
TRANSFER PLANS FOR URBAN COMMONS POLICIES

*Transfer plans from Amsterdam,
Barcelona, Gdansk,
Ghent, Iasi and Presov*

AMSTERDAM



TRANSFER NETWORKS

TRANSFER PLANS TEMPLATE

Guidelines

This template is designed to help transfer cities to produce their Transfer Plans at the start of Phase 2. These are working documents, designed to support the activities of the URBACT Local Group. They should be concise and practically focused. As key Phase 2 outputs, they should be written in English and completed by the end of March 2019.

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Civic eState / Amsterdam

1. Our Starting Point

1.1 *What is the challenge the good practice addresses?*

In this case the good practice comes from the city of Naples. Over the last decades the city has addressed several urban planning initiatives to limit urban sprawl and invest on the reuse of the existing historical city center heritage. The city has done this by transferring state-owned buildings to municipalities.

This process has led to numerous positive results. On the one hand the process was the starting point for the “renaissance” of these buildings and, on the other hand, it created a stimulus to start searching for innovative mechanisms for the use of such spaces as a community-managed or a community-managed estate.

The city of Amsterdam wants to aim for the exact same thing. This, however, with an emphasis on the innovative mechanisms that are needed to create this. The city of Amsterdam has very few assets which need a new sustainable use like there is in the city of Naples, so there is no need for a similar renaissance. But the city council and the board of mayor and aldermen do have strong desire to form a new bond, like the city of Naples did, with citizens and to give them more freedom to ‘use’ the city and the assets the city provides. To become a ‘co-city’ and develop innovative ways of working together with citizens on creating public value. .

In this regard the ancient Italian legal institution of “civic uses” that was used to institutionalize the informal/social management of these buildings is very interesting for the city of Amsterdam. This as well as the innovative dialogue between administration and citizens that started and the process of juridical co-creation that was build. The city of Amsterdam has a strong believe that the new form of participatory governance that was developed and the civic use of the city’s assets can be the same driving force for the social and economic development of the city as it was in the city of Naples.

1.2 *What have we done to address this challenge already?*

In the partner profile the city of Amsterdam already gave examples of the many participative democracy focused projects and programs over the last 10 years, the many relevant best practices in the field of urban co-governance that were implemented and applied to the urban assets and facilities and the new

way of working that was created for the administration, with the aim of supporting residents and neighborhood entrepreneurs in the development and implementation of their social initiative.

More in detail the partner profile states:

“The City of Amsterdam is devoting his best efforts towards the promotion of digital social innovation economy. To tackle with this challenge, in 2004 the City launched a new city innovation unit: the CTO Office where currently over 40 innovation-minded change agents are employed. One of the major challenges for CTO is addressing the ‘Future Government’ by e.g. participatory labs (changing policy making through direct co-design with citizens). The city has developed many participative democracy focused projects - and programs last 10 years. In particular, the ‘MakeYourCity’ program in which many local buildings and/or spaces were involved. The City already implemented many relevant best practices in the field of urban co-governance applied to the urban assets and facilities: with “Het Breedschap”, in the district of Plan van Gool in the North district, residents were given free access to a vacant semi-permanent school building. This has given an impulse to the strengthening and widening of the collectively active residents who were developing the neighborhood with the aid of residents. Activities became more visible and new residents became curious and started to participate; in “Osdorp”, the Lucas community has refurbished the vacant Lucas school and accommodates all kinds of active entrepreneurial tenants. Being rooted in the neighborhood, the building is an important vehicle in the creation and strengthening of the community. Then, “Tugela85” in the Transvaal neighborhood in East is a neighborhood enterprise of artists and cultural entrepreneurs. In 2009 they signed a temporary user contract with the district. In 2013, Tugela85 was designated as a pilot, which allowed a departure from pricing and real estate policy.”

1.3 What did we do to design and implement an approach like the URBACT Good Practice and what were the results?

For the city of Amsterdam the basis for the Civic eState transfer is the program ‘Space for Initiatives’. This program, which started in 2010 promotes a new way of working for the administration, with the aim of supporting residents and neighborhood entrepreneurs in the development and implementation of their social initiative. This can be complementary to what the municipality does, but initiators can also challenge the municipality to take over a government task. With the new administration in place, the ambitions of ‘Space for Initiative’ remain more or less the same, though through different approaches. This administration aims to support initiative by the development of Neighborhood Rights, an Commons Agenda and creating Co-Creation Spaces for example, For this Transferplan we focus on the realization of the Commons Agenda.

The program ‘Space for initiative’ has had various successes working on six so-called 'system challenges' to equip the municipal organization better to give initiatives space and to pass on the lessons learned. The system challenges deal with changes in the working method of the municipal bureaucracy, which help to (continue to) realize initiatives. The six system challenges were:

1. Integrated financing

Making subsidizing of cross sectoral initiatives structural, in order to quickly respond to multiple faceted initiatives. The realization of a cross sectoral, umbrella subsidy; one arrangement for an initiative that is active in several areas, for example youth, culture and public green.

2. Increasing the sustainability of informal care

Strengthening the sustainable provision of informal care. Do this through professionalization, financing and accountability in the cooperation with the existing care providers. At this moment informal care is not structurally supported to provide long-term help.

3. Right to Challenge experiments

With Right to Challenge, an initiative challenges the municipality to take over (part of) a regular government task, including resources and responsibilities. The municipality can also challenge initiators to take over a regular task. The first try-outs from Right to Challenge have started.

4. Entrepreneurship in / out of social benefits> has been realized

Beneficiaries of social benefits and refugees can now receive a generous allowance for their volunteer work and travel expenses are reimbursed. Under certain conditions the legal obligation to apply for jobs while on social benefits, does not trump volunteer work

5. Real estate

The goal is to make the real estate in the city more accessible for social initiatives. We do this by offering better service and by creating more space in policy regulation, so the city-makers can develop and exploit their own activities and thus acquire income to become self-sustainable

6. Livability

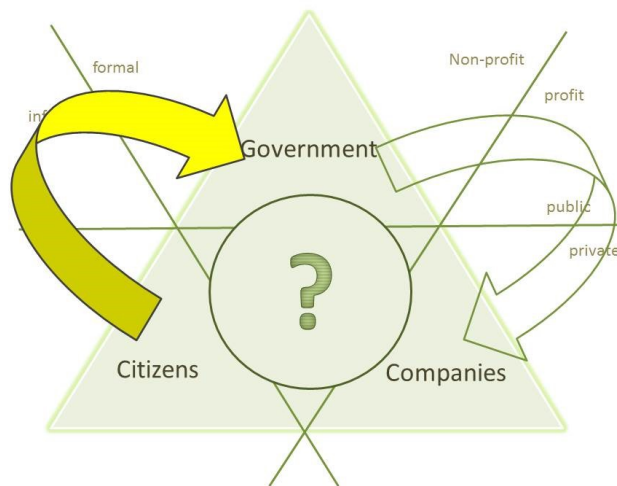
The 'Development neighborhoods' plan in the North, Southeast and New West link to what is already available in the neighborhood. Involving Amsterdammers in the planning and making use of current initiatives and existing quality of life projects in the neighborhoods.

1.4 What assets do we bring to the transfer process and what barriers do we face in trying to adapt and transfer the good practice?

The partner profile states that the City of Amsterdam has a relevant experience on promoting social innovation, in particular in the field of urban resources. In addition to this there is a very strong political conviction that these new forms of participatory governance and civic uses are the future and the best way to further the social and economic development of the city.

These are important assets but the partner profile also rightly states that the city of Amsterdam faces some barriers in the transfer of the good practice. In spite of the many experiments and programmes, there is no legal or officially developed procedure in the city of Amsterdam on co-design of the use/management of city assets and buildings. There have been several changes in the working methodologies of the city-governance, but internal research has for example shown that Space for Initiative is not fully living up to its potential because of obstructing convictions and patterns. More specifically the research showed a poor ability to deal with uncertainty and experimentation; the preference for a solution that solves all problems; the aversion towards taking responsibility; the difficulty to make room for a learning and an “improve by doing” approach.

Picture: the city of Amsterdam has developed ways to work together in public-private partnerships and now wants to develop innovative practices to work in public-civic partnerships





2. How we are going to do this





2.1 The goal of our city's transfer process

Amsterdam adopted an ambitious democratic agenda which has to be completed over the next few years. Important part of this agenda is a commons agenda. In the commons agenda – which is a process leading to a commons agreement- we will first identify possibilities for the civic use of assets or the support of municipalities in 6 thematic areas: energy, food, poverty/care, public space/housing, finance and sharing knowledge. One of our partners, the commons network, will do the research and identify key strategies for creating room for commons, which will later be discussed in bigger working group meetings. Goal is to identify key policies and find means -where possible- to implement them within the administration.

From a design-thinking perspective we're working towards a 'samenwerkingsloket' or 'cooperation desk' for public-civic partnerships in the broad sense. Citizens (and entrepreneurs) can get financing for their initiatives, but can also ask/challenge the city for assets or ask for support or start some form of cooperation with the city or the administration.

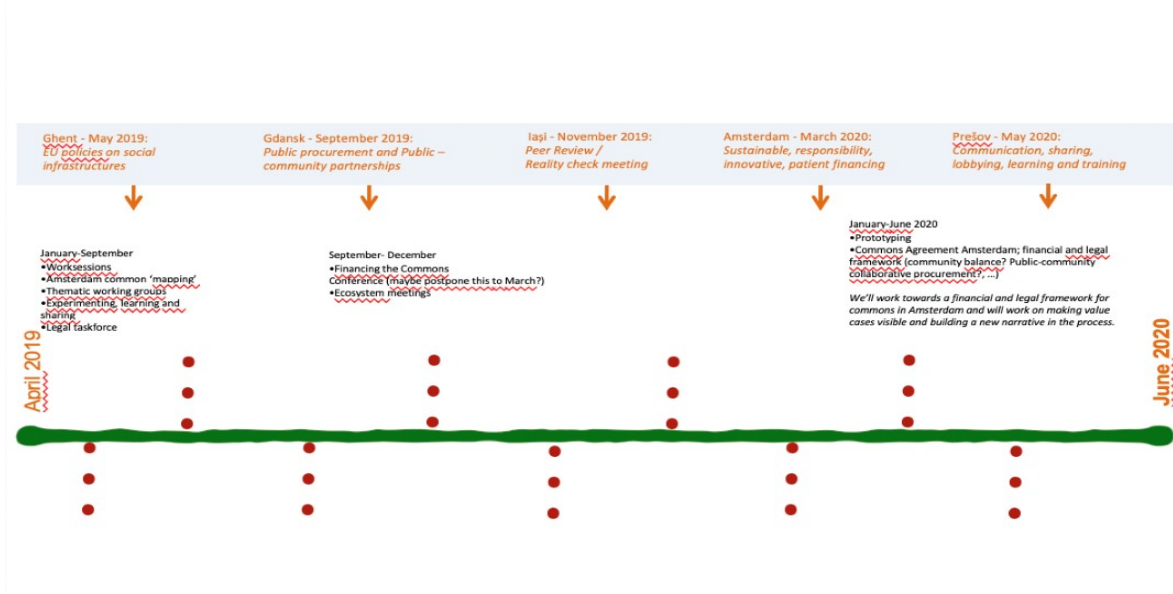
The themes of the Commons Agenda are:

	<p>Ecosystem:</p> <ol style="list-style-type: none"> 1. Building a learning community inside and outside of the municipality. 2. Building a movement and coalition of the willing.
	<p>Research:</p> <ol style="list-style-type: none"> 3. Organising a conference 'financing the commons' on (common) assets and alternative forms of ownership and legal possibilities. 4. Elaborate on inspiring examples from abroad, among which Ghent, Naples, Barcelona, Nantes and Plymouth to ameliorate the ecosystem. 5. Research legal possibilities for commons in the city and buying from common- initiatives.

