradi-nova-ctvrt-za-pet-miliard-korun-1047567>

Shopping centre Gallery Vaňkovka and Wannieck Gallery

Brno, Czech Republic

TYPE Bottom-up approach: Since its establishment in 1994, the civic association Vaňkovka has tried to support the initiative to reconstruct and revitalize the area for business, cultural and educational purposes.

DESCRIPTION

The former machinery factory was located in the area of today's so-called South Centre of the Brno city (2nd largest city in the Czech Republic) between the main railway station and the bus station. Between 2003–2005, two buildings were reconstructed on the site, and a shopping and a commercial centre was built. The large-scale project can be considered as a symbol of the revitalization of brownfields in Brno. After more than 15 years, there has been a revitalization of the urban area, used by residents and visitors of the city. It is a place with a total area of 4 ha, which captures the spirit of the site through a well-designed composition of business branches, restaurants, furniture, greenery and spaces for social and cultural events.

The Vaňkovka complex currently consists of 3 buildings: the Vaňkovka Gallery, the Wannieck Gallery and the headquarters building of the company Jižní centrum Brno, a.s.

- the Gallery Vaňkovka functions as a business and social centre in a 320 m long two-storey shopping gallery with 130 shops, cafes and snack shops on an area of 37,000 m². The roof of

the building is used as a parking area with the capacity of 1,000 parking spaces. The Gallery Vaňkovka won several awards, like the first prize in the category of shopping centres in the Best of Reality competition 2005.

- reconstructed former engineering plant, the Wannieck Gallery, is used as an exhibition and concert hall
- in the renovated office building at Zvonařka Street the Jižní company center Brno is located which offers retail space for rent.
- The total cost of the revitalization reached almost 121 million euros.

STAKEHOLDER INVOLVED

- public investor: City of Brno (through joint-stock company “Jižní centrum Brno”)
- private investor: Developer (ECE company)
- civic association Vaňkovka – supporter and promoter of the project
- partnership foundation, VIA and OSV Foundation
- Youth Centre JUNIOR

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- social and cultural instruments
- legal (mandating)
- networking – organisation of workshops, exhibitions, concerts and theatre festivals
- planning weekend for the public on the topic of future public spaces in Vaňkovka
- petition for resolving the lengthy privatization of Vaňkovka by the year 2000
- round table with foreign experts, representatives of the city and the company ECE on the conditions and risks of the prepared project
- emphasis on solving the problem of brownfields is placed in many conceptual documents at all levels of public administration.

Conceptual documents of the South Moravian Region

- Economic Development Strategy in the South Moravian Region 2020
- economic development strategy of the South Moravian Region in the field of agriculture, processing and food industry (2005-2006)
- Regional Innovation Strategy of the South Moravian Region 2014 – 2020
- Database of brownfields in the South Moravian Region (www.brownfieldy-jmk.cz)

Conceptual documents of the City of Brno

- Strategy for Brno 2050
- Concept of economic development (2009)
- Housing strategy of the City of Brno 2018 – 2030
- Tourism program of the City of Brno 2016 – 2020
- Map of brownfields in the City of Brno: www.brno.cz/brownfields

IMAGES/PHOTOS



REFERENCES

- <https://www.galerie-vankovka.cz>
- <https://docplayer.net/150087405-Brno-brownfields.html>
- <https://istyle.cz/prodejna-brno-vankovka.html>
- <https://www.akcniceny.cz/obchodni-centrum/galerie-vankovka/>

“Masná – Křenová” – former abattoir

Brno, Czech Republic

TYPE Bottom-up The site was selected by the Housing Department of the City of Brno for the housing construction in 2002 (based on a zoning plan of the city).

DESCRIPTION

The revitalization of the site delimited by the Masná and the Křenová streets as an example of the first large-scale comprehensive reconstruction of brownfields for housing purposes in Brno, which was managed by the city. The locality Masná - Křenová is a part of a wider area, for which the Regulatory Plan “Křenová - Masná – ČD line” was approved in 2000. The results of the ecological audit of the area requested a more detailed survey which was implemented in 2003, since ecological load on the soil was expected. The location for the implementation of the housing project was selected in 2002 by the Housing Department of the City of Brno. Subsequently, a feasibility study of the apartment building construction plan was prepared. It was necessary to demolish 10 buildings and decontaminate the area. The total cost reached 1,13 million euros. Based on the financial demands of the project, the city decided to sell a part of the site. The obtained funds were used for the reconstruction of the site. On the sold area, the private investor (the company KORED, s.r.o.) built a multifunctional house

called Zderad, upon meeting the condition of decontamination in the amount of roughly 110,000 euros. The zoning permit for the construction of 2 city apartment buildings was issued in 2004. Their construction was carried out using state subsidies. The construction of apartment buildings with 35 and 40 apartments started in 2005 and was completed in 2007 with the costs up to 4 million euros. The construction of the Zderad multifunctional building was completed with approximately 15 million euros. The complex reconstruction has in a total of 267 new flats, which are mostly small, and 31 non-residential units for commercial use in a pleasant environment along the river near the city centre.

STAKEHOLDER INVOLVED

- public investor: City of Brno
- private investor: limited liability company KORED

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- legal and regulatory instruments – driven by conceptual documents of Brno city as in the previous case
- financial instruments

IMAGES/PHOTOS



REFERENCES

- <http://www.byty-krenova.cz/>
- <https://docplayer.net/150087405-Brno-brownfields.html>

Sports climbing center

“Plezarna”

Kranj, Slovenia

TYPE Bottom-up Three climbers, Anže and Tine Marenče together with Janez Ziherl noticed that despite the long tradition of sport climbing, there is a lack of climbing infrastructure, especially for families and recreation in the City of Kranj and the whole Gorenjska region. They

approached the project as initiators and investors, while the Municipality of Kranj cooperated in this sense by enabling sports activity in the area, where initially only business and industrial activities were meant by the spatial plan.

DESCRIPTION

The Oljarica area has more than 100 years of history. The area along the Kokra river used to offer a suitable area for industrial development. The first Oil Mill was located here before the First World War. After the Second World War, a Cekin oil factory was developed in the area and operated until 1990. Later, the entire complex of buildings was sold, and the end buyer decided to cadastral regulate the area and sell it to several economic entities. The owner also demanded that the area needs to have a manager among which the company Domplan was chosen. Owners covered the costs for the arrangements within the area according to their shares.

A new company, the Plezarna, has found its place in the area offering a climbing center for children and families. Since the refinery part was the most appropriate for climbing it due to the situation required a complete reconstruction. The building, with around 800 m² of net floor area took the advantage of the old building with a over 3 floors high silos inside. When the siloses were removed, the space offered

a high climbing wall. The entire building was in a such poor condition that it was necessary to replace all installations, renovate all floors, walls and ceilings, also static reinforcement of the building was carried out. The roof was still good enough and it has sense to restore the building and not demolish it. The Municipality of Kranj recognized the value of this initiative and enabled changes in the purpose of the use of those facility from industrial to sports and recreational area. Based on that it was possible to obtain the appropriate permits for the implementation and operation of a sports climbing center. Prior to the opening of the climbing center, only industrial and business activities were held on this location. When the center started operating, its presence proved to be a generator of further development and revitalization of the area, as new activities such as a sports equipment store, yoga center, etc. have already appeared in the abandoned buildings in its immediate vicinity.

STAKEHOLDER INVOLVED

- privat investors
- Municipality of Kranj
- climbers-users of Plezarna

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Municipality of Kranj changed the city masterplan, so that sports activities were possible in the area where initially only business and industrial activities were planned.

IMAGES/PHOTOS



REFERENCES

- <https://plezarna.si/>
- <https://www.sta.si/2810471/v-kranju-nastal-nov-center-za-plezanje-plezarna>

ExRotaprint

Berlin, Germany

TYPE Bottom-up

DESCRIPTION

The ExRotaprint was founded in 2007 by tenants of the Rotaprint industrial complex in the Wedding, a traditional working-class district in the Northwest Berlin. When the complex was put up for sale by the Berlin Municipality's Real Estate Fund, members of the ExRotaprint began to investigate the possibility of buying the area. Teaming up with two anti-speculation foundations, the tenants' non-profit company became the owner of the 10,000 m² complex, setting a precedent in Berlin that inspired many experiments in cooperative ownership, and a campaign to change the city's privatisation policy. Objectives for the project and its development are the renting of equal space for "work, art, and community"; securing a socially integrative nature, and its non-profit status. These objectives were formalised in the heritable building right contract which makes them obligatory for the duration of the contract.

STAKEHOLDER INVOLVED

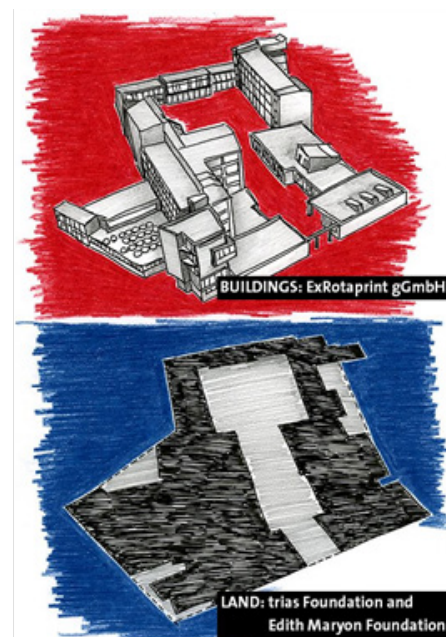
- ExRotaprint gGmbH
- Stiftung Trias
- Stiftung Edith Maryon
- City of Berlin

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

No public policy but an innovative use of a contract: "Heritable Building Right Contract"

The heritable building right is a kind of long-term lease. The instrument was established in Germany more than 100 years ago to lease land to cooperatives to build affordable housing or to enable poor families to build a house. Instead of buying the land in the beginning, which would necessitate a lot of capital, they pay an annual interest or lease fee. This fee is not paid off within 25-30 years, like a mortgage to a bank, but permanently, for 99 years to the landowner. In our case, instead of paying a mortgage, we pay the fee to foundations that use their revenue to move further land off speculation. The heritable building right is a legal instrument that separates the land from the buildings and thus splits the ownership. The ExRotaprint gGmbH owns the buildings, and the foundations own the land. This secures the land from being sold again because to exclude selling of land is the very reason for the existence of these foundations.

IMAGES/PHOTOS



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(The ensemble of concrete tower, office building and assembly hall on the corner of Gottschedstraße and Bornemannstraße, built 1957-58 by architect Klaus Kirsten.

(Photo: © Martin Eberle, 2013)

Ownership and Heritable Building Right. Image (c) ExRotaprint

Hôtel Dieu

Rennes, France

TYPE Top-down , Bottom-up

DESCRIPTION

The Hôtel Dieu is a city's historical heritage, which was constructed in 1858. The Hôtel Dieu hosted a maternity ward from the end of the 19th century until 2009. Within the project of the Rennes 2030 lead by the city with the aim to create new attractive centre, the regeneration of this unused space started in 2017 with a citizen consultation, a first step in the co-creation process.

The building of this historic Rennes hospital will include housing, a health and well-being centre, a hostelry with an attractive range of services, a restaurant area, shops and the Rennes Hospital Heritage Conservatory. The ambition is to breathe new life into this historic site by creating a new, atypical and popular destination. Located in the north side of the city centre, the project will permit to extend the city centre northwards (while its attractiveness is gradually fading away) and create a new attractive and multimodal place.

POLICY INSTRUMENTS USED

- Rennes 2030
- Rennes Local Urban Development Plan: social rental housing for 20% of the total surface area of housing, and subsidized housing for 25% of the surface area of the new programme

STAKEHOLDERS INVOLVED

- Rennes Hospital (building owner) in partnership with the City of Rennes.
- Linkcity (private actor): call proposal winner to redevelop the site.
- citizens (citizen consultation).
- associations, start-ups, shop-holders.

IMAGES/PHOTOS



REFERENCES

- <https://rennes-hotel-dieu.com/>
- <https://www.letelegramme.fr/ille-et-vilaine/rennes/a-rennes-le-collectif-des-sans-papiers-occupe-l-hotel-dieu-13-07-2020-12581967.php>

El campo de Cebada

Madrid, Spain

TYPE Bottom-up

DESCRIPTION

In the `70s, a part of the food markets in Madrid have been covered with metal structures, being thus transformed into “municipality squares”. The Cebada square was one of the oldest food markets in Madrid, and met the same destiny as the others, converting into a meeting place for citizens that were living in the La Latina neighbourhood. In the middle of the 20th century, because of the sanitary conditions imposed by law, the metal structures have been with large, robust concrete structures that enclosed the space. In 1968, the last open space from the La Cebada square was occupied by a sports center and that was the moment when the square lost entirely it’s openness towards the community. In the 21st century, the municipality came with a plan of reorganizing two public facilities: the new market and the sport center, which were about to become private. The sport center has been demolished in 2009 and, even if it was the only space dedicated to physical activities in the entire neighborhood, no investor was willing to intervene in that area to build another one. Thus, in the heart of the historical center of the city, now there was only an abandoned field of 5,500mp (60,000 sqf) surrounded by an opaque fence.

The first initiative in this space was during the “White Night”, which care, periodically proposes to temporary occupy public

space, aiming to better the relationship between the city and the citizens. They equipped the space with a tropical forest and an open pool, making people much more enthusiastic regarding the potential of this space.

Once the artistical “installation” was removed, citizens felt like being deprived of a right they have had and now no longer did. They didn’t want to give up to that space that felt they deserved and where they felt good, even more as the Local Council wasn’t keeping its promise to reinvest in those facilities that once existed there. People of all ages together with young architects reunited under the name of “El Campo de Cebada” (The field of barley) to find a way to keep the space so that the community could use it before the eventual construction would start

With this purpose in mind, they launched a web site for sharing information and for discussion. They organised several meetings in a bar nearby the market to discuss and to reach the agreement regarding what they were about to ask from the Local Council.

Although they didn’t wish a permanent intervention that might hinder the construction of the future facilities, nor any noisy activities during the night, the officials were rather reluctant regarding the proposal, stating that the group

needed to be an association because giving rights over a public area that already had a project of development needed the presence of a legal entity to negotiate with the Local Council. Besides these, a lot of administrative problems were also invoked like who will hold keys, how exactly the space will be used, at what time, who will be responsible for insurance, who will sign for the intervention works, who will finance, etc.

However, all those involved insisted, showing a willingness to experiment with a new way of collaborating with the Local Council, so that the space in question could be used as a support for various social activities, and openness to hold themselves responsible for the proposals, the decision-making process, and the administration. In 2011, after the legal establishment of neighbourhood associations, they received from the Council the agreement for the temporary use of the space.

First activities that were held on the site were weekly meetings, where commissions were formed for proposing and approving the activities to be carried out there. Proposals as well as other information of interest were put on the web site and at the entrance of the site.

In a short time, the site was cleaned and equipped with water and electricity, the sports areas were painted, and football gates and basketball hoops were placed. Grey color of the concrete has been replaced by colors and graffiti were made by local artists. There is also an area where children can go skating or cycling, without being in danger due to cars.

The street furniture was created from recycled materials, in workshops of "temporary urban design - handmade". The objects made in these workshops

are mobile and flexible, so that they can, for example, delimit a playground. The success of the local basketball team led to the necessity to have some places to seat on different levels. In large boxes, people put plants, that can be moved in such a way that they would benefit enough from the sun. Moreover, people organize from time-to-time courses of botany and horticulture. To avoid heat during the summertime, they arranged a shelter starting from a metal structure, on which they put recycled textiles which cover the entire site. A container for storing tools and street furniture items was placed as well, forming a terrace that functions as a grandstand during public events.

There is indeed a wide variety of public events, and the theatre, cinema, conferences and concerts program is dynamic and constant. One of the most appreciated elements of the program is "Piscinazo", in which in summer there several inflatable pools and various games are organized. On the same place local festivities, events with traditional dances or celebrations in open space are held. In addition, there are spaces for social initiatives such as debates, common breakfast, or meetings for the needs of conflict management.

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

"El Campo de Cebada" is an interesting experiment both for local administrations as for specialists and citizens. The administration should consider the spontaneity of this project, that managed to challenge the official channels through a committed initiative, remarkable for transparency, participation, and social

inclusion. Perfectly aware of its provisional status, the project has its origins in a dispute with the administrative sector, as a result of which, in the end, both parties had to win. In addition, the project can now be seen as a precedent, which could be repeated anywhere, given the frequency of abandoned spaces today.

STAKEHOLDER INVOLVED

Regarding the architects and the engineers, the project become interesting because of its temporary character and as a result of a consensus and not of the orders and segmentations of an external entity. Unlike most public spaces, in this case, the function was prevalent and preceded the shape given. The space is constantly remodeled through an open and dynamic process led by people with the necessary technical knowledge. They are in the partnership with the users, which they form, by teaching them common abilities and sharing their objectives.

For the locals," El Campo de Cebada" is the living proof that together they can make the city better, that there is also something else beyond top-down planning. After existing as a cement volume for decades, the space returned to its initial shape, being perceived as a square, having open air areas that accessible to the community. It is no longer an inaccessible empty space, abandoned indefinitely, but a public space in the true sense of the word, which the whole community enjoys, especially since it is used by several members of the community.

IMAGES/PHOTOS





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Plechárna Prague 14

Prague, Czech Republic

TYPE Bottom-up

DESCRIPTION

Initially built as a boiler house and later serving as a car repair shop, the Plechárna was converted in 2013 into a Prague 14 community centre with a broad range of activities, a café and a leisure-time facility. The basic idea was to create a place for meetings and spending one's free time. Local residents were to be involved in the planning from the beginning of the regeneration process. The Prague 14 city district entrusted the Plechárna to the contributory organisation and in spring 2013 residents met for the first time in order to take a part in the discussion in the direction that the Plechárna should take and how it should look. Workshops for local children and local youths were also conducted. Young generations needed to be kept in mind during the construction of the Plechárna. Due to the fact that the building neighbours a skate park, it would have to be expanded with a covered sports field in the leisure-time facility. The Plechárna was opened to the public for the first time in September 2013. From the beginning, the plan called for a covered skate park, regular sports courses and one-off events. In only three years, the Plechárna was converted into a centre that intends to enliven Prague 14 and to give local residents a reason to stay and to come here with friends and a place to send their children for sports and artistic

activities and, mainly, to get together. As this project was successful, the contributory organisation was tasked to undergo a similar expansion of Plechárna, in Prague 14 district Hloubětín, where an old building was repurposed for a new location of a public library, adjoint to a new coffee house and a multi-purpose hall, H55. The aim here was also broadened, giving new life to the public library space.

STAKEHOLDER INVOLVED

- Prague 14 Municipality
- citizens
- local entrepreneurs
- Prague City Library

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- establishment of contributory organisation for reconstruction & operation
- stakeholder meetings

IMAGES/PHOTOS



REFERENCES

- <http://www.plecharnacernymost.cz/en/>
- <https://www.h55.cz/cz/english>

Reconstruction of the "Centre for Youth"

Zenica, Bosnia and Herzegovina

TYPE Bottom-up

DESCRIPTION

The Centre for Youth was initially used as a kindergarten and later as a space for workshops for youth. It was underused because all activities were taking places in morning hours and only a fraction of available space was actually in use. For that reason, it was not economically justified to invest in the building which has significantly deteriorated over the course of last 20 years. The reconstruction was needed but the resources were limited. It was evident that this building must be used in its full capacity and should facilitate activities of non-governmental organization for youth, such as various educational, cultural and entertainment events in the city. We had to have bottom-up approach in order initiate activities which have led to grant funds for refurbishment of this building. The city administration has signed an agreement on mutual cooperation for establishment and operation of the "Center for youth" with the strongest non-governmental organization called Youth Association "REaktiv". In mutual cooperation another four non-governmental associations, chosen through a public call, have become tenants of this center. These six organizations provide different activities throughout day and have a great turn out in numbers of young participants.

The city administration has secured grant funds for reconstruction of this building with a goal to improve working conditions of young people in this Centre. Reconstruction works on the of the Centre for Youth included the implementation of energy efficiency measures, the replacement of the roof, windows and doors, the thermal insulation of the facade and the installation of thermostatic valves and calorimeters.

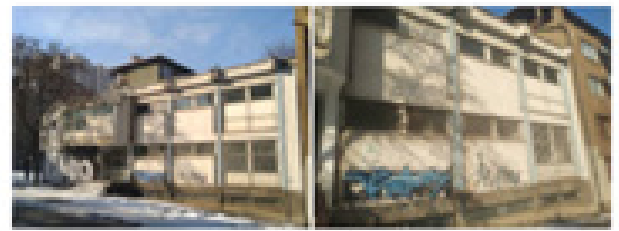
STAKEHOLDER INVOLVED

- City of Zenica
- Fund for Environment protection of FB&H
- Federal Ministry of Physical Planning
- Embassy of the Republic of Bulgaria in Bosnia and Herzegovina
- public company for spatial planning of the City of Zenica
- members of the organization for Youth that used space of The Centre for Youth

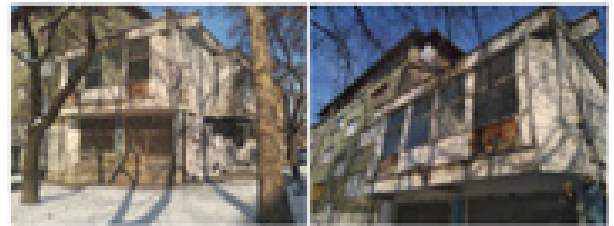
POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- partnering instruments – agreement with the youth association, agreement with Federal ministry of physical planning
- financial instruments – the city administration subsidizes the cost of maintenance and heating of this building

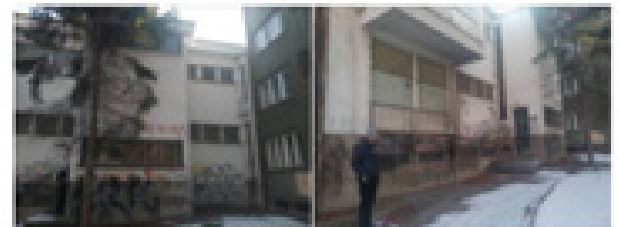
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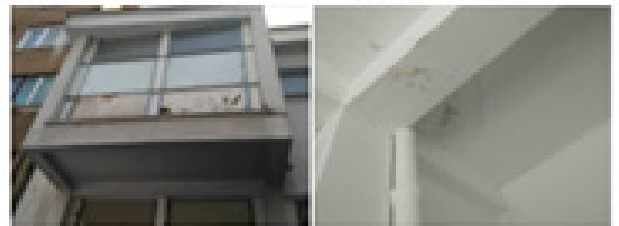
Slika 6. Priroda Jugoslavinske Travnice



Slika 6. Priroda Jugoslavinske Travnice



Slika 6. Priroda Jugoslavinske Travnice



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“City Tavern”

Zenica, Bosnia and Herzegovina

TYPE Top-down

DESCRIPTION

The Zenica City Tavern is a kind of a modern architecture museum from the socialist era. It was built as a part of a new urban development solution meeting the growing needs of the rapid economic and demographic development of the City of Zenica. For a long time, including the war period, the City Tavern of Zenica operated successfully under the management of the private company until the late of 90's. A place recognised once as a grandiose edition of socialist architecture was left with ruins. Unsolved property and legal relations kept the building as a hostage. For around 20 years, the building was locked, unoccupied and unused, thus a gradual deterioration in physical condition requested an extensive renovation. In the meantime, the city administration has managed to resolve property issues and legal relations. As the local government, which owns many other buildings and offices, initiated to put the building back to initial business. They were aware of the high renovation costs and therefore decided to offer a long-term lease for a private investor. First, an international call for the conceptual design of the City Tavern was published. The most prominent architects from the city and members of the Association of Architects of B&H were invited to evaluate and rank all conceptual designs which arrived

in the requested time. The best ranked conceptual design was then used for the need of a call for bidding the long-term rental contract, in a similar way as a private public partnership built-operate-transfer. In 2018 after all procedures were completed, the private investor signed a long-term lease contract for the City tavern with the City of Zenica which also obliged the renovation of the building in line with the selected conceptual design. The design bureau company, which won the competition, prepared an adaptation project of the City Tavern. The project needed to offer a new concept of using the existing, uninhibited, and significantly devastated building, together with the arrangement of the public space that directly surrounds it.

The City Tavern is located in the new administrative Centre of Zenica, connecting the old city centre with a new complex of buildings and factories in the first zone. Renovation of the former City Tavern began in August 2018 and was completed in November of 2019. The project included the renovation of the roof, the square in front of the building, the fountain, the exterior and the interior of the building in which inhabitants of the city and guests can use coffee bar, snack bar, restaurant, playroom, florist and other accompanying facilities. There is a space

of 650 m² as well as 13 toilets and area for non-smokers and smokers.

The winning conceptual design of the City Tavern was developed by a team of young architects from Sarajevo, the design bureau of “Lativa” Ltd. Sarajevo. Their ideas were also submitted at the competition of the Association of Architects of BiH.

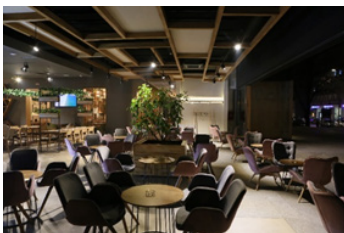
POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- partnering instruments – collaboration with private sector, collaboration with Association of Architects of B&H
- management instruments – governance to business
- financial instruments – creative financing model

STAKEHOLDER INVOLVED

- City of Zenica
- Association of Architects
- private Company “LS-Invest” Ltd. Zenica
- private Company “Lativa” Ltd. Sarajevo

IMAGES/PHOTOS



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From Globus department store to the modern library

Kranj, Slovenia

TYPE Top-down The Globus department store was run over by a new shopping center built in Primskovo. Due to empty and abandoned spaces, the building lost its significance and began to decay. At the same time, the Central Library of Kranj has been struggling with space constraints for many years. In 2005 the Municipality decided to renovate the dilapidated Globus building and give a new content to it. They decided that the Central Library of Kranj will get new premises in the renovated Globus. With this important decision, the city authorities covered two issues, the building got a new content with the renovation and with the preservation of its dignity, the inhabitants of the City of Kranj got a new, modern library. The fate of Globus was sealed with the signing of a contract for the purchase of premises for the Kranj Central Library. The municipality soon bought unfurnished business premises in Globus in the size of 4.673,50 m², which means most of the first and second floors and a part of the ground floor with the basement. Most of the funds for the library were provided by the municipality, and the purchase of a lesser was co-financed by the Ministry of Culture.

DESCRIPTION

One of the most prominent representatives of the modern architecture of the 20th century Edvard Ravnikar left his big monument in Kranj with well-known buildings and arrangements. One of his most prominent works in Kranj, among the Palace of the Municipality Kranj and Hotel Creina, is the Globus department store, which first opened its doors in 1973. The building had the first Corten façade in Yugoslavia. The fact that three large companies were selling their goods in the Globus department store was symbolically pointed out by three circles in the sign, which repeatedly appeared on the corten façade panels. In addition to the façade, an excellent architectural and functional novelty was the car park on the top of the building. The building retained its eminence even after the entire renovation of building's interior and exterior, which took place from 2006 to 2011. On the evening of June 29, 2011, a large number of Kranj citizens accompanied the opening of the new Kranj library. The new library in Kranj was so desirable and long-awaited, as proved by the large crowd of Kranj citizens and residents of the surrounding municipalities that accompanied its ceremonial opening. Many of them also lined up in a long chain that ran from the former study library to the new premises in the former Globus. You could recognize every link in the chain as a proud citizen of Kranj. Many loyal visitors

of the old library were fascinated by the size of the space and by small details like as various armchairs in a group or individually, seating bags, newspaper racks. They were also impressed by the beautiful views through the glass walls toward the surrounding streets. The former overcrowding has been replaced by airiness.

The library, undoubtedly modern and unparalleled in Slovenia at the time, was built with the aim to operate as a cultural, educational, information, communication and, above all, social center in addition to its basic activity of borrowing books.