	<p>Practicing the commons:</p> <p>6. Experimenting with commons in 6 themes.</p>
	<p>Policy:</p> <p>7. Dialogue with Amsterdam city makers and community on the plans.</p> <p>8. Proposing new policies..</p> <p>9. Elaborate what is needed for old and new forms of (public) ownership.</p>
	<p>Commons: public business or public ownership?</p> <p>10. Share results and valuecases</p> <p>11. Develop and share a (new) narrative on the commons.</p>
	<p>Coherence</p> <p>12. Work towards an integral commons agenda inside the municipality.</p>

2.2 Our city's transfer network journey

Road map and time table for the process:



2.3 Who is round our table?

We have involved and will involve key players thematically. Besides this the meetings are open to everyone in a sense that the key players can invite others, we can add participants and other people who are interested can join as well. They only have to be willing to contribute their time and effort to the process. Once the thematical groups have been formed, we will confer with them how we can form the lead expert group and which participants in the thematical groups should or would like to join the ULG.

Our aim is to invite the following stakeholders:

Expertgroup

Commons Network

Tine de Moor

Some public servants, for instance working on circular economy, etc.

Food

NoordOogst

Icanchangetheworldwithmytwohands

Herenboeren

Schumacher Centre for new Economics

Buurtgroen

Kaskantine

& Open Call

Energy

Meer Energie

02025

WG Terrein?

Pek Ecoström

Nautilus

TNI

MPOWER (remunicipalisation network)

Care & Public Space

Awaiting further research

Finance/ buying

Doen Foundation

Rabobank

Commons Lab

Artist in residence

Knowledge sharing

HvA

UvA

Amsterdamse School

Waag

Artist in residence

2.4 Your city's contribution and added value

As mentioned, we bring a lot of experience in 'Room for Initiative', but we have also started with Open City experiments: working on digital tools to enhance local democracy. West Begroot for instance is a tool that enabled citizens to 'vote' on spending 300.000 euros in their neighbourhood. Citizens shared 209 plans to vote for, 30 plans were selected after a feasibility 'study'.

2.5 Resources

Political support

The political support for this initiative is very strong. The city council as well as the board of mayor and aldermen have strong desire to form a new bond with the city and give way to innovation in local democratic practices.. Aldermen Groot Wassink is in the lead in this process and is in full support of the commons agenda and the transfer process.

Human resources

The democracy team is working on the commons agenda, together with the network mentioned before and several stakeholders within the municipality. We're trying to balance volunteer and professional time equally. If most people are professionals and the 'volunteer' is sharing experiences and knowledge, we will have resources available.

For other resources we still have to identify the needs.

Support resources

We gave the commons network an assignment to research the needs in the community and come up with policy proposals.

With the resources mentioned, we have no doubt we can complete the transfer process. The political support is key and will give us the weight needed to come to a success.

3. How far can we go?

3.1 The results of our city in 24 months

In 24 months we're aiming to have a commons agreement, a 'co-city office' (samenwerkingsloket) and working flows accommodating commons working in specific areas. This will be a lot of work since the organization will have to start working in a whole new way.



3.2 The transfer potential of the good practice in our city

Amsterdam faces a different reality than for instance Naples. There is a lot of pressure on land use and there are a lot of interests involved in public space. Therefore we have identified some key-areas to start working on. Aim is to serve multiple agenda's that way: local democracy and energy-transition for instance. In this way hoping to work towards adapting most part of the (adapted) practice.

3.3 Our good practice transfer expectations

In this section, the ULG must describe how much progress expect to have made by month 24 of Phase 2. As a guide, here are some potential scenarios:

- We will have identified adaptations to the Good Practice and will have approved and implemented a plan.

Please address all your questions to tnp2@urbact.eu



BARCELONA



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Civic eState / {Barcelona}



1. Our Starting Point

1.4. Our city's position in relation to the good practice

Barcelona has a population of 1.608.746 (persons) (Barcelona Statistical Data 2016) with a metropolitan area population of 3.213.775 (persons) (AMB Statistics 2015). From the economic standpoint, Barcelona has a dynamic economy and is a relevant city for the country. The Gross Domestic Product of the city represents the 9.3% of the national GDP.

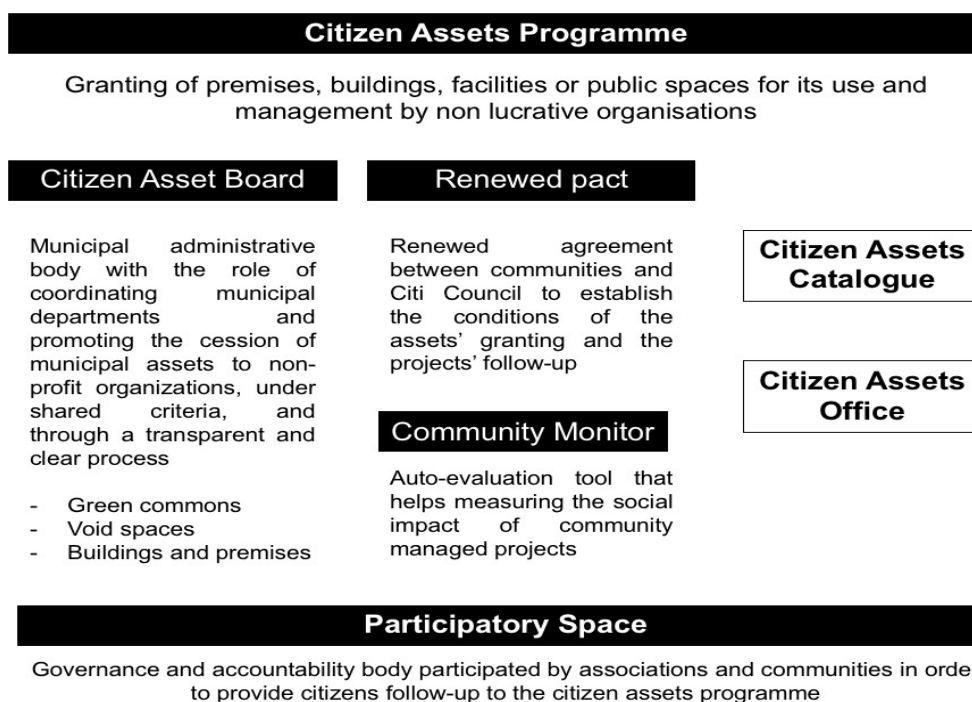
In Barcelona there is a great legacy of Civic Management practices and there are several cases of experiences or regulations on the management of public resources by entities or groups of citizens. Despite some attempts and concrete programs by the local administration, these have always been a reactive response to urban conflicts, providing solutions to specific cases, one by one, with a lack of shared criteria. Even so, there continues to be a growing demand from the public for recognition of the commons of the city and a greater involvement and participation in the management and use of public resources and patrimony. The challenge that has arisen in Barcelona is how to design governance mechanisms to guarantee access to, and redistribution or management of public goods and services, by adopting and adapting regulatory frameworks developed by other cities like Naples to enable participatory management inspired by shared criteria, values and vision and guaranteeing universality, accessibility, sustainability and transparency and secure the self-governance of the communities in the long term. This is shift defined in Barcelona as a shift towards Community Management.

The city is facing the challenges to respond to a growing citizen demand to have spaces and resources and public services managed from and for the community. To build an institutional framework that recognizes and encourages community management of public goods, guaranteeing a social and participatory use of this resource and collective, citizen and community management that pursues the common good. To recognize and give coverage to the common goods that already exist in the city, respecting the self-managed nature of these projects and protecting their social value. Develop mechanisms of redistribution and social justice that ensure equity in access to public goods. Create community balance mechanisms that facilitate the monitoring of the experiences and the (self) evaluation of their impact in a way that helps to measure the community task of the projects. To develop a space of co-governance between public administration and citizenship that ensures the good use and development of common goods, under criteria of universality, accessibility, sustainability and transparency. The objective is to create a common framework that encompasses the different municipal policies and community practices under which the participatory management of resources and public spaces is developed, generating shared criteria, values and vision that guarantee mechanisms of universality, accessibility, sustainability and transparency. **The move from Civic Management to Community Management implies incorporating a form of democratic and participatory governance,** understanding that the entire community must be able to participate in the resource and respecting fundamental ethical criteria and values. Incorporate the idea of community balance and self-evaluation that facilitates the follow-up of experiences and guarantees the continuity of the public value of the good.

The City of Barcelona is facing the policy challenge through an innovative policy program that builds several years of pilot projects and policies based on public-community partnership. In the City of Barcelona, the transfer of public assets' use and management to non-profit collectives has been a common practice, although without a clear and coordinated commitment between different areas and districts of the municipal administration. The City Council of Barcelona has responded to citizens' demands to have public spaces and resources managed in a participatory manner with **the cession of public assets, through both ad-hoc actions and policies such as Civic Management ("Gestió Cívica") or the BUIIS plan for the community management of city voids.** In Barcelona, there is a long experience of co-management of municipal spaces and infrastructure, but there was no normative framework on it, only different policies that had been answered by the City Council, in particular moments to the city inhabitants' demands, and that had been getting pieces or solutions but in a disjointed way and without a common purpose. Starting from experiences already existing in the City Council – such as, in this case agreements for the management of public services and the transfer of municipal spaces to not-for-profit entities - and put it within this umbrella that is the citizen's patrimony.

The Citizens' Heritage Management Program ("Programa de Patrimoni Ciutadà") aims at creating a conceptual and normative framework for the promotion and development of the community management of under – utilized buildings. The normative framework for the civic heritage program provides **the creation of an entity, the "Citizen Heritage Board" (Taula de Patrimoni Ciutadà),** to regulate and centralize the process of

management and use of the municipal heritage from a community perspective. In collaboration with community spaces in the city of Barcelona, the programme has set criteria to define the framework that regulates access to, and transfer of, municipal assets and created a **new self-evaluation mechanism, the 'Community Monitor/Balance' (Balanç Comunitari)**. The programme also includes the development of a map of public assets (plots and buildings) in order to create a catalogue of properties that are managed by the community. The initiative was made possible by the establishment of the Citizen Heritage Board, a joint municipal body with the role of coordinating the most important municipal departments related to the cession of municipal assets to non-profit organizations. It is conceived as a municipal internal organ that guarantees coordination of the most significant municipal units related to the cession of municipal assets to non-profit associations. This body must guarantee the coordination of these units, as well as promote the development of the policy for the promotion of Citizen Heritage through the definition of common criteria that give coherence to the different municipal actions in relation to community management and use of municipal resources. The Citizen Heritage Board will follow up all the agreements with communities and non-profit associations within the programme, and for this purpose it will adopt a protocol for the granting process and evaluation, together with a set of criteria and indicators for the evaluation of applications and monitoring of community management of municipal assets by non-profit entities. The Board will also promote the preparation of a **Citizen Heritage Catalog**.



2. How we are going to do this

Barcelona has a long term experience in citizens management of public facilities and services. As mentioned above in this paragraph, these experiences are developed through a programme called Civic Management (Gestió Cívica), that has its juridical foundations in the municipal charter and the municipal rules of participation. Civic Management entitles a non-profit association the management of a public facility, and implies the indirect management of a public service. It allows to build a public-people partnership, in front of the public-private usual framework. **Civic Management has been developed since the 80s around facilities and services from different units of the City Council and in all the districts. Currently, there are 63 facilities under this programme around the city**, being managed by non-profit organisations. They are cultural centers, creation factories, community centers, youth centers, sports facilities or historical heritage, among others. The public municipal administration, as guarantor of common goods, it is committed to public-people partnerships, avoiding privative uses and interests of common resources. In this sense, the management taken on by citizens, through non-profit organizations, is not the target, but a tool that, together with others, should facilitate these practices to be empowering for communities, and help articulate the social and citizen net. Among the groups and communities that identify their projects with community management / community spaces, there is a growing demand to beyond just the use and management of a space or facility, but they demand the recognition of the community management of public services. These are claims go from the take on of the management of existing public services by the community, to the proposal of new services that until now did not exist, that are born from and offered by the communities, and that aspire to be recognized as public services.

These new demands also coincide with the need, expressed by the entities that manage resources under the umbrella of Civic Management, to deepen the transition from this program to the promotion of a community management model. The shift from Civic Management to Community Management is not just a title change, but a change of perspective, that recognises the additional value of community management in terms of social and cultural impact in the territory. The new model should apply, according to this claims, mechanisms of transparency and Community Balance/Monitor (Balanç Comunitari) that have been developed within the framework of the Citizen Heritage programme. The Barcelona City Council has now the challenge to respond to this growing demand regarding the Community Management of public facilities and services, together with the need to decide under what model should the municipality support and accompany the new proposals of services, made by communities and social sectors. One of the challenges that the City is facing is to define which kind of services may be suitable for Community Management and under what circumstances, when supporting the creation of a new municipal service at the proposal of the communities or what criteria and procedures the Community Management Program should develop. It is necessary to (re)think also about the type of support that administration has to give to these "new services" and what is the framework of co-responsibility towards which both agents, communities and administration, must advance.

The Citizen Heritage Program has been developing a series of criteria or principles that define what we understand by community management and use. These criteria should allow us to define, evaluate and justify that we are dealing with a social, open and participative use of a collective resource, managed democratically and communally by associations and projects that pursue the common good. The criteria also represent the framework for regulating the access mechanism to the community management of these public resources, as well as constructing a new self-evaluation mechanism in the form of a **Community Balance/Monitor (Balanç Comunitari)**. This self-evaluation mechanism has been developed and agreed with the communities involved in the experiences of community management, to facilitate the monitoring of these experiences and (self) assessment of their impact, in a way that helps to measure their community work. The four areas in which these criteria are divided are: **a) Bonding with the territory b) Social impact and return c) Internal democracy and participation d) People, processes and environment care.**

2.2. Our city's transfer network journey

Can Batlló, an example of the Citizen Assets Program

Can Batlló was an old factory established as public facilities and green areas by the General Urban Plan (PGM, 1976). In 2011, Can Batlló Association, with hundreds of neighbours and entities, occupied one of the buildings of the factory. From 2011 until now, the City Council has reached different agreements to authorize the use of some buildings to Can Batlló Association.



First time of a new way and conditions to make the cession of public assets. In 2015 it was the creation of the Coordination and Monitoring Commission to regulate the relationship with the City Council. The first step in this relationship it was the implementation of the Social Return (Retorn Social) as a justification of the cession, and the commitment to implement of the Community Monitor (Balanç Comunitari) to evaluate the project. The justifications of the cession it's based on the years of experience of the Can Batlló Association project and the relationship with the territory, the social impact and return,

and the compromise to periodic evaluation (Coordination and Monitoring Commission, Annual Memory of the project, Community Monitor every 2 years, External Auditory as a condition for the extension of the cession).



The conditions of the cession:

- ✓ Legal way: Public domain concession
- ✓ 30 years duration (with 2 optional 10 years extensions)
- ✓ 13.015 square meters of buildings and garden
- ✓ 650€ annual fee and payment of other taxes
- ✓ City Council duties (Payment for the supplies with maximum limits; Building rehabilitation and structural maintenance)
- ✓ Can Batlló Association duties (Payment of the liability insurance; Building ordinary maintenance; Developing of community activities; Allow free access for neighbours and associations; Periodic evaluation).

The Coordination and Monitoring Commission

- ✓ Parity Commission formed by members of the City Council and Can Batlló Association
- ✓ At least, 1 annual meeting
- ✓ Agreements by consensus. In disagreement cases, there will be an external organ
- ✓ Functions:
 - Negotiate the extension or renovation of the cession
 - Propose eventual changes of the cession agreement
 - Deal with conflicts and problems
 - Prioritize the investments and the building rehabilitation
 - Monitoring the building works
 - Fix the maximum limits of the supplies payments
 - Validate the result of the Community Monitor

The Social Return

- ✓ The Social Return of the project is the main justification of the public domain concession
- ✓ First time that a concession is not related with the monetary investment return
- ✓ Objective of the Social Return: calculate the economic contribution of the community in Can Batlló between 2011 and 2018
- ✓ 2 ways of measuring:
 - Volunteering hours in management, maintenance, cleaning, construction and developing activities
 - Cost of the activities as if they were assumed by the City Council
- ✓ Main results or conclusions:
 - During 2017, Can Batlló made 849 activities, had 48.400 users and 65.250 volunteering hours
 - Only the 22% of Can Batlló's budget are public funds
 - For 1€ of public investment in management and maintenance, the community contributes with 3€
 - First way of measurement: During 2017, the volunteering hours in management, maintenance, cleaning, construction and developing activities of Can Batlló Association represent 1.512.285€. The community has invested the equivalent of 793.473€ in constructing a pub, a library, an auditory, gardens, a climbing gym and dog area
 - Second way of measurement: If Can Batlló was a public equipment, the annual cost for the City Council would be approximately 1.430.810€.
 - The City Council has contributed with 1.910.482€ during the 2011-2018 period.

Finally, in 2019, the Citizen Heritage Board has just approved the cession of Can Batlló old factory to Can Batlló Association.

2.3. Who is round our table?

The **Citizen Heritage Board** is a **city council organ of collegiate nature to ensure a coordination of the most significant units linked at the cession of municipal assets to the entities** without spirit of lucre. This organ, has to guarantee the coordination of these cessions, as well as further the development of a political of promotion of the citizen Heritage through the definition of some common criteria that give consistency at the different municipal performances at relation at the management and community use of municipal heritage.

The Citizen Heritage Board will coordinate with the different areas and districts, **centralising the citizen demands and of the entities without spirit of lucre for the use and the management of public heritage**, and making a collegiate decision on these demands, at function of the criteria that is established.

The Table of citizen heritage will collaborate in addition to the development of an institutional and normative frame that permit and incentive citizen initiatives of use and community management of the municipal public heritage, magnifying the frame of the existent politicians, generating a new program of citizen heritage that besides recognise the self management nature of these projects, protect its value and permit his full development.

It is formed by the following members:

- **Presidency:** Comissioner of participation and active democracy or person at who devolve.
- **Secretary:** A technician of the direction of active democracy and decentralisation.
- Management of presidency and economy or person at who devolve.
- Director of active democracy and decentralisation or person at who devolve
- Director of heritage and investments or the person at who devolve.
- Director of economy management of heritage or the person at who devolve
- All District managers.
- A representative of the area of social royalties.
- A representative of the area of urban ecology.
- A representative of the Barcelona's culture institute.
- A representative of the area of social economics and solidarity.
- A representative of the general managment.

At the meetings of the table will be able to assist, by invitation or by application of participation, any one other municipal unit as well as, when it is considered convenient, technical or representatives of organisations without spirit of lucre. It will be required the same the participation of those units, especially districts, where situate the public heritage at discussion at a determinate moment.

The functions of the table of citizen heritage are:

1. Coordinate the follow-up of the performances related with the Citizen Heritage Program.

2. Further the program of citizen heritage, companion the practice community, from a development of an institutional and normative frame that allows and incentive citizen initiatives of use and community management of the municipal public heritage, magnifying the frame of the existent policys. With such object it will be possible to call work spaces with entities without spirit of lucre and advisors at the juridical and community sphere.
3. Value the demands received from the entities or associations at relation at the criteria of social return, transparency, equity and democracy agreed at the table of citizen heritage. Inform on the proposals of adjudication of municipal public heritage. Give return and resolve any doubt or suggestion that can formulate since the different units of the city council as well as since entities of the social tissue. Elaborate an annual report of the results of the table of citizen heritage.
4. The table of citizen heritage will do a follow-up of all the adjudications of municipal heritage at entities without spirit of lucre for his use and community management, and to do this will endow of a protocol of adjudication and appraisal and of a system of criteria and indicators for the appraisal of the alone legalities and the follow-up of the cessions of municipal heritage at entities without spirit of lucre.

The table of citizen heritage will watch also for the elaboration of a **Citizen Assets Catalog** that, splitting of a census of heritage collects the public heritage at regime of cession of use and management taken part by the citizenry, as well as that susceptible heritage to become citizen Heritage. The table of citizen heritage will have to guarantee the maintenance of this catalogue updated by using a system of registry of cessions and others formulate of use and citizen management of municipal public heritage

2.4. Your city's contribution and added value

The Citizen Assets Program has developed a series of criteria or principles that define what we understand by community management and use. These criteria should allow us to define, evaluate and justify that we are dealing with a social, open and participative use of a collective resource, managed democratically and communally by associations and projects that pursue the common good. The criteria also represent the framework for regulating the access mechanism to the community management of these public resources, as well as constructing a new self-evaluation mechanism in the form of a Community Balance (Balanç Comunitari).

This self-evaluation mechanism has been developed and agreed with the communities involved in the experiences of community management, to facilitate the monitoring of these experiences and (self) assessment of their impact, in a way that helps to measure their community work:

- Social economy ventures
- Third sector organizations
- Associations
- Cultural sector groups, associations, and enterprises
- Social movements
- Community groups

The four areas in which these criteria are divided are:

- Bonding with the territory
It values whether the project is oriented to the needs of the territory (neighbourhood) and to what extent it contemplates activities with the different actors of the territory: associative, social or cultural; productive or commercial and institutional agents (social and cultural facilities, schools, municipal services, etc.). The relationship with existing platforms or networks in the territory and / or the sector is also taken into account.
- Social impact and return
The indicators assess to what extent the project responds to community interest and / or is oriented towards the common good, as well as what is the community impact and the expected positive externalities and whether there exist external beneficiaries to the project.
- Internal democracy and participation
The indicators look at the mechanisms to make democratic internal governance possible; what channels of participation are planned to promote the capacity of users and neighbours to make proposals and the degree of openness and accessibility of the project. The degree of transparency of the project and the areas of accountability are also taken into account and that to what extent the project complies with the transparency law. The existence of a public ethical code, public statutes, the operating rules and the existence of clear information about the decision making and use of spaces are valued.
- People, processes and environment care
The commitment with fundamental ethical principles and values of labour quality, Human Rights and the promotion of diversity is valued. The degree of gender equality and parity, evaluating also the incorporation of the gender perspective in the definition of the objectives and actions envisaged. Commitment to the values of environmental sustainability is valued, as well as whether the project envisages measures of energy saving and environmental sustainability. Sustainability and economic self-sufficiency of the project, if it provides for economic and non-economic resources to guarantee its viability.

2.5. Resources

The City of Barcelona has a strong political support and an experienced city team, which is willing to create an internal working group dedicated to the transfer. Barcelona has

already implemented policies on the commons and civic collaboration in different policy sector, and recently approved a policy program that goes in the same direction of the Good Practice. The ability of the collectives of Civic eState GP to use the law with the aim of radically change the forms of private management in force in their municipality offers Barcelona a very inspiring challenge. The case of Naples has many similarities with experiences in Barcelona, in relation to the public-community partnership to govern facilities to produce cultural services for the neighborhood. The transfer will allow the City of Barcelona to solve regulatory challenges for the promotion of urban co-governance mechanisms, synthesize the different policy initiatives into a unique framework and refine the policy recently implemented, improving it through the confrontation with the Naples's experience.

3. How far can we go?

3.1. *The transfer potential of the good practice in our city*

The Barcelona City Council has now the need to define a common framework that includes the different municipal policies and community practices under which participative management of resources, spaces and public services are developed, generating shared criteria, values and vision that guarantee mechanisms of universality, accessibility, sustainability and transparency.

Beyond the political will, the proliferation of experiences and the diversity of cases make it essential to arrange the criteria, procedures and modalities under which collaborative agreements about the provision of services are being carried out by non-profit collectives. Far from willing to homogenize (the experiences are indeed very diverse), it is necessary to provide with common criteria that can guide the decisions to allocate resources to community management, based on indicators and objective data, which allow to assess the social impact and return of the entity to the territory, as well as the community dimension of the proposals to be developed by the communities in these municipal resources. This new framework, that includes the Citizens Assets Programme as well as a renewed proposal for Community Management of Facilities and Services, becomes the Barcelona City Council Commons Programme.

3.2. *Our good practice transfer expectations*

The next steps are to develop the others needed tools of Citizen Assets Program:

- **Citizen Assets Office:** to facilitate the monitoring of the community projects and assessment of their impact in a way that helps to measure their community work.
- **Citizen Assets Catalogue:** includes premises, buildings, facilities or public spaces being the use and management of which has been granted to non lucrative organizations.
- **Participatory space:** to governance and accountability body participated by associations and communities in order to provide citizens follow-up to the Citizen Assets programme.