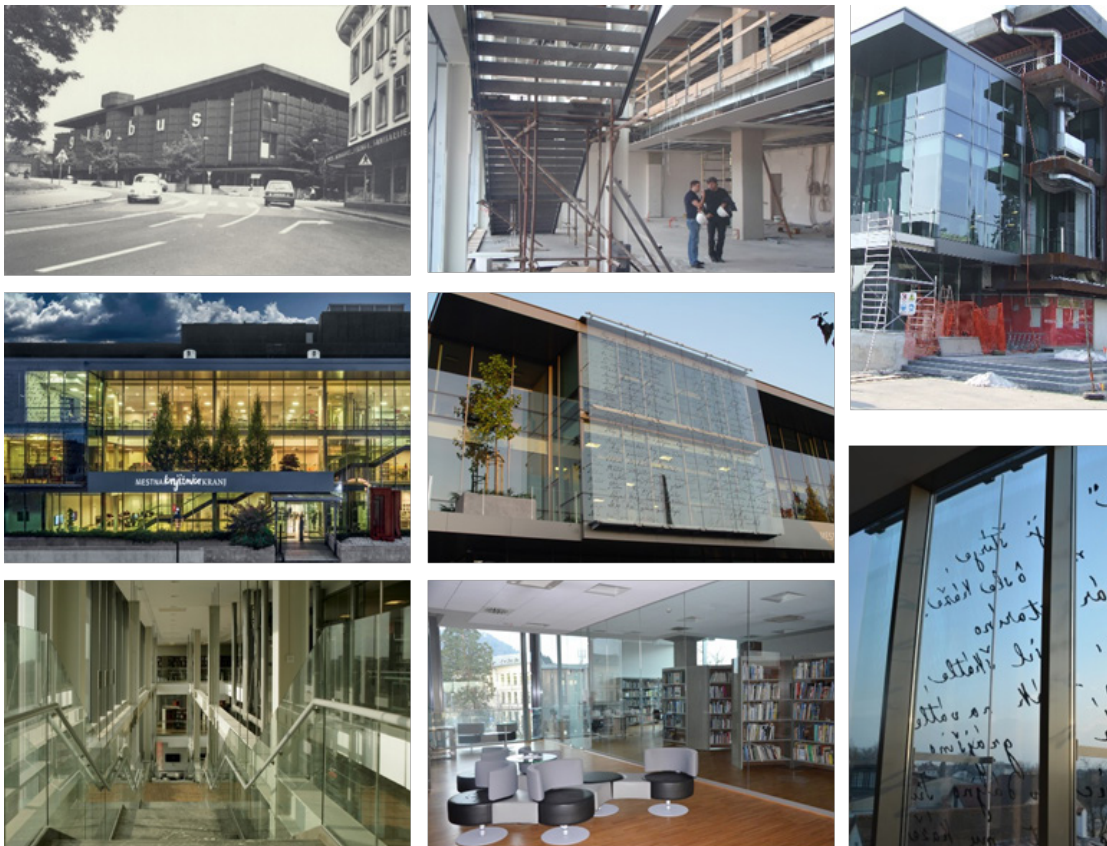
STAKEHOLDER INVOLVED

- City municipality Kranj
- Ministry of Culture
- Institute for the Protection of Cultural Heritage of Slovenia
- architects
- constructors
- director and library staff and to a large extent also its users

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

City Municipality Kranj bought unfurnished business premises in Globus in the size of 4.673,50 m² and carried out all activities from renovation process to finances.

IMAGES/PHOTOS



REFERENCES

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- <https://www.kranj.si/>

Das Packhaus

Vienna, Austria

TYPE Bottom-up

DESCRIPTION

Das Packhaus is a project of the Paradocks, an international think- and do-tank for reuse of vacant buildings in Vienna. Since 2014 Das Packhaus has been showing the potential for the temporary use in the City of Vienna thanks to a community of 85 companies coming from different fields. A place where companies can support each other and where the city can benefit from an original semi-public space.

IMAGES/PHOTOS



POLICY INSTRUMENTS USED FOR IMPLEMENTATION

No specific policy for urban regeneration. Only a temporary use contract with the owners.

STAKEHOLDER INVOLVED

- Paradocks
- Conwert



REFERENCES

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- <http://www.daspackhaus.at/>
- <http://www.paradocks.at/>

Prinzessinnengarten

Berlin, Germany

TYPE Bottom-up

DESCRIPTION

For 60 years the 6,000 m² site lay unused. Then in the summer of 2009 the not-for-profit organisation Nomadic Grün turned the wasteland into a green paradise. Along with friends, fans, activists and neighbours, the group cleaned away the rubbish, built transportable organic vegetable plots and used the first fruits of their labour.

Since 2009, the area was transformed into an organic and social garden. Fruits and vegetables are grown by the community for its own use and for sale. There is a café-restaurant where workshops are given, and there are activities for children and schools. Everyone is welcome: parents and their children, students, artists, natives, immigrants and counter-culturists work together.

The garden is mobile. Everything is in containers and can be moved if necessary. The garden is temporary and evolving and can change depending on what the participants want. If the City of Berlin needs the land, the “garden nomads” can be moved somewhere else.

STAKEHOLDERS INVOLVED

- citizens
- members of the association: organising workshops (on subjects like beekeeping in the city or growing potatoes), offer gardening sessions
- the city (owner of the place)

IMAGES/PHOTOS



<https://prinzessinnengarten.net/about/>

<https://www.urbangreenbluegrids.com/projects/prinzessinnengarten-berlin/>

REFERENCES

- <https://prinzessinnengarten.net/about/>
- <https://www.urbangreenbluegrids.com/projects/prinzessinnengarten-berlin/>

Reconstruction of ex-military building into kindergarten

“Crvenkapica”

Koprivnica, Croatia

TYPE Top-down

DESCRIPTION

Inside the former military barracks “Ban Krsto Frankopan” in Koprivnica today works the “Kampus d.o.o.”, a company that has a role in building and space renewal in a way that newly renewed buildings are as eco-friendly as possible. Inside a military complex there are three renewal zones: university, social and industry and in each of those zones different types of content are planned.

One of the brightest examples of the space renewal is a kindergarten “Crvenkapica” which found its space in a former military building inside this complex. Idea to place that kindergarten there came from city officials. The reconstruction started at the beginning of 2011 and the kindergarten was opened on 10.11.2011. The kindergarten was hosted in a completely renewed building which after its reconstruction gained an energy certificate B. The whole investment costs around 3.000.000 HRK and was financed by the City of Koprivnica.

STAKEHOLDERS INVOLVED

- Kampus d.o.o. – investor
- Koming d.o.o. – contractor
- “Koprivnički poduzetnik” – idea development

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

The reconstruction planning initiative came from city authorities. City authorities also made a decision to implement the project. During regular weekly meetings, the Mayor together with the Heads of the City Departments discussed ideas and at the end they have decided to start a process of reconstructing an ex-military building into a kindergarten.

IMAGES/PHOTOS



REFERENCES

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- <https://epodravina.hr/djecji-vertic-crvenkapica-otvorio-vrata-za-80-malisana/>

Synagogue restoration into cultural centre

Koprivnica, Croatia

TYPE Bottom-up, Top-down

DESCRIPTION

The Koprivnica synagogue was built in 1875. During its existing, the space had many purposes. During the second world war the synagogue was devastated and transformed into the prison. Most of valuable things were saved and are now exhibited in the Koprivnica City Museum. In the 80s and 90s, the synagogue served as a business space and warehouse for a tailor's manufacture. The synagogue was restored between 2005 and 2019. Various works were done like demolition, conservation works, carpentry works etc., all of that to get the synagogue to its mostly original state. After all mentioned works, the synagogue was proclaimed as a cultural heritage and now serves as a cultural centre under the name "Kulturni centar prim. dr. Krešimir Švarc". The idea for the reconstruction was based on multiple discussions between the Jewish community and city authorities where both had a genuine interest in the synagogue renewal. The reconstruction was financed by the city budget and the Ministry of culture up to 1.544.000,00 HRK.

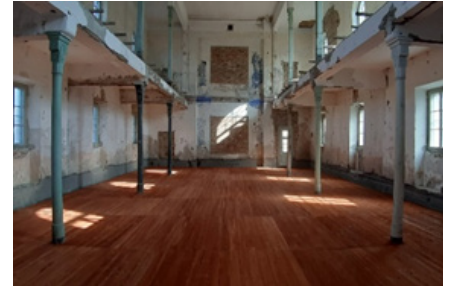
STAKEHOLDERS INVOLVED

- Jewish community
- Koming d.o.o.
- Švenda građenje d.o.o.
- Drvoholding d.o.o.
- Bračko 2, Lim, Bonac – contractors
- Coart d.o.o. – project documentation
- Vjekoslav Varšić – conservation works

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Planning and restoration initiative came from the Jewish community and city authorities. Regular weekly meetings with the city head of departments and Jewish community representatives.

IMAGES/PHOTOS



REFERENCES

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- <https://magazin.hrt.hr/534085/price-iz-hrvatske/pocela-obnova-koprivnicke-sinagoge>

Business incubator

Koprivnica, Croatia

TYPE Top-down

DESCRIPTION

The change of the use and adaptation of the administrative premises of the paper industry into the premises of the business incubator.

The “Koprivnički poduzetnik d.o.o.” is a company that manages business incubator in Koprivnica. It acts as a business center, a place where businessmen can get useful information, advices, services etc. “Koprivnički poduzetnik d.o.o.” got a space to operate in from the City of Koprivnica in 2010 which was formerly an administrative building for a local paper industry business “Bilokalnik”. Building reconstruction began in 2013. The reconstruction project addressed the improvement of the energy efficiency of the building, the reconstruction itself and the interior organisation. The incubator was also appropriately furnished. All works were done in a one-year time and the investment costs 1.900.000 HRK and was financed by companies' funds, the city budget and EU funds.

STAKEHOLDER INVOLVED

- Koprivnički poduzetnik d.o.o.
- City of Koprivnica

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

The initiative for the building reconstruction came from the “Koprivnički poduzetnik d.o.o.”. The idea was positively evaluated by city authorities so they together applied for EU funds. Regular weekly meetings were held where Koprivnica made decisions to support the idea (financially and logistically).

IMAGES/PHOTOS



REFERENCES

- <https://vijesti.hrt.hr/270521/maras-ove-godine-izlazimo-iz-recesije>

Komunitní zahrádka Paletka

Prague 9, Czech Republic

TYPE Bottom-up

DESCRIPTION

The Prague 9 decided to establish a community garden on one of its public spaces with the main goal to stabilize and strengthen the position of the targeted vulnerable group: mothers with children. During the pilot action, various stakeholders were involved. Besides the vulnerable groups described above, significant partnerships were developed during the project implementation. For example, a partnership with the NGO Kokoza, a new NGO aiming to create a network for all community gardens in the Czech Republic. Another was the maternity centre Knoflík which already had a great network of citizens of Prague 9, especially mothers with children but could not provide the opportunity to spend some leisure time outside, growing different plants, etc. The project team has also a good relationship with the kindergarten Pod Krocínkou, which is conveniently situated just next to the community garden. Another aim of the garden was developed, enhancing children education in biodiversity and the food cycle. Children can learn outside about planting seeds, watering, growing and harvesting, food cycle processes, etc. The aim was to choose and build a space, where a real community could be established. A well-functioning community garden was sufficiently established. Most of the owners of

the garden beds are members of the vulnerable group. A partnership with the Prague 9 Municipality was a key factor. Due to the support of the Municipality, a local space was provided (as well as legal support to the project basis).

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

After action planning, several public workshops were organized and several activities were implemented making the use of the presence of representatives of different stakeholders to better understand the needs of the particular group. Prototyping the garden in groups, using different materials was used to visualize the expectations. Groups were switched, assessed and each group evaluated other group's drafts of the garden to discover similarities and differences. The aim of the group and the municipality was to improve and provide a higher quality communication on the needs, target goals and results of the project. The representatives of the municipality participated on public workshops and a number of successful public meetings were found to rich the highest accomplishment. Currently, the municipality supports the project and is ready to continue supporting it also in the future.

STAKEHOLDER INVOLVED

- 9 Municipality
- citizens Prague 9 (esp. identified vulnerable groups)
- NGO Paletka
- partnerships with: NGO Kokoza, Maternity Centre Knoflík, Kindergarten Pod Krocínkou.

IMAGES/PHOTOS



REFERENCES

- https://www.facebook.com/kzpaletka/?ref=page_internal

Conversion of military barrack

Haidkaserne

Engstingen, Germany

TYPE Top-down

DESCRIPTION

This area was used as a military area from 1958 until 1993. The surrounding municipalities (Engstingen, Hohenstein and Trochtelfingen) established a special purpose association to be able to buy the area and started changing its zoning use. This process lasted until 2010. Now there is a commercial use with approx. 70 companies and 300 workplaces that are located in this area. The area is app. 100 ha big. 63 hectares are devoted to commercial use and the rest for agricultural fields, streets and public green areas.

IMAGES/PHOTOS



REFERENCES

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- <https://www.swp.de/suedwesten/landespolitik/handwerker-statt-soldaten-17537421.html>

Luchtsingel

Rotterdam, Holland

TYPE Bottom-up

DESCRIPTION

390m long wooden bridge

The project is known as the world's first crowdfunded public space project. The Luchtsingel is an example of the urban revitalization of the public space. It presented an opportunity appeared after the cancellation of the real estate-oriented project. Many buildings which remained vacant are now occupied by different functions like incubator for young entrepreneurs, co-working space, rooftop community garden (the first harvestable garden in the Netherlands), services like bars, design shops, events space, etc. 'I Make Rotterdam' was the name of the crowdfunding campaign (over 8.000 people) and the project won the Rotterdam City Initiative which provided the rest of the investment. The project connects the Centre and the North of Rotterdam and serves as a catalyst for economic growth.

Innovations in terms of governance in urban regeneration are the crowdfunding initiative, the Rotterdam City initiative, collaborative planning and co-design of the spaces around the bridge and the way the Luchtsingel Foundation, the owner of the bridge works. It has a Board of Trustees with advisory role, an

executive board, with the management role and in charge of leading the core workgroup (representatives of the Urban Development Department of the City of Rotterdam, municipality districts). Each month the two boards meet to revise the project and finances.

STAKEHOLDER INVOLVED

- private architecture office ZUS
- local citizens
- City Council
- The Luchtsingel Foundation-owner of the bridge (The Board of trustees, Executive board, Core work group)

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

City initiative public participation (citizens could propose projects) to be funded, crowdfunding

IMAGES/PHOTOS

...TO PERMANENT TEMPORALITY



FROM INSTANT URBANISM...



REFERENCES

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- https://www.archdaily.com/770488/the-luchtsingel-zus/55ac1ea8e58ece0f540001d3-the-luchtsingel-zus-photo?next_project=no
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Kamberovica field

Zenica, Bosnia and Herzegovina

TYPE Top-down

DESCRIPTION

The total surface area of the “Kamberovica field” is 46,764 m². The project for the revitalization of the area originates from 1980's. The initial plan was to build facilities for social activities. In later 1980's the construction has started but due to changes in regulations and the consequences of the war in 1990's, the development of the project was stopped. The revitalization of the area continued in a period from 2006 to 2009. During this period, the entire area of “Kamberovica field” was declared as a protected area in order to prevent to build additional buildings. The participation process was implemented in the development of urban planning solutions through several public hearings. Citizens, the local community, especially sports club which were consulted for size and shape of the new Arena participated in the process. There was also a tendering process which was transparent and open to public for the needs of implementing solutions. The best bidder offered a conceptual design which included the hotel, shopping centre and the City Arena. The precondition for a tender, after consultations, was to design a multifunctional City Arena with 6.000 seats.

Today, the “Kamberovica field” actually

represents the first concentric circle of the Zenica's green infrastructure. It is a skilfully designed oasis decorated with extremely beautiful bushes and trees nicely divided with the walking, jogging and cycling paths that partly follow the river line and offer guests the best possible way to get the first impression of the town and its inhabitants. The “Kamberovica field” is the epicentre of all recreational facilities in the town with City Arena, Football and Track and Field Stadium, Tennis Courts and Gyms. There is also a four-star hotel “Zenica”, shopping centre and a large parking area (1,500 spaces) with all complementary infrastructure.

STAKEHOLDER INVOLVED

- City of Zenica
- public company for spatial planning of the City of Zenica
- sports clubs in Zenica City
- public company for spatial planning of the City of Zenica
- private firms for conceptual design

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- partnering instruments – public consultation, agreement with sport clubs
- financial instruments – the city administration subsidizes the cost of maintenance and heating of the City Arena

IMAGES/PHOTOS



1. Unused area as public space's potential at Kamberovica field in Zenica
2. Unused area as public space's potential at Kamberovića polje in Zenica
3. Reactivation of public space at Kamberovica polje in Zenica – sports areas including “City Arena”
4. Reactivated public space at Kamberovica polje in Zenica – “City Arena”

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- <http://sportskiobjekti.ba/>

Do it yourself

Sofia, Bulgaria

TYPE Bottom-up

DESCRIPTION

In 2014 Sofia participated in the Mayor's Challenge, a contest launched by the Bloomberg Philanthropies Foundation to award the best and innovative idea to face the nowadays challenges which Mayors of big scale cities face to improve their citizens lives. Sofia was among the 21 short listed finalists and even though did not win the award, Sofia launched a pilot project "Do it yourself, Sofia" which implemented the idea for the contest in action in 2015. We launched a project which aimed to transform urban areas through innovative art interventions. 23 proposals by citizens and NGOs were shortlisted and after active voting by citizens on a dedicated Facebook page, 3 projects were awarded with funding for implementation. Among with this a campaign about the importance of self-awareness about the maintenance of urban areas was launched. As a result of this pilot action there are 3 urban areas renovated through art interventions with the active participation of the citizens and raised awareness among them about the importance of maintenance of the renovated areas by themselves. This pilot projects could be considered as the prototype of the "Sofia chooses" policy instrument.

Information about the 3 financed projects:

- *"Come to the park, step on the game!"*
The project revives the fun table games from the Bulgarian childhood, which unite, provoke communication in live environment. The well-known Ludo and Draughts were built in the park in big scale as instead of pawn people are moving on the dashboard and turn around the big dice.
- *Interactive graffiti*
With the support from famous graffiti artists, one unmaintained underpass was developed as an interactive space for smiles and pictures. Kids took part in a graffiti contest as well as in a game teaching how to recycle empty spray bottles was organized.
- *Lagera and friends*
Informal group of people living in Lagera neighbourhood in Sofia implemented a project for restoration and revitalization of a between blocks green area with children playground in it. They restored it and created a modern and safe playground for the youngest residents in the neighbourhood.

STAKEHOLDER INVOLVED

- Association “Transformers”
- Wide range of citizens and NGOs
- Sofia municipal administration

**POLICY INSTRUMENTS
USED FOR IMPLEMENTATION**

- urban planning
- civil engagement

REFERENCES

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- <https://www.mediapool.bg/sofiya-i-stara-zagora-sa-finalisti-v-konkursapredizvikatelstvo-za-kmetove-news219456.html>
- <https://podlezno.org/>

Let's decorate Sofia

Sofia, Bulgaria

TYPE Bottom-up

DESCRIPTION

In 2017 Sofia Municipality launched the annual campaign and contest "Let's decorate Sofia for Christmas". The idea is to stimulate citizens to contest for the best outdoor Christmas decoration of their homes and/ or neighbourhoods. Everyone who wants to share their Christmas decoration is allowed so and after a public voting on a dedicated Facebook page 3 winners are awarded. The idea behind this campaign is that through decorating their outdoor spaces each citizen can contribute for improving urban areas with small efforts.

STAKEHOLDER INVOLVED

- citizens
- Sofia municipal administration

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- civil engagement
- improving of urban areas

IMAGES/PHOTOS



REFERENCES

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Sofia Green Programme

Sofia, Bulgaria

TYPE Bottom-up

DESCRIPTION

Sofia Municipality launched the “Sofia Green” Programme in 2016. The programme works on the annual base, and it is financed by the Sofia’s budget.

“Sofia Green” aims to:

- improve green and park areas
- to provide an instrument for active civil engagement and participation in improvement and maintenance of public green areas
- to finance the improvement of public spaces between buildings in the neighbourhoods aiming to provide better quality green areas and therefore a better quality of life
- to encourage development of local initiatives and volunteering leading to social interactions and civil engagement

During years of operating this programme, many projects have been financed, therefore multiple public areas have been improved with the active participation of the local communities.

STAKEHOLDER INVOLVED

- citizens Sofia
- municipal administration

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Improving urban areas, civil engagement

IMAGES/PHOTOS



REFERENCES

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Urban Creatures “Art against vandalism”, “Souls in walls”

Sofia, Bulgaria

TYPE Bottom-up

DESCRIPTION

The "Urban Creatures" is a festival for urban art. The Sofia Municipality has supported many projects of the organization through its programme "Culture". Among them there are "Art against vandalism" and "Souls in walls". Both projects have been a part of the third edition of the festival, held in 2013, in support of the candidacy of Sofia and the Southwest region for European Capital of Culture 2019. The Sofia Development Association was coordinating activities related with Sofia's candidature for the European capital of culture.

Two Bulgarian artists (NAZIMO and BOZKO) have decided to regenerate urban environments in their home neighbourhood "Hadji Dimitar" by drawing murals on school walls (project "Art against vandalism") and on 25-meter-high walls of three blocks (project "Souls in walls") in Hadji Dimitar district of Sofia. They have also included in the process two worldwide respected artists in the field - SAINER and BEZT from ETAM CRU. All admirers of the urban art have been able to observe the process of painting live in Sofia. The Bulgarian artists were inspired to start the project because the district has had issues with graffiti vandalism and being on the outskirts of

the capital meets many of the challenges of the modern society. Their project has been implemented successfully with the support of Sofia Municipality, the citizens living and the area, the Polish Institute in Sofia and a private company, which has provided painting materials.

The result of these specific projects are three renovated buildings with beautiful and inspiring murals on them and a school which has acquired totally new facade. Thanks to this initiative, foreign artists and tourists have visited the district. The project "Urban Creatures" continues to attract people in Sofia through their urban art activities up until now.

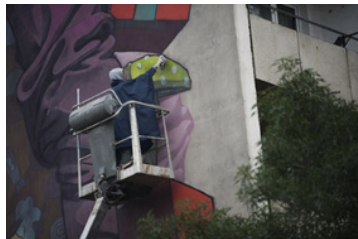
STAKEHOLDER INVOLVED

- Sofia Municipality
- citizens of "Hadji Dimitar" neighborhood, district "Poduyane"
- the Polish institute in Sofia
- private company "Megahim"
- football club "PFC Levski Sofia"
- 95 High School "Prof. Ivan Shishmanov"

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Programme "Culture" of Sofia Municipality

IMAGES/PHOTOS



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Boeritsa Hut

Sofia, Bulgaria

TYPE Bottom-up

DESCRIPTION

The ownership of the Boeritsa Hut is of Sofia Municipality. In 2011, the tourist association "Boeritsa" proposed to the Vitosha district a plan for the management of the hut and a legal framework that would allow it to carry out repairs. A valuable and a key partner - the Bulgarian branch of the international organization of students of architecture EASA Bulgaria (European Architecture Students Assembly) also took part in the restoration of Boeritsa. EASA were attracted precisely by the cultural-historical and social significance of the building and its location - isolated in nature and at the same time close to Sofia. The renovation also includes a fundraising campaign, which started with a small festival entitled "Boeritsa Awakens". The program of the festival included sightseeing of the hut, hiking, alpine trolley, workshops, discussions, music, outdoor screenings, and picnics. As a result of the renovation, the hut not only started working as a touristic place, but also managed to attract architects from 47 European countries for the INCM (Intermediate National Contact Meeting) of EASA, which was held in 2018. Afterwards, the EASA event was awarded by WhATA - annual awards for successes and failures in Bulgarian architecture.

STAKEHOLDER INVOLVED

- Tourist Association "Boeritsa"
- European Architecture Students Assembly (EASA)
- Sofia Municipality
- citizens
- tourists
- Vitosha district

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Public-private partnership; civil engagement

IMAGES/PHOTOS



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Programme “Europe” “Graffiti Depot”

Sofia, Bulgaria

TYPE Bottom-up

DESCRIPTION

Programme “Europe” was established by the Sofia Municipality in 2009 and since then it has become a platform for interaction between civil society and the local government. It has developed as an innovative program for civic participation in local policies and as a tool for implementing European good practices in local self-government and the public sector. The successful implementation of the Europe Program is an example of a very good cooperation of local authorities with the civil sector, academia, business, creative entrepreneurs, representatives of European institutions in Sofia, cultural centers of the European Union, and this interaction is extremely important for the development of Sofia. The programme “Europe” is implemented each year according to its priority areas, which are proposed by the Program Council and approved by the Sofia Municipal Council. The priority area remains unchanged over the years and reflects the essence of the Program related to the creation, implementation and promotion of good European practices related to improving the quality of life in the capital and enhancing the benefits of Bulgaria's membership in the European Union. Among that, other priorities have been improving urban spaces and the

development of Sofia as a green city. The project “Graffiti Depot” is one of many projects financed by the programme “Europe”. The art installation consists of graffiti painted on a “wagon composition” made of metal waste containers. “The culture of consumption” is the theme on which artists from local high schools improvised. The project aims to aestheticize, innovatively interpret, ennoble, and saturate with cultural and visual content of non-traditional for cultural life areas and spaces. The art installation contributes to stimulating innovation, development, and popularization of opportunities for contemporary urban art to find an alternative place for realization.

STAKEHOLDER INVOLVED

- Association “Step Forward”
- citizens
- “Studentski grad” neighborhood
- 55 High School “Petko Karavelov”
- 8 High School “Vasil Levski”

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- partnering/Networking instrument
- civil engagement
- improving of urban areas

IMAGES/PHOTOS



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Extension and reconstruction of the facility “Kindergarten and primary school Simona Jenka – center”

Kranj, Slovenia

TYPE Bottom-up The area has been degraded for 13 years. There have been many calls from residents due to several issues and aside that parts of the unused building have been broken. At the same time, the needs of the inhabitants for efficient and quality use of the space within the city center to better access to primary education, care and upbringing of preschool children and recreational areas in the city center of Kranj were demonstrated. The opportunity has been recognised and the idea was to arrange new premises for school, kindergarten and high-quality outdoor areas for children's play and sports activities, which can serve not only for the school and kindergarten, but also for residents of the center of the City of Kranj for spending quality leisure time outdoor on the open public space.

DESCRIPTION

The investment in comprises of the intervention in a degraded complex represents one building consisting of two, the eastern and western wing. The western wing of the building is a functioning building in which the primary school program takes place. It has its own entrance. The eastern wing is an abandoned building of the former economic high school. This part was acquired by the Municipality of Kranj through an exchange contract with the Government of the Republic of Slovenia from 2004, while the western wing of the building has been owned by the Municipality of Kranj and managed by the Simon Jenko Elementary School Kranj, Branch School Center.

The total size of the building is 1.913,17 m², 820 m² of land and a total of 4.447 m² of outer surface of the eastern wing in an exceptional location like the city center, which has not been used for a decade, since the high school moved to new high school premises on the outskirts of the city in 2007.

The integration included a complete renovation of the abandoned degraded building of the former secondary economic school for the purposes of four kindergarten units, eight primary

school units and the premises of the primary school administration. It also includes equipment (so-called East Wing), renovation of the facade (energy rehabilitation) and common dining rooms of the existing active part of the Simon Jenko Elementary School - Center Branch School (so-called West Wing) and renovation and arrangement of outdoor functional and green areas with school playground.

With the renovation of the degraded facility, the Municipality of Kranj improved the quality of living and the attractiveness of the city center for young families, and with the renovation also achieved better spatial conditions, implementation of primary education, care and upbringing of preschool children and accessibility of recreational areas in the center of Kranj.

Objectives of the operation:

- to ensure efficient and quality use of the space within the city center of Kranj by revitalizing abandoned building and its surroundings with program-appropriate central activities
- to improve the quality of living and the attractiveness of the city center for young families
- to improve spatial conditions and accessibility to primary education, care and upbringing of pre-school children and recreational areas in the area of the city center of Kranj
- to contribute to the reduction of the CO2 emissions in the area of the city center by replacing the energy source and energy rehabilitation of the empty building of the former economic high school and the existing building of the primary school in the city center of Kranj

Duration of the operation: 2019-2020

STAKEHOLDER INVOLVED

- people living in the neighbourhood
- people at school
- proteges of the kindergarten
- parents of the children
- using both facilities, employees at school and kindergarten
- City of Kranj
- Ministry of Education, Science and Sport, Republic of Slovenia
- European Union (the European Regional Development Fund)

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Co-financing of the investment by the City of Kranj, the Republic of Slovenia and the EU - European Regional Development Fund.