GDANSK



CIVIC ESTATE

TRANSFER PLAN – CITY OF GDANSK



This template is designed to help transfer cities to produce their Transfer Plans at the start of Phase 2. These are working documents, designed to support the activities of the URBACT Local Group. They should be concise and practically focused. As key Phase 2 outputs, they should be written in English and completed by the end of March 2019.

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Civic eState / {Gdańsk}

Section 1 provides the context for the Transfer Plan – confirming your city's position in relation to the good practice.

1. Our Starting Point

1.1. The EU Policy Framework

The good practice at the core of the Civic eState Transfer Network reflects several European Union urban policy priorities, reflected by the URBACT Program objectives, and in particular the following Thematic Objectives (TOs) of the EU Cohesion Policy 2014-2020:

- TO 1 Strengthening research, technological development and innovation;
- TO 4 Supporting the shift towards a low-carbon economy in all sectors;
- TO 6 Preserving and protecting the environment and promoting resource efficiency;
- TO 8 Promoting sustainable and quality employment and supporting labour mobility;
- TO 9 Promoting social inclusion, combating poverty and any discrimination;
- TO11 Enhancing institutional capacity of public authorities and stakeholders and efficient public administration.

The Civic eState Transfer Network fosters urban participatory economic democracy through forms of Public-Community Partnerships (hereinafter: PCPs). PCPs aim at preserving and regenerating city assets and infrastructure, in particular unused or underused heritage/cultural assets, through creative, collaborative and circular economy initiatives by involving the community of neighbourhood inhabitants in designing, experimenting, managing, and delivering new forms of cultural/social/digital services and infrastructure. PCPs actively engage students, domestic and non domestic workers, unemployed people and people with disabilities in the construction of mutualistic systems to address challenges faced by and fill the gap between the public and private welfare systems.

This strongly integrated urban strategy requires an equally integrated approach when it comes to funding the activities to be implemented and, under this point of view, this network reflects the Common Provisions Regulation for the European Structural and

Investment Funds (Regulation EU - 1303/2013) that introduced two territorial tools – Integrated Territorial Investment (ITI) and Community Led Local Development (CLLD) – which aim to provide tailor-made solutions to the territorial challenges of specific territories by engaging local partners in their design and implementation.

This transfer network is also highly relevant for the activities of several working groups established within the framework of the Urban Agenda for the EU and tasked with examining ways to improve the efficiency, knowledge, regulatory approach of European policies in urban areas. A close link exists with the groups working on: Housing, Digital Transition, Sustainable land use; Circular economy; Urban poverty and Inclusion of migrants and refugees communities; Public procurement.

The latter is highly relevant for Civic eState purposes. The European Commission's public procurement strategy is rethinking the entire approach to purchasing by taking advantage of the digital revolution, make public procurement more efficient and more citizen and environmentally friendly. This includes policies aimed at creating a more innovative, green and socially-inclusive economy. The Urban Partnership on innovative and responsible procurement established under the Urban Agenda for the EU has the objective to address social and environmental objectives that is in fact contributing to build a policy framework that allow cities to implement PCPs. This Urban Partnership recently published its Final action plan¹. The Action Plan calls for the adoption of "new procedural tools to create space for a more collaborative dialogue between economic operators, civil society organizations, as well as urban and social innovators to co-design and co-create innovative solutions".

The Action Plan is composed of six actions, two of which are relevant for the creation of PCPs by cities.

First, under "Action 2.2.1 Innovation procurement brokerage", innovation brokers are those figures that can enable the connection between different kind of operators producing innovation at the local level and public authorities who might want to procure from them. The action suggests that the notion of economic operators producing innovation be broadened so as to include social entrepreneurs and local innovators. In the section of the Action Plan dedicated to this action, references are made to innovation partnerships, public-social partnerships, public-private-community partnerships, public-community partnerships, public-private-people partnerships. The Action Plan suggests also the introduction of collaborative dialogue procedures to

¹ Final Action Plan of the Urban Agenda for the EU Partnership on Innovative and Responsible Public Procurement, <https://ec.europa.eu/futurium/en/public-procurement/final-action-plan-public-procurement-partnership-available>.

enable the co-design of such social and digital innovation partnerships and innovative procurement solutions.

The Action Plan foresees a three step-plan to shape the action of the innovation procurement brokers in involving civil society and local communities in the co-creation of innovative solutions to urban challenges by establishing a pilot project possibly in cooperation with the Urban Innovative Actions Initiative aimed at: (i) raising awareness on the social and digital innovation partnerships by convening EC officials, city officials and economic, social and community operators to discuss for this purpose; (ii) seeding transfer policy exercises through knowledge sharing between public authorities especially at the urban and local level and initiate policy experimentations for this purpose to disseminate legal tools for social and digital innovation partnerships pursuant to an adaptive methodological protocol (e.g. the experimental transfer protocol provided by Civic eState to implement the transfer at the local level); (iii) promoting the drafting of soft law at the EU level to provide city and public officials with procurement guidelines enabling partnerships for social and digital innovation through urban innovative actions.

The second action that is relevant is the action “2.3.1 Legal Handbook Innovative Public Procurement” which will be based on concrete practices and can help urban authorities in the EU by reducing uncertainty and the perception of complexity when dealing with innovative procurement for PCPs. It will have a specific section dedicated to Innovation Partnerships.

This approach is coherent with the overall EU Public Procurement strategy that contributes to corroborate a legal basis for PCPs. As a matter of fact EU Directives clearly state that their rules are intended to support “*Research and innovation, including eco-innovation and social innovation*”. According to the directives they should be “*among the main drivers of future growth and have been put at the centre of the Europe 2020 strategy for smart, sustainable and inclusive growth*”. And that is why the 2014 legislative package has foreseen a new contractual tool, called Innovation Partnerships. Now, this new legal tool seems to have been narrowly interpreted as a tool aimed only at digital innovation. Practice especially in cities has demonstrated that Innovation Partnerships can extend their scope to encompass also social innovation initiatives and/or social-digital innovation initiatives, such as many of the cases under which PCPs fall under. Also, the EU directives recognize the principle of self-organization and public – public cooperation. Considering that many of this urban commons initiatives act in the general interest, it is possible to say that the cooperation between the city and the urban commons could also be reconstructed as a form of public-public cooperation. Finally, the EU Commission has started a stakeholder consultation to gather suggestions on the scope of the guidance on green and social procurement and the issues it should

address, including “how to best integrate the demand-side function for social innovation and social entrepreneurship”¹.

1.2. Brief description of the good practice

The “Civic eState” TN aims at transferring and further developing new project/policy/regulatory tools experimented by the City of Naples to regenerate abandoned and/or deprived buildings, therefore subtracted to the use of city inhabitants. This tools have turned conflictual actions of occupation and/or bottom up initiatives of temporary use and urban regeneration into an opportunity for social rule-making, urban welfare provision and new forms of social and solidarity economy. Different movements and informal managements have, in fact, highlighted the need for such spaces to be used and managed by city inhabitants as urban commons. Urban commons are urban assets, services, infrastructures both tangible and intangible co-used, co-managed or co-owned by city inhabitants and the City. Thanks to a system of polycentric collective governance (hereinafter also “co-governance”) in which many, various, different urban resources get to be co-governed by city inhabitants and local governments, these urban commons start networking among themselves and the city itself gets to be reconceived as a commons (hereinafter also the co-city).

The civic use of empty buildings carved by the City of Naples resolutions (hereinafter “the civic use model”) implied on one hand a temporary use and it represented a starting point for the “renaissance” of such places and, on the other hand, it created a stimulus to start searching for innovative mechanisms for the use of such spaces as a community-managed or a community-managed estate. This legal tool was theorized from grassroots, claimed by commons activists that revisited the ancient Italian legal institution of “civic uses” forged in rural areas to the city to institutionalize the informal/social management of buildings used by communities to provide cultural and even urban welfare services in neighborhoods.

To recognize and implement this tool, an innovative dialogue between administration and citizens started, building a process of legal co-creation. The civic use model is a system of “direct administration”, co-led by the people, structured as a new form of participatory governance that intends to go beyond the classic “concession agreement model” which is based on a dichotomous view of the public-private partnership. The civic use recognizes the existence of a relationship between the community and these public assets that triggers the formation of a social practice eventually evolving into a

¹ See the COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS, *Making Public Procurement work in and for Europe*, COM(2017) 572, 3.10.2017.

“civic use”, which in essence is the right to use and manage the resource as shaped by the practice and concrete use of the common resource by its users.

This process makes community-led initiatives recognizable, creating new institutions, ensuring the autonomy of both parties involved, on the one hand the citizens engaged in the reuse of the urban commons and on the other hand the city administration enabling the practice. The urban commons in the City of Naples emerged mostly in the City center, that presents socio-economic distress. Urban commons emerge often in outer neighborhoods too.

The process that led to the enactment of the civic use resolutions in Naples started at the Ex-Asilo Filangieri, a huge former convent occupied by a movement of cultural and artistic workers the 4th March 2012, with the resolution of City Government n. 400/2012, written, as well as all the others, in a strictly dialogue and expertise exchange between the activists and the Administration, that produced also resolution of Naples City Council n. 7/2015. Activist then translated their practices of co-management in a the Declaration of Civic and Collective Urban Use, that after a quite long period of public discussion, claiming and also clashes, was recognized with the resolution of Naples City Government n. 893/2015 as the public regulation of the building. Asilo was, in fact, declared as an “emerging commons”, managed through the co-governance mechanism of the civic use and validated as an URBACT Good Practice. This is a key case study in the Civic eState Good practice since it is there that the central regulatory innovation took place. The City also provided the possibility for the compensation of management expenses, justifying this choice with the production of social value they generate, through civic use regulations or other forms of civic organizations models.

After the case of the ex-Asilo Filangieri a collective work has grown from grassroots and with resolution of Naples City Government n. 446 approved on 27 May 2016, other seven public proprieties were recognized by the City Council of Naples as “relevant civic spaces to be ascribed to the category of urban commons”: Ex-Convento delle Teresiane; Giardino Liberato; Lido Pola; Villa Medusa; Ex-OPG di Materdei; Ex-Carcere Minorile – Scugnizzo Liberato; Ex Conservatorio S. Maria della Fede; Ex- Scuola Schipa. For some urban urban commons the recognition has still to be finalized with appropriate agreements after the communities managing the space will draft a Declaration of Civic and Collective Use, on the model of those of the Ex-Asilo, through which they secure inclusivity, accessibility, impartiality and usability in the assets co-governance mechanism. In the future, the list of urban commons is expected to be enriched with more urban assets and resources to be recognized as urban commons.

The first assets where unutilized or under-utilized urban buildings and spaces, that where informally occupied and re-generated by informal communities that currently animate them and still contributes to their regeneration. In many cases the renovation works could not be completed at the beginning of the informal management and are carried out through self-funding schemes throughout the time. Such regeneration has to be intended in the direction of a «civic profitability», i.e., not in a merely economic or

aesthetic way, but above all with regard to its social effect. These assets constitute the civic patrimony of the City of Naples, co-used, co-managed and probably co-owned by Naples' city inhabitants for realizing activities pursuing the general interest.

A key aspect of the Good Practice implementation was the methodological approach adopted by the City of Naples which was centered on one hand on a participatory approach (the so called "Naples Lab", which carried out participatory labs in the City and consultations to involve city inhabitants on the decisions on possible uses and governance of urban commons) and on the other hand on the creation of an infrastructure within the City "ad hoc public governance" system. To the latter aim, the City Council mandated a political coordination - carried on by the Urban Planning Councilor - and a technical coordination devolved to an Inter-directional Project Unit for the development of integrated urban policies: this method was successfully tested during several projects, above all USEAct and 2nd Chance URBACT projects, to overcome the sectorial organization of the Administration and to work in a cross-cutting way.

Concerning stakeholders, the policy path involved both administrative and civic stakeholder. At administrative level, the system of political and inter-departmental coordination, designed to better organize the involvement of all municipal departments potentially interested in the delivery of a project, is managed by Representatives of the Urban Planning, Rights to the City and Common Goods Department, while the technical coordination of the projects is assigned to the Inter-directional Unit "URBACT projects and networks for the development of integrated urban policies". At the civic level, main stakeholders are informal groups, political and social collectives, local associations, NGOs and social and solidarity cooperatives, Universities, Research Institutes, Heritage Preservation Trust, Campania Region and Regional Authorities in genre, the third sector organizations, local businesses (e.g. artisans, typical organic food shops) and private entrepreneurs. This group is composed of key stakeholders (territorial and non-territorial) and their involvement is foreseen through different kind of meetings (according to the specific needs): "one to one", "territorial", "cross-sectional key", "plenary". This, to better adapt the participatory process to the different requirements of the target groups identified. To better coordinate the actions of the network, the ULGs will be organized in specific topic groups, common to all partner cities. This will allow to have moments of transnational meetings and exchange among stakeholders.

The assets (buildings and infrastructure) that the City of Naples recognized as urban commons constitute the civic patrimony/estate of the City of Naples, co-used / directly-managed by Naples' city inhabitants, the State-Community (working in coordination and alliance with the State - Apparatus), to carry out services of general interest. This might be the birthplace of a an urban community-based welfare state system. Such civic estate will need to improve its maintenance, financing and operational techniques. This

step will be reached through the promotion of new forms of "Urban Civic Communities" and the definition of innovative schemes of PCPs to gain the interest of potential long-term investors. Civic Development Institutional Ecosystems would become drivers to boost the overall social, cultural, environmental, economic sustainability of the neighborhoods and to experiment innovative financing schemes. The Civic eState TN will address these issues by supporting mutual exchange between Naples and the cities of the network which might be facing similar issues or are in the process to adopt also thanks to the Urbact TN the urban co-governance approach in the form of civic/collective use, management, ownership. The aspect of the Good practice which might be improved through the network's activity and key lessons is the sustainability model of the civic and collective urban use. The sustainability model would generate solutions for shared responsibility in monitoring activities and managing the security of spaces and innovative forms of social-economic models for financing projects, job opportunity and civic self-entrepreneurship. The public and city-owned assets play a central role in the Civic eState process, as fostering new forms of collective planning and civic use means not only a valuable human and social income, by giving strength to new forms of social inclusion, urban commoning and innovative financing schemes (e.g. crowdfunding, micro-credit, fund raising, etc.), but also means raising the potential of disused and underused public spaces. Therefore, the valorization of the municipal assets can be understood as a process by which it is possible to confer a greater social and economic value to the good by increasing its level of enjoyment by the community. The latest resolution no. 458, approved by the City Council of Naples on August the 8th 2017, in compliance with the principle of financial sustainability, has identified new challenges and strategic actions for the valorization of the municipal heritage, identifying participated procedures aiming to generate a valuable income for the redevelopment/maintenance of the premises and to guarantee the sustainability of social/cultural initiatives, ensuring the autonomy of both parties involved: the citizens and the public administration. The Naples' City Council Resolution of August 8th, 2017 indeed encourages the commoners to design and submit "pilot projects" characterized by prevailing social aims, for the valorization of underused and disused municipal assets which can be redeveloped and transformed to experiment new uses such as:

- social-care facilities;
- reception centers for migrants and asylum seekers;
- educational gardens, collective and urban gardens;
- playgrounds for children and youngsters;
- artistic installations/exhibitions;
- activities aimed at promoting "urban creativity";
- regeneration of public spaces in genre as "civic flourishing environments".

1.3. The object of the transfer

Co-governance of urban assets/services/infrastructures through PCPs face similar issues in terms of administrative and maintenance costs, financing, accounting and legal issue, in different cities. It will be one of the objectives of the Civic eState project to establish how to create economies of scale and better management of urban commons by pooling resources and establish forms of cooperation between the different urban commons. Civic eState will be aimed at completing the pre-feasibility study of solutions addressing these issues also through consultation and exchange with transfer cities that are members of the Civic eState network which might be facing similar issues or are in the process to adopt also thanks to the Urbact Transfer Network the urban co-governance approach. Drawing from the detailed analysis of the GP, we can draw the conclusion that the object of the transfer is the following:

“the urban co-governance principle in the use, management and ownership of urban commons and the creation of public through local legal hacks (such as the example of the urban civic uses successfully experimented in Naples).”

This action can in fact be directed in different ways and towards different urban commons which are urban tangible and intangible assets, services, infrastructures and it might be implemented through adaptive legal hacks, rooted in the legal framework and administrative culture of the specific contexts.

By enhancing commoners' proposals and their active role in the “care of the City”, the Administration is also willing to promote new forms of “Urban Civic Communities” and to define innovative schemes of PCPs to gain the interest of long-term investors. In this way, the designed Civic Development environments would become a driver to boost the overall economic sustainability of the process and to promote innovative financing schemes. The most challenging goal of the transfer is to grab the attention of potential long-term investors (territorial and non-territorial) aiming to support the PCP model and to help the urban civic communities in boosting the overall economic sustainability of the process and experimenting innovative financing schemes.

As a matter of fact, according to empirical evidence, collective governance is more sustainable and long enduring when resource pooling and cooperation between five possible categories of actors is in place: social innovators or the unorganized public, public authorities, businesses, civil society organizations, and knowledge institutions. This has been defined as a model of “quintuple helix governance of urban innovation”. These co-governance arrangements have three main aims: fostering social innovation in urban welfare provision, spurring collaborative economies as a driver of local economic development, and promoting inclusive urban regeneration of blighted areas. Public authorities play an important enabling role in creating and sustaining the co-city,

implementing a policy approach consistent with the Lefebvrian approach of the right to the city. The mechanism proposed by the City of Naples, although routed in the Italian legal system, is characterized by a high degree of adaptability to other European urban contexts as it is based on largely shared ethic, legal and social values, already widespread in other countries and especially in UK, France, Belgium Spain and Portugal. Both civic uses and the basic design principle of this policy and legal tool are at the core of already many local policies. In these years, moreover, many meetings, conferences and working groups are arising between Neapolitan community of civic users and Italian and European commons movements. The mobility of this good practice may encourage a mutual learning process on innovative tools to foster an integrated approach in urban regeneration and redevelopment processes. The transfer cities would help build and establish generating new community-led sustainability models through non-conflictual process of dialogue with and cooperation among citizens. As already noted, this process makes bottom-up initiatives recognizable by the city administration for their inner value, ensuring the autonomy of both parties involved, on the one hand the citizens engaged in the reuse of common goods and on the other hand the city administration. A profitable exchange with other European cities could then help to improve the system of shared responsibility in monitoring activities and in managing the security of the sites.

To finalize the Civic eState transfer, both a legal and a management/financial innovation is necessary. For the legal innovation, the activation of responsive institutional innovators within different sectors of City bureaucracy, working alongside City innovative lawyers and multidisciplinary experts when needed. For the management/financial innovation, an intense work of institutional innovators and creative lawyers on the sustainability scheme, alongside networking with long term investors at the urban or national level is needed.

The Civic eState GP transfer can be synthesized in a set of legal principles extracted from the Naples resolution on civic uses that will shape the local legal innovations that will be realized by cities and tested during the project through adaptation by means of the guidelines/policies/regulations produced at the local level and the trans-national exchange and learning activities. The set of legal principles extracted from the Naples GP will then be validated and prototyped after the final event of the TN.

The first version of the legal design principles is the following:

- 1) civic autonomy, self-organization, direct administration: the City recognizes the right of the urban commons to self-organize themselves;
- 2) co-governance implies cooperation with the city and other stakeholders, it can have different degrees (i.e. sharing, collaboration, polycentricity);

- 3) civic entrepreneurship: urban commons are not risk averse and aim at being economically independent from the public and the private sector;
- 4) external mutualism and social justice: urban commons act in the general interest, not just in the interest of those who cooperate, advancing social justice and solidarity goals;
- 5) economic, environmental and social sustainability: urban commons adopt economic models inspired by the social and solidarity, circular, collaborative, creative/cultural economies and other economic models that imply commoning or cooperation;
- 6) measurable public-community value: metrics to measure the social, economic, cultural and environmental value produced by the urban commons are adopted;
- 7) additionality: the urban commons do not crowd out public investment, they mobilise resources that would not have been otherwise mobilized;
- 8) openness and inclusivity: urban commons guarantee diversity and inclusiveness;
- 9) trust and reciprocity: conflict of interests are not tolerated, social sanctions and monitoring systems should be put in place;
- 10) proximity and experimentalism: urban commons are about practice that are neighborhood-based or district-based and adopt an applied, iterative, adaptive approach in each neighborhood.

The main challenges of the transfer can be identified in the following way:

1. Risk of fragmentation and isolation of institutional innovators within City bureaucracy;
2. Obstacles to overcome within City bureaucracy:
 - risk aversion;
 - legal challenges: the transfer needs legal hacking to be properly carried out;
 - fragmentation between different city departments and policy sector;
3. Securing the interest of philanthropic, social, ethical and long term investors and identify a sustainability model that leverages the social capital and/or social cohesion/services produced by and therefore the social infrastructure nature of these co-governance mechanisms.

To implement the Civic eState GP, each city must come up with a solution adaptive to the local conditions. The actions to implement and the object of the co-governance mechanisms vary across cities and communities. The transfer ultimately consists in the implementation of an experimental public-community co-working method and partnership through a legal hack aimed at tackling policy challenges at the intersection of different policy sectors.

1.4. Our city's position in relation to the good practice

- What is the challenge the good practice addresses?

The main challenge for the city of Gdansk is the implementation of a right to the City framework, related to the commons and social innovation and social – _solidarity economy. On one hand there is a lot of active citizens who get involved in the policy making processes but on the other hand they are not ready to take over the responsibility to manage common goods in a way which will secure the interests of all groups of citizens. The particular interests usually dominate over the common good. The implementation of principles of self-management, cooperation and mutualism, and strengthening individual and collective responsibility makes a big challenge. During the URBACT APN **BoostINNO** – ULG, the City of Gdansk was working on social innovation theme and one of main identified challenges for our city was lack of physical space for social innovators and meeting place for people interested in social innovation development. The creation of a physical HUB for social innovation and integrated community around that space is one of core elements of the Gdansk Integrated Action Plan in BoostINNO. Civic eState would be natural continuation of the work started and developed in BoostINNO. There are several regenerated areas with empty buildings in Gdansk.

The entire project in Gdansk will be focused on **conducting three pilot experiments**. The first one - creation of a "Citizens' House" in Gdańsk (Civil HUB), - a space for supporting social innovations and urban activism in the empty building at Dolna Brama Street. The second will be related to the community management in on one of the existing neighbourhood houses - strengthening and extending the involvement of neighbourhood residents in co-management. The third one will work out a methodology for co-management of tenement in the social housing at Orunia district – Ubocze 24 str.

Each of these pilots will consider formal and legal terms in the national and local legislation frame and on the other hand will work on **building a community around the physical space ready for co-management** and taking responsibility of the place according to the "Italian principle" of public- civil partnership.

- Has your city tried to address this challenge already – if so how?
- Have you already tried to design and implement an approach like the URBACT Good Practice? If so, with what results?

In the **first pilot** the municipality has decided to assign one of empty buildings in regeneration area (Dolne Miasto – Down Town), which used to be a college, for common use for urban communities: innovators, social entrepreneurs, informal groups, activists, local civil society organizations. We have already carried out a co-design process with future space users and are preparing for renovation work. Main aim of the process is to create a friendly space with new services for the neighbourhood as well as an inspiring location for new activism, a space to generate new projects and innovative solutions to local challenges.

In the second **pilot experiment** in Orunia district, local community from another regeneration area Orunia, effectively conducts backyard regeneration processes, which will be comanaged by them. This process would not have been possible without the involvement of the Gdańsk Foundation for Social Innovation, acting as an animator. This foundation will be the coordinator of the second pilot.

The City sees the Civic eState transfer process the chance of transferring knowledge and practice in co-managing urban public spaces and a chance of engaging in a learning process on how to promote urban co-governance mechanisms.