IMAGES/PHOTOS



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Molnar Piuariu - Smart street

Cluj-Napoca, Romania

TYPE Bottom-up

DESCRIPTION

The story of the Molnar Piuariu street in Cluj-Napoca combines the reconversion of an underused public space with modern decision making policy instruments that transformed the project in one of the most successful reconversions in Romania. The Molnar Piuariu is regarded as the first „smart street” in Romania both through the way in which the project has used modern policy instruments in order to be tailored after the needs of the citizens as well as its functionalities which include: smart urban furniture, modern efficient LED lighting system, electric cars / e-scooters / e-bikes charging stations, free WIFI connection and so on. The project has completely redesigned the street in terms of functionality. Under the umbrella of the "quality of life" principle, the public space has been significantly increased and enhanced, while the junctions and the adjacent roads have been reorganized. This project also contributes towards the Cluj 2030 strategy of having a greener city for its citizens. Through the revitalization process 48 trees have been planted alongside the 16 already existent. Besides the obvious aesthetic value, trees also have functional value, as they enhance the quality of the public place, especially the shared space destined for pedestrians. The urban furniture was designed in such a way as to offer the public space the best

available functionality, while maintaining a coherent and modern design. Features existent on the street aim to maximize the usage of that public space while using resources efficiently.

Technical data:

- 2,662 m² destined exclusively for pedestrians and activities
- 551 m² green area
- 2 electric vehicles charging stations
- 30 parking places for e-scooters/e-bikes
- modern urban furniture: benches, chairs, tables, signage system,
- modern LED lighting system, architectural lighting
- modern irrigation system / municipal networks enhancements
- the investment was close to 6 million RON, financed through the Regional Operational Programme and the local budget.

Results: After the reconversion of the public space, citizens who live nearby as well as students who are a part of the Technical University have started to use the street as a leisure and utility public space. Therefore, the reconversion of the street as a modern and efficient public

space has met the scope of the project.

The project is now regarded nationally as a good practice model, having won the first prize in the public space category within a national architecture contest. The results have also received media outlets recognition both, nationally and internationally.

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- consultation instruments - public debates

Molnar Piuariu is one of the first project as a part of the Civic Innovation and Imagination Center developed by the Municipality of Cluj-Napoca. The Civic Imagination and Innovation Center (CIIC) has been designed as a "living lab" where stakeholders from all around the city should collaborate, develop, and exchange ideas. The motto of this policy instrument is „Imagining the future of the city”. The CIIC is a social innovation tool that guides a complex network of key actors in order to improve projects and local policies. After public debates and gathering ideas from all the involved stakeholders: citizens, students, residents, the university, the economic agents in the area and so on, the project has been developed tailored to all their needs.

- implementation instruments - project designed by specialists

The project has been developed by the Planwerk, a specialized bureau of architecture. As such, a coherent design and efficient functionalities have been ensured.

- financial instruments

The project has been financed through the Regional Operational Programme 2014-2020 and co-financed through funds from the local budget of the municipality.

STAKEHOLDER INVOLVED

- citizens
- the Technical University
- students
- economic agents
- architects
- urban planners
- public institutions
- local NGOs
- representatives of the private sector

IMAGES/PHOTOS



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Art in the school yard

Cluj-Napoca, Romania

TYPE Bottom-up

DESCRIPTION

The "Art in the School Yard" is a project that promotes the street art and it is a result of the participatory budgeting process in Cluj-Napoca. The project has been massively chosen by the citizens of Cluj during the 2017 participatory budgeting process organized by the City Hall online, on the www.bugetareparticipativa.ro platform. After the voting process, the project has been analyzed by specialists within the City Hall of Cluj-Napoca, who decided on the location where this project should be implemented as well as the legal status and other preparatory requirements for the actual implementation of the project. There has also been a second round of discussions with citizens that wrote the project in order to make sure the project would be implemented as intended in the initial application. Therefore, in 2018, several local artists alongside an internationally renowned one have begun the implementation of the project on the walls of a local school: „Octavian Goga” after consultation with the School Inspectorate. The school has been chosen for multiple reasons:

- to educate students about the importance of the art
- to enhance the quality of the educational process by improving the

quality of the surrounding environment of the students

- to improve the aesthetic of the entire surrounding area: citizens who live nearby and students have an impressive work of art to look at in their immediate vicinity

Several technical information:

- the mural covers a surface of 750 mp
- 5 artists contributed to the work of art
- through messages sent by artists the project aims to inspire and promote art into public spaces

Results: Murals have been received extremely well by everyone involved: students, teachers, nearby citizens, public institutions and local and national press. In a short time, the project has become an example of good practices, being subsequently replicated in other cities from Romania. The visually enhanced school benefited everyone in the area and serves now as a major reference point in the city. The success of the project has also resulted in its replication in Cluj-Napoca. In 2020, another school has been selected to implement the „Art in the School Yard” project. This time, the financing of the project has been ensured by another policy instrument existent in Cluj-Napoca:

irredeemable funds offered by the city hall for cultural activities. This policy instrument is one type of aid offered by the municipality in order to support the vibrant cultural dimension of Cluj-Napoca.

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Participatory budgeting was used as mentioned in the description of the project. Participatory budgeting is the main instrument used for the implementation of the project. It is a participatory process implemented by the City Hall of Cluj-Napoca since 2017, based on other models of participatory practices taken from Prague or Paris. In short, citizens design, write and lobby for their projects on the www.bugetareparticipativa.ro platform, where everyone who lives, works or studies in Cluj-Napoca can vote for their favorite project. Projects are divided into 6 categories.

- Financial instruments - each project which wins the participatory budgeting process is financed with the maximum 150.000 euros each. On the second implementation, the project has been financed through the law 350/2005 which normates irredeemable funds given from the municipality to cultural associations and sportive associations.

Consultations with those who wrote and submitted the project: the implementation has been participatory from the start to the finish, which means that stakeholders have been involved in all project phases.

STAKEHOLDER INVOLVED

- Cluj-Napoca Municipality
- Local Council of Cluj-Napoca Municipality
- Cluj-Napoca citizens (general public)
- street artists
- students - as the project was implemented in a school

IMAGES/PHOTOS



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Gheorgheni Sports Base

Cluj-Napoca, Romania

TYPE Top-down

DESCRIPTION

The Gheorgheni Sports Base as the most modern sports and leisure base in Cluj-Napoca was invested through public funds in cooperation of the City Hall of Cluj-Napoca in the partnership with the National Investment Company (CNI). The area occupied by the sports base is in a size of the 9.4 ha. The value of the investment amounted up to 20,255,273.44 lei without VAT. It comprises a total of 13 outdoor courts, a bowling alley and a table tennis, a multifunctional hall (bowling alley, a multifunctional table tennis hall, public locker rooms and coach locker rooms), rollerblading, cycling and running tracks, as well as recreational areas, promenades and green spaces.

STAKEHOLDER INVOLVED

- Cluj-Napoca Municipality
- Local Council of Cluj-Napoca Municipality
- National Investment Company
- Government of Romania
- general public, citizens
- specialists in urban development
- sports base future users: cyclists, runners, athletes, etc.

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Financial instruments - The multisport complex was the investment of public funds, by the City Hall of Cluj-Napoca in the partnership with the National Investment Company (CNI).

IMAGES/PHOTOS



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Design contest - Rethinking Someș (Redevelopment of Someș Banks)

Cluj-Napoca, Romania

TYPE Bottom-up

DESCRIPTION

The River Someșul Mic covers a route of about 15 km through the built-up area of Cluj-Napoca, crossing the city from the West to the East. It is one of the defining landscaping elements for the profile and personality of the city. This river is not used at present at its real potential and almost none of the benefits that a watercourse brings to the life of a modern city is valued. On wide parts of its course this state is known among the locals through the phrase: "the city turned its back on the river". The Cluj-Napoca municipality has been the promoter of the design competition, since it is the administrator of the objective and also the owner of areas which will be a subject for the investment. Also, the municipality will become the beneficiary of the project contracted because of this contest.

The organizer of the contest is the Romanian Chamber of Architects through the Transylvanian Territorial Branch, in the partnership with the Romanian Chamber of Architects.

Following the competition 3 winning projects were selected:

- Prize 1 - The project with no. of competition 60 (the prize is represented by the estimated value of the design contract, which amounts to 1.577.345 lei)
Main author: Jaime Daroca, José Mayoral, José Ramon Sierra (PRACTICE)
- Prize 2 - The project with no. competition 58 (prize worth 60.000 lei)
Main author: SC PLANWERK ARCHITECTURE AND URBANISM SRL
- Prize 3 - The project with no. competition 52 (prize worth 30.000 lei)
Main author: Moga Marius Catalin

STAKEHOLDER INVOLVED

- Cluj-Napoca municipality
- Local Council of Cluj-Napoca municipality
- architects/ architectural offices
- Order of architects from Romania
- citizens

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Design/solution contest - the solution competition is a procedure for awarding public procurement contracts regulated by law

IMAGES/PHOTOS



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Giardini Luzzati

Genoa, Italy

TYPE Bottom-up

DESCRIPTION

A story begun in the late 70's when a group of young volunteers began to carry out after-school and street education activities among the rubble of the bombings that still marked the urban landscape in this area, in a time when the old centre was still far from the redevelopment and where the immigrants were those from the southern Italy. They called themselves the Ce.Sto (Associazione Centro Storico) and set up first, an association and a cooperative for minors at risk. The "Giardini Luzzati" project is located in the heart of Genoa's historic centre, it is a case of the urban regeneration which is attentive not only to architectural and urban aspects, but also to the well-being of the community, addressing social inclusion and welfare activities. The space encompasses a series of activities designed to make the neighbourhood liveable and revitalised, opening itself to other citizens through cultural initiatives with the goal to become a multicultural centre. The area of "Giardini Luzzati", once a non-place with no identity, a black hole that for years seemed to be able only to convey decay - still in 1990 their war rubble was present - has now been transformed into a fascinating social and cultural laboratory. The area of the Giardini is located on an archaeological site: an amphitheater that is almost

two thousand years old, evidence of the intense activities carried out here from centuries. Its urban regeneration has brought to the city lively squares with children's games, pots of flowers and olive trees; the clubhouse with a bar and a restaurant whose interior windows look out onto the archaeological area, open to visitors; the outdoor tables where people can stop for a drink; the theatre and dance shows, concerts, exhibitions, conferences, and debates; the playground; the social garden. "Giardini Luzzati" is also the name of the association running the space today: an association of social promotion, born as a project of the Ce.Sto. In 2012 the Ce.Sto recreated in the giardini as an "agora" in the heart of Genoa, an open meeting place and a place for dialogue, where proposals coming from the territory could be realised. Taking care of the square and its clubhouse, the association is engaged daily in aggregation, neighbourhood animation, organisation of cultural events, street education and mediation of social conflicts.

STAKEHOLDER INVOLVED

- Ce.Sto
- Associazione Giardini Luzzati
- Municipality of Genoa

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

No specific policy for urban regeneration.
A public-private agreement.

IMAGES/PHOTOS



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Town regeneration project

Szarvas, Hungary

TYPE Bottom-up

DESCRIPTION

In the frame of the Town regeneration project, id.nr. DAOP-5.1.2/A-09-2f-2011-0003 with the “Integrated development of Szarvas as headquarter centre of a micro-region” title, an old derelict building of a financial institution which was unused for many years was regenerated to serve as a place of the Szarvas Town Hall. In 2004 in Hungary there was a system changing in the local public sphere, new entity formed as district authorities serving many settlements around the town, the so-called micro-region. Next to this new authority, the formerly existing traditional local governments continued their work with lessened tasks. In Szarvas the local government moved to another building, this was the renovated old bank building. The new district authority started its operation in the former building of the local government. The aim was to find and to build or renovate a worthy place in order the local government can continue its slightly transformed but valuable activities for people.

STAKEHOLDER INVOLVED

- Municipality Town Council with its all representatives
- members of Project Group of the Town Hall
- project managers
- contractors
- inhabitants of the town

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- meetings
- responsible PM service
- frequent site audits
- efficient cost management
- efficient budget planning
- reliable infrastructure management
- media campaign

IMAGES/PHOTOS



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Infrastructural development of Szarvas Family and Child Welfare Center

Szarvas, Hungary

TYPE Bottom-up

DESCRIPTION

The “Infrastructural development of Szarvas Family and Child Welfare Center” project id.nr. TOP-4.2.1-15-BS1-2016-00020 followed a complete refurbishment of three professional units (Family and Child Welfare Service and Center and the Safe Start Children's Home) which will continue to function in the building. New premises were created in a connection with the operation of basic social services with office premises, interview room, food and clothing warehouse and children's employment premises. A new part of the building has a parking space and an equipment storage assuring the accessibility. As a part of the renovation, the thermal quality of the building with a thermal insulation, renovation and replacement of doors and windows, lighting and heating upgrades was improved. Aside that, the construction of a renewable energy utilization system was made. The procurement of a 9-person car is improving the accessibility of basic social services.

STAKEHOLDER INVOLVED

- Municipality Town Council with its all representatives
- members of Project Group of the Town Hall
- project managers, contractors
- Szarvas Family
- Child Welfare Center

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

- meetings
- responsible PM service
- frequent site audits
- efficient cost management
- efficient budget planning
- reliable infrastructure management
- media campaign

IMAGES/PHOTOS



REFERENCES

- <https://www.newjsag.hu/2015/04/28/megujulhat-a-csaladsegito-es-gyermekjoleti-szolgalat-epulete/>
- <https://www.newjsag.hu/2019/01/25/felmegoldasok-helyett-kozel-otven-szazalekos-onerovel-indul-utjara-egy-fejleszt-es-szarvason/>

Infrastructural development of GP practices in Szarvas

Szarvas, Hungary

TYPE Bottom-up

DESCRIPTION

The “Infrastructural development of GP practices in Szarvas” titled TOP-4.1.1-15-BS1-2016-00027 id.nr. The project is addressing the old unused empty family house which was bought for the needs of renovating medical offices. In the property at Széchenyi street 2, among other things, three GP surgeries and the same number of data collection rooms were set up, as well as changing rooms, washbasins and a common waiting room. In addition, the building was completely barrier-free, and a solar system was installed on the roof. The municipality took care of the construction of the fence and barrier-free sidewalk in addition to the service rooms. The renovation of a 6-seater parallel parking lot was carried out in the yard and on the street front. Waiting room benches and lockers were also purchased.

STAKEHOLDER INVOLVED

- Municipality Town Council with its all representatives
- members of Project Group of the Town Hall
- project managers
- contractors
- general practitioners

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Meetings and consultation with stakeholders, responsible PM service, frequent site audits, efficient cost management, efficient budget planning, reliable infrastructure management, media campaign.

IMAGES/PHOTOS



REFERENCES

- <https://www.newjsag.hu/2019/04/26/kozel-szazhuszmillio-forintbol-fejlesztettek-a-haziorvosi-rendeloket/>

Neighbourhood for young families

Szarvas, Hungary

TYPE Top-down

DESCRIPTION

The City of Slavonski Brod is implementing a housing project for young families on favorable terms since 2018. This project responded to the mass emigration of young people and entire families from Slavonski Brod caused by the consequences of the global economic crisis. Young families are offered the opportunity to lease the city land for the purpose of building a family house for a period of 99 years, which they pay symbolically per month: After 10 years they are offered to buy the land. Another option is to rent an apartment, where the lease agreement is concluded for a period of 5 years, and after 10 years young families can buy the city apartment, where the rent paid so far will reduce the purchase price. Young families competed for the desired apartments by submitting bids for the amount of the monthly rent, and in addition to fulfilling all the conditions of the tender, those who submitted the highest bid moved into the apartment. This way the city helps young people to solve the housing issue without interest and credit indebtedness and at the same time improves positive demographic trends in Slavonski Brod. The neighbourhood was built and is still being built on unused public land in a new neighbourhood, so this intervention

has greatly contributed to its urbanization and attractiveness. Today, 4 residential buildings have been built, a total of 48 apartments, and 51 contracts were signed for the construction of family houses, and three more semi-detached buildings with ten apartments each are under the construction. This project is a unique model of this kind of assistance in Croatia.

STAKEHOLDER INVOLVED

- local public authority

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Ordinance on the provision of real estate owned by the City of Slavonski Brod to young families (up to 40 years).

IMAGES/PHOTOS



Urban regeneration of Brod Fortress – Phase I

Slavonski Brod, Croatia

TYPE Top-down

DESCRIPTION

Brod Fortress is a former military area which dates from the 18th century. It is categorized as a brownfield location where only 15% of the total area (about 20 ha) has been renovated and in use (gallery, museum, gymnasium). Also, it is protected as a tangible cultural property of the national importance planned to be the cultural center of the Slavonia region. The Fortress is 5 minutes' walk from the main square, its area occupies the highest part of the center area. The unreconstructed parts of Brod Fortress represent a potential danger to the environment, and the original condition of the national heritage is increasingly endangered. On the other hand, the analysis of the situation shows significant potentials for the development of cultural and tourist facilities and cultural products that will contribute to the tourist offer and be an important element in urbanization and cultural development of Slavonski Brod. The city began with its intensive reconstruction, introduction of utilities and arranging trails in 2018, and projects of equipping the Tambourine House, which is the first museum of this instrument in the world, reconstruction of the future CeCUL-SB - Center for Intangible Cultural Heritage in Slavonski Brod, observatory, AR/VR and projection

mapping exhibition spaces, are ongoing. But there is still much work to be done to make it shine in full splendor.

STAKEHOLDER INVOLVED

- public, private and civil sector

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Urban Development Strategy of Slavonski Brod 2020

IMAGES/PHOTOS



Regeneration of the Roma neighbourhood

Slavonski Brod, Croatia

TYPE Top-down

DESCRIPTION

Slavonski Brod has about 1,700 inhabitants of the Roma minority who are concentrated on the edge of the city. In cooperation with relevant and competent institutions, the city joined forces in solving their problems and improving living conditions and quality, as well as active involvement and integration. For this purpose, the city begins the transformation of this neighbourhood by investing in transport and sports infrastructure, utilities, landscaping and infrastructure for numerous programs. The next step will be to build a local home to create capacity to expand integration activities.

POLICY INSTRUMENTS USED FOR IMPLEMENTATION

Action Plan of the City of Slavonski Brod for the implementation of the National Strategy for Roma Inclusion 2017-2020

STAKEHOLDER INVOLVED

- City of Slavonski Brod
- Council of the Roma National Minority
- Center for Social Welfare
- Roma National Council
- education sector
- Roma National Council

3.

Innovative policy instruments and governance models

3.1 Financial instruments

3.2 Non-reimbursable financing instruments

3.3 Innovative financial mechanisms for supporting the business development in cities

3.4 Places for strengthening the communication and cooperation among PA and citizens

3.5 Citizen engagement – to get ideas

3.6 Best solutions for implementation

3.7 Reporting policy instruments

3.8 Innovative policy instruments in decision making process

3.9 Innovative forms of participation

3.10 Raising awareness and information

3.11 Others

Virtual interactive budget of municipality; Rozklikávací rozpočet městské části Prague, Czech Republic

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE An online tool, which presents an interactive platform, detailing items of the municipality's budget.

CONTENT A website/platform is formed, where citizens can clearly see the budget of the Municipality for the current period. They can subsequently access various pages in the platform, detailing the allocation of the budget to various departments, investments of the Municipality etc.

LEGAL STATUS Nonbinding

DATE N/A

TYPE OF POLICY INSTRUMENTS Informational

TYPE OF CITIZEN PARTICIPATION Virtual

ACTING/ATTENDING N/A

ACTORS Municipality, General public/citizens, NGOs, associations, entrepreneur (anyone who may benefit from easy access to the budgetary information).

OUTCOMES Ease and equality of access to the information on financial resources and allocation of the Municipal budget.

LINK/REFERENCES/SOURCES <https://rozpocet.praha9.cz/> ; <https://rozpocet.liberec.cz/>

CASES We reference the interactive budget of the Prague 9 Municipality or the Czech city Liberec. However, several Municipalities in the Czech Republic have adopted similar measures.

Virtual budget of cities and counties

Croatia

ADMINISTRATIVE LEVEL National level

BASIC OBJECTIVE To present detailing information and items of the cities and counties budgets

CONTENT OpenCity portal combines smart solutions to increase the transparency and openness of cities, municipalities and countries in Croatia. Any local unit that has a clearly opened the information to its citizens can report their solution and find a place on the openCity portal. To illustrate the power of graphically presented information, basic budget visualizations were developed for all cities and municipalities. Among the participants, those local units that took a step further, joined the project and raised the bar of transparency were especially highlighted.

LEGAL STATUS Nonbinding

DATE N/A

TYPE OF POLICY INSTRUMENT Informational

TYPE OF CITIZEN PARTICIPATION Virtual

ACTING/ATTENDING N/A

ACTORS Cities, countries, general public (anyone interested in budgetary information)

OUTCOMES Ease and equality of access to the information on financial resources and allocation, transparency

LINK/REFERENCES/SOURCES <https://www.opencity.hr/slavonski-brod/naslovna/>

CASES A number of counties and cities in the Republic of Croatia have adopted this measure.

Chisinau Civil Budget

Chisinau, Moldova

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE The Civil Budget was designed and aims to adjust public policies to the needs and expectations of citizens, develop constructive dialogue between the Chisinau City Hall administration and citizens, involve Chisinau citizens in local decision-making, increase transparency of local public administration.

CONTENT The civil budget is a mechanism for involving citizens in democratic processes in order to adjust local public policies to the needs and expectations of the capital's inhabitants. In order to achieve this goal, the citizens propose projects that, after being evaluated and selected, voted, will be financed from the municipal budget. The Civil Budget is intended for all citizens and groups of citizens living in Chisinau and who want to get involved in the development of the city.

LEGAL STATUS Non binding

DATE 2017, with improvements made in 2020

TYPE OF POLICY INSTRUMENT Civil engagement and participation in decision making, financial partnering between the municipality and citizens/local non-profit organizations

TYPE OF CITIZEN PARTICIPATION Real

ACTING/ATTENDING High interest and participation

ACTORS The city administration, urban planners or other experts, general public/citizens, NGOs, associations, etc.

OUTCOMES Financial means allocated from the municipal budget for the development and implementation of projects winning the public contest

LINK/REFERENCES/SOURCES <https://www.chisinau.md/slidepageview.php?l=ro&id-c=773&t=/Bugetul-civil-Chiinau/>

CASES The civil budget

Participatory Budget

Kranj, Slovenia

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE Participatory budgeting is democratic decision-making process in which the use of part of the municipal budget is directly decided by the residents of the Municipality. Residents have the opportunity to propose and decide on the use of funds.

CONTENT Project proposals were formulated based on a sustainable urban strategy. These are smaller, local projects that residents then vote for. The project that selects the most support will be implemented over a period of two years. A part of the municipal budget is intended for PP. This year, in 2021, for the first time, the Municipality of Kranj is working on a participatory budget and will adopt rules in May 2021, which will determine the rules and criteria for its implementation. The area of the municipality will be divided into approx. 7 areas. For each area, criteria will be set for the selection of projects that can apply for funds through the participatory budget. The criterion for balancing will be set, so that there will be a uniform coverage of the area with projects based on participation, and at the same time the development of individual areas will have to be taken into account. Residents will be free to propose projects via an online form. The municipal commission will select those from the proposed projects that will meet the set criteria and put them to the vote. Residents will then use online voting to select projects to be included in a participatory budget. There is no final decision yet on the amount that will be allocated to an individual project, it will probably range between 2,000 and 2,500 euros.

LEGAL STATUS Binding

DATE 2021-2022

TYPE OF POLICY INSTRUMENT Crowdsourcing, budgeting

TYPE OF CITIZEN PARTICIPATION Virtual

ACTING/ATTENDING Acting and attending, the level of involvement and participation is not known yet

ACTORS Citizens in general

OUTCOMES Strengthening cooperation and equality, which means efficiency and greater public involvement in the local community, promoting the redistribution of

available resources and achievement of consensus between the administration and citizens. Small projects will be implemented on the local level, selected by the local residents.

LINK/REFERENCES/SOURCES <https://danesjenovdan.si/participativni-proracun/>

CASES

- Participatory budget in Municipality of Nova Gorica <https://www.nova-gorica.si/participativni-proracun2018/participativni-proracun/>
- Participatory budget in Municipality of Bohinj <https://obcina.bohinj.si/vsebina/participativni-proracun-2021>

Participatory Budget

Cluj-Napoca, Romania

ADMINISTRATIVE LEVEL Local level

After Cluj-Napoca, other cities all around the country (Baia Mare, Bucharest, Oradea a.s.o.) have adopted this digital democracy tool as a framework through which ideas and initiatives of the community are manifested, synthesized, and transformed into reality.

BASIC OBJECTIVE Participatory budgeting is a process, which aims to improve the quality of life in our city by encouraging citizens to get involved in defining priorities and investment objectives in the local budget. Therefore, it gives them power to make real decisions about how a part of the public budget is allocated.

CONTENT Participatory budgeting is an open, inclusive and transparent process, intended for the citizens of Cluj and developed by the Cluj-Napoca City Hall, which aims to encourage community members to get involved directly in defining and prioritization of investment projects from the local budget.

Participatory budgeting process involves the following steps:

1. Registration of participants: registration is done on the online platform www.bugetareparticipativa.ro. Registration is required to be able to submit project proposals or to be able to vote.
2. Submission of project proposals: each citizen can formulate one or more project proposals (one project for each field) through the platform www.bugetareparticipativa.ro. The maximum value of the estimated budget for each project is 150,000 Euros (including VAT).
3. Technical and legal analysis of projects by the municipality: project proposals will be subject to a technical and legal analysis to be performed by the departments of the City Hall of Cluj-Napoca. Following this verification, the list of eligible projects will be established. All projects declared eligible are to be put to the vote of the citizens.
4. Citizens' vote: the vote takes place in two distinct stages, and the actions necessary for the implementation of the projects that obtain the highest number of votes are to be included in the budget of Cluj-Napoca City Hall the next year.

Project proposals must fall into one of the following areas:

1. Alleys, sidewalks and pedestrian areas
2. Mobility, accessibility and traffic safety
3. Green spaces and playgrounds
4. Arrangement of public spaces (urban furniture, public lighting, etc.)
5. Educational and cultural infrastructure
6. The digital city

LEGAL STATUS Non binding

DATE Starting 2017, it takes place yearly

TYPE OF POLICY INSTRUMENT Digital democracy tool used as a framework through which ideas and initiatives of the community are manifested, synthesized and transformed into reality.

FINANCIAL INSTRUMENT For the winning projects, the municipality allocates resources in the next year for the implementation of the project.

TYPE OF CITIZEN PARTICIPATION Virtual in the first phase (online project submission and voting) and real - implementation of projects in collaboration with winners.

ACTING/ATTENDING Acting - citizens decide through vote which projects are of priority and should be funded from the local budget each year. Through this process, the Municipality of Cluj-Napoca aimed to involve in the democratic process those who live, work or study in Cluj-Napoca and they are over 18 years old.

ACTORS Local administration, business sector, university/academic sector, NGO sector and the citizens.

OUTCOMES Projects/ideas are submitted by citizens themselves and the winning projects that are voted by citizens upon a specialized analysis, will be implemented by the municipality.

LINK/REFERENCES/SOURCES

- <https://bugetareparticipativa.ro/>
- <https://bugetareparticipativa.ro/proiecte/arta-in-curtea-scolii-lasati-artistii-stradali-sa-coloreze-clujul/>
- https://ec.europa.eu/regional_policy/sources/conferences/citizens_good_governance/Emil%20Boc.pdf

CASES *Best case no. 2 - Art in the school yard* is a project implemented by the municipality upon the participatory budgeting process.

The project was implemented with the support of the “Octavian Goga” Gymnasium School, an educational unit chosen after consultations with the Cluj County School Inspectorate. The murals on the school walls were made on an area of approximately 750 m².

Participatory Budget

Slavonski Brod, Croatia

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE To involve citizens in budgeting by proposing projects they would like to see implemented

CONTENT Residents are free to propose projects via an online form

LEGAL STATUS Nonbinding

DATE Time of the adoption: 2014

TYPE OF POLICY INSTRUMENT Crowdsourcing, budgeting

TYPE OF CITIZEN PARTICIPATION Virtual

ACTING/ATTENDING Medium

ACTORS Citizens in general.

OUTCOMES Public involvement, trust in local government, cooperation

LINK/REFERENCES/SOURCES

- <https://www.slavonski-brod.hr/index.php/kreiranje-proracuna>

CASES Unknown

Grants from public funds for culture, sports, health, youth, social categories, economy, agriculture, ecology and tourism

Zenica, Bosnia and Herzegovina

ADMINISTRATIVE LEVEL Local level

According to the public call regulations, all project activities should be implemented within the territory of the City of Zenica. Also, the public call is stating that applicant may apply with only one project proposal, and the project may cover one or more priority areas, provided and that the primary area must be clearly indicated, as well as the LOT to which it is applied, in accordance with the program action.

BASIC OBJECTIVE Awarding non-reimbursable financing contracts from the local budget of the City of Zenica any NGO who submits a project proposal and that is accepted by the analysis commission.

An agreement on mutual rights and obligations in the implementation of the project to be financed/co-financed were concluded with the grantees. Upon completion of the project, the grantees are required to submit a report on the intended use of the funds received.

Selection criteria had to be measurable with:

1. Project readiness in accordance with the required content of the program
2. Budget reality and own contribution
3. Reference list of already implemented similar projects
4. Originality in approach and impact of the project on the environment and community
5. Quality of public presentation and project promotion

CONTENT The public call was available to the people of the City of Zenica and was available for any registered association or non-governmental organization. During the public call, all civil society organizations, non-governmental organizations (NGO's) registered to operate at the level of the City of Zenica could submit project proposals that are in line with development goals, strategic documents, action plans and other documents of the City of Zenica. The cultural projects will be submitted to one of the following fields/program lines:

1. Culture
2. Sport and health
3. Youth
4. Social Protection
5. Economy and Development
6. Agriculture
7. Ecology
8. Tourism

LEGAL STATUS Nonbinding

DATE 2019

TYPE OF POLICY INSTRUMENT Financial instrument

TYPE OF CITIZEN PARTICIPATION Citizens are directly involved in the process of projects submissions and projects implementation

ACTING/ATTENDING High level of involvement and participation

ACTORS City administration, general public/citizens, NGOs, associations, etc.

OUTCOMES Results of the use of the policy instrument

LINK/REFERENCES/SOURCES https://www.zenica.ba/aktuelnosti/javni-pozivi/news/javni-poziv-organizacijama-civilnog-drustvanevladinim-organizacijama-sa-podrucja-grada-zenica-za-predaju-prijedloga-projekata-u-sklopu-raspodjele-budzetskih-sredstava-za-2019-godinu/?tx_news_pi1%5Bcontroller%5D=News&tx_news_pi1%5Baction%5D=detail&cHash=94aad746c70f19f5550d2b756155fc5b

CASES Through this public call, many associations and NGO's have achieved positive stories, many of them held cultural and musical events, some have organized fairs, some animal exhibitions, while some of them have organized events for people with disabilities, as well as an IT Academy.



ZeForge Developers Community Zenica is the first community of developers in Zenica that through its activities and projects seeks to raise IT awareness by increasing knowledge and skills primarily among young people and all those who see their place in the world of information technology. (source: <http://bit-alliance.ba/bit-alijansa-podrzala-dogadaj-hammerit-u-zenici/>)



ZeForge Developers Community Zenica - ceremonial academy

Agricultural Fair - The importance of beekeeping for human life and health. (source: http://www.zenica.ba/aktuelnosti/vijesti/vijesti-detaljno/news/odrzan-1-sajam-pcelarstva-nemila-2019/?tx_news_pi1%5Bcontroller%5D=News&tx_news_pi1%5Baction%5D=detail&cHash=af301f28c09e66212d1969280b40152e)



Association for cultivation and protection of small animals Zenica was the organizer of the international and intercity exhibition of birds, pigeons, ornamental poultry, rabbits and aquarium fishes (source: <https://zenicainfo.ba/2019/12/06/otvorena-izlozba-sitnih-zivotinja-u-zenici/>)

Non - reimbursable financing from public funds allocated for cultural activities and projects

Zenica, Bosnia and Herzegovina

ADMINISTRATIVE LEVEL Local level

Law 350/2005 on the financing regime of the non-reimbursable from public funds allocated for non-profit activities of general interest and local level - Local regulation of non-profit activities which establishes the principles, the general framework and the procedure for the award of non-reimbursable financing contracts from public funds, as well as appeals against the act or decision of the financing authorities applying the procedure of award of non-reimbursable financing contracts.

BASIC OBJECTIVE Awarding non-reimbursable financing contracts from the local budget of Cluj-Napoca municipality to any natural or legal person without patrimonial purpose who submits a project proposal and that is accepted by the analysis commission.

CONTENT The direct financial allocation from public funds is granted in order to be carried out by natural persons or legal persons without patrimonial purpose of non-profit activities, which contributes to the implementation of actions or programs of general, regional or local public interest.

The cultural projects submitted for selection will contribute to the fulfillment of the following general objectives:

- encouraging artistic creation and innovative, interdisciplinary, participatory cultural productions,
- supporting the development of the Cluj cultural sector,
- developing synergies between the cultural field and other fields of the Cluj public life - education, research, social cohesion, etc.,
- increasing public access to culture.

Cultural projects will be submitted to one of the following fields/program lines:

1. Cultural, artistic, educational projects, carried out by foundations or associations founded in based on Government Ordinance 26/2000, in the partnership with public cultural and/or educational institutions, the city of Cluj-Napoca
2. Youth projects
3. Regional cultural projects
4. Local cultural projects
5. Social projects

LEGAL STATUS Nonbinding

DATE Starting 2018

TYPE OF POLICY INSTRUMENT Financial instrument

TYPE OF CITIZEN PARTICIPATION Real - citizens are directly involved in the process of projects submissions and projects implementation;

ACTING/ATTENDING Acting - in the process of projects submissions and projects implementation and attending - in case of participation to the cultural events as spectator;

ACTORS City administration, general public/citizens, NGOs, associations, etc.

OUTCOMES Results of the use of the policy instrument

LINK/REFERENCES/SOURCES <https://primariaclujnapoca.ro/informatii-publice/anunturi/anunt-privind-acordarea-de-finantari-nerambursabile-de-la-bugetul-local-pentru-proiecte-si-actiuni-culturale-in-anul-fiscal-2020-sesiunea-a-ii-a-de-urgenta/>; <https://www.facebook.com/PrimariaClujNapocaRomania/posts/2226356524335369>

CASES The Lights On is an initiative of the Daisler Association to create a festival of light art installations that takes place annually in Cluj-Napoca, Romania. In 2020, the third edition will take place between November 27 and December 6. The city, with its boulevards, parks and squares, has become a large-scale outdoor exhibition of artistic installations, created by both Romanian and foreign artists. Installations also give the life to the places where they are located. The Lights On is a festival that has the financial support of the Cluj-Napoca Municipality. Non-reimbursable grants are given to the NGO in order to implement the project.

Program Europe

Sofia, Bulgaria

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE Founded by the Sofia Municipal Council aiming to be a platform for interaction between citizens and the local authority regarding building and implementation of EU politics for local development.

CONTENT Each year the Council of the Program defines the priority axes and the budget for financing projects proposed by NGOs and after selection awards the winning projects.

LEGAL STATUS Binding

DATE Adopted in 2009 and still ongoing

TYPE OF POLICY INSTRUMENT Civil engagement

TYPE OF CITIZEN PARTICIPATION Physical and online

ACTORS Sofia Municipal Council, Sofia municipal administration, NGOs, citizens

OUTCOMES Since its beginning there are 351 implemented projects, 528 supported NGOs and BGN 4 217 645 grants provided.

LINK/REFERENCES/SOURCES www.evropa-so.bg

The Law on Rent of Business Buildings and Premises of B&H

Zenica, Bosnia and Herzegovina

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE The Law on Rent of Business Buildings and Premises (B&H) defines the conditions under which the state own facilities are rented. The Conclusion of the Mayor of the City of Zenica specifies the special conditions under which the City rents business spaces located in the Area of the City and prescribes the procedures which will be carried out. City administration has managed to resolve property and legal relations. As a local government with the ownership of many other buildings and offices, the city has had an interest to put this building back to initial business. The Mayor was aware of the high renovation cost and therefore decided to offer a long-term lease to a private investor. First of all, it was an international call published for conceptual designed of the project the City Tavern. The most prominent architects from the city and members for the Association for Architects of B&H have evaluated and ranked all conceptual designs. The best ranked conceptual design was then used for a call for bids for the long-term rental, in a similar form of private public partnership built-operate-transfer. In 2018 after all procedures were completed, the private investor has signed a contract with the City of Zenica for a long-term lease of the City Tavern and obliged to renovate the building in line with the won conceptual design. The design bureau company which delivered the best conceptual design had also prepared a project of adaptation.

CONTENT According to the Law on Rent of Business Buildings and Premises (B&H), the Mayor of the City of Zenica issued a Conclusion on publicizing an announcement for the submission of written bids for the lease of the Facility. After the prescribed procedure, by the Decision on acceptance of the bid, the bidder was selected with whom the City of Zenica signed the Contract on Rent of Business Space.

LEGAL STATUS Binding/Nonbinding

DATE 29.03.2018

TYPE OF POLICY INSTRUMENT Hybrid instrument/ partnering

TYPE OF CITIZEN PARTICIPATION Real

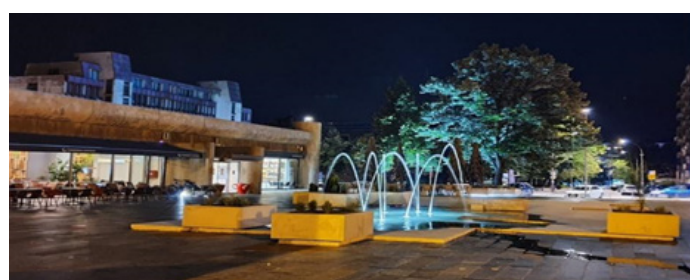
ACTING/ATTENDING High level of involvement and participation

ACTORS City of Zenica, Association of Architects, Private Company “LS-Invest” Ltd. Zenica, Private Company “Lativa” Ltd. Sarajevo.

OUTCOMES Facility has been placed into operation at full it's full capacity.

LINK/REFERENCES/SOURCES <https://www.biznisinfo.ba/gradska-kafana-u-zenici-otvorena-sedmicom-italijanske-kuhinje/>

CASES The City of Zenica has expressed interest in rehabilitating the City Tavern facility, which has been out of function for many years, and returning it to it's original condition. Considering that this was a large investment for which the City of Zenica did not had it's own funds, it was decided to cooperate with a private partner. The city carried out the prescribed procedure, after which the Mayor brought up the Decision on Accepting the Offer no. 02-49-124347/18-3 from 06.07.2018. based on which the contract was signed with a private partner on the rent of the City Tavern for a period of 15 years. The contract specified that the private partner will completely renovate the facility with his own expenses and return it to function and in a return, the city will gave him the full space capacity with a stimulating rental price. The conceptual design of the building was developed by a team of young architects from Sarajevo, the design bureau of "Lativa" Ltd. Sarajevo, whose idea was chosen after the final competition as the most successful one.



Decision on the establishment of the Business Zone Zenica 1

Zenica, Bosnia and Herzegovina

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE This Decision establishes the Business Zone Zenica 1, with the aim of strengthening the conditions for the development of entrepreneurship through the creation of new companies, encouragement of domestic and foreign investments, and strengthening public-private partnerships.

CONTENT Business Zone Zenica 1 is intended to create conditions for the development of small and medium enterprises and the Business Incubator. The decision entrusts the Business Zone Zenica 1 to the management of the Zenica Development Agency ZEDA (zone operator), and the conditions for entering the Zone and the conditions for using the Zone are defined.

LEGAL STATUS Binding

DATE 30.11.2017

TYPE OF POLICY INSTRUMENT Management

TYPE OF CITIZEN PARTICIPATION Real

ACTING/ATTENDING High level of involvement and participation

ACTORS City of Zenica, ZEDA Agency, Association of employers, City Economic Council, City Council of Zenica

OUTCOMES

- Biznis incubator management
- TechnoPark zenica development
- MENTOR and MENTOR 2 projects (LIND Laboratory)
- Impulse Creative Center
- BusinessPoint

LINK/REFERENCES/SOURCES <https://www.zenicablog.com/zeda-dobila-novi-projekat-innovanet/>; <https://www.ipng.hr/zapocela-provedba-novog-projekta-industrijskog-parka-nova-gradiska/>; https://www.zenica.ba/aktuelnosti/vijesti/vijesti-detaljno/news/zeda-dobila-novi-projekat-innovanet/?tx_news_pi1%5Bcontroller%5D=News&tx_news_pi1%5Baction%5D=detail&cHash=e344c11162335ef22e2ed207e307974

Decision on Rent of Business Spaces and Rulebook on Procedures for Rent on Business Spaces

Zenica, Bosnia and Herzegovina

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE Business spaces are issued to users who are considered to be of great importance for the City of Zenica (Business Entities and NGO's), in accordance with the conditions defined by the Decision on Rent of Business Spaces and the Rulebook on Procedures for Rent on Business Spaces.

CONTENT Business spaces owned by the City of Zenica are issued in accordance with the Decision adopted by the City Council. It defines the prices per m2 and other conditions under which the city rents business spaces. During the pandemic caused by the Covid-19 virus, the Mayor issued a Conclusion on the reduction of the rental price for businesses spaces that were banned from working in the period from March to May 2020.

LEGAL STATUS Binding

DATE 29.03.2018

TYPE OF POLICY INSTRUMENT Management

TYPE OF CITIZEN PARTICIPATION Real

ACTING/ATTENDING Attending

ACTORS City of Zenica, Fund for Environment protection of FB&H, Federal Ministry of Physical Planning, Embassy of the Republic of Bulgaria in Bosnia and Herzegovina, Public company for spatial planning of the City of Zenica, Members of the organization for Youth that used space of The Centre for Youth, Members of Youth Organization ReActive.

OUTCOMES In accordance with the Decision on Rent of Business Spaces, the City of Zenica leased 403 business spaces issued to business entities and NGO's that are important for the City of Zenica.

LINK/REFERENCES/SOURCES Official Publication of the City of Zenica no. 03/18 of 29.03.2018.

CASES The Centre for Youth was underused public space. The reconstruction was needed but the resources were limited. It was evident that this building must be used in its full capacity and should facilitate activities of non-governmental organization for youth, such as various educational, cultural and entertainment events in the city. The City of Zenica was approved for grant funds for refurbishment of this building.

Start-up Projects

Zenica, Bosnia and Herzegovina

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE Financial incentives for entrepreneurs which want to register business for the first time. Objective is to stimulate entrepreneurship spirit within the city.

CONTENT The City of Zenica has a industrial heritage. It used to rely on conglomerates which hired thousands of people. Today micro, small and medium enterprises dominate a local economy. There is an increasing trend of registered craft. Gray economy represents about 25% of GDP in Bosna and Herzegovina. Financial incentives from local level as well as from Bureau of Employment stimulate individuals to formalize their business.

LEGAL STATUS Binding (contractual)

DATE 2018

TYPE OF POLICY INSTRUMENT Financial

TYPE OF CITIZEN PARTICIPATION Real

ACTING/ATTENDING Moderate level of involvement and participation

ACTORS Association of Employees, City of Zenica, Local development agency ZEDA

OUTCOMES Increased number of registered craft or firms which lead to overall employment increase.

LINK/REFERENCES/SOURCES <http://business-magazine.ba/2019/06/16/grad-zenica-osigurano-84-000-km-mlade-pokrecu-prvi-biznis/>

CASES Annually we give financial incentives for 50 start up businesses.

Local economic development incentive program

Szarvas, Hungary

ADMINISTRATIVE LEVEL Local/regional level

BASIC OBJECTIVE The policy instrument has 3 pillars. First pillar is a Science and Technology Industrial Park title which was approved for the operating Szarvas Industrial Park. In the frame of the competition an analysis document was made which mapped the City of Szarvas for the existing industrial park and other enterprises and summarized their future development needs on which a targeted support system can be built by the Ministry of Innovation and Technology. A new economic development method and a new set of tools can be built on this as a result of the above competition. This new method and tools can turn into real as a second stage of the competition. Second pillar is a formation of an economic development manager status. Third pillar is a group of an incubator house, a plan of a second incubator-house, both of them for also start-ups and for third a so-called “intellectual” incubator house where an authorized expert is available to any undertakings at a pre-arranged time in all matters concerned.

CONTENT The first incubator house in Szarvas has been operating for several years with a great success, with full house for many terms. This raised the need for a second one, but they are still searching for funds. The economic development manager is representing a city and he is investing also in promotion in the country and abroad. Our winner Industrial Park title is a new one, from the summertime, and a continuation with the second stage is waited for now.

LEGAL STATUS Nonbinding

DATE Sept. 2010 (time of 1st incubator house)

TYPE OF POLICY INSTRUMENT Partnering and networking, management and financial and economic

TYPE OF CITIZEN PARTICIPATION Real

ACTING/ATTENDING High level of involvement and participation

ACTORS The Szarvas city administration, project group of the Szarvas Town Hall, economic experts, Szarvas Industrial Park, enterprises, Ministry of Innovation and Technology, KOMÉP Local City Management Ltd., general public/citizens.

OUTCOMES Szarvas Industrial Park development, future competition and funds call

opportunities, raising the chances for local SMEs through the intellectual incubator house.

LINK/REFERENCES/SOURCES <https://www.facebook.com/vallalkozzzsarvas/>

Municipal Act on Promoting the Development of Old City of Kranj for the Period 2017-2020

Kranj, Slovenia

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE Municipal act comprises two measures: subsidies for renting business premises in the old town and co-financing the renovation of buildings (under cultural protection) in old Kranj. Objective is to revitalise the old town of Kranj, filling empty business spaces with new programmes, services, activities and promoting the development and revitalization of the old city centre in terms of orderly appearance of the city, maintenance and preservation of cultural heritage.

CONTENT The subsidy instrument was organized as a public tender on the municipal level. Priority in co-financing was given to retailers in the field of retail. Recipients of the subsidy had to guarantee to carry out their activity in space for at least another year after the end of the period of receiving the subsidy. The co-financing was provided for renovation of the roof and facade of the buildings. It was necessary to obtain consent from the Institute for the Protection of Cultural Heritage.

LEGAL STATUS Binding

DATE Since 2014

TYPE OF POLICY INSTRUMENT Financial

TYPE OF CITIZEN PARTICIPATION Real

ACTING/ATTENDING Acting and attending, the level of involvement and participation was medium

ACTORS Individual public entrepreneurs and micro, small and medium-sized enterprises, which are organized as companies, and the institutes

OUTCOMES There were 28 subsidies in the total amount of 86.798,69 € and 23 beneficiaries for co-financing, from 2017-2020, in the total amount of 160,000.00 €.

LESSON LEARNED Many beneficiaries of subsidies for renting business premises in the old town closed down their business after the period, compulsory for obtaining the subsidy. There was a lack of an instrument that would encourage the long-term operation of business activities.

LINK/REFERENCES/SOURCES <https://www.kranj.si/sofinanciranje-poslovnih-prostorov-v-kranju-v-letih-2019-in-2020>; <https://www.kranj.si/razpis-za-sofinanciranje-obnov-stavb-v-mestnem-jedru>



CIIC - Civic Imagination and Innovation Center

Cluj-Napoca, Romania

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE CIIC main objective is to offer citizens the opportunity to become active participants in the life of their own community. The process of co-designing and co-creating solutions with the local community has given a birth to new ideas and innovative projects, valorising the creative potential of the Cluj community to develop urban innovation policies.

CONTENT Over the last 10 years, Cluj-Napoca has been the only growing city in Romania. As a natural consequence, the city's cultural life has been constantly evolving, a cultural-led process driven also by the European Youth Capital title (given in 2015) and the candidature to the European Capital of Culture (for 2021). The high cultural effervescence has positively influenced the community, the cultural operators and the decision makers, its effects being visible in the increased use of cultural venues and public spaces (with more than 2500 events yearly). One distinctive competence of the city lies in its multi-dimensional cultural profile and different historical layers landscape, which is fed by the presence of a strong university centre, generating both creators/ producers and consumers. Where as the emergent bottom-up initiatives in the field of culture, the open-minded local administration towards change and the dynamic cultural sector and private sector faced a rapid challenge in enabling an open and cooperative environment, raising community trust and encouraging civic involvement. The City Hall of Cluj-Napoca inaugurated the Civic Imagination and Innovation Center (CIIC) in October 2017, with a debate on the contest of solutions for a park rehabilitation. The Center is a place where local government representatives, citizens and specialists from economic and academic fields meet and discuss the challenges and necessary urban transformations of the city. It is a communication, research and promotion tool, as well as an open place for debates at the disposal of experts from different fields and any citizen willing to participate. The Center coordinates and guides complex networks of participatory governance, including academia, NGOs, trade unions, professional associations. The Civic Imagination and Innovation Center sets the suitable context for debating ideas and newly intended projects, as well as developing innovative solutions, based on the creative potential of Cluj community representatives.

LEGAL STATUS Nonbinding

DATE October 2017

TYPE OF POLICY INSTRUMENT Social innovation instrument used to encourage solution co-creation for the city.

TYPE OF CITIZEN PARTICIPATION Real in case of public debate that is held with physical presence and virtual - in case of on-line debates and consultations.

ACTING/ATTENDING Acting - when citizens decide to intervene in consultations/debates and provide input in regards with the subject and attending - low attendance, when citizens only follow and watch the event, without interventions.

ACTORS local government representatives, citizens and specialists from economic and academic fields.

OUTCOMES Civic Imagination and Innovation Center (CIIC) has foremost impacted the way public administration addresses the process for preparing and developing large-scale urban intervention projects.

Discussions during the debates were focused on the following themes:

public contests/ calls for the rehabilitation of public spaces (parks, squares, Some Riverfront, Riverfront, Citadel area), redevelopment of strategic streets, as well as the relation between museums and the urban space. 2019 has started with some debates on two different aspects: one focused on the elaboration of a Masterplan and Zonal Urban Plan for a large-scale development area (Sopor) and the second one, about the future of Europe. An example about the variety of themes tackled at the Center was the debate organised on June 4th in partnership with Joint Research Center – City Science Initiative network – a virtual workshop on sustainable mobility. July 2020 has brought until now, at CIIC 3 more new debates: 2 with focus on the elaboration of the new Cluj Integrated Sustainable Urban Strategy 2021-2030 and the themes were Urban regeneration and Green Cluj, while the third was about the concept of the rehabilitation of the Faget urban forest.

Another important outcome is that after almost 3 years of functioning can be seen in terms of improved awareness on the opportunities for enabling public participation and communities' empowerment concerning urban planning and development.

LINK/REFERENCES/SOURCES <https://primariaclujnapoca.ro/cetateni/centrul-de-inovare-si-imaginatie-civica/>

CASES *Concept of city planning for pedestrians - Grigorescu neighbourhood*

The project is part of the investment program of Cluj-Napoca: "WALKABLE CITY - THE CITY FOR PEDESTRIANS"

An area of the Grigorescu neighbourhood will be arranged starting from the idea that the city must be perceived at the level of pedestrians, public transport and alternative mobility. Spatial reorganization, furniture (location of various activity areas on the space street lighting), public lighting, planting a significant number of trees, activating some surfaces vacant lots, extension of pedestrian areas, creation of "residential streets", supplementation pedestrian crossings, traffic lights and securing the main intersections are the main ones proposed measures, which could lead to a significant increase in

the social benefits of a dynamic and complex neighborhoods. Presentation is available on the following link: https://files.primariaclujnapoca.ro/2020/07/29/200728_brosura-prezentare-1.pdf



CIIC – Civic imagination and innovation centre of Cluj-Napoca (source: <https://primariaclujnapoca.ro/cetateni/centrul-de-inovare-si-imaginatie-civica/#>)

URBAN RENEWAL OFFICE with subsidizing small sums of financial support

Kranj, Slovenia

ADMINISTRATIVE LEVEL Local level – Planina neighbourhood in Kranj

BASIC OBJECTIVE Renewal and revitalisation of Planina neighbourhood: bringing new life to a degraded residential urban neighbourhood, according to the needs and ideas of its residents. Reduction of environmental, transport and economic problems, issues of urban poverty, social exclusion and segregation and strengthening social cohesion.

CONTENT Urban renewal office was locally positioned in order to raise the level of participation of target groups and stakeholders and strengthening of interconnection, Improving the coordination and organization of activities in the neighbourhood among key stakeholders; support for neighbourhood initiatives that follow a common vision; improving the attitude towards open neighbourhood space; breaking the stigma of Planina and ghettoization, strengthening the identity and belonging to the neighbourhood, monitoring the implementation and active involvement of target groups in the establishment of programs of parallel physical renovation projects.

LEGAL STATUS Non binding

DATE 2015-2018

TYPE OF POLICY INSTRUMENT Hybrid

TYPE OF CITIZEN PARTICIPATION Real participation

ACTING/ATTENDING Acting and attending, the level of involvement and participation was high

ACTORS Residents of neighbourhood Planina, local community, the city administration, NGOs

OUTCOMES Raising participation and cooperation, raising awareness of the public space of the neighbourhood, a shift in the mentality regarding attitudes towards public spaces, increased social interaction. Providing small sums of financial support to carry out planning and implementing the improvements that residents wanted to make. Improved environment for residential use and improved public image of the neighbourhood.

LINK/REFERENCES/SOURCES <https://urbact.eu/community-building-and-neighbourhood-renewal>

CASES Revitalization of the old city Kranj



Urban renewal office in Planina neighbourhood in Kranj

Smart Prague

Prague, Czech Republic

ADMINISTRATIVE LEVEL Regional level

BASIC OBJECTIVE The Smart Prague is a sustainability-oriented city platform, providing news, detailing past and current projects as well as offering a virtual space for citizen engagement. Citizens, organisations or business entities, are encouraged to offer their ideas and projects on how to develop the Prague 2030 with projects encompassing topics of smart mobility and building efficiency development, and a more digital, as well as “user”-friendly city through new redevelopments.

CONTENT Citizens (or other entities) can fill out a specific form, detailing a new solution for one or more of the aspects detailed in the project. They are asked to describe the current state and offer a solution and their contact details. The city delegates, together with academia representatives are then evaluating each idea and choose which projects have potential. The project is then recommended to either the city as a whole, or to one of the municipalities. If the project is enacted into practices, the Smart Prague representatives, the city delegates and academia experts are then assisting or providing the implementation and operation of the project.

LEGAL STATUS Nonbinding

DATE Since 2016

TYPE OF POLICY INSTRUMENT Partnering/networking, informational, endorsing and capacity building or hybrid instrument

TYPE OF CITIZEN PARTICIPATION Real/virtual

ACTING/ATTENDING Can be both

ACTORS The city administration (Magistrát hlavního města Prahy), urban planners or other experts, academia representatives, general public/citizens, NGOs, associations.

OUTCOMES *Engagement and project endorsement.* Multiple improvements to the city realized within the scope of the efforts of Smart Prague can be found at <https://www.smartprague.eu/aktuality>

LINK/REFERENCES/SOURCES <https://www.smartprague.eu/>; <https://www.smartprague.eu/files/2019/Smart%20Prague%20Index%20%E2%80%93%20ro%C4%8Denka%202019%20EN.pdf>

CASES Not familiar

Sofia Chooses

Sofia, Bulgaria

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE To provide meaningful participation of citizens in urban planning and regeneration, as well as to empower them with real direct decision-making power.

CONTENT Sofia Chooses is a program of Sofia Municipality for the implementation of urban improvement projects, proposed by the citizens and selected by the citizens via voting. The budget for 2021 is 1,5 million BGN (750 000 Euro).

LEGAL STATUS Binding

DATE Adopted in October 2020

TYPE OF POLICY INSTRUMENT Urban planning, governance and financial instrument

TYPE OF CITIZEN PARTICIPATION Online

ACTORS Sofia municipal administration, citizens

OUTCOMES The first 3 project with biggest popular support will be announced in December 2020 and implemented in 2021.

LINK/REFERENCES/SOURCES <https://www.sofia.bg/en/sofia-izbira>

Service 48 hours

Slavonski Brod, Croatia

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE To improve communication between the city and citizens & increase the visibility of the city's activities

CONTENT This is a publicly available website of the City of Slavonski Brod through which they want to encourage citizens of Slavonski Brod to participate in creating a better and more beautiful life in our city & increase visibility of services and performing activities of interest to city residents. Citizens can suggest ideas and ask questions about areas that the City of Slavonski Brod cares about. They can suggest improvements, edits and changes. The questions/suggestions/changes/ideas/improvements & answers of the city administration are public.

LEGAL STATUS Non binding

DATE 2016

TYPE OF POLICY INSTRUMENT Management, informational

TYPE OF CITIZEN PARTICIPATION Virtual

ACTING/ATTENDING N/a

ACTORS City administration, public in general

OUTCOMES Cooperation, increased transparency of the city administration

LINK/REFERENCES/SOURCES <https://www.slavonski-brod.hr/vijesti/6438-grad-slavonski-brod-uveo-novu-mobilnu-aplikaciju-za-brze-rjesavanje-komunalnih-problema-2>

CASES Not familiar

Service 48 hours

Slavonski Brod, Croatia

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE To improve communication between the city and citizens & increase the visibility of the city's activities

CONTENT This is a publicly available website of the City of Slavonski Brod where we want to encourage the citizens of Slavonski Brod to participate in creating a better and more beautiful life in our city & increase visibility of services and performing activities of interest to city residents. Citizens can suggest ideas and ask questions about the areas that the city of Slavonski Brod cares about. They can suggest improvements, edits, changes. The questions/suggestions/changes/ideas/improvements & answers of the city administration are public.