- What assets does your city bring to the transfer process

There are some new experiences in Gdansk in running participatory processes aimed on co-management of common spaces, associated with the processes of revitalization of courtyards in the districts covered by the Gdańsk revitalization program. These projects are carried out by local NGOs with the participation of local communities - the neighbors living in the area surrounding the yard.

The city has many experiences in co-creation of the city policies and their implementations but not in joint undertakings of multiple stakeholders. The City has a relevant experience with promotion of social inclusion through innovative governance schemes. The case of the “So Stay Hotel1”, which is also an URBACT Good Practice, is exemplary, together with the “Social Innovation Foundation” which will constitute the baseline for the development of the Gdansk adaptation of the policy transfer. Foundation The City carried out participatory processes regarding to co-creation, co-

management and co-implementation of social policies, such as the as the “Immigrant Integration Model2”. Some experiences with community centers run together by 2 or 3 NGOs have given more negative than positive results. The conviction that the success of the place will depend on the participatory processes which will take place from the very beginning made Gdansk to decide to join the Civic eState Transfer Network, for which there is a strong political support. This transfer will help to facilitate the participatory processes, which have to take place to enable such a common use of public building, to make it stable and fruitful for the actors involved as well as the neighborhood and local community. The working name for the place is Social Solidarity Hub and its spaces will serve the whole community and will be used to experiment participative democracy.

- What barriers might you face in trying to adapt and transfer the good practice?

In trying to understand the specific situation of individual experiment pilots in the course of the GP transfer process, together with ULG will carry out SWAT analysis.

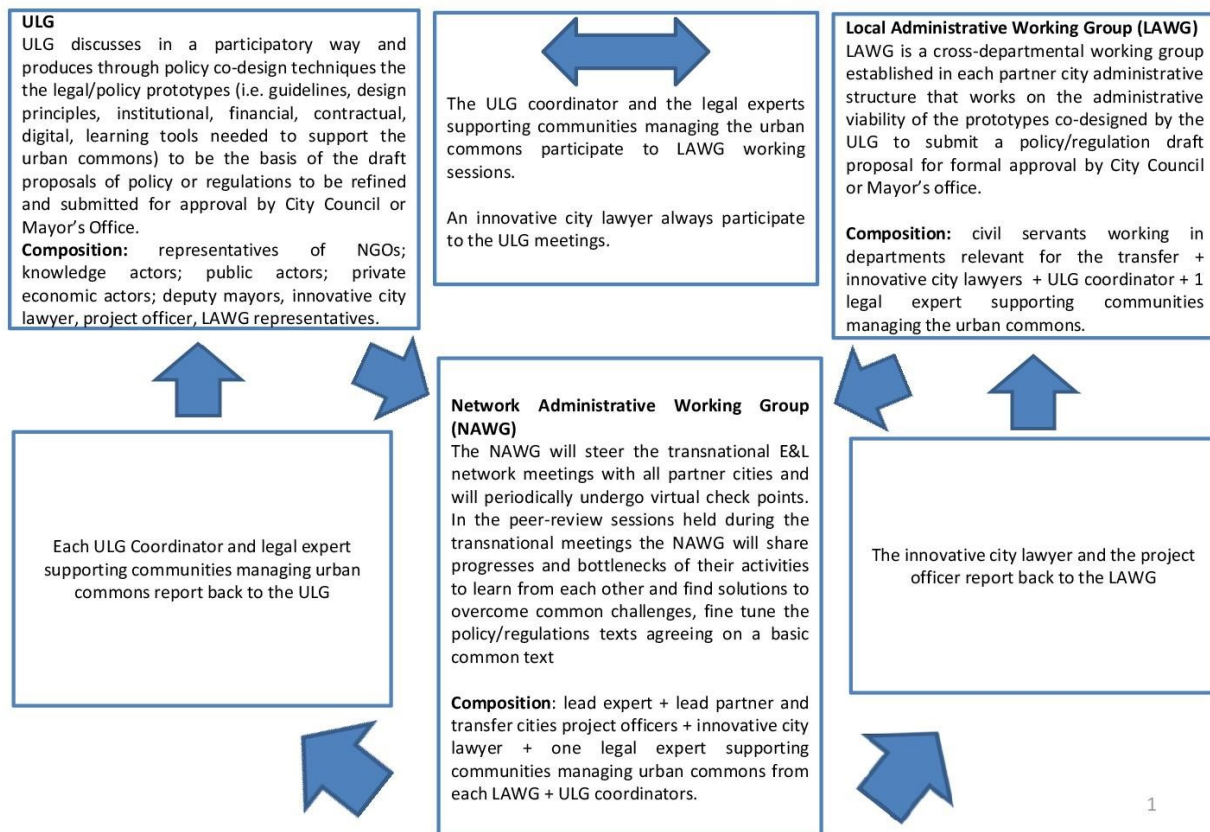
2. How we are going to do this

2.1. Our transfer methodology

The Civic eState transfer methodology is composed of 4 main elements: the TN methodology infrastructure (the ULG and the LAWG); the Experimentalist Transfer protocol (consisting in the set of phases and activities through which cities can generate the practices to carry out the transfer at the local level); the transfer process (consisting in the set of phases, meetings, outputs through which the Network can carry out the transfer).

THE TN METHODOLOGY INFRASTRUCTURE

Civic eState Organizational & Flow Chart (ULG + LAWG > NAWG)



1

The Civic eState network methodology is centered on:

- a. the **Urbact Local Group (ULG)**;
- b. a **cross-department Local Administrative Working Group (LAWG)** within each City administrative structure;
- c. a series of **network-level E&L virtual check points**.

The ULG

The ULG in Civic eState is composed by representatives of the five helixes of the co-governance of urban innovation:

1. Organized social sector:
 - o representatives of national NGOs;
 - o representative of local NGOs
2. Social and civic innovators
 - o legal experts supporting communities managing the urban commons;
 - o individuals and groups involved in the management of existing urban commons;
3. knowledge actors:
 - o schools;
 - o universities;
 - o research centers focused on urban issues active in the City;
4. public actors;
 - o innovative city lawyer;
 - o the project officer;
 - o LAWG representatives;
5. private economic actors:
 - o Neighborhood level businesses (e.g. artisans, local food shops, other local shops, etc.) to bring the necessary know-how and competences in relation with the local economic context;
 - o local institutional foundations and other local philanthropic investors; business and start-up incubators.

The ULG might be integrated with:

- Managing Authorities of Operational Programmes (whether ERDF or ESF);
- Representatives of the neighborhood, metropolitan city and regional level – government;
- deputy mayors;
- representatives of ethical, philanthropic and social investors, promotional banks and long term investors (e.g. National Promotional/Development Public Bank,

Council of Europe Development Bank; European Investment Bank - EIB; European Investment Fund; European Bank for Reconstruction and Development – EBRD).

The **LAWG**

The **LAWG** is a cross-departmental working group established in each partner city administrative structure that works on the administrative viability of the prototypes co-designed by the ULG to submit a policy/regulation draft proposal for formal approval by City Council or Mayor's office. The set-up of the Local Administrative Working Groups is crucial for the Civic eState organization. The LAWG is supposed to be an administrative cross-department Local Administrative Working Group (LAWG) within each City.

The LAWG is composed by civil servants working in departments relevant for the transfer (e.g. urban planning, environmental, energy, social services, CTOs, youth and equal opportunities) and is integrated by innovative city lawyers, the ULG coordinator and a legal expert supporting communities managing the urban commons.

The LAWG will play a facilitating role for the city and represent the entry point (a single point of contact) into city administration for proposals and initiatives of the ULG. Civil servants will co-create administrative and legal solutions enabling urban co-governance and act as brokers between the urban commons initiatives participating to the ULG and the different city departments that need to give administrative or financial support, on providing them a network or supporting them build a network, coaching them in designing a business or management model.

The LAWG works through **cross-department meetings** with departments/areas that might contribute to the process because they can share a good practice, or because they are responsible for policy areas involved by the transfer, and steers the implementation of the transfer plan. The LAWG also participates to ULG meetings, in particular those organized with commoners and other stakeholders involved in the ULG to run the pilot project and draft the guidelines of the legal hack.

The ULG coordinator and the legal experts supporting communities managing the urban commons participate to LAWG working sessions. The LE and the LP participate online and offline to the meetings as much as possible. LE and LP will involve Naples' ULG members and members from Naples City departments that was or are currently involved with the GP. They will participate to the online and offline on site visits when appropriate.

The virtual check points

The **virtual check points** are the transnational, network-level working tool steered by the lead expert and lead partner, and participated by the transfer cities project officers, the

transfer cities innovative lawyers, the legal experts supporting communities managing urban commons in each transfer cities, the ULG coordinators.

The virtual check points will be periodical online meetings. The goal of this online meetings is to report the efforts that cities are undertaking at the local level designing the appropriate policy and legal tools to transfer the good practice and improve those efforts through mutual learning.

THE EXPERIMENTALIST TRANSFER PROTOCOL

The transfer will be carried out at the local level through an **experimentalist transfer protocol**. LAWGs are in charge of carrying out the 3 steps of the transfer protocol:

1. cheap talking and mapping of good practices within the City

The cheap talking and mapping can be carried out both online and offline. In this phase cities must identify the urban assets (buildings or infrastructure) to be transformed into urban commons and experimental pilot project. The cheap talking and mapping phase will ultimately results in two outputs:

- a knowledge kit and a communication tool to gain support for an experimentation on the existing and potential assets/infrastructures/services in the city that can be managed through co-governance mechanisms;
- identification of the asset/project area for experimentation. The asset/project area can correspond to one neighborhood or an assemblage of different parts of neighborhoods/districts that share relevant features;

2. practicing and experimenting

During this phase, cities will carry out pilot micro-projects and an experimentation that will allow them to practice with the GP transfer. This phase will allow them to understand whether they provided the appropriate adaptations and to review their strategy.

3. co-designing and prototyping

Based on the results of the practice and experimentation phase and the training and learning activities, cities will extract guidelines and engage in a co-design phase with ULG.

Output of the experimental transfer protocol: a prototype of a co-governance mechanism to be shared and defined with ULG.

The ULG will produce **Transfer Diaries**. The ULG coordinator and two “citizen diarists” will be nominated by the City to produce at least 4 diaries entries for the transfer diaries. Transfer diaries must narrate the actions implemented and challenges faced during the application of the experimentalist transfer protocol.

To communicate the activities carried out to the external audience, cities must produce two set of outputs:

- 1) Transfer stories (one per partner);
- 2) Vox pop (3 per partner).

THE TRANSFER PROCESS

The Civic eState transfer process foresees 7 transnational network meetings (February 2019; May 2019; September 2019; November 2019; March 2020; June 2020; November 2020) and 3 virtual check points (July/August 2019; January 2020; May 2020).

Network meetings are multi-lateral. In network meetings, representatives of the LAWGs share their progresses and good practices. To achieve this goal, the design of the meetings foresees the participation of at least 5/7 participants from each city:

- The **LAWG representatives and co-leaders** (i.e. the local TN project coordinator, the city innovative lawyer);
- **ULG members** (e.g. ULG coordinator, the local legal hacker, representatives of the communities playing management roles in the urban commons initiatives, representatives of the local knowledge/cultural, social and private sectors);
- *See the summary table on transnational meetings for details on structure and content of the meetings.*

Transnational Network Meetings have a threefold structure:

- An **inspirational session**. During the inspirational session, inputs from LE and LP, members of the ULG from the hosting city will share relevant details and solutions implemented to improve the GP and sharpen the transfer process;
- A **thematic session**. During the thematic session, inputs from ad hoc experts working for the project, local experts from the hosting city and guest speakers from other networks will share their knowledge of the

thematic cluster on which the meeting is focused and relevant best practices they are aware of.

- An **exchange session**. The exchange sessions are structured as co-working sessions. The participants are divided in groups and carry out structured discussions and analysis sessions with the support of a service designer acting as a facilitator. The goal of the exchange session is to transfer the inputs received during the inspirational and thematic sessions into lessons to be applied for the local transfer process. Here is where actors involved with the transfer at the local level will share their outputs and learn from each other.