LEGAL STATUS Non binding

DATE 2016

TYPE OF POLICY INSTRUMENT management, informational

TYPE OF CITIZEN PARTICIPATION Virtual

ACTING/ATTENDING N/a

ACTORS City administration, public in general

OUTCOMES Cooperation, increased transparency of the city administration

LINK/REFERENCES/SOURCES <https://www.slavonski-brod.hr/vijesti/6438-grad-slavonski-brod-uveo-novu-mobilnu-aplikaciju-za-brze-rjesavanje-komunalnih-problema-2>

CASES Not familiar

Architectural competition (for the main City square)

Koprivnica, Croatia

ADMINISTRATIVE LEVEL National level

BASIC OBJECTIVE Gaining the best solution for a specific spatial intervention

CONTENT Open public competition which invites architects and other authorized experts to offer Conceptual solution, which is then valorised by an expert jury while the authors are anonymous. Jury chooses the best solution.

LEGAL STATUS Binding if set in the Spatial plan or other legal document

DATE 2019

TYPE OF POLICY INSTRUMENT Legal. Binding when Spatial plan requires it, or when a client requires it - certain Ministry, or EU fund (for. ex. SAFU) etc.

TYPE OF CITIZEN PARTICIPATION Real and virtual: On line Google survey, Field survey, Local group of stakeholders

ACTING/ATTENDING High / 1500 citizens involved in the google survey, 60 in the field research, and 30 in LG

ACTORS Administration, citizens / general public, urban planners, architects

OUTCOMES New solution of the main City square defined

LINK/REFERENCES/SOURCES <http://www.d-a-z.hr/hr/aktualna-tema/natjecaj-za-rekonstrukciju-sredisnjih-trgova-u-koprivnici,4940.html>; <http://uha.hr/rezultati-natjecaja-rekonstrukcija-sredisnjih-trgova-u-koprivnici/>

CASES Main City square

Solution Contest

Chişinău, Moldova

ADMINISTRATIVE LEVEL National level

BASIC OBJECTIVE It is a procedure allowing contracting authority to procure a plan or project, in particular in the field of spatial planning, urban and landscape design, architecture or data processing, by selecting it on a competitive basis by a jury, with or without award

STORY BEHIND Although the solution contest is being known as an already established and deeply implemented instrument in many countries, a well-reglemented solution contest is a bit of a novelty for Chişinău. Up until recently, there was no legal basis on the level of public procurement that would allow the implementation of a Solution contest as a way to define a winner to a problem of the Local public authority that needed to be solved.

CONTENT The solution contest can be split in 4 main phases: the preparation phase (where the organisational committee creates the technical specification, selects/ invites a panel of experts and the main body of the jury), the publication/application phase (where the technical specifications that have been revised by the experts panel are published as main criteria for the process of applying to the contest, allowing the potential participants to download the data necessary for the application and project development), the judging phase (where the jury selects and announces the winner), the implementation phase (the part where the project is executed, based on a technically detailed project)

LEGAL STATUS Non binding

DATE 2016

TYPE OF POLICY INSTRUMENT Hybrid instrument

TYPE OF CITIZEN PARTICIPATION Real / virtual

ACTING/ATTENDING High

ACTORS The city administration, urban planners or other experts, general public/citizens, NGOs, associations, etc.

OUTCOMES Transparency in the decision-making process, best project gets to be implemented/ the public gets to vote for the project that they like the most

LINK/REFERENCES/SOURCES https://www.legis.md/cautare/getResults?doc_id=125108&lang=ro#

CASES It is currently being used in the solution contest for the development of regeneration/revitalization of the Central Parks.

Mobile application for faster solving of communal problems

Koprivnica, Croatia

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE Faster resolution of utility problems

CONTENT The City of Slavonski Brod has introduced a new mobile application called CityHUB intended for the active participation of citizens in solving everyday communal problems. With the help of this mobile application, citizens have an opportunity to photograph a certain communal problem on the spot and report it in a quick and easy way to the competent city services, which solve it as soon as possible. The application uses GPS to detect the exact location of a particular problem. The person who reported the problem automatically receives a report on when the problem was solved, the first time they log in to the application after solving the problem.

LEGAL STATUS Non binding

DATE 2016

TYPE OF POLICY INSTRUMENT Management

TYPE OF CITIZEN PARTICIPATION Virtual

ACTING/ATTENDING N/a

ACTORS City administration, public in general

OUTCOMES Cooperation in solving problems , saving time and human resources

LINK/REFERENCES/SOURCES <https://www.slavonski-brod.hr/vijesti/6438-grad-slavonski-brod-uveo-novu-mobilnu-aplikaciju-za-brze-rjesavanje-komunalnih-problema-2>

CASES Not familiar

Helpynet – residential error reporting mobile application

Szarvas, Hungary

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE The Helpynet system is developed for municipalities for making the communication between inhabitants and municipalities more convenient, faster easier and cheaper. This system is one for announcing the public spaces emergency cases.

CONTENT The app can be downloaded to mobile phones from the Play Store and the App Store by anyone in Szarvas. It's an emergency and call-in service: an app to keep in touch, any situation and any time. The signal of the emergency cases being categorized to certain groups, arrives at the mobile phone of the technical colleague making a sharp noise, also to another colleague on the IT department. Colleagues send the issue right away to the right person who can solve it. The app's territorial scope is the administrative area of the City of Szarvas.

LEGAL STATUS Non binding

DATE July 2019

TYPE OF POLICY INSTRUMENT Networking, management, informational

TYPE OF CITIZEN PARTICIPATION Real/virtual

ACTING/ATTENDING High level of involvement and participation

ACTORS Szarvas city administration, technical colleagues of the Szarvas Town Hall, general public/citizens

OUTCOMES Inhabitants feel the city administration is more reachable for them, the app can assure a security feeling and provides a fast management of the raising matters.

LINK/REFERENCES/SOURCES <http://www.szarvas.hu/hirek/kiemelt-hirek/2417-k%C3%B6zter%C3%BCleti-bejelent%C3%A9sek-mobilapplik%C3%A1ci%C3%B3n-kereszt%C3%BCI>

Centar 72 - residential error reporting web application

Zenica, Bosnia and Herzegovina

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE The Centar 72 system is developed to create easier communication between citizens and the city administration. The main idea is that citizens can report any problem they encounter in the city, which is then passed to relative department of the city administration for resolving.

CONTENT Centar72 is web application free for use to all the citizens of the City of Zenica. It is developed in order to provide to all the citizens possibility to report different issues that are present in the City of Zenica. This application has three simple steps. First you have to fill short form, then mark the location on available map and post some photos if any are available. After you report the issue, the city administration should act in the following 3 days to resolve it. The territorial scope for the app is the City of Zenica territory. So far there were 2.901 cases reported and the application is actively used on daily basis.

LEGAL STATUS Nonbinding

DATE May 2014

TYPE OF POLICY INSTRUMENT Networking, management, informational

TYPE OF CITIZEN PARTICIPATION Virtual and real

ACTING/ATTENDING High level of involvement and participation

ACTORS Zenica city administration, different departments and public companies in jurisdiction of the City of Zenica, general public/citizens

OUTCOMES Inhabitants feel the city administration is more reachable for them, the app can assure a security feeling and provides a fast management of the raising matters.

LINK/REFERENCES/SOURCES <http://centar72.ba/zenica>

CASES There are 2.901 addressed issues so far and all can be found on above mentioned link.

Pocitová mapa Prahy 9 – klimatická změna a kvalita prostředí

Prague, Czech Republic

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE The map's main purpose is to systematically collect opinions and feelings of the population on the topic of environmental quality, the impacts of climate change and security.

CONTENT In the first part (steps 1 - 7) citizens are asked to locate on a maps (by rating) the current state of locations in the municipality from different perspectives (assessing, e.g. places hit by increased dryness, bad air quality, good/bad temperature). In the second part (step no. 8), the instrument allows citizens to place specific ideas or measures on the map.

LEGAL STATUS Non binding

DATE July – October 2020.

TYPE OF POLICY INSTRUMENT Informational

TYPE OF CITIZEN PARTICIPATION Virtual

ACTING/ATTENDING Results to be determined

ACTORS Prague 9 Municipality, Palacký University Olomouc, CzechGlob (company), general public/citizens

OUTCOMES Results of the use of the policy instrument – results under research by external experts

LINK/REFERENCES/SOURCES <https://www.pocitovemapy.cz/praha9-klima-2020/>

CASES The “Feeling maps” are currently on the increase, used by various Municipalities in the Czech Republic, on various topics, where citizens can point a concrete spot on a map and offer an opinion.

Pocitová mapa Prahy 9 – klimatická změna a kvalita prostředí

Prague, Czech Republic

ADMINISTRATIVE LEVEL Local planning

BASIC OBJECTIVE Through early public participation, citizens are informed as comprehensively as possible about the general objectives, purposes and contents of the urban land use planning envisaged by the city, several options under consideration and the anticipated effects of the planning at an early stage. In this way, to citizens is given the opportunity to express and discuss their opinions, because the municipality wants to know the consequences of the planning from the citizens' point of view at an early stage.

CONTENT The city is obliged to implement early citizen participation. However, the form of implementation is not binding. The city can either inform citizens about the project at a public event, offer visiting hours so that citizens can be informed, or invite them to a participatory planning process, where citizens can actively participate in the decision-making process.

LEGAL STATUS Binding

TYPE OF POLICY INSTRUMENT Informational

TYPE OF CITIZEN PARTICIPATION Real

ACTING/ATTENDING Attending – high

ACTORS The city administration, urban planners or other experts, general public/citizens, NGOs, associations, etc.

OUTCOMES To recognize and defuse conflicts and different ideas at the earliest possible stage

CASES cases where the policy instruments were used

URBAN REGENERATION For the urban regeneration, this instrument is important because it prevents for development to be done that is not going to be use or accepted later on by the habitants of the city. By doing an early participation, the municipality is able to integrate and implement habitants' opinions and desires within the planning process and achieve results, that will be better integrated in the city.

Public Consultation with Civil Society in the Decision-Making Process participation

Chişinău, Moldova

ADMINISTRATIVE LEVEL National level

BASIC OBJECTIVE Procedures for the public consultation with the civil society in the decision-making process are establishing procedures for ensuring the transparency in the process of elaboration and adoption of decisions. The narrower targeting of certain interested parties is being introduced as an innovative policy instrument. Meetings with focus-groups are being held prior to the date of general public consultations with the civil society in order to minimize changes that will need to be made after the public consultation. The innovative policy instruments is in this way speeding the process of developing certain plans or documents.

STORY BEHIND After holding a number of public consultations, the Local Public Administration concluded that organising smaller and more targeted meetings with interested parties prior to the main consultation would spare some time and the dissatisfactions of unfulfilled requirements that might appear during a general public consultation with a large audience.

CONTENT The transparency in the process of elaboration and adoption of decisions is ensured by informing in the decision-making process and public consultations, which includes the provided modalities like requesting opinions from the civil society, experts, professional associates, the academic environment, setting up permanent or ad hoc working groups, organizing public debates, conducting public hearings, conducting public surveys.

LEGAL STATUS Non binding

DATE 2016

TYPE OF POLICY INSTRUMENT Partnering/networking, management, legal (mandating)

TYPE OF CITIZEN PARTICIPATION Real/virtual

ACTING/ATTENDING High

ACTORS City administration, urban planners or other experts, general public/citizens, NGOs, associations, academic environment, professional associations, etc.

OUTCOMES Stakeholders' recommendations, the public authority's annual report on the transparency of the decision-making process

CASES None

LINKS/REFERENCES/SOURCES https://www.legis.md/cautare/getResults?doc_id=119856&lang=ro#

URBAN REGENERATION Public hearings about advertising in Chisinau, public consultations on the draft of decisions of the Municipal Council, expanded discussions on the draft municipal budget for 2021, etc.

City acupuncture

Koprivnica, Croatia

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE Creating a U-turn in mobility planning with the focus on pedestrian and bicycle traffic rather than vehicle traffic.

CONTENT The city acupuncture is a concept that engages stakeholders in a 3–4-day workshops where they work together or in small groups to resolve a certain urban issue. It was developed by the Association of Architects Zagreb and it already took place in many Croatian and foreign cities. The issue is usually a micro location within the city which needs new and fresh ideas and solutions due to being overlooked and underused through the time.

LEGAL STATUS Non binding

DATE N/a

TYPE OF POLICY INSTRUMENT Networking, capacity building or hybrid instrument

TYPE OF CITIZEN PARTICIPATION Real

ACTING/ATTENDING High

ACTORS City administrations, urban planners or other experts, general public/citizens, NGOs, associations, basically anyone that wants to get involved (although number of participants is limited depending on the scope of issue)

OUTCOMES Various ideas on how to resolve a certain urban issue.

LINKS/REFERENCES/SOURCES

- <http://www.d-a-z.hr/hr/kalendar/ozivljavanje-savamale-u-beogradu,1713.html> – Belgrade case;
- <http://www.d-a-z.hr/hr/kalendar/završena-akupunktura-skopja,1638.html> – Skopje case

CASES Croatian and foreign cities

Participatory planning workshop in KAMPUS

Koprivnica, Croatia

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE Defining a common purpose for the abandoned asphalt area of 4.200 m² in the middle of the Kampus (former military barracks brought to life during the last decade with diverse user / University, NGOs, SMEs, kindergarten).

CONTENT One day event which gathered all relevant stakeholders and the use of participative innovative tools during a carefully planned and moderated event. First, methods like the OPERA and the World Cafe type of events were used in Koprivnica.

LEGAL STATUS Non binding

DATE September 2020

TYPE OF POLICY INSTRUMENT Partnering/networking

TYPE OF CITIZEN PARTICIPATION Real

ACTING/ATTENDING High / 17 participant while 16 planned

ACTORS City administration, urban planners or other experts, general public/citizens, NGOs, associations; every interested stakeholder/citizen

OUTCOMES Four ideas/concepts were produced, each with unique high value qualities but only one got upvoted and chosen. The next step is to translate the concept into the real life since the workshop was held only a month ago.

LINKS/REFERENCES/SOURCES

- <https://urbact.eu/kako-participativno-planirati-javne-prostore-primjer-grada-koprivnice>:<https://www.kampus-koprivnica.hr/novosti/258/radionica-za-ureenje-sredisnjeg-trga-u-kampusu>
- <https://koprivnica.hr/javni-pozivi-i-natjecaji/radionica-kojoj-je-cilj-uređenje-javnog-prostora-sredisnjeg-dijela-kampus-a-bivsi-poligon-za-proizvku-u-sklopu-vojarne-te-se-poziva-zainteresirana-strucna-javnost-i-korisnici-kompleksa-kampus-na-sudj/> \

CASES Kampus in Koprivnica

Händlerbar (Tradable)

Neckar Alb Region

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE Looking for solutions to strengthen town and village centres and to ensure local supply.

CONTENT The aim is to develop guidelines which should inspire and also offer the opportunity to make contact with municipalities and actors who have already successfully implemented projects. The collection of creative, practical and above all transferable solutions with varying financial and temporal intensity.

EXAMPLES Long-term strategic management, redesign of shopping streets, enabling larger retail outlets in the city centre, dealing with vacancies, realisation of grocery shops, small-scale concepts.

LEGAL STATUS Non binding



strengthening city centres

securing local supply

revival of
city centres

creation of
an
attractive
retail offer

strategic
proceeding

increase of
quality of
stay

village and
neighbourh
ood shops

mobile
supply

local supply
in city
centres

markets
and market
halls

TYPE OF POLICY INSTRUMENT Organisational

TYPE OF CITIZEN PARTICIPATION Real

ACTING/ATTENDING High

ACTORS City administration, urban planners or other experts, general public/citizens, NGOs, associations...

OUTCOMES Retail concepts

LINKS/REFERENCES/SOURCES https://www.rvna.de/site/Regionalverband+Neckar+Alb/get/params_E-1978012636/5990172/Haendelbar_pdf_Homepage_Okt2013.pdf

CASES Rottenburg am Neckar, Schrobenhausen, Wurmlingen

URBAN REGENERATION This is one of the concrete instrument the region can use in the process of the development of the plan for city centers. It is about protecting the city center as a commercial and living center and centralizing the activities in and around it. The aim is to avoid an expansive planning and achieving walkable distances within the different uses and services within the cities. For the urban regeneration this is important because it also centralize the social dynamics within the city and therefore creates reasons to concentrate the development in the city centers and not at the edges of the cities.

Raum +

Neckar Alb Region

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE The instrument was created by the Pro Raum Consult. They establish an infrastructure with the data from cities and municipalities based on interviews with different city and municipal administrations. After the infrastructure and databases were created, the instrument was available to be used by local municipalities. The instrument provides an actualized and self-controlled overview of the land reserves and spatial statuses.

CONTENT The instrument was created to provide an overview of the settlement area reserves of all municipalities in the Neckar-Alb Region. The tool was created with the support of the expert guidance to collect quantitative as well as qualitative information on specific areas that are either on municipal, regional or state level. The information on land reservations with the information on the availability, blockage and ownership of the land are supporting easier statements on the mobilisation of the respective area at a later date.

LEGAL STATUS Non binding

DATE 2018

TYPE OF POLICY INSTRUMENT Virtual – management

TYPE OF CITIZEN PARTICIPATION Real



ACTING/ATTENDING Medium

ACTORS Municipalities and regional administration

OUTCOMES Actualized data base by the municipalities, facilitates the land use.

LINKS/REFERENCES/SOURCES <https://www.pro-raum-consult.com/raumplus/>

CASES <https://www.pro-raum-consult.com/portfolio-items/gewerbeflachenstudie-region-neckar-alb/>

URBAN REGENERATION Raum+ was created with the aim of supporting municipalities to have an overview of free areas within their territory. By the development of the platform, the city needs to collect several information about areas (size, type of owner (company, private, state...), floors, development status, etc). In this way the procedure of looking for suitable locations when someone has an interest in one specific area or in the city is simplified. All free areas are classified in 3 different categories (building gap, exterior reserve and inner development). The classification depends on the size of the area. The database is offering to municipalities a vary useful tool supporting easier decisions at the time of selecting the most suitable location for future development. For the urban regeneration it is important because it also helps cities to be aware in closing every building gap within the city tissue before thinking about using areas outside of it.

Sustainable Urban Mobility Plan (SUMP)

Koprivnica, Croatia

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE Creating a U-turn in mobility planning with the focus on pedestrian and bicycle traffic rather than vehicle traffic.

CONTENT The SUMP was developed within the project named the “Civitas Dyn@amo”. It is basically a plan/strategy with which Koprivnica is making a leap towards a more pedestrian friendly city centre with a focus on promoting a traditionally most used vehicle in the city – bicycle. With pedestrians being a main focus of this plan, they are engaged through various ways to participate in giving their opinions on certain locations in the city where something is planned to be done.

LEGAL STATUS Binding

DATE 2015

TYPE OF POLICY INSTRUMENT Legal, meaning that every action planned to be made in the city has to consult with the SUMP to see if there are overlaps basically meaning that every document and plan has to be adjusted to the SUMP; partnering in a sense that every action planned in the SUMP has to be discussed with stakeholders at all levels.

TYPE OF CITIZEN PARTICIPATION Real and virtual; an example of that was a poll that aimed to get citizens info on their mobility patterns. Firstly, it was made virtual, but had to also be done on streets to get opinions from elderly citizens since they mostly don't use the internet.

ACTING/ATTENDING Low, although doing everything to engage the citizens in SUMP, their will to cooperate was low.

ACTORS City administration, urban planners from Faculty of transport and traffic sciences, general public/citizens, University North (Koprivnica).

OUTCOMES There are still early days, but the city bought public bicycles, made courses for citizens to try eco-friendly cars to promote a switch toward a zero emission traffic. Several city squares that are mostly connected between them are now under the public competition to get the best ideas on how to replan them for the further usage. It is important to note that it was the first time that citizens of Koprivnica had a chance to

vote on the city main square new outlook through voting. The most upvoted solution was selected and will be implemented.

LINKS/REFERENCES/SOURCES <https://koprivnica.hr/wp-content/uploads/2015/08/Plan-odr--ive-urbane-mobilnosti-Grada-Koprivnice-SUMP.pdf>;
<https://www.udruga-gradova.hr/wordpress/wp-content/uploads/2017/09/SUMP-Koprivnica.pdf>

CASES Koprivnica

Vision for Sofia

Sofia, Bulgaria

ADMINISTRATIVE LEVEL Local level

BASIC OBJECTIVE It is a long-term strategy development based on the participatory process. The idea for the creation of the Vision started in 2016 in the discussions about the necessary reforms in the urban planning and planning of Sofia.

CONTENT The “Vision for Sofia” is an initiative of the Sofia Municipality to create a shared and long-term strategy for the development of the capital and suburban areas until 2050. The project has the ambition to analyze the current state of Sofia and propose specific steps, measures and goals for future sustainable development of the city. Achieving this task is possible only with the combined efforts of citizens, business, science, NGOs and administration.

LEGAL STATUS Nonbinding

DATE Started in 2016, Vision of Sofia 2050 adopted by Sofia Municipal Council in 2020

TYPE OF POLICY INSTRUMENT Urban planning

TYPE OF CITIZEN PARTICIPATION Physical, over 400 inter-disciplinary meetings, over 10,000 direct participants.

ACTING/ATTENDING Low, although doing everything to engage the citizens in SUMP, their will to cooperate was low

ACTORS Representatives of various political parties, non-governmental organizations, businesses, entrepreneurs, researchers and active citizens take part in the debates, as well as a multi-disciplinary team including an architects, urban planners, ecologists, economists, programmers, lawyers, sociologists and communication specialists, who have a variety of previous experience in business, the non-governmental sector and academia.

OUTCOMES The Vision team has formulated 24 long-term goals, nearly 250 steps and 385 specific measures, which have the ambition to draw up a plan for making Sofia a better city to live.

LINKS/REFERENCES/SOURCES <https://vizia.sofia.bg/vision-sofia-2050/>

Greening of Szarvas

Szarvas, Hungary

ADMINISTRATIVE LEVEL Regional/local level

BASIC OBJECTIVE The main objective of the policy instrument is to support decisions which contribute to an effective greening of the town, adjusting the city to nowadays expectations and requirements concerning the climate change and climate protection, reaching an adequate level of the green energy using or enlarging its scope.

CONTENT These are measure series. The town has been implementing a large number of photovoltaic panels settling projects on public buildings which decrease the use of fossil fuels and implements also building isolation projects. The area of Szarvas is to enrich the use of the thermal energy. The municipality has 2 operating thermal wells, many public buildings and individual blocks of flats which are connected to the thermal district heating system. There is a continuous aim to enlarge a number of buildings connected to the system. The Mayor is also a member of the initiative the Covenant of Mayors and based on the agreement, the Municipality needs to develop the SEAP plan which is in the process of development. Aside that, a new climate strategy project is under implementation phase addressing many awareness raising activities in schools and kindergartens. The future plans are oriented toward a photovoltaic panel park.

LEGAL STATUS Non binding

DATE Autumn of 2011. (first PV projects)

TYPE OF POLICY INSTRUMENT Management, economic, capacity building

TYPE OF CITIZEN PARTICIPATION Real

ACTING/ATTENDING High level of involvement and participation

ACTORS City management and administration, technical colleagues of the Szarvas Town Hall, PV suppliers, media, general public/citizens.

OUTCOMES Contributing to the climate change and climate protection actions and EU directions, decreasing the environmental impact and costs of heating for public institutions, environmental awareness education.

LINKS/REFERENCES/SOURCES <http://www.szarvasihet.hu/2020/10/25/napelemes-fejlesztések-szarvason/>; <https://www.beol.hu/gazdasag/helyi-gazdasag/tobb-szaz-millio-forintbol-telepitettek-napelemet-szarvason-3138226/#>; <https://www.newjsag.hu/2015/06/22/elkeszult-szarvas-fenntarthato-energia-akcioterve/>; <https://www.newjsag.hu/2013/12/14/ujabb-epuletekre-kerulnek-napelemek/>

4.

Assessment and benchmarking of policy instruments

AGORA project focuses on interventions (can be also specific projects) and policy instruments that can support a better and more efficient redevelopment of underused and unused areas. Any tools addressing discovering, re-activating and (co-)designing vacant or underused spaces and/or introducing new management and financing models are therefore the relevant subject of the assessment. The aim of the assessment is to evaluate effects of innovative policy instruments based on the use in different interventions and to get a better understanding in terms of their performance to enable redevelopment of unused/underused places regarding their impact, effectiveness, participation and transparency, inclusivity and equity, and sustainability of the redevelopment process.

AGORA assessment and benchmarking tool

The main aim of the assessment of interventions and policy instruments in the AGORA project is to evaluate positive and negative effects of interventions and available policy instruments which AGORA territorial partners identified in their studies on the state of the art of AGORA cities. Benchmarking of those policy instruments will support AGORA cities to choose the most appropriate policy tools for the needs of the implementation of potential urban regeneration projects which will be a part of their Urban Regeneration Agendas.

All 10 AGORA territorial partners prepared an assessment of intervention including policy instruments, and a benchmarking of those policy instruments. The methodology is composed of two parts, an assessment and a benchmarking part.

Assessment of interventions/projects

The analysed intervention can be any project that includes some innovative method, approach or aim, and is connected to the topic of the AGORA project. It can be a policy instrument in the case it has a separate objective, and it is complex enough to constitute a separate intervention in itself (e.g. a participatory planning process including several other tools). Smaller, simpler, but innovative tools (e.g., an interactive website) are analysed as parts of a larger intervention/project they are applied in. The assessment was prepared by two main parts:

- assessment of interventions,
- assessment of functions of different policy instruments within the intervention.

The benchmarking part is focused on policy instruments specifically, so that the evaluation process can include smaller units as well.

The assessment of interventions was developed in line with three development steps. The description of each intervention (step 1) is followed by the analysis based on five aspects/criteria (impact, effectiveness, participation, and transparency, inclusivity and equity, and sustainability (step 2). The last part (step 3) is the summary of the assessment of the intervention in a SWOT table.

Description of the intervention	1. Impact
	2. Effectiveness
	3. Participation and transparency
	4. Inclusivity and equity
	5. Sustainability

Each group (aspect) is composed of several guiding questions on which AGORA territorial partners needed to answer. The results represent the assessment part of each intervention. Contributing policy instruments is listed under each aspect.

Assessment of policy instruments

Each identified policy instrument used in the described intervention was assessed through the SWOT table.

Benchmarking of policy instruments

Benchmarking of policy instruments was developed through ranking all policy instruments based on their contribution to the above listed five aspects:

- impact
- effectiveness
- participation and transparency
- inclusivity and equity,
- and sustainability.

Ranking has three stages:

- low
- medium
- high

Raum+

Neckar Alb Region, Germany

Description

This instrument for monitoring/controlling was developed to provide an overview of the settlement area reservations of all municipalities in the Neckar-Alb Region. It is a virtual management and facilitate system of classifying areas. This tool was created with the help of Pro Raum Consult, an expert guidance, to collect quantitative as well as qualitative information on specific areas that are either on municipal, regional or state level. They established an infrastructure with the data from cities and municipalities based on interviews with city and municipal administrations. It contains information on land reservations like the availability, blockage and ownership in order to make easier statements on the mobilisation of the respective area at a later date. The instrument can be used by local municipalities and provides an actualized and self-controlled overview of their land reservations and spatial statuses. The actors of interventions are municipalities in the Neckar-Alb Region as well as the regional administration. As a long-term outcome, an actualized database can be found and fostered by municipalities and help them to facilitate their land use.

Impact

- **How many people are directly or indirectly affected by the intervention?** The administration of all 66 municipalities in the Neckar-Alb region.
- **Does the intervention create new workplaces?** No.
- **Does the intervention create new public spaces used by a broad audience?** No.
- **Does the intervention contribute to the revitalization of the broader neighbourhood?** It identifies areas that can potentially be used for revitalizing projects.
- **Does the intervention contribute to the following high priority issues?** Raum+ contributes to the economic development of the city.
- **Does the intervention include new, innovative instruments or outcomes? Does it create new functions within the neighbourhood?** It is a participatory element of administration to generate a better overview on unused or underused spaces.

Effectiveness

- **How effective is the intervention in achieving its goal?** It is as effective as municipalities are fostering the database, so it depends on their input. But generally, it's quite effective.
- **Does it effectively reach the target group?** Yes.
- **What are the failures or weak factors in the cases where the intervention was used? What are the shortages and/or failures of it?** Since the maintenance of the database is on voluntary basis, the data might be quite old in case there aren't regular updates.
- **Does it allow for a fewer human resource burdened process?** Yes.
- **Does it allow for a fewer financial resource burdened process?** No.

- **Does it allow for utilizing previously underutilized resources or capacities?** Yes.

Participation and transparency

- **Are there conflicts between the interests of different stakeholders?** No.
- **Does the process involve opinions and standing points of various stakeholders so that the intervention can be done in a more consensual way?** Partly.
- **Was the process of planning and/or implementation transparent for the public?** Yes. Public decision of the regional association meeting. Datenerhebung in cooperation with all 66 Municipalities.
- **Is the everyday operation of the intervention transparent for the public?** No. It's a planning Tool for Municipalities. Data protection!
- **What tools ensure it (eg. website, public events for sharing information)?** Database.
- **Are there channels for the public and stakeholders to give feedback?** No.
- **Does the implementation of it have any corruption risk?** No.

Sustainability

- **Is the project self-financing in the long run? If not, can the municipality provide adequate resources for long-term operation and maintenance?** No, but high-cost efficiency one platform for 66 Municipalities.
- **Are the costs of the intervention in balance with the expected results?** Yes. (or point of view)
- **Is the intervention politically sustainable?** Yes.
- **Is there a risk that a new leadership would stop or turn back the intervention?** Yes.
- **How replicable and scalable is the intervention?** More and more municipalities use it. The instrument is already used in other regions in Europe. (Germany, Switzerland, Luxemburg)
- **How flexible and transferable is the intervention?** High.
- **Is there an opportunity for improving the intervention? What are the opportunities to improve it?** Can be developed into an instrument for Wirtschaftsförderung and marketing of locations/areas.

Links/references/sources

- <https://www.pro-raum-consult.com/raumplus/>

Cases

- <https://www.pro-raum-consult.com/portfolio-items/gewerbeflachenstudie-region-neckar-alb/>

SWOT Analysis of an innovative policy instrument within the intervention

Raum+			
<i>Strengths</i>	<i>Weaknesses</i>	<i>Opportunities</i>	<i>Threats</i>
<i>Transparency within the municipalities</i>	<i>Quality and Update suffers from low maintenance</i>	<i>Data can be used for clear communication and municipal planning</i>	
<i>Participatory tool for municipal administration</i>		<i>Simultaneous editing</i>	
<i>Growing Database</i>			
<i>Up-to-date</i>			
<i>Broad overview about ara potentials</i>			

Benchmarking of policy instrument

	<i>Impact</i>	<i>Effectiveness</i>	<i>Participation</i>	<i>Inclusivity</i>	<i>Sustainability</i>
<i>Raum +</i>	<i>medium</i>	<i>high</i>	<i>high</i>	<i>low</i>	<i>-</i>

Early and informal civic participation

Neckar Alb Region, Germany

Description

Through the early public participation in local planning processes, citizens are informed as comprehensively as possible about the general objectives, purposes and contents of the urban land use planning envisaged by the city, the variants under consideration and the anticipated effects of the planning at an early stage. The citizen will be given the opportunity to express and discuss their opinions, because the municipality wants to be aware of the consequences of the planning from the citizens' point of view at an early stage. The city is obliged to implement early citizen participation. However, the form of the implementation is not binding. The city can either inform citizens about the project on a public event, offer visiting hours so that citizens can be informed, or invite them into the participatory planning process, where citizens can actively participate in decision-making process. It is a type of a real citizen participation, and the acting and attending is very high. Actors are the city administration, urban planners or other experts, general public/citizens, NGOs, associations, etc. The main outcome of the policy instrument is the recognition and defusing of conflicts and exposing different ideas at the earliest possible stage.

Impact

- **How many people are directly or indirectly affected by the intervention?** All local citizens.
- **Does the intervention create new workplaces?** Partly.
- **Does the intervention create new public spaces used by a broad audience?** No.
- **Does the intervention contribute to the revitalization of the broader neighbourhood?** No.
- **Does the intervention contribute to the following high priority issues?** It contributes to the social inclusion.
- **Does the intervention include new, innovative instruments or outcomes? Does it create new functions within the neighbourhood?** It's a classical participatory element.

Effectiveness

- **Does it effectively reach the target group?** Yes.
- **What are the failures or weak factors in the cases where the intervention was used? What are the shortages and/or failures of it?** Participatory tools often tend to be against political decisions that mainly benefit the regions development. Even though citizens were given sufficient information, they are often not adequately informed. Thus, people tend to protest in these participatory tools instead of creating new solutions or suggestions.
- **Does it allow for a fewer human resource burdened process?** No, it's much work to process all participation.
- **Does it allow for a fewer financial resource burdened process?** No.

- **Does it allow for utilizing previously underutilized resources or capacities?**
Yes.

SWOT Analysis of an innovative policy instrument within the intervention

<i>Early and informal civic participation</i>			
<i>Strengths</i>	<i>Weaknesses</i>	<i>Opportunities</i>	<i>Threats</i>
<i>Broad acceptance by the public</i>	<i>Often political decisions can't be followed due to insufficient information</i>	<i>Active co-creation</i>	<i>Formation of citizens' initiatives against a project</i>
<i>Transparency in public communication</i>			<i>High potential of resistance of the people</i>
<i>Active co-designing of the process</i>			<i>Misunderstandings can lead to the failure of the project</i>

Benchmarking of policy instrument

	<i>Impact</i>	<i>Effectiveness</i>	<i>Participation</i>	<i>Inclusivity</i>	<i>Sustainability</i>
<i>Raum +</i>	<i>medium</i>	<i>high</i>	<i>high</i>	<i>low</i>	<i>-</i>

Händelbar

Neckar Alb Region, Germany

Description

The basic objective is to search for solutions to strengthen town and village centres and to ensure local supply. The aim is to develop a guideline in this way, which should inspire and also offer the opportunity to make the contact with municipalities and actors who have already successfully implemented projects. The collection of creative, practical and above all transferable solutions with varying financial and temporal intensity. Outcomes of this organisational participatory tool is a retail concept that contains long-term strategic management, redesign of shopping streets, enabling larger retail outlets in the city centre, dealing with vacancies, realisation of grocery shops and small-scale concepts. Further, it's not binding with high attention of the actors. These are the city administration, urban planners or other experts, general public/citizens, NGOs, associations and more institutions.

Impact

- **Does the intervention contribute to the following high priority issues?**

It is contributing to several priority issues like:

a) environmental sustainability and healthy environment

b) economic development of the city

c) social inclusion c) gender equality. It contributes to the economic development of the city.

Effectiveness

- High, best practice model

Benchmarking of policy instrument

	<i>Impact</i>	<i>Effectiveness</i>	<i>Participation</i>	<i>Inclusivity</i>	<i>Sustainability</i>
Raum +	<i>medium</i>	<i>medium</i>	<i>medium</i>	<i>medium</i>	<i>medium</i>

Renewal of the residential neighbourhood Planina Kranj, Slovenia

Description of the intervention

Almost a quarter of all inhabitants of the Municipality of Kranj lives in the Planina neighbourhood. High population density causes traffic problems and the lack of social cohesion of different population groups. The area is also defined as a degraded area with a suspicion on social degradation. The main objective was to establish and verify a sustainable and participatory management model for the renovation of degraded urban areas in the City of Kranj. To define a series of soft development-process and management contents that will be key to the integrated transformation of the Planina neighbourhood. The intervention included several actions: in 2009, a survey was conducted among residents about their well-being in the environment in which they live. In 2013, a strategy for the comprehensive renovation of the Planina neighbourhood was created and in 2016, the office for urban renewal became active. The target group of the intervention were the residents of the Planina neighbourhood. The main stakeholders involved were 5 departments of the Municipality of Kranj, 4 local municipalities, the state, some non-governmental organizations and local companies. There was no regulatory framework at the beginning, the process was based on the bottom-up principle. Later, the strategy for the comprehensive renovation of the Planina neighbourhood was created. The project was fully funded by the Municipality of Kranj. The generation of incomes from the intervention was not detected. Outcomes of the project were long-term, so far the results are still recognisable, but in the long term they can fail. There has been several positive neighbourhood-level impacts like nicer and healthier environment and better quality of life for residents.

Impact

12.000 residents of the Planina neighbourhood are affected by the intervention. The intervention does not create new workplaces, it created a new public space, used by a broad audience – pump track. The revitalization of the broader neighbourhood was the main objective of the project. It contributed to healthier environment and social inclusion. The intervention included new innovative instrument as a part of workshops, where participants were divided into thematic groups. Those groups had smaller amounts of funds, with which they could directly face concrete challenges, implement solutions and contribute to a better quality of life in the neighbourhood.

Effectiveness

The intervention was effective and did achieve its goals by effectively reaching the main target group (residents of the neighbourhood). It utilized previously underutilized resources – land, by installing a new program, a new content. The disadvantage, however, is the missing continuity of the process.

Participation and transparency

The project was included opinions, different aspects, feedback of various stakeholders and has therefore been implemented in a friendlier, lifelike, non-bureaucratic way. The promotion of the project was very efficient through the website, social networks, leaflets, brochures, exhibitions, etc. were through which the transparency of the process was achieved. The corruption risk was not detected in the process.

Inclusivity and equity

By involving inhabitants of the Planina neighbourhood, also vulnerable groups of residents, such as children, women, the elderly, the unemployed etc. were included. This way, the city give them the power in decision making processes through which they had an opportunity to share their opinions how their neighbourhood will be regulated. Through theis process, the social networking between residents of the Planina neighbourhood was improved.

Access routes for the disabled and elderly were also established, playgrounds for children have been arranged, renewed urban equipment is now available to all age groups, a pump track for the young population was implemented and a parking and public transport solutions for the working population has been renovated.

There were no negative consequences of the intervention detected, vulnerable groups had the same opportunities as other groups and were not left behind in the process.

Sustainability

The project was financed exclusively by the Municipality of Kranj. An active process of renewal lasted for a period of 3 years and ended in 2018, for the maintenance of the same situation an extension of activities would be necessary. Outcomes are long-term, but it would be necessary to establish continuity which would not only maintain but also upgrade the situation. We assume that the continuity of the project was not established due to the lack of funds and the fact that funds for development were also allocated to other areas in Kranj, where problems were identified due to environmental and economic challenges. Since the municipality was the only funder, it was not possible to provide adequate resources for long term operation and maintenance.

The intervention is replicable, scalable, flexible, transferable, but the intervention is not politically permanent, there is always the risk of new leadership turning down the intervention.

SWOT Analysis of an innovative policy instrument within the intervention

Renewal of the residential neighbourhood Planina			
Strengths	Weaknesses	Opportunities	Threats
<i>involvement of large numbers of people and recording of their interests</i>	<i>continuity of the process is not established</i>	<i>basis for upgrading renovation projects</i>	<i>the effects of the renovation will slowly fade</i>
<i>transparent process, information always available to the public, good promotion of the project</i>	<i>financing is the sole responsibility of the municipality</i>	<i>attract private investors with interest</i>	<i>the epidemic will further worsen the situation in the neighbourhood</i>
<i>implementation of small community projects, a new programme installed in previously underutilized resources</i>	<i>the project had no economic impact</i>	<i>the successful model of effective reaching of target group can be used at other interventions</i>	<i>it is difficult to secure sustainable funding for one neighbourhood renovation, as others need renovation as well</i>
<i>effective intervention, effective reaching of target group</i>	<i>conducted survey was not so efficient, because of too many questions</i>		

Assessment of policy instrument

Urban renewal office			
Strengths	Weaknesses	Opportunities	Threats
<i>easy accessible for all population groups</i>	<i>continuity of the urban office is not established</i>	<i>the possibility of replicating to any renovation projects</i>	<i>exploitation of the office for other purposes</i>
<i>an intermediate link in communication between the population and public services, participation of NGOs gained people's trust in project</i>	<i>no long-term funding</i>	<i>repetition or continuity of the process in the Planina area</i>	<i>duration and financing, the results need to be visible in the long run</i>
<i>an interdisciplinary group of experts</i>	<i>lack of motivation</i>	<i>annual traditional events or activities related to urban renewal (such as clean environment day)</i>	<i>prevailing requirements for parking spaces</i>
<i>direct support for neighbourhood initiatives</i>	<i>requires permanent space for office and socializing and permanent staff</i>		

Benchmarking of policy instrument

	<i>Impact</i>	<i>Effectiveness</i>	<i>Participation</i>	<i>Inclusivity</i>	<i>Sustainability</i>
<i>Renewal of the residential neighbourhood Planina</i>	<i>high</i>	<i>high</i>	<i>high</i>	<i>high</i>	<i>low</i>
<i>Urban renewal office</i>	<i>high</i>	<i>not known yet</i>	<i>not known yet</i>	<i>high</i>	<i>high</i>
<i>Municipal act on promoting the development of the old city of Kranj</i>	<i>medium</i>	<i>medium</i>	<i>medium</i>	<i>medium</i>	<i>Cofinancing renewal of buildings: high Cofinancing the rents: low</i>

Kindergarten “Crvenkapica”

Koprivnica, Croatia

Description of the Infrastructural development of the kindergarten “Crvenkapica”

- ***The story behind the intervention***

Inside former military barracks “Ban Krsto Frankopan” in Koprivnica today works “Kampus d.o.o.”, a company that has a role in building and space renewal in a way that newly renewed buildings are as eco-friendly possible. Inside a military complex there are three renewal zones: university, social and industry and in each of those zones different types of content are planned.

One of the brightest examples of space renewal is a kindergarten “Crvenkapica” which found its space in a former military building inside this complex. The idea to place that kindergarten there came from city officials. The reconstruction started at the beginning of 2011 and the kindergarten was opened on 10.11.2011. The kindergarten was hosted in a completely renewed building which after its reconstruction gained an energy certificate B. The whole investment costs around 3.000.000 HRK and was financed by the City of Koprivnica budget.

- ***The main objective of the intervention and the most important actions***

To build a modern kindergarten in what is basically a new part of the city.

Detecting a place where to place a new kindergarten.

Making a kindergarten as modern and energy efficient as possible.

- ***(Expected) short, intermediate, and long-term outcomes***

Better working conditions.

Efficient and comfortable space for the kids, parents and kindergarten employees.

Increased energy efficiency reduced utility costs.

- ***Target group of the intervention***

Kindergarten employees

Kids and their parents

Koprivnica citizens, particularly the ones living nearby kindergarten

- ***The main stakeholders involved, including supporters and opponents, their interests and needs***

Kampus d.o.o. – investor

Koming d.o.o. – contractor

“Koprivnički poduzetnik” – idea development

City authorities – support and progress monitoring

- ***The regulatory framework of the implementation of the intervention***

Kindergarten activities regulated by the „Law on Preschool Education”

The renovated building is owned by the municipality.

- ***Financial and non-financial resources (eg. EU funds, national and local funds, private and/or civic contributions, human resources within the municipality) used to develop, enact, and implement the project.***

3 million HRK (cca. 395.000 EUR) entirely funded by the City of Koprivnica.

Income generated to the local government. Not applicable.

Neighborhood-level impacts realized by the intervention

- Aesthetic impact.
- New kindergarten in Koprivnica.
- High impact on that city area citizens, especially young families.
- Low to mid impact for young families throughout whole of Koprivnica.

References

- <https://epodravina.hr/jedna-od-zgrada-kampusu-uskoro-postaje-vertic/>
- <https://epodravina.hr/pri-kraju-uredenje-novog-vertica-crvenkapica-u-kampusu/>
- <https://epodravina.hr/novi-djecji-vertic-u-kampusu-pocinje-raditi-u-ponedjeljak/>
- <https://epodravina.hr/djecji-vertic-crvenkapica-otvorio-vrata-za-80-malisana/>

before



after



Assessment of the Infrastructural development of kindergarten “Crvenkapica”

Impact

- **Number of people directly or indirectly affected by the intervention:**
- around 80 children and their parents
- employees of the institution
- population of the city of Koprivnica: 30 854 people
- population of the Koprivnica Križevci County: 111 782 people

- **New workplaces created by the intervention:** New positions vary.
- **New public spaces created by the intervention, that is used by a broad audience:** Not applicable.
- **The intervention's contribution to the revitalization of the broader neighborhood:** Revitalization of the Kampus, former military barracks is a relatively new process in Koprivnica and a kindergarten helped in its revitalization. The whole Kampus is just integrating itself into this part of the city and kindergarten helps in engagement of broader citizens to it.
- **The intervention's contribution to the following high priority issues:**
 - environmental sustainability and healthy environment – highly energy efficient renovation
 - economic development of the city – new job positions, vary with time
 - social inclusion – increased socialization between kids and their parents
 - gender equality – not applicable
- **New, innovative instruments, outcomes or new functions on the neighborhood-level created by the intervention:** New added value to the neighborhood and its inhabitants.

Contributing policy instruments: Energy efficient modernization of the building

Effectiveness

- **Effectiveness of the intervention in achieving its goal:** New kindergarten is appropriate for kids. It is now 10 years since it was built and there haven't been any problems. A kindergarten is serving its purpose nicely.
- **Does it effectively reach the target group?** Yes.
- **Failures, weak factors or shortages of the intervention.** Not applicable.
- **Its contribution to a fewer human resource burdened process?** Not applicable.
- **Its contribution to a fewer financial resource burdened process?** Not applicable.
- **Its contribution to utilizing previously underutilized resources or capacities?** Former barrack that wasn't used for years now has a new function.

Contributing policy instruments: planning process collaboration between stakeholders, investors and the City of Koprivnica, energy efficient modernization

Participation and transparency

- **Conflicts between the interests of different stakeholders?** None.
- **Involvement of opinions and standing points of various stakeholders so that the intervention can be done in a more consensual way?** None.
- **Transparency of the process of planning, implementation and/or everyday operation for the public; tools that ensured it (e.g. website, public events for sharing information)?** Project news disseminated through Koprivnica web page and through local media.
- **Channels for the public and stakeholders to give feedback?** City administration.
- **Corruption risk of the intervention?** Public procurement.

Contributing policy instruments: press conferences, broadcasted municipality meetings,

local representatives, public procurement.

Inclusivity and equity

- **Outcomes of the intervention that can be advantageous for groups from various backgrounds. Policy instruments contributing to the accessibility of the public space.** Not applicable in a sense it's a kindergarten. If anything, kids aren't that aware of the background variety between them.
- **Effect of the intervention on vulnerable or marginalized groups. If applicable:** Not applicable.
- **The intervention's contribution to the gentrification of the neighborhood:** The kindergarten was placed at a former military barrack.
- **Other unintended consequences of the intervention that might put vulnerable or marginalized groups at a disadvantage.** None.
- **Tools of the intervention that contribute to the empowerment of the weaker stakeholders (e.g. vulnerable groups which are usually left out in the business as usual procedures).** Not applicable.

Sustainability

- **Is the project self-financing in the long run? If not, can the municipality provide adequate resources for long-term operation and maintenance?** All public kindergartens in Koprivnica are under city jurisdiction and financing.
- **Are the costs of the intervention in balance with the expected results?** This city part needed a kindergarten. A kindergarten was placed in former military barracks. Benefits are higher than costs.
- **External funders of the intervention, whom might have an influence on the exact implementation; the ways it alters or limit the implementation.** Not applicable.
- **Political sustainability, potential risk that a new leadership would stop or turn back the intervention.** None.
- **Replicability and scalability of the intervention.** No direct barracks -> kindergarten intervention but possible renovation of some other unused building or space for some new kindergarten purposes.
- **Flexibility and transferability of the intervention.** In a know-how sense
- **Opportunities for improving the intervention.** Possible expansion for more children groups if necessary.

Contributing policy instruments: financial planning, city funding

SWOT Analysis of the intervention

Swot analysis of the infrastructural development of the kindergarten "Crvenkapica"			
Strengths	Weaknesses	Opportunities	Threats
Strong necessity for kindergarten in a given part of Koprivnica.	Potential demographic losses could cut some of kindergartens, maybe this one is one of them in the future.	Potential for further development of kindergarten if necessary.	Cut from city ownership and funding.
Renovation of former military barracks.		An opportunity to become a relevant stakeholder in future formation of Kampus along with other stakeholders working and living there or thereabout.	Potential demographic losses could cut kids numbers in future years.
Straightforward project backed by city administration.			
Highly energy efficient building.			

SWOT Analysis of an innovative policy instrument within the intervention

Innovative policy instrument			
Strengths	Weaknesses	Opportunities	Threats
Direct project coordination from city administration.	Nothing really innovative in the project.	Good transparent practice that can be upgraded in future projects.	Settling for existing project processes without further developing them.
Regular weekly meetings between mayor and heads of city departments.		Higher idea gathering from citizens.	
Transparent project development, details available to public and media.		Engagement from younger generations in project planning through innovative web services.	
Know-how from former similar projects.			

Benchmarking of policy instrument

	<i>Impact</i>	<i>Effectiveness</i>	<i>Participation</i>	<i>Inclusivity</i>	<i>Sustainability</i>
<i>Urban renewal office</i>	<i>high</i>	<i>high</i>	<i>high</i>	<i>high</i>	<i>low</i>
<i>Urban renewal office</i>	<i>high</i>	<i>not known yet</i>	<i>not known yet</i>	<i>high</i>	<i>high</i>
<i>Municipal act on promoting the development of old city of Kranj</i>	<i>medium</i>	<i>medium</i>	<i>medium</i>	<i>medium</i>	<i>Cofinancing renewal of buildings: high Cofinancing the rents: low</i>

Contemporary Art Center in Sofia

Sofia, Bulgaria

Description of the intervention

- **What is the reason, the story behind the intervention?** The project represents a dilapidated building, a former heating plant around which several creative organizations joined forces over the past years to turn the space as a potential basis for the long-awaited Contemporary Art Center in Sofia.
- **What is the main objective of the intervention? What actions did the intervention include?** The main objective of the intervention is to create a place for the performance of independent artists in Bulgaria and to prove that the abandoned industrial spaces in the urban environment have potential for new life. The centre of Sofia needs a new space to attract residents with cultural events. Construction and repair works are being carried out to transform the abandoned and unused building into a modern arts centre.
- **What are the (expected) short, intermediate, and long-term outcomes?** Employment opportunities; Improvement of the urban environment; Creation of a new place for artistic performances; The building can be easily connected with the park environment and thus create not only a closed cultural centre, but also a lively exterior, suitable for various events.
- **What is the target group of the intervention?** Citizens, visitors, artists, tourists.
- **Who are the main stakeholders involved, including supporters and opponents? What are their interests and needs?** Citizens, visitors, artists. Artists and citizens need a building that is suitable for a wide range of artistic events (theatre, music, dance, visual arts), as well as accessible for educational and social activities.
- **What is the regulatory framework of the implementation of the intervention (e.g. regional and local policies, territorial development regulations)?** There are many local policies and development regulations that support the implementation of the intervention which is a municipal property. Such are the Strategy for the Development of Culture 2013-2023, the Program Europe, the Vision for Sofia, the Integrated Plan for the Urban Regeneration and Development of Sofia.
- **What kind of financial and non-financial resources (eg. EU funds, national and local funds, private and/or civic contributions, human resources within the municipality) were used to develop, enact, and implement the project?** The first two phases of the project (public deliberation and participatory planning) are funded by the Program Europe. The architecture competition and the reconstruction at total amount of BGN 3,7 million are funded by the Municipal budget.
- **Does or will the intervention generate income to the local government?** The Toplotsentrala will operate under the management structure of the first regional art centre in Bulgaria. So far, in Sofia there are 3 local, municipal art centres. The Toplotsentralata is the first regional one and it will be supported not only by the local budget, but also by a subsidy from the republic budget. In addition, this centre will

generate income which will be invested in its maintenance.

- **What neighbourhood-level impacts are realized by the intervention?** Since the intervention is located in a residential and recreational area near the centre of the city, it will create better conditions for residents of the neighbourhood, such as improving the park around the building.

References:

- <http://toplocentralata.com/>
- www.evropa-so.bg
- <https://vizia.sofia.bg/vision-sofia-2050/>
- <https://www.sofia-agk.com/Pages/Render/765>
- <https://sofia.bg/>

Before the intervention



After the realization of the project



Impact

To what extent does the intervention affect/influence the targeted area/problem/group of people?

- **How many people are directly or indirectly affected by the intervention?**
- Employees of the Contemporary Art Centre: 19 people main staff
- Artists: All members of ACT Association – 8 organizations and 32 artists
- Artistic and cultural community in general
- Residents and visitors of Sofia
- **Does the intervention create new workplaces?** Yes, mentioned above.
- **Does the intervention create new public spaces used by a broad audience?** Yes. The regeneration of Toplocentrala will create a new public space both for the artists to present their art, and for the audience.
- **Does the intervention contribute to the revitalization of the broader neighbourhood?** The transformation of the building into a Contemporary art centre will attract residents and visitors from other neighbourhoods as well as from other cities and abroad.
- **Does the intervention contribute to the following high priority issues?**
- environmental sustainability and healthy environment: Environmental revitalization: the location of the Toplotsentrala provides an easy access both by bike and by foot
- economic development of the city: The Centre provides art residences for foreign guests who are users of services throughout the city; in addition, the centre will contribute to economic development by new employment possibilities, art residences and new cultural offering
- social inclusion: The Centre programming and ticketing policy are the subject of further development and trainings which will be identified throughout the AGORA project.
- **Does the intervention include new, innovative instruments or outcomes?**
- **Does it create new functions within the neighbourhood?** Initial phases of the project were funded by the policy instrument of the Sofia Municipality called the Programme Europe. The programme supports cooperation between the civil society and local authorities in Sofia in creating and accessing a variety of practices related to the Bulgaria's membership in the European Union. The programme Europe is implemented each year according to priority areas, which are proposed by the Program Council and approved by the Sofia Municipal Council. The first priority area remains unchanged over the years and reflects the essence of the Program related to the creation, implementation and promotion of good European practices related to improving the quality of life in the capital and enhancing the benefits of Bulgaria's membership in the European Union. The other priority areas change because they reflect current European trends and local policies that are being worked on during the year. After priorities and the yearly budget is defined, the application process starts. Submitted projects are evaluated and ranked by the Commission, which is appointed by order of the Mayor of Sofia Municipality after a written proposal from the Program Council of Program Europe. What is innovative about the Toplotsentrala is the process of its creation – it is a grass-root project, which goes through several phases. In the first phase, the vision and potential management structure were developed; the second phase conducted the international competition for the refurbishment of the

building and the process of refurbishment. In the forthcoming third phase a decision about the management of the centre as well as the principles for programming and financing will be defined.

Contributing policy instruments: Programme Europe, Strategy for the development of culture 2013-2023, Sofia RIS3

Effectiveness

- **(How effectively does this policy utilize the resources which are invested in it? To what extent does it help achieve the initial aim of the policy?)**
- **How effective is the intervention in achieving its goal?** The goal of the project is quite clear and precise - to regenerate the unused heating plant and turn it into the Contemporary art centre from which the artists and the general public will benefit. The centre will provide a space for independent performing artists and cultural operators. Their access to this space will give them the opportunity to present their art widely.
- **Does it effectively reach the target group?** The artistic community is effectively reached since they are at the core of the project. It has initiated the process and took a part of its realization along with the local authorities and on a later stage with the Ministry of Culture. Of course, the citizens and visitors are also a target group, but it will be known if they will be reached effectively once the Centre starts operating.
- **What are the failures or weak factors in the cases where the intervention was used? What are the shortages and/or failures of it?** The process is time consuming. It has been 10 years since the beginning of the project. There are no predefined and agreed upon success indicators.

Contributing policy instruments: Programme Europe, Strategy for the development of culture 2013-2023, Sofia RIS3

Participation and transparency

- **Are there conflicts between the interests of different stakeholders?** So far no, but conflict resolution is a constant process. The interests of different stakeholders will be considered continuously, and negotiation will follow when needed.
- **Does the process involve opinions and standing points of various stakeholders so that the intervention can be done in a more consensual way?** The preparation process involved opinions of different artistic associations, NGOs, the municipal administration, the Ministry of Culture.
- **Was the process of planning and/or implementation transparent for the public? Is the everyday operation of the intervention transparent for the public? What tools ensure it (e.g. website, public events for sharing information)?** Many discussions on the implementation of the Toplotsentralata were held both in public and in the commissions of Sofia Municipal Council. An international architectural competition was held, in which 60 architecture studios participated. The jury chose a Bulgarian architecture studio for the implementation of the project. Information about the project is regularly updated on: www.toplocentralata.com; www.facebook.com/toplocentralata

- **Are there channels for the public and stakeholders to give feedback?** On different stages of the project development there were different channels for getting the feedback. With the official opening of the centre later this year there will be a specific new channel for the Toplotsentrala.
- **Does the implementation of it have any corruption risk?** No corruption risk has been identified so far.