Network meetings outputs

To ensure appropriate transfer of the knowledge produced at the transnational level to the local level, E&L network meeting and virtual check points will produce an output to transfer the knowledge generated at the transnational level is the most appropriate way. After the thematic meetings, **five thematic reports** (a detailed report of the meeting summarizing the main content, findings and learning points produced by the meetings that could shape the experimentalist transfer protocol at the local level); after each E&L network meeting, **follow-up materials** (a toolkit composed of the meeting agenda; PowerPoints of project's participants; pictures and videos from the study visit, etc.) will be distributed digitally to the partner cities' stakeholder, in particular the LAWG members and ULG members. It is suggested that ULG meetings are organized before and after each transnational network meeting to ensure proper transfer.

In some cases **video tutorials** elaborating on key findings of each network meeting might be produced also to feed the learning toolkit.

Drawing on the Transfer diaries and the E&L network outputs, the TN network will produce a **Transfer Treasure Box** to communicate the project's process and lessons learnt.

Work plan:

The first period of Phase 2 (month 0-3) have been dedicated to the following tasks:

- Setting the local administrative working group (LAWG);
- Setting up ULG and plugging in with the network > contracts, communication, outreach;
- Getting to know each other inside the Network and the ULG);
- Completing transfer plan.

The second period of Phase 2 (month 4-18) will be dedicated to the following activities:

1) Ground Experimentations

The LAWGs will carry out the ground experimentations, internal meetings and meetings with local stakeholders (radial model).

The meetings of the LAWGs and of the ULG are responsible for the implementation of the experimentalist transfer methodology at the local level. The realization of the three Experimentation rounds (April/June 2019; September/November 2019; February/March 2020) is the most delicate part. During experimentation rounds, internal meetings and meetings with ULG will be carried by cities out to implement the transfer process. The ULG discusses in a participatory way and produces through policy co-design techniques the the legal/policy prototypes (i.e. guidelines, design principles, institutional, financial, contractual, digital, learning tools needed to support the urban commons) to be the basis of the draft proposals of policy or regulations to be refined and submitted for approval by City Council or Mayor's Office.

Here, the use of the radial transfer model is more appropriate because it allows the GP City, the City of Naples, to exercise its coaching role. The LE/LP will participate, through 1 virtual meeting and 1 site visit, to and representatives from the urban communities that are informally managing the urban commons in Naples and/or members from the City team that is responsible for the implementation of the GP.

2) Transnational E&L

All partner cities will share their experience and peer review each other during the transnational E&L network meetings with and will periodically undergo virtual check points.

The virtual and on-site transnational network meetings gather participants from all partners. The meetings are designed as moments of structured discussion, deep analysis and exchange between all networks' partners. The meetings' goals are to promote knowledge transfer and discussion over thematic clusters; to ensure the exchange and mutual learning between mature and less mature cities; to enable discussion between network partners on the challenges they are encountering with the transfer of the Civic eState GP. The ULG has a crucial role that in the transfer process. The GP analysis revealed that the Civic eState network enhance and strengthen the feature of the collaboration between different actors in the cities with the "quintuple helix" model. The transnational network meetings are designed as moments when the actors involved at the local level in all cities can share their progresses, the challenges encountered and the solution implemented to ensure an effective and inclusive collaboration of urban actors. During the transnational E&L network meetings the peer review will take place. In

particular within the peer review and exchange meetings held during the transnational meetings cities will share progresses and bottlenecks of their activities to learn from each other and find solutions to overcome common challenges.

Through the peer review sessions, LAWGs, ULGs representatives, innovative city lawyers and legal experts involved will be able to fine tune the policy/regulations texts agreeing on a basic common text.

To ensure proper transfer from the transnational to the local level, it is suggested that after each E&L network meeting and possibly right after the E&L network meetings output are shared, a ULG meeting and a LAWG working session are organized. This will help the knowledge transfer. Each ULG Coordinator and legal expert supporting communities managing urban commons report back to the ULG for questions and requests of clarification and the innovative city lawyer and the project officer report back to the LAWG, to share with the entire groups the solutions to administrative bottlenecks and legal tools that came out or were co-created with the other partners' cities team.

2.2. Our city's transfer network journey

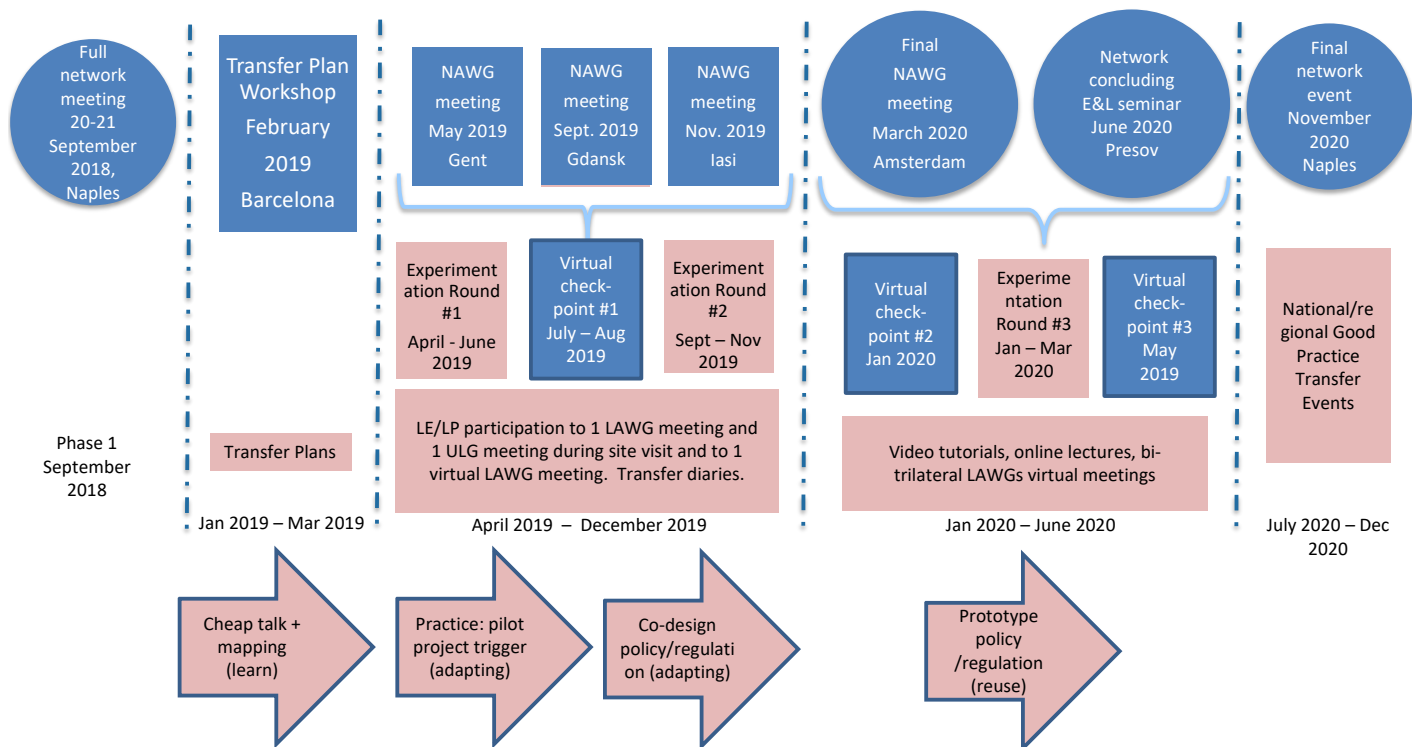
In Gdansk, ULG will consist of three working groups dedicated to each pilot (1. HUB group, 2. Neighborhoodhouse group, 3. Tenement house group). All groups will work individually, with their own dynamics. In the meantime, all-group meetings will be held together to exchange information and experience. Detailed timetable in Annex 1.

2.3. Who is round our table?

A list of key stakeholders, including ULG and LWAG members, can be found in Annex 2.

If the group determines that any key stakeholder is missing, the coordinator asks each time and his / her identification and invitation to work. Each invitation is completed with

Civic eState Transfer Network Methodology Outline



an introduction to the project.

2.4. Your city's contribution and added value

Gdańsk, recognized in this project as a mature city, brings the experience of a post-soviet city that has gone the way of creating local self-government based on a representative democracy to a city co-managed by its residents in a spirit of participatory democracy. As a city we have experience, still rare in Europe, in providing civil assemblies, in which the sociological sample of residents, makes decisions on a selected topic regarding the development of the city. We are convinced that from these experiences, both European cities with a similar history as ours, and the city of Western Europe can benefit.

2.5. Resources

What resources does your city bring to the transfer process? In relation to the proposed adaptation and transfer activity, what can your city bring in terms of:

- Political support – do you have the active backing of elected officials in your city? Is there a particular political champion for this URBACT work?

We have strong support from the deputy mayor for social policy, Mr. Piotr Kowalczyk. As the political champion we can recognize Mr. Karol Ważny the city councilor of Gdańsk, who is strongly involved in the project.

- Human resources (which might include paid and volunteer time, specialist inputs etc.)
 - experienced administrative team inside the city hall,
 - ULG consisting of experienced leaders of non-governmental organizations, activists, and socially involved entrepreneurs,
 - legal think tank - dealing with administrative law and issues of local and metropolitan self-government – Metropolitan Institute Foundation
- Support resources (which might include access to specialist equipment, use of physical spaces, production of materials etc.)
 - building at Dolna Brama 8 str.
 - communal tenement house with the possibility of separating a special premises for neighborhood activities,
- Are you satisfied with the available resources? Will they enable your city to achieve its objectives for the project?
 - the budget could provide more funding for the pilot testing process, but anyway the resources should be sufficient for the pilot GP transfer

3. How far can we go?

3.1. The transfer potential of the good practice in our city

The transferability study assessed three degrees of transfer:

- Lighthouse cities (Barcelona and Ghent) will work towards the establishment of a regulatory framework that allow them to help urban communities express their full potential. The regulatory framework will stress the aspects of the sustainability mechanisms;
- **Mature cities (Gdansk and Amsterdam) have policies already implemented going in the direction of enabling collective action; an experienced administrative staff; resources available for the transfer. Mature cities need the policy transfer to filter the most promising policy initiatives, therefore focusing their efforts on them;**
- Learning cities (Presov and Iasi) will share their experiences between each other and will learn from lighthouse cities and mature cities' experiences. Through the sharing and coaching activity, cities will mutually learn, possibly exchanging tools and completing each other.

Our ambition is to implement two levels of transfer. The first level is the analysis of the legal framework for the transfer of GP in the national and local legislation:

- if local law requires a change - preparation of a change project and presenting it to the City Council of Gdańsk,
- if national law does not allow for the implementation of GP - preparation of recommendations for changes.

The second level concerns **building a community around the physical space ready for co-management** and taking responsibility of the place according to the principle of public- civil partnership.

3.2. Our good practice transfer expectations

The Civic eState transfer methodology is based on three degrees of transfer:

- Lighthouse cities (Barcelona and Ghent) (Barcelona and Ghent) are those cities that are more likely to finalize a full transfer within the project's timescale;

- **Mature cities (Gdansk and Amsterdam) are likely to produce the transfer plan, adapt and partially re-use the GP;**
- Learning cities: Presov and Iasi will produce the transfer plan, engage in a learning process and identify the aspects to be transferred and resources to support the process.

Consequently three possible end results of the transfer process might be foreseeable:

- Lighthouse cities output: a regulatory framework that allow them to help urban communities express their full potential. The regulatory framework will stress the aspects of the sustainability mechanisms;
- **Mature cities output: policy/ administrative guidelines on urban co-governance;**
 - we will have legal framework analysis,
 - we will have local law project – if needed,
 - we will have three adaptations pilots of the Good Practice,
 - we will have a set of methods and recommendations for co-managing spaces
- Learning cities output: pilot project on urban co-governance.

Please address all your questions to tnp2@urbact.eu



GHENT



TRANSFER NETWORKS

TRANSFER PLANS TEMPLATE

Guidelines

This template is designed to help transfer cities to produce their Transfer Plans at the start of Phase 2. These are working documents, designed to support the activities of the URBACT Local Group. They should be concise and practically focused. As key Phase 2 outputs, they should be written in English and completed by the end of March 2019.