Contributing policy instruments: Programme Europe, Strategy for the development of culture 2013-2023, Sofia RIS3

Inclusivity and equity

- **Are there tools which contribute to the empowerment of the weaker stakeholders (e.g. vulnerable groups which are usually left out in the business as usual procedures)?** The project is currently in the second phase, which is addressing the physical construction of the building. In the third phase, a management team will be selected and they will propose a concept for the management. The concept will include specific programming principles and principles for reaching new audiences. The answers to all the questions above will be addressed during the third phase of the project as well as through the AGORA project.

Contributing policy instruments: Programme Europe, Strategy for the development of culture 2013-2023, Sofia RIS3

Sustainability

- **Is the project self-financing in the long run? If not, can the municipality provide adequate resources for the long-term operation and maintenance?** In order to carry out its activities, the Center will generate its revenue from the following sources: public funding, own activities, project financing, sponsorship and donations. The public co-financing (Sofia Municipality, Program Culture) will be in the amount of 70% and the co-financing of NGO “Toplocentrala” will be 30%. In order to be sustainable and to move towards greater self-financing, the Center must also develop profit making activities.
- **Are the costs of the intervention in balance with the expected results?** It is too early to say due to the fact that the Centre is not operating yet.
- **Are there external funders of the intervention, whom might have an influence on the exact implementation (eg. EU)? If so, how does it alter or limit the implementation?** So far there are no external funders.
- **Is the intervention politically sustainable? Is there a risk that a new leadership would stop or turn back the intervention?** Yes, the Centre is already at the end of second phase and very close to completion. The financing of the Toplotsentrala does not depend only on the Sofia Municipality. There is already an agreement that the Ministry of Culture will support the process and therefore provide national financing.
- **How replicable and scalable is the intervention?** The project is replicable. There are many other unused/underused public spaces that could be regenerated into cultural/educational hubs using this model. However, it should be kept in mind that the process is time consuming and quite costly.

- **How flexible and transferable is the intervention?** Three phases of the project could be adapted to different settings.
- **Is there an opportunity for improving the intervention? What are the opportunities to improve it?** During the third phase when the art centre will become fully operative, strict monitoring will be implemented in order to improve its functioning.

Contributing policy instruments: Programme Europe, Strategy for the development of culture 2013-2023, Sofia RIS3, Municipal budget, Subsidy from the Ministry of Culture.

SWOT Analysis of the intervention

Regeneration of a former heating plant into Contemporary Art Center Toplotsentrala			
Strengths	Weaknesses	Opportunities	Threats
<i>Clear and specific purpose of the future art centre</i>	<i>No predetermined success indicators</i>	<i>Possible EU support and funding</i>	<i>Insufficient funding</i>
<i>Open intervention process, involving opinion of artistic associations, NGOs, the municipal administration</i>	<i>The proposed managing model may not be implemented</i>	<i>International interest, attracting both artists and public</i>	<i>High costs</i>
<i>Central location, easily accessible</i>	<i>Time consuming process</i>	<i>Employment opportunities</i>	<i>Withdraw of financial support</i>
<i>Creation of a new public space both for artists and public</i>		<i>Public-private partnership management</i>	<i>Conflicting interest in the artistic community</i>

Assessment of policy instruments

Program Europe			
Strengths	Weaknesses	Opportunities	Threats
<i>Guaranteed municipal funding for NGO projects</i>	<i>The programme functions on annual basis (within one fiscal year)</i>	<i>The programme funding could potentially be increased</i>	<i>Depends on the municipal budget and it may be affected if the budget is reduced</i>
<i>Growing thematic scope for grant support</i>	<i>Co-financing by the applicants</i>	<i>Potential to combine programme funding with other municipal grant making programs</i>	<i>More experienced organization are more likely to receive grants</i>

Program Europe			
A tool for applying European good practices in local government and the public sector	Relatively small grant		

RIS3 – Sofia Smart Specialization Strategy			
Strengths	Weaknesses	Opportunities	Threats
Directs the city innovation potential in 2 areas: ICT and Creative and cultural industries	No own budget to support implementation	In line with EU policies and funding opportunities	Due to election cycles and political changes it might be lost
Supported by the whole innovation eco system, not only by Sofia Municipality	Monitoring and evaluation depends on self-reporting	High demand from universities and innovative SME and start-ups	Changes in the multiannual EU framework programs
High public interest in it			

Strategy for the Development of Culture 2013-2023			
Strengths	Weaknesses	Opportunities	Threats
Consistent priorities, actions for achieving their goals and progress reporting	Not flexible enough	Scaling up initiative through other potentials of Sofia such as UNESCO creative city of cinema	Potential reduction in municipal budget
Own financial instruments (mainly programme Culture)	No organizational provision for cross-department and cross-silos work	Opportunities, offered by memberships in different international organizations	No events in Covid-19 pandemic

Benchmarking of policy instrument

	<i>Impact</i>	<i>Effectiveness</i>	<i>Participation</i>	<i>Inclusivity</i>	<i>Sustainability</i>
<i>Program Europe</i>	<i>medium</i>	<i>medium</i>	<i>high</i>	<i>high</i>	<i>medium</i>
<i>RIS3</i>	<i>high</i>	<i>high</i>	<i>high</i>	<i>medium</i>	<i>high</i>
<i>Strategy for the Development of Culture</i>	<i>high</i>	<i>high</i>	<i>medium</i>	<i>high</i>	<i>high</i>

Infrastructural development of Anex B building

Zenica, Bosnia and Herzegovina

Description

• ***The story behind the intervention***

The Business zone Zenica 1 has been formed back in 2000. It has been used to be a part of a former steel plant (the biggest in former Yugoslavia) which has extinguished in late 1990's. Prior to that, the city has made arrangements with the management to take over a part of the land and buildings which the plant stopped using. Agreements have been signed and the city has taken over these properties. Later on the City Council has adopted a decision for establishing the Business zone Zenica 1 which exist up to this date. Some of the acquired buildings within the zone have been sold to private companies while some remain in the ownership in the city. The city has invested into the infrastructure of the zone as well as into buildings which were abandoned. The Agency ZEDA was established in 2004 and than buildings were refurbished and returned in the use for entrepreneurs.

The anex B building is the only building within the The business zone, owned by the city, which has not been refurbished. As the interest for entrepreneurship has increased over the course of last 10 years city administration, the ZEDA Agency and the Association of employees have agreed that this building has to be reactivated for the future use.

The city administration has undertaken actions like taking care for preparing the reconstruction project, while the Agency ZEDA has been searching for adequate EU programs which can finance the majority of the reconstruction works.

The Agency ZEDA prepared a project proposal for the IPA Cross-border Cooperation Programme Croatia – Bosnia and Herzegovina – Montenegro 2014-2020, which has been proved in Autumn of 2020. The project is co-financed by the city and the Agency ZEDA.

• ***The main objective of the intervention and the most important actions***

Following a complete refurbishment, the zone will host 43 business premises, out of which 35 will be dedicated for start-up companies, meeting and educational room and training center for CNC machines and robotics.

Refurbishment works includes the thermal insulation of walls, the replacement of doors and window, the heating system and all fine works in interior.

The project does not include hiring of new employees because management of the facility will be given to the Local development agency ZEDA which already manages the TechnoPark and the business incubator.

The procurement of equipment for center for robotics.

• ***Expected) short, intermediate, and long-term outcomes***

- Additional work spaces for start-up companies
- Better working conditions
- Efficient and comfortable spaces
- Increased energy efficiency which will lead to reduced utility costs
- Cost of running this facility will be equally distributed among tenants

- **Target group of the intervention**
- Start-up companies (tenants)
- Clients of tenants
- Students and youth who will be attending educations in training center
- Unemployed persons – access to educational programs to improve their skills
- **The main stakeholders involved, including supporters and opponents, their interests and needs**
- Target groups
- University of Zenica
- Association of Employees
- Economic Council
- Mayor's office
- There were no opponents of the intervention.
- **The regulatory framework of the implementation of the intervention**
- Basic activities of the project are in line with a draft of law on entrepreneurial infrastructure in Federation of Bosnia and Herzegovina
- The renovated building is owned by the City of Zenica
- **Financial and non-financial resources (eg. EU funds, national and local funds, private and/or civic contributions, human resources within the municipality) used to develop, enact, and implement the project**
- Main project design was financed by the City of Zenica.
- The cost of refurbishment will be financed from three different source.
- Project is being financed through Interreg IPA Cross-border Cooperation Programme Croatia – Bosnia and Herzegovina – Montenegro 2014-2020.
- Additional funding will be provided by the City of Zenica and Agency ZEDA.
- Total cost of refurbishment will be known after procurement works.
- **Income generated to the local government**
- The Agency ZEDA is an operator of the existing Technopark and the Business incubator. They are going to operate the Aneks B building as well. Basically, they collect the revenue of these premises. However, tenants are paying only a fraction of the market value for their rental because prices are subsidized.
- All income generated from the rental is a revenue of the Agency ZEDA.
- **Neighborhood-level impacts realized by the intervention**
- Aesthetic appearance within the business zone.

References

- <https://www.interreg-hr-ba-me2014-2020.eu/novost/project-innovanet-held-online-kick-off-conference/>

Before



Assessment of the Infrastructural development of Aneks B building through five aspects

Impact

- **Number of people directly or indirectly affected by the intervention:**
 - Employees of Agency ZEDA (14 people)
 - Start-up companies – 35 future tenants
 - Students from Polytechnic faculty
 - Students from Faculty of Mechanical engineering
 - Unemployed persons(age group 18-45): 12 000 people
- **New workplaces created by the intervention**
 - Minimum 35 workplaces from 35 start-up companies
- **New public spaces created by the intervention, that is used by a broad audience**
 - Center for CNC machines and robotic
 - Meeting room accessible for different events
- **The intervention's contribution to the revitalization of the broader neighborhood**
 - not applicable (building is within industrial zone)
- **The intervention's contribution to the following high priority issues:**
 - environmental sustainability and healthy environment- energy efficiency measures, new heating system, insulation of walls, new doors and windows, interior works
 - economic development of the city – 35 start-up firms (indirectly)
- **New, innovative instruments, outcomes or new functions on the neighborhood-level created by the intervention**
 - Energy efficient building
 - Additional entrepreneurial infrastructure to support star up firms
 - Functional center for robotics

Contributing policy instruments: energy efficient modernization of the building, accessibility to new technologies

Effectiveness

- **Effectiveness of the intervention in achieving its goal.** The goal is realistic, and should be achieved. New spaces will be functional and appropriate for their functions. They will suit the needs of firms and other stakeholders (University, Association of Employees).
- **Will it effectively reach the target group?** Yes.
- **Failures, weak factors or shortages of the intervention**
- We are not sure that initial funding (estimates) are going to be sufficient for completion of all works.
- Project should be completed this year.
- In case that additional funding will be need project implementation can be delayed.
- If needed, the city will have to plan additional funds in the budget for the next year.
- **Its contribution to a fewer human resource burdened process?** Not applicable
- **Its contribution to a fewer financial resource burdened process?** Do not know yet
- **Its contribution to utilizing previously underutilized resources or capacities?** Not applicable.

Contributing policy instruments: planning process together with the management of the Agency ZEDA, University and relevant departments in the city administration, energy efficient modernization.

Participation and transparency

- **Conflicts between the interests of different stakeholders?** None.
- **Involvement of opinions and standing points of various stakeholders so that the intervention can be done in a more consensual way.** Planning process involved all relevant stakeholders. There is still space for the adjustment when it comes to defining the scope of business for future start-ups.
- **Transparency of the process of planning, implementation and/or everyday operation for the public; tools that ensured it (e.g. website, public events for sharing information)** There is a continues update on the status of the project. All project related information is published on the website. The AGORA walk video will be prepared with the focus on this pilot action and shared on social media.
- **Channels for the public and stakeholders to give feedback.** Social media is used by the city and the Agency ZEDA. Print media.
- **Corruption risk of the intervention.** Public procurement according to PRAG procedures. Procurements are monitored by three different organizational levels, so there is a strong control over it.

Contributing policy instruments: online events, project reports on the website, local representatives, social media, three-level control over the procurements, public procurement

Inclusivity and equity

- **Outcomes of the intervention that can be advantageous for groups from various backgrounds. Policy instruments contributing to the accessibility of the public space.** The intervention is advantageous for groups from various backgrounds (youth, unemployed persons, entrepreneurs). Good work environment for tenant and clients.
- **Effect of the intervention on vulnerable or marginalized groups. If applicable.** Not applicable.
- **Other unintended consequences of the intervention that might put vulnerable or marginalized groups at a disadvantage.** None.
- **Tools of the intervention that contribute to the empowerment of the weaker stakeholders (e.g. vulnerable groups which are usually left out in the business as usual procedures).** Not applicable.

Contributing policy instruments: planning process, accessibility to entrepreneurial infrastructure

Sustainability

- **Is the project self-financing in the long run? If not, can the municipality provide adequate resources for long-term operation and maintenance?** The project is sustainable in the long run. Maintaining it is an obligatory task of the city according to the national legal regulations. Small interventions are under jurisdiction of the Agency ZEDA. Revenues from the rent will be collected by the Agency ZEDA (subsidized rental fee).
- **Are the costs of the intervention in balance with the expected results?** Will be find out.
- **External funders of the intervention, whom might have an influence on the exact implementation; the ways it alters or limit the implementation.** External funding for the project is secured through the Interreg IPA CBC Programme Croatia-Bosnia and Herzegovina-Montenegro, 85%. Remaining 15% is financed from own resources. Additional funding will be provided from the city budget as well as higher level of authorities. The total cost of the refurbishment will be known after the completion of the procurement procedure. The project has its own timeline for the implementation so if the cost of action significantly raises that can limit implementation.
- **Political sustainability, potential risk that a new leadership would stop or turn back the intervention.** None.
- **Replicability and scalability of the intervention.** To some extent. EU funding is not accessible for the refurbishment of other types of buildings which are not prioritized within IPA Program.
- **Flexibility and transferability of the intervention.** Not applicable
- **Opportunities for improving the intervention.** Requires additional finances.

Contributing policy instruments: EU grants, financial planning, funding from higher levels

SWOT Analysis of the intervention

Swot analysis of the infrastructural development / refurbishment of anex b building			
Strengths	Weaknesses	Opportunities	Threats
Detailed information about the project is available for the public (transparency)	The costs of the project are not still precisely defined (procurement is undergoing)	Creation of a new function, more soft elements within use of building (other educations)	Additional funding (which is still pending) will not be provided by the EU
Straightforward goals (renovation, modernization, procurement of equipment for robotics)		Define which kind of start-ups will become tenants of this building	Insufficient interest of firms to use these spaces
Planning process has included all relevant stakeholders	Delays in project documentation for procurement, delays in the construction, increased costs	More precise request for project documentation in alignment with accessible financing	If the total cost of the action significantly goes over the planned budgeted it will reflect on financing of future projects
Easier access to entrepreneurial infrastructure			
Functional premises in use	Size of available offices are predefined	Incentivize specific industries and educations	

SWOT Analysis of an innovative policy instrument within the intervention

The Communication Strategy			
Strengths	Weaknesses	Opportunities	Threats
Citizens will be informed about the start of works via media	Restrictions for press conferences and events	Stakeholders are informed about the action and can be involved further down the process (functionality of building)	Overwhelming information on the internet
Wide spectrum of communication channels	Communication channels have to be adjusted to targeted audience		Negative publicity if planned funds are not sufficient, and if project is not implemented timely
Transparency requirements of the project are defined within the project			

The Communication Strategy

<p>Visibility requirements are also clearly defined within the project</p>			
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Benchmarking of Policy Instruments of the Infrastructural Development of the Anex B building

	<i>Impact</i>	<i>Effectiveness</i>	<i>Participation</i>	<i>Inclusivity</i>	<i>Sustainability</i>
Energy efficient modernization	<i>high</i>	<i>high</i>	<i>medium</i>	<i>high</i>	<i>high</i>
Financial planning	<i>not applicable</i>	<i>medium</i>	<i>not applicable</i>	<i>low</i>	<i>medium</i>
Procurement of equipment for robotics	<i>high</i>	<i>high</i>	<i>medium</i>	<i>high</i>	<i>medium</i>
Communication strategy	<i>medium</i>	<i>medium</i>	<i>medium</i>	<i>medium</i>	<i>high</i>

Odkolek area in Prague 9

Prague, Czech Republic

Description

- ***The story behind the intervention***

The Odkolek Area was built in 1835. There were 2 areas which consist of a former sugar factory complex and the second is the former Odkolek bakery complex. The eldest building of the area is a sugar factory which was built in 1835. Currently there are also three administrative buildings - a steam mill building with a chimney and a bread factory. Conditions of all buildings are unfortunately very poor. In 1918 a large fire damaged the building and the building of the mill operation was restored (silo, mill, flour mill). Buildings were planned for a demolition.

The former Odkolek bakery in the Vysočany was one of the largest companies of its kind in the country where 1945.700 employees worked there. In 2006 the Ministry of Culture added the administrative building of bakeries on the list of cultural monuments. The building of the steam mill is architecturally valuable (brick facade, brick chimney). The steam mill building is not listed as a heritage site due to the reconstruction in 1975-83 and the unsatisfactory technical condition contributed to the demolition. Today, the area is a large brownfield site which is closed for the public, because it is too dangerous to enter the area. This is one of the reasons why Prague 9 has identified Odkolek as a site which has to be revitalized.

The Odkolek was used for its original bakery purpose until 2001. In 2001 the production was discontinued and not resumed. In 2005 the company Odkolek definitely left and the area was sold to a private owner. It is now owned by the METROSTAV DEVELOPMENT a. s.

- ***The main objective of the intervention and the most important actions***

The main objective of the intervention is to use the potential of the area, build on the industrial past and bring life back to the area and open it to the public. The Prague 9 is planning to make the area liveable, sustainable, accessible, and safe for citizens and to create a good place for living. The planned project includes the creation of green areas, residential housing, and a creation of a space for commercial and recreational activities. The project has also the environmental impacts on the area. Environmental aspects of the implementation: (quality of vegetation, noise pollution, etc.) quiet and peace in the northeastern part of the area, green area, the Jetelka park will be more quiet and peaceful location, alley above the Klíčov, the Květinové hřiště (Flowers playground) Pod Krocínkou.

- ***The most important actions:*** The revitalization of the area is being prepared. 3 meetings with the public already took place: neighborhood meeting on the map, an open day, an introduction of the concept for the revitalization design.
- ***Preparation of necessary official administrative documents.*** The demolition of the old unused bakery.

zoning	The total land area m ²			
	current situation		Planned situation	
	m ²	%	m ²	%
residential	/	0	10 430	24.99
industrial	12 346	29.57	/	0
commercial	314	0.75	314	0.75
recreational	/	0	390	0.93
green areas	8985	21.52	16498	39.52
other	20 100	48.15	14 113	33.81

The area will no longer be used for the industrial production. The revitalization plan anticipates the construction of residential housing, creation of green areas, the space for recreational and commercial purposes. Thanks to the implementation of the planned revitalization, a huge area will be available again. If the redevelopment didn't happen the area would fall into disrepair. A quality site will be created. The natural environment won't be affected since the redeveloped area will be safe for residents and citizens of the Prague 9. Currently, the demand for apartments exceeds supply, and as the capital continues to grow, abandoned brownfield sites need to be transformed. Otherwise, they fell into disrepair and remained preserved.

Initiatives for a redevelopment of the site (initiators, stakeholders, activities) METROSTAV DEVELOPMENT -> initiates to build apartment houses and shops, connectivity of the complex with the Vysočany, new parks and green spaces, the reconstruction of the street to Klíčov, the creation of a bus stop, additional civic amenities in the area.

Goals and motivation of the owner and users preservation of the historical footprint - reconstruction of the administrative building - cultural monuments.

- **(Expected) short, intermediate, and long-term outcomes**

- Better conditions for living -> better area for citizens
- Less noise, less pollution
- Bus stop -> better infrastructure
- Creation of green areas
- Sustainability

- Accessibility
- Creation of space for commercial purpose
- **Target group of the intervention**
- Citizens (including vulnerable groups such as elderly, single parents,...)
- (Local Stakeholders)
- Young families with their children
- NGOs and local initiatives
- Municipality of Prague 9
- **The main stakeholders involved, including supporters and opponents, their interests and needs:**
- Prague 9; Rada MČ Praha 9 – local authority
- Regional development department of Municipality – “Odbor výstavby a územního rozvoje MČ P9”
- Education and training centres – Novoborská elementary school, MŠ Veltruská – kindergarden
- NGO Community garden Paletka
- Regional development comission
- Josef Mareš – being in charge of Spatial planning development
- Zero Atelier s.r.o. (Jiří Krejčí)
- There were no opponents of the intervention.
- **The regulatory framework of the implementation of the intervention**
- Act No. 131/2000 Coll. Act on the Capital City of Prague ((Zákon č.131/2000 Sb. Zakon o hlavnim meste Praze)
- Act No. 128/2000 Coll. The law on villages (Zakon č.128/2000 Sb. Zakon o obcich)
- Spatial plan of the capital city of Prague
- Strategy on local level
- **Financial and non-financial resources (eg. EU funds, national and local funds, private and/or civic contributions, human resources within the municipality) used to develop, enact, and implement the project.** The project is funded by private resources.
- **Income generated to the local government.** Not applicable.
- **Neighborhood-level impacts realized by the intervention:**
- Aesthetic impact
- Positive impact on environment
- Safe, green and accessible area
- Better infrastructure

References

- <https://pekarny.vysocanskymlyn.cz/koncept-revitalizace/>
- <https://praha9.cz/>
- internal materials delivered by Metrostav

Visualization

Before



After



- 1) Little square
- 2) Big square with fountain

Assessment of the Infrastructural development of Odkolek area

Impact

- **Number of people directly or indirectly affected by the intervention:**
 - 615 flats -> 1492 users
 - 18 non residential units in buildings A, B, S2, D a E.
 - Building S1 will be used for civic amenities and at this moment it is not yet possible to estimate a number of users in building S1.
 - 7 SME in the area (viz Operational analysis)
 - Population of the city of Prague: 1 132 982 people
 - Population of the Prague 9: 48 810 people
- **New workplaces created by the intervention.** Not applicable.
- **New public spaces created by the intervention, that is used by a broad audience.** Squares, green areas, playgrounds, bus stop.
- **The intervention's contribution to the revitalization of the broader neighborhood.**
 - Less pollution due to discontinued production, less noise, no air contamination, more

greenery, bus stop.

- **The intervention's contribution to the following high priority issues:**
- environmental sustainability and healthy environment
- modernization -> redevelopment of the preserved brownfield area
- economic development of the city
- safe area
- better infrastructure
- gender equality – not applicable
- **Does the intervention include new, innovative instruments, outcomes or new functions on the neighborhood-level created by the intervention.** Participatory approach of including citizens into the decision making process, the energy efficient modernization of the building, accessibility renovation.

Effectiveness

- **Effectiveness of the intervention in achieving its goal.** The goal is quite straightforward and realistic. It has not yet been achieved since the project has not yet been implemented.
- **Does it effectively reach the target group?** Not yet applicable.
- **Failures, weak factors or shortages of the intervention.** Possible prolongation of the timeframe (longer period for construction works, ad hoc issues, citizens initiatives etc.) - none at the moment, all on hypothetical level.
- **Its contribution to a fewer human resource burdened process?** The former production was discontinued.
- **Its contribution to a fewer financial resource burdened process?** Not applicable.
- **Its contribution to utilizing previously underutilized resources or capacities?** Not applicable.

Contributing policy instruments: planning process, energy efficient modernization

Participation and transparency

- **Conflicts between the interests of different stakeholders.** None.
- **Involvement of opinions and standing points of various stakeholders so that the intervention can be done in a more consensual way.** Too early to answer on this question. By now there are no contradictory opinions. Not relevant at the moment.
- **Transparency of the process of planning, implementation and/or everyday operation for the public; tools that ensured it (e.g. website, public events for sharing information).** Active and honest communication strategy of the Municipality Prague 9 (Devítka newspapers, publishing articles on web), press conferences, online communications, and the public meetings of the municipality, opinion polls, roundtables with citizens, regular update on the project website.
- **Channels for the public and stakeholders to give feedback.** Regularly updated project website, responsible contact person.
- **Corruption risk of the intervention**
- **Corruption risk within the developer's body**
- **Within internal developer's processes**

Contributing policy instruments: press conferences, publishing press stories in Devítka

newspapers, project reports on the website, local representatives, public procurement

Inclusivity and equity

- **Outcomes of the intervention that can be advantageous for groups from various backgrounds. Policy instruments contributing to the accessibility of the public space.** Available for all citizens, using non-discriminatory approach, barrier-free public space...
- **Effect of the intervention on vulnerable or marginalized groups. If applicable:** Not applicable.
- **The intervention's contribution to the gentrification of the neighborhood. The open zone for all citizens, the construction of the area where possible needs of the inhabitation can be met regardless on their societal and socio-economical status.**
- **Other unintended consequences of the intervention that might put vulnerable or marginalized groups at a disadvantage.** None.
- **Tools of the intervention that contribute to the empowerment of the weaker stakeholders (e.g. vulnerable groups which are usually left out in the business as usual procedures).** Not applicable.

Contributing policy instruments: planning process, accessibility

Sustainability (financial and general sustainability, long-term impact)

- **Is the project self-financing in the long run? If not, can the municipality provide adequate resources for long-term operation and maintenance?** The project is self-financing in long run.
- **Are the costs of the intervention in balance with the expected results?** Yes.
- **External funders of the intervention, whom might have an influence on the exact implementation; the ways it alters or limit the implementation.** The project is in the private ownership. The private owner can make the decision independently regardless the municipality.
- **Political sustainability, potential risk that a new leadership would stop or turn back the intervention.** None.
- **Replicability and scalability of the intervention.** Not applicable.
- **Flexibility and transferability of the intervention.** Not applicable.
- **Opportunities for improving the intervention.** Not applicable.

Contributing policy instruments: EU grant, financial planning, state funding, loan

SWOT Analysis of the intervention

Swot analysis of the infrastructural development of the Odkolek area

Strengths	Weaknesses	Opportunities	Threats
Large area with variable use	railway track near the complex	comprehensive development of the area	Economic situation and profitability of the project
Straightforward goals (renovation, modernization)	Delays in the construction can increase costs	Monitoring of the needs of the target group, involvement of stakeholders	Will be newly created commercial services used by citizens?
New function of the site.	Relatively large area in needs of complex project solution (possible spot for small mistakes)	Sustainable growth, livable green area	Possible ad hoc external events
Better place for living		Better place for living	
Working conditions has developed in the Center			
Location and accessibility			

SWOT Analysis of an innovative policy instrument within the intervention

The Communication Strategy of the Municipality Prague 9

Strengths	Weaknesses	Opportunities	Threats
Inhabitants are well informed, they feel involved, they have a full picture of the intervention	Sometimes too detailed information	More options for other stakeholders (eg. NGOs) to be involved, multilateral dialogue	Too detailed information might be distractive, hard to focus on the most important parts
Wide access (local periodics, public website, social media channels etc)	Not everyone can be reached via used channels (citizens who don't subscribe to channels, read the media etc.)	New ideas could be channeled, that the municipality could use (eg. new investment)	"Bad news" might show a negative picture of the intervention, it can be attacked based on them
Transparency requirements		Promotion of civil activities via active role of local government	
Mayoral office's inner motivation to keep people informed		More active communication on the internet to reach younger generations	

Benchmarking of Policy Instruments of the Infrastructural

Development of the Odkolek Area If in the analyzed case the instrument was similarly useful as it was in the best practice (regarding the given aspect)

	<i>Impact</i>	<i>Effectiveness</i>	<i>Participation</i>	<i>Inclusivity</i>	<i>Sustainability</i>
Communication strategy of the Mayoral Office	<i>medium</i>	<i>high</i>	<i>medium</i>	<i>high</i>	<i>high</i>
Car procurement	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
Energy efficient modernization	<i>high</i>	<i>high</i>	<i>n/a</i>	<i>n/a</i>	<i>high</i>
Financial planning	<i>medium</i>	<i>medium</i>	<i>medium</i>	<i>n/a</i>	<i>high</i>

Participatory budgeting

Cluj Napoca, Romania

Description of the intervention

- **What is the reason, the story behind the intervention?** A need for a proactive governance tool which would enable citizens to get involved in defining priorities and investment objectives in the local budget. It is a digital democracy tool used as a framework through which ideas and initiatives of the community are manifested, synthesized and transformed into the reality.
- **What is the main objective of the intervention? What actions did the intervention include?** Participatory budgeting is a process, which aims to improve the quality of life in the City of Cluj-Napoca, by encouraging citizens to get involved in defining priorities and investment objectives in the local budget. Therefore, it gives the people the power to make real decisions about how a part of the public budget is allocated.
- **What are the (expected) short, intermediate, and long-term outcomes?** Short and intermediate – more projects proposed by the community; long-term outcomes – the city gets shaped by the needs of the local community; a more transparent local government, an increase in the quality of life of Cluj-Napoca's residents.
- **What is the target group of the intervention?** The target group is the general population of the City of Cluj-Napoca, as almost anyone can submit a proposal on the platform.
- **Who are the main stakeholders involved, including supporters and opponents? What are their interests and needs?** The main stakeholders involved are: local administration, business sector, university/academic sector, NGO sector and the citizens. Their needs are:
 - local administration – gaining trust from the citizens;
 - business sector – selling their products or services, gaining visibility;
 - NGO sector – rising awareness on the subject they are promoting; university/academic sector – ensuring the projects respect the specific legal, scientific, normative and other preparatory requirements;
 - citizens – increasing the quality of life in their area and city, their voices are heard (citizens decide through vote which projects are of priority and should be funded from the local budget each year), another interest is for their local government to be transparent and have traceability.
- **What is the regulatory framework of the implementation of the intervention (e.g. regional and local policies, territorial development regulations)?** Participatory budgeting is a unique municipal level policy instrument in Romania (adopted by other cities of Romania after the successful implementation in Cluj-Napoca), not granted through a national law as the “Non-reimbursable financing from public funds allocated for cultural activities and projects” that is enabled through the 350/2005 Law on the financing regime non-reimbursable from public funds allocated for non-profit

activities of general interest.

- **What kind of financial and non-financial resources (eg. EU funds, national and local funds, private and/or civic contributions, human resources within the municipality) were used to develop, enact, and implement the project?** Municipal funds – the local budget.
- **Does or will the intervention generate income to the local government?** No, it won't.
- **What neighbourhood-level impacts are realized by the intervention?** The impact that can be observed is on the city-level and on the neighbourhood-level. On the city-level, potential social, educational, and cultural perspectives are associated with participatory budgeting regard on the one hand, changing the paradigm of a government that has total control over the decisions on the city level, and on the other, rising the awareness on new channels of cooperation, through which citizens can work closely with the municipality, empowering the population (shifting the preconceived idea that the municipality is in a way working against the citizens, being a corrupt mechanism). On the neighbourhood-level, for the “Art in the school yard” project, the murals have been received extremely well by everyone involved: students, teachers, nearby citizens, public institutions and local and national press. In a short time, the project has become an example of good practices, being subsequently replicated in other cities from Romania. The visually enhanced school benefited everyone in the area and serves now as a major reference point in Cluj-Napoca. The success of the project has also resulted in its replication in the city. In 2020, another school has been selected to implement the “Art in the School Yard” project. This time, the financing of the project has been ensured by another policy instrument existent in Cluj-Napoca: irredeemable funds offered by the city hall for cultural activities. This policy instrument is one type of aid offered by the municipality in order to support the vibrant cultural dimension of Cluj-Napoca.

Impact

- **How many people are directly or indirectly affected by the intervention?** There are two population groups that feel the effects of participatory budgeting: the active group (directly affected) - involved on implementing the project (composed of different stakeholders working together such as: the municipality and specialists, NGOs, SMEs, independent urban actors); and the passive group (indirectly affected) - the population that lives in the area where the project is implemented and will benefit from it. The effects of participatory budgeting on different population groups can be identified as it follows: the active group - visibility and promotion of their ideas, services/products; the passive group - empowerment of citizens, getting their needs satisfied; for both the groups - collaboration between different actors of the city, a more cohesive society.
- **Does the intervention create new workplaces?** Yes, during the implementation of the winning project (for instance, for the “Art in the school yard” project, local artists were hired).
- **Does the intervention create new public spaces used by a broad audience?** Yes.
- **Does the intervention contribute to the revitalization of the broader neighbourhood?** Interventions created through participatory budgeting contribute

to the revitalization of specific areas from neighbourhoods in Cluj-Napoca. Accumulated interventions contribute to the revitalization of the city in general.

• **Does the intervention contribute to the following high priority issues?**

- environmental sustainability and healthy environment
- economic development of the city
- social inclusion
- gender equality

- The main impact of the participatory budgetary policy regards increasing the quality of life of the residents of the impacted area and the city overall.

Project proposals must fall into one of the following topics, that can be considered high priority issues for the City of Cluj-Napoca (those subjects include environmental sustainability and healthy environment, economic development of the city, mobility, digitalisation, etc.):

- Alleys, sidewalks and pedestrian areas;
- Mobility, accessibility and traffic safety;
- Green spaces and playgrounds;
- Arrangement of public spaces (urban furniture, public lighting, etc.);
- Educational and cultural infrastructure;
- The digital city.

It contributes to social inclusion and gender equality through the democratic characteristic of the process: any citizen of the city can submit a proposal.

- **Does the intervention include new, innovative instruments or outcomes? Does it create new functions within the neighbourhood?** Taking into account the importance of three key strategic factors - Innovation, Participation, University - that will influence the future of the city on the long term, Cluj-Napoca City Hall has identified participatory budgeting as a pivotal tool for social innovation. Participatory budgeting is an open, inclusive and transparent process, intended for citizens of Cluj and developed by the Cluj-Napoca City Hall which aims to improve the quality of life in the city by encouraging community members to get involved directly in defining and prioritization of investment projects from the local budget.

Effectiveness

- **How effective is the intervention in achieving its goal?** It is quite effective: If we are talking about the whole participatory process, it takes about 3 months: designing the project and uploading it to the platform by the citizens, the eligibility analysis of the city hall, the first voting phase and the second voting phase. After the participatory process ends, the city hall is responsible for implementing the project. Some projects can be implemented immediately while others need even a year to be implemented. It all depends on the specificity, the complexity and the legal framework required to implement the project.
- **Does it effectively reach the target group?** Yes, being a collaboration between the City Hall of Cluj-Napoca and citizens. The collaboration is mediated through the online platform which acts as a catalyst in spreading awareness on this tool.
- **What are the failures or weak factors in the cases where the intervention was used? What are the shortages and/or failures of it?** There are no exact failures or weak factors of participatory budgeting. One shortage might be choosing only one winning project per year as sometimes through voting, an appealing idea might be

chosen over a necessity.

- **Does it allow for a fewer human resource burdened process?** With this policy instrument, after the voting process, the project is analysed by specialists within the City Hall of Cluj-Napoca, who decide on details of the actual implementation of the project. There is also a second round of discussions with citizens that wrote the proposal in order to make sure the project would be implemented as intended in the initial application. Therefore, only a small team of citizens in direct collaboration with the City Hall of Cluj-Napoca are facilitating the process, making it more efficient.
- **Does it allow for a fewer financial resource burdened process?** Yes.
- **Does it allow for utilizing previously underutilized resources or capacities?** Yes, if asking the general public how to spend a percentage of the local budget can be considered an underutilized capacity.

Participation and transparency

- **Are there conflicts between the interests of different stakeholders?** No.
- **Does the process involve opinions and standing points of various stakeholders so that the intervention can be done in a more consensual way?** Yes, it involves opinions and standing points of various stakeholders, as participatory budgeting process involves the following steps:
 - Registration of participants (citizens of the general population): on the digital platform, the registration being required to be able to submit project proposals or to be able to vote.
 - Submission of project proposals: each citizen can formulate one or more project proposals (one project for each field) through the platform www.bugetareparticipativa.ro.
 - Technical and legal analysis of projects by the municipality: project proposals will be the subject to a technical and legal analysis to be performed by the departments of the City Hall of Cluj-Napoca (involving experts and other specialists). Following this verification, the list of eligible projects will be established. All projects declared eligible are to be put to the vote of the citizens.
 - Citizens' vote: the vote takes place in two stages, and the actions necessary for the implementation of the projects that obtain the highest number of votes are to be included in the budget of Cluj-Napoca City Hall the next year.
 - Gathering the required stakeholders to implement the project (businesses, NGOs, (for instance in the “Art in the school yard” project, local artists alongside an internationally renowned one have been called to action).

Therefore, participatory budgeting involves opinions and standing points of various stakeholders (citizens, specialists, etc.), which facilitates the policy to be implemented in a more consensual way.

- **Are there channels for the public and stakeholders to give feedback?** No.
- **Does the implementation of it have any corruption risk?** Only if the group of people in charge of the money or the project implementation attempt to keep a part of the resources for themselves.

Inclusivity and equity

- **Will the outcome of the intervention be advantageous for groups from various backgrounds? Are there policy instruments contributing to the accessibility of the public space (if applicable)?** Yes, it will be advantageous for groups from various backgrounds, as it involves different communities from the City of Cluj-Napoca, with different specifics.
- **Does the intervention affect vulnerable or marginalized groups?** If applicable:
 - Low-income groups
 - Women
 - Ethnic or religious minorities
 - People with disabilities
 - Elderly, children
 - Other minorities or vulnerable groups
- **Are there any other unintended consequences of the intervention that might put vulnerable or marginalized groups at a disadvantage?** Only if the winning projects is not in the interest of vulnerable or marginalized groups.
- **Are there tools which contribute to the empowerment of the weaker stakeholders (e.g. vulnerable groups which are usually left out in the business as usual procedures)?** Yes, people who do not have an internet access or are not familiar with the online environment are able to submit project proposals, with the support of the City Hall. An office is set up on a specified location where, every working day during the submission period, the City Hall officials helps citizens to submit projects on the platform and provide the necessary information.

Sustainability

- **Is the project self-financing in the long run? If not, can the municipality provide adequate resources for long-term operation and maintenance?** Yes, the municipality can provide adequate resources for long-term operation and the maintenance, as the financing comes from the local budget of Cluj-Napoca.
- **Are the costs of the intervention in balance with the expected results?** There are no significant costs associated with this solution. The maximum value of the estimated budget for each project is 150,000 euros (including VAT). This represents a percentage of the local budget, for which the citizens design, write and lobby projects on the digital platform, where everyone who lives, works or studies in Cluj-Napoca can vote.
- **Are there external funders of the intervention, whom might have an influence on the exact implementation (eg. EU)? If so, how does it alter or limit the implementation?** There are no external funders, as the funds used are municipal, from the local budget.
- **Is the intervention politically sustainable? Is there a risk that a new leadership would stop or turn back the intervention?** The risk of a new leadership that would stop or turn back the intervention is possible.
- **How replicable and scalable is the intervention?** It is very replicable and scalable, in this sense, Baia Mare, Bucharest, Oradea have adopted this digital democracy tool. Initially, the policy was replicated by Cluj-Napoca based on other models of participatory practices adopted from Prague or Paris.
- **How flexible and transferable is the intervention?** Very scalable, flexible and

transferable as each municipality has a local budget and can decide on a fixed percentage of it to be assigned to such initiatives.

- ***Is there an opportunity for improving the intervention? What are the opportunities to improve it?*** An opportunity for improving participatory budgeting would be a financial one: through more funds invested in the policy, would result in more projects implemented yearly. In its three editions, the participatory budgeting process has undergone minor tweaks in order for it to be improved. Obviously, there are always opportunities for improving the policy instrument such as: community feedback, process analysis, benchmarking and assessing instruments and so on. Due to the process being regulated only locally, participatory budgeting also depends on the legal framework in place at a certain time, which might positively or negatively affect its outcomes.

Contributing policy instruments:

- ***partnering/networking instruments:***
 - public-private-partnerships (PPP)
- ***legal (mandating) instruments:***
 - regulations, directives, laws, and decrees
- ***informational, endorsing and capacity building instruments:***
 - websites, brochures, campaigns, guidelines, trainings, conferences or labels
- ***hybrid instruments:***
 - i.e. strategies or action plans, platforms



Images from the Art in the School Yard Project implemented through Participatory Budgeting

SWOT Analysis of the intervention

Participatory budgeting			
Strengths	Weaknesses	Opportunities	Threats
Digital democracy tool	Only one project/ year	Scalability	Not having enough money in the local budget (hazardous events)
Fast process	No community feedback channels	Replicability	Corrupt system
Cooperative process – engaging various stakeholders	No process analysis	Transferable	Imposing more requirements, criteria for the participants/ voters
Proactive population	No benchmarking and assessing instruments	Flexible	An uninterested population

Assessment of policy instruments

Participatory budgeting platform			
Strengths	Weaknesses	Opportunities	Threats
On-line instrument of dissemination	Only one project wins	Integrating other topics on the platform	Older people don't get in touch with the initiative
Digital democracy tool	Only six topics from which you can choose	Integrating a Newsletter	Imposing more requirements, criteria for the participants/ voters
Appeals to various age groups	No community feedback channels	Integrating a communication and feedback	New leadership does not support the initiative
Focused on topics of importance for the city	Competing vs. Cooperation (people are competing so their project wins)	Integrating other developing opportunities/ awareness rising campaigns on the platform	A desirable project wins over a necessity for the city

Benchmarking of policy instruments

	<i>Impact</i>	<i>Effectiveness</i>	<i>Participation</i>	<i>Inclusivity</i>	<i>Sustainability</i>
<i>Participatory budgeting platform</i>	<i>high</i>	<i>not applicable</i>	<i>high</i>	<i>medium</i>	<i>high</i>
<i>PPP</i>	<i>high</i>	<i>medium</i>	<i>medium</i>	<i>low</i>	<i>medium</i>

- high = high influence

Szarvas Family and Child Welfare Center

Szarvas, Hungary

Assessment of the Infrastructural development of Szarvas Family and Child Welfare Center

Description of the Infrastructural development of Szarvas Family and Child Welfare Center

- ***The story behind the intervention***

The Szarvas Family and Child Welfare Center has moved in an old school building in the City center of Szarvas in 2016. Although the building was not perfectly adaptable to the activities and needs of the institution, the Family and Child Welfare Center has been working there until the intervention. Furthermore, the mechanical state and the energy efficiency of the building were insufficient, which also made the renovation and modernization necessary.

The institution has three units: Family and Child Welfare Service, Family and Child Welfare Center, „Safe Start” Children’s Home (similar to a day care center)

Activities of the Szarvas Family and Child Welfare Center:

- Family assistance and child welfare service covering not only the city, but also Szarvas District, a higher level territorial unit. These activities are performed according to the relevant local and national regulations. On the level of the city: basic services and general assistance, such as providing information, crisis services, managing social benefits, community development. On the district level, the center provides services related to the work of the authorities. Furthermore, its activities include services related to children of divorced parents, social work, providing legal advices and psychological assistance among others.
- The services of the center are available for children, families with or without children and single people. The employees of the center are in contact with kindergartens and schools.
- Beside the above mentioned activities, the institution’s activities include the support of preventive and social services, such as organizing children’s summer camps, collecting donations.

- ***The main objective of the intervention and the most important actions***

Following a complete refurbishment, three professional units (Family and Child Welfare Service and Center and the Safe Start Children's Home) will continue to operate in the building. New premises were created in connection with the operation of basic social services - office premises, interview room, food and clothing warehouse, and children’s employment premises. A new part of the building - parking space, equipment storage. Project-based accessibility is assured as well as improved thermal quality of the building - thermal insulation, renovation and replacement of doors and windows, lighting and heating upgrades. The construction of a renewable energy utilization system was implemented. The procurement of a 9-person car to improve

the access to basic social services was done. With the help of the vehicle, people living in the outer areas of the city who needs social assistance can have better access to the services in the city. Also, the car is used for collecting donations from the inhabitants. The project includes hiring two new employees as social workers.

- **Expected) short, intermediate, and long-term outcomes**

- Better working conditions
- More efficient and comfortable spaces for the services
- Reducing spatial inequalities
- Increasing energy efficiency, reduced utility costs

- **Target group of the intervention**

- Employees of the Center (14 people)
- Clients
- Safe Start Children's Home: children and their parents from the city, regardless of their social status
- Children from an underprivileged background, children of divorced parents, adopted children
- Homeless people, people from low-income or other vulnerable groups
- People from the Szarvas district who need social assistance
- The inhabitants of the City of Szarvas

- **The main stakeholders involved, including supporters and opponents, their interests and needs**

- See: target group
- Municipality Town Council with its all representatives
- Members of the Project Group of the Town Hall
- Project managers, contractors
- Leadership of Szarvas Family and Child Welfare Center
- There were no opponents of the intervention

- **The regulatory framework of the implementation of the intervention.** Basic activities of the Family and Child Welfare Services are regulated by „the Act III of 1993 on Social Governance and Social Benefits” and „ Act XXXI of 1997 on Child Protection and Custody Administration”. The renovated building is owned by the municipality

- **Financial and non-financial resources (eg. EU funds, national and local funds, private and/or civic contributions, human resources within the municipality) used to develop, enact, and implement the project**

- 150 million HUF (TOP) + 44,9 million HUF additional EU fund
- 110 million HUF from the municipality
- 106,8 million HUF additional funding is under consideration, the municipality pre-financed it from a loan

- **Income generated to the local government.** Not applicable.

- **Neighborhood-level impacts realized by the intervention.** An aesthetic impact and a procurement of the 9-person car creates a stronger connection between the city and the outer areas.

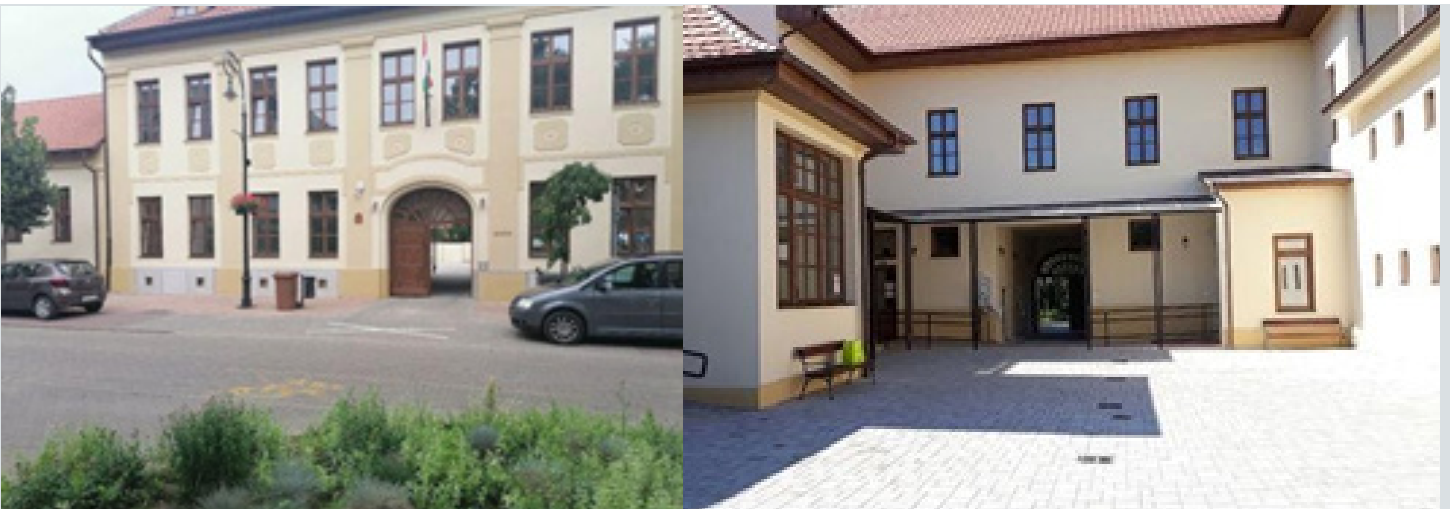
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Before



After



Assessment of the Infrastructural development of Szarvas Family and Child Welfare Center through five aspects

Impact

- **Number of people directly or indirectly affected by the intervention:**
 - Employees of the institution (14 people)
 - Clients of the Center's services based on data from 2015: 1241 people/year
 - Population of the city of Szarvas: 16 275 people
 - Population of the Szarvas District: 28 755 people
- **New workplaces created by the intervention.** 2 new full-time positions
- **New public spaces created by the intervention, that is used by a broad audience.** Not applicable.

- **The intervention's contribution to the revitalization of the broader neighborhood.** Not applicable (it is already in the city center).
- **The intervention's contribution to the following high priority issues:**
 - environmental sustainability and healthy environment – renewables (solar panels), modernization of the heating system, insulation, new doors and windows
 - economic development of the city – 2 new positions
 - social inclusion – the main target group is low-income people; the project contributes to territorial equality; the renovation includes
 - gender equality – not applicable
- **New, innovative instruments, outcomes or new functions on the neighborhood-level created by the intervention**
 - Renewables, solar panels
 - Due to the vehicle procurement: new way of collecting the donations; new service to people living in the outer areas (eg. easier access to the GP in the city)

Contributing policy instruments: Vehicle procurement, energy efficient modernization of the building, accessibility renovation

Effectiveness

- **Effectiveness of the intervention in achieving its goal.** The goal was quite straightforward and realistic, it has been achieved. New spaces are appropriate for their functions, their size, distribution fits both the needs of the institution and the legal regulations.
- **Does it effectively reach the target group?** Yes.
- **Failures, weak factors or shortages of the intervention.** The initial funding was not enough for the renovation, therefore the municipality could not find a company for the work for a year. During that year, the investment became even costlier. The project has delayed and additional funding was needed. The municipality needed a loan for financing extra costs. Though the loan might be paid back from the additional funding, the municipality took financial risk, because of the uncertainties of the additional funding.
- **Its contribution to a fewer human resource burdened process?** Not applicable.
- **Its contribution to a fewer financial resource burdened process?** Reduced utility costs due to the energy efficient modernization.
- **Its contribution to utilizing previously underutilized resources or capacities?** Not applicable.

Contributing policy instruments: planning process together with the leadership of the institution (several meetings, renewed plans), energy efficient modernization, central legal regulations regarding the requirements for the social institutions (eg. number of rooms etc.)

Participation and transparency

- **Conflicts between the interests of different stakeholders.** None.
- **Involvement of opinions and standing points of various stakeholders so that the intervention can be done in a more consensual way.** The planning process

involved the leadership of the institution. There was space for the adjustment of plans according to meetings and discussions between the leadership, the municipality and the company. Other stakeholders were not involved.

- **Transparency of the process of planning, implementation and/or everyday operation for the public; tools that ensured it (eg. website, public events for sharing information).** Active and honest communication strategy of the Mayor office of Szarvas, which includes regular, long TV-interviews and radio-interviews with the Mayor once per week, in which he shares a lot of details of the ongoing projects. A lot of press conferences, online communications, and public meetings of the municipality are broadcasted and are also available online. The communication is not only about the promotion of the work of the municipality, but the Mayor shares a lot of tiny details and all the "bad news" too. So this strategy made the infrastructural development of the Family and Child Welfare Center) very transparent and visible for to the public.
- **Channels for the public and stakeholders to give feedback.** As the radio interview is live, people can ask questions via phone. They can also approach their local representatives, however, this happens rarely.
- **Corruption risk of the intervention.** Public procurement. Other procurements are monitored by three different organizational levels, so there is a strong control over it.

Contributing policy instruments: Mayor interviews (TV, radio), press conferences, project reports on the website, broadcasted municipality meetings, local representatives, three-level control over the procurements, public procurement

Inclusivity and equity

- **Outcomes of the intervention that can be advantageous for groups from various backgrounds. Policy instruments contributing to the accessibility of the public space.** The intervention is advantageous for groups from various backgrounds. Better work environment for employees; better for clients (typically from vulnerable groups), because the spaces fit more to their needs. Eg. they can speak with social workers separately, not in a shared office. This helps to secrecy in case of discussing sensitive topics, and data protection as well. Accessibility of the ground floor and client reception.
- **Effect of the intervention on vulnerable or marginalized groups. If applicable:**
 - Low-income groups – Yes, see: target group; previous question
 - Women – The renovation of the Safe Start Children’s Home affect women more, as mostly mothers bring their children there
 - Ethnic or religious minorities – Among the clients, roma people are overrepresented
 - People with disabilities – The ground floor has been made accessible in the whole building and all customer services are placed on the ground floor. On the non-accessible floors there are spaces used only by the staff and visitors occasionally
 - Elderly, children – Elderly: among homeless people there are many elderly. Children: a big part of the target group.
 - Other minorities or vulnerable groups – A specific group of clients are people living in practically slavery in the household of someone else, working for them in return for food and some kind of shelter. In Hungarian this state is called the “csicska”, and they also receive donations from the Family and Child Welfare Center.

- **The intervention’s contribution to the gentrification of the neighborhood.** Not relevant, the center is located in the city center, the neighborhood has very few residential buildings.
- **Other unintended consequences of the intervention that might put vulnerable or marginalized groups at a disadvantage.** None.
- **Tools of the intervention that contribute to the empowerment of the weaker stakeholders (e.g. vulnerable groups which are usually left out in the business as usual procedures).** Not applicable.

Contributing policy instruments: 9-person car procurement, planning process, accessibility

Sustainability (financial and general sustainability, long-term impact)

- **Is the project self-financing in the long run? If not, can the municipality provide adequate resources for long-term operation and maintenance?** According to the project requirements, the institution needs to be maintained for 5 years. However, maintaining it is also an obligatory task of the municipality according to the national legal regulations. The city receives funding from the state for the maintenance of the center.
- **Are the costs of the intervention in balance with the expected results?** No. It was too costly, the municipality’s own contribution (110M HUF) was too high. Also, the city had to pre-finance the pending additional funding from a loan.
- **External funders of the intervention, whom might have an influence on the exact implementation; the ways it alter or limit the implementation.** EU. Renewables was a requirement, but the city would probably have done it anyway, so it was not limiting.
- **Political sustainability, potential risk that a new leadership would stop or turn back the intervention.** None.
- **Replicability and scalability of the intervention.** Not applicable.
- **Flexibility and transferability of the intervention.** Not applicable.
- **Opportunities for improving the intervention.** Not applicable.

Contributing policy instruments: EU grant, financial planning, state funding, loan

SWOT Analysis of the intervention

Swot analysis of the infrastructural development of the family and child welfare center			
Strengths	Weaknesses	Opportunities	Threats
Detailed information about the project is available for the public (transparency)	The costs of the project were too high compared to the available funding	Creation of a new function, more soft elements within the next project	Additional funding (which is still depending) will not be provided by the EU

Swot analysis of the infrastructural development of the family and child welfare center

<i>Straightforwards goals (renovation, modernization, car procurement)</i>	<i>The project did not create a very new function</i>	<i>Monitoring of the needs of the target group, involvement of more stakeholders (if possible). Eg. surveying parents about the building of the Children's Home</i>	<i>The institution cannot maintain the two new positions required by the project</i>
<i>Thorough planning process, together with the leadership of the institution</i>	<i>Delays in the construction, increased costs</i>	<i>More precise financial planning to make the costs fit the funding</i>	<i>The costs of this project can erode the support of future investments of the municipality</i>
<i>The situation of the vulnerable target group has effectively developed; territorial inequalities has been reduced</i>		<i>New building instead of renovation</i>	<i>An uninterested population</i>
<i>Working conditions has developed in the Center</i>			

SWOT Analysis of an innovative policy instrument within the intervention

The Communication Strategy of the Mayoral Office

Strengths	Weaknesses	Opportunities	Threats
<i>Inhabitants are well informed, they feel involved, they have a full picture of the intervention</i>	<i>Sometimes too detailed information</i>	<i>More options for other stakeholders (eg. NGOs) to be involved, multilateral dialogue</i>	<i>Too detailed information might be distractive, hard to focus on the most important parts</i>
<i>Wide access (TV, radio)</i>	<i>Younger generations are harder to reach via TV and radio</i>	<i>New ideas could be channeled, that the municipality could use (eg. new investment)</i>	<i>"Bad news" might show a negative picture of the intervention, it can be attacked based on them</i>
<i>Mayoral interview is in a fixed time slot of two days of the week – predictable, stable</i>	<i>Mainly unidirectional communication, few space for inputs from the inhabitants</i>	<i>More active communication on the internet to reach younger generations</i>	<i>Other actors, organizations might find it hard to share their narrative with the public</i>
<i>Mayoral office's inner motivation to keep people informed</i>			

The Communication Strategy of the Mayoral Office			
Transparency requirements of the project are easy to keep			

Benchmarking of Policy Instruments of the Infrastructural Development of the Szarvas Family and Child Welfare Center

	<i>Impact</i>	<i>Effectiveness</i>	<i>Participation</i>	<i>Inclusivity</i>	<i>Sustainability</i>
Communication strategy of the Mayoral Office	<i>medium</i>	<i>not applicable</i>	<i>medium</i>	<i>medium</i>	<i>high</i>
Car procurement	<i>high</i>	<i>high</i>	<i>medium</i>	<i>high</i>	<i>not applicable</i>
Energy efficient modernization	<i>high</i>	<i>high</i>	<i>not applicable</i>	<i>medium</i>	<i>high</i>
Financial planning	<i>not applicable</i>	<i>low</i>	<i>not applicable</i>	<i>low</i>	<i>medium</i>