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Civic eState / {Ghent}

1. Our Starting Point

1.4. Our city's position in relation to the good practice

Ghent (with the former Mayor as the strongest supporter in participation and co-creation) has a long tradition in participative approaches. Already in the 90ties, the City created a unit that enables policymakers to integrate a bottom-up approach in planning and decision making processes. The unit still exists and has developed different instruments (Participation platform, Crowdfunding platform, Temporary Use of vacant buildings, Participatory budget, neighbourhood management projects, ...) to enable and support citizens' ideas and initiatives. The political will and support in participation extends after the elections (2018) with the assignment of a Deputy Mayor of Participation in the board of mayor and deputy mayors.

In order to connect with citizens and with society, neighbourhood managers (civil servants of the Participation Unit) are building networks in the 25 districts of the city. They deliver tailored work to create more livable, more social and more sustainable districts. They are the go-between between various stakeholders in order to find solutions to urban challenges existing in the neighbourhood. Neighbourhood managers are the link between city council and the city's residents.

The City of Ghent has also been experimenting with temporary use of brownfield sites and empty buildings for over a decade. Often, this happens in response to urban renewal projects. With urban renewal, the period between the development and implementation of the plans is usually very long. Therefore the City of Ghent stimulates its residents to use the sites and buildings in the interim. This brings a new dynamic to neighbourhoods and offers added value for the city's development. DE SITE, the first iconic temporary use, started 10 years ago: allotments, a greenhouse, two urban horticultural plots, a football field, a bike playground and an urban farmstead with 8 chickens were created on the site of the former Alcatel Bell factory in the district of Rabot. The residents rolled up their sleeves and helped to reshape their neighbourhood. The City of Ghent provides subsidies to initiators of temporary use projects via the Temporary Use Fund. This Temporary Use Fund helps new initiatives to get started. Every year, the city council makes a budget of €300,000 available for this purpose. A lot of new temporary initiatives (25) occurred thanks to this Fund. The City gives (cheaper) space to new ideas, projects, and of social entrepreneurship of citizens.

Challenges in order to tackle barriers :

The City is facing many complex challenges and at the same time is experiencing a growth in new forms of solidarity and involvement in the city. The many bottom-up citizens initiatives stimulate the transition in our society and co-create the solutions to societal challenges in this urban context. To make our cities "resilient" and to explore future solutions in co-creation, we need to search new forms of partnerships and collaborations.

First challenge – breaking through conflicting interests

First step of the local learning process under supervision of civic estate, is to build a shared framework of impact creation or value creation. How can we build the future of our city together? It's important to have a common goal and vision in order to break through the existing compartmentalization of the city or even in civil society, the different individual interests, and also to decrease the distance between citizens initiatives and the processes and legal frameworks of the City (administration).

We make the city together, this means participation of everyone, we need all stakeholders. The solutions we create, need to be inclusive. The process so far was focused mainly on the white middle class. We need to open this process and involve more diverse citizens initiatives, include more users, angles and target groups connected to social innovation.

Second challenge – strengthening citizens initiatives and enhance sustainability

Ghent disposes a positive climate of incubation of bottom-up initiatives and new citizens ideas through a various menu of incubator tools. Also new initiatives are easily connected within the city (through the participation tools, neighbourhood managers and many support funds). We need to take a next step in strengthening these citizens initiatives, in support their grow, in enable them in order to ensure long term impact of the initiatives. We are in need of alternatives in financial aid, new business models, coaching in civic entrepreneurship, ...

Third challenge – enhance the new role of the city in reinforcing citizen initiatives

In 2017 -2018 citizens' initiatives in Ghent were listed and were invited to discuss and co-write with the City a Commons Transition Plan. The Plan provided guidelines for commons governance in the City and described possibilities and the new role of the city in reinforcing citizen initiatives.

With this plan, the City wishes to give further shape to a sustainable and ethical economy in Ghent.

We hope through the learning process of Civic Estate to provide simple and facilitating legal frameworks (i.e. spatial implementation plans, regulations of safety, responsibility, risks, local vs national/european framework,...) and to foresee an innovative legal framework (a checklist) to support new initiatives in the best possible way (legal contracts of cooperation, permits, ...).

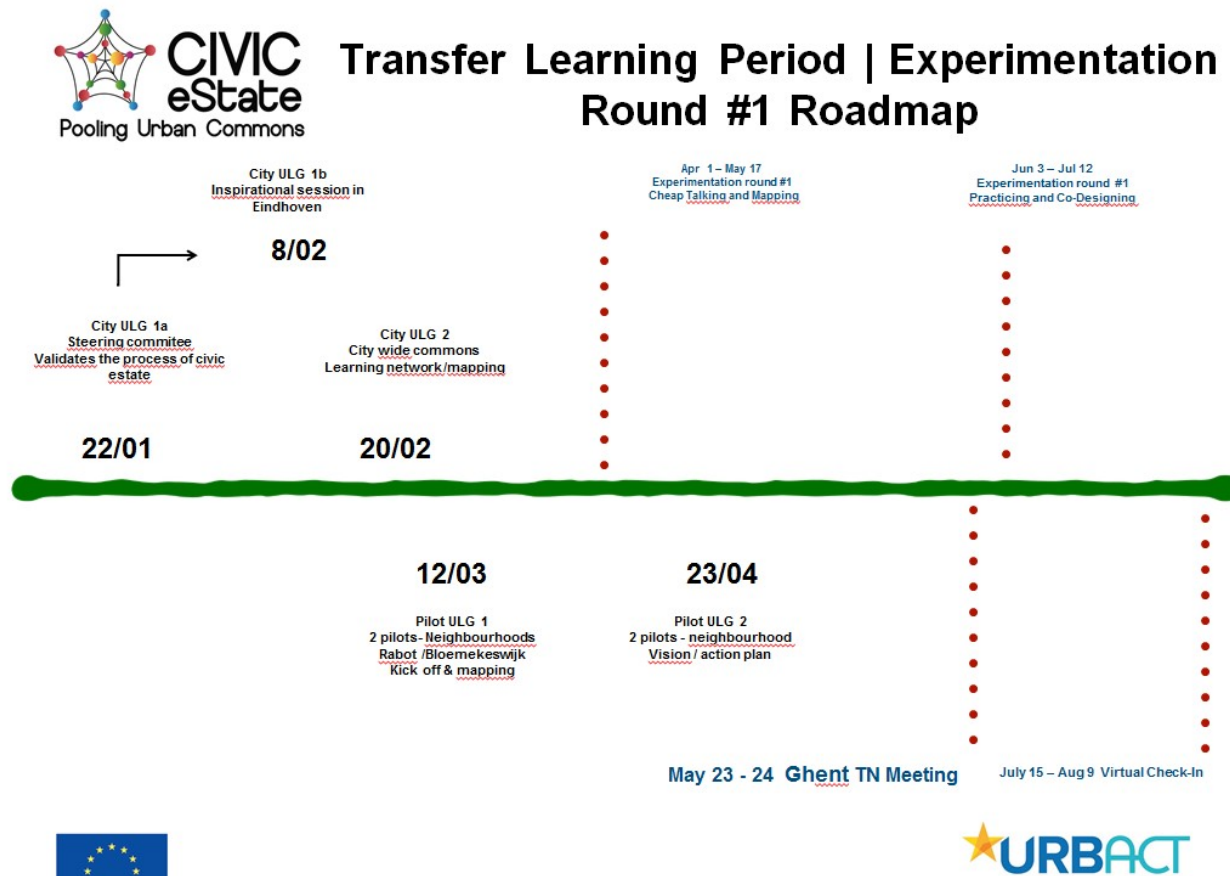
2. How we are going to do this

Section 2 explains what your city will do, who will be involved and the resources you will mobilise to support the process.

2.2. Our city's transfer network journey

Include a detailed roadmap composed of milestones, ULG meeting plan, experimentations, transnational meetings, treasure box inputs. Use an infographic or a

chart to do this. We suggest you to plan a ULG meeting before and after each transnational seminar.



In 2017, the City invested resources in the development of a policy to provide guidelines for commons governance in the City, the “Commons Transition Plan”. The plan’s recommendations, describing the possibilities and the role of the city in reinforcing citizen initiatives became the base of the Commons Transition Plan. The Plan was discussed and co-written by a local group of 200 commoners and city departments. With this plan, the City wishes to give further shape to a sustainable and ethical economy in Ghent. This writing and participation process was guided by a steering committee (consisting of a number of citizen initiatives and civil servants) and wants to steer a **learning network of knowledge development and exchange**.

This learning network is one part of the Urbact Local Group, we call it the city wide ULG.

In order to get more in depth in the learning process, and to learn through a number of new actions and new experiments on the field, we are building at the same time and in parallel a local working group (ULG) in 2 neighbourhoods. We call it the pilot/neighbourhood ULG. The 2 pilot neighbourhoods are Rabot and Bloemekeswijk.

We will ensure and monitor that the exchange of knowledge and insights between the two ULG's can strengthen each other.

- 22/01 City ULG 1a: first meeting with the steering committee of the city wide ULG – presentation on the process and organization of civic estate
- 8/02 City ULG 1b: inspirational session on creative incubators – giving space to (civic) entrepreneurs in Eindhoven (the Netherlands)
- 20/02 City ULG 2 : network session – best practices of city wide citizens' initiatives
- 12/03 Pilot ULG 1: kick off meeting: presentation on the process and organization of civic estate, the transfer plan, getting to know each other
- 31/03: submission transfer plan
- 23/04: Pilot ULG 2: what are we missing, what will we do, decide on new actions/ experimentation pilots , in each neighbourhood, preparation on the TM in Ghent
- 27-28/05 : TM in Ghent : on co-governance (TM will deal with the issue of tangible and intangible infrastructures in the City, that can be re-conceived as urban commons and therefore collaboratively governed. this meeting will deal with the policy challenges regarding physical and digital infrastructures existing in the transfer cities that could be revitalized through co-governance in order to provide urban welfare services in the neighborhoods.)
- June : ULG 3: what have we learned in the TM?
- September – December: (ULG action 1): experimentation Round 1 -> to decide on pilot micro-projects and experimentations (f.e. Sint Jozef church) to practice with the GP transfer. And based on the result of the practice and experimentation phase and the training and learning activities, we will extract guidelines and engage in a co-design phase with ULG that will lead to a prototype of a co-governance mechanism.
- January – June (ULG action 2) : experimentation Round 2 -> to decide on pilot micro-projects and another experimentation (f.e. ???) to practice with the GP transfer. And based on the result of the practice and experimentation phase and the training and learning activities, we will extract guidelines and engage in a co-design phase with ULG that will lead to a prototype of a co-governance mechanism.

2.3. Who is round our table?

Who are the key stakeholders in your city in relation to this transfer project? Please list the relevant organizations. Are they all involved in the ULG? Are there any key stakeholders missing? If so, what might be done to engage them?

A. City wide ULG : ULG members to be involved

Organisation/Project	Categories/ Stakeholder	Domain
Autodelen.net	Social economy businesses / cooperatives	mobility
Buren van de Abdij	Informal groups of city inhabitants/informal groups of activists/ practitioners	culture
Buurzame stroom	Social economy businesses / cooperatives	energy
Cabane banane	Informal groups of city inhabitants/informal groups of activists/ practitioners	social
CLT Gent	Not for profit foundations	housing
Coöperatieve buurtwinkel Muide-Meulestede	Social economy businesses / cooperatives	social
De Koer	Informal groups of city inhabitants/informal groups of activists/ practitioners	divers
Dégage	Social economy businesses / cooperatives	mobility
DOK	Not for profit foundations	divers
Groeinest	Social/political movements	food
Het Spilvarken	Not for profit foundations	food
Labland	Not for profit foundations	housing
Ledeberg Doet het Zelf	Informal groups of city inhabitants/informal groups of activists/ practitioners	divers
Nest	Informal groups of city inhabitants/informal groups of activists/ practitioners	divers
Op Wielekes	Social economy businesses / cooperatives	mobility
Partago cvba	Social economy businesses / cooperatives	mobility
Sint Jacobsnieuwstraat	Private businesses	economy
Soepcafé Dampoort	Informal groups of city inhabitants/informal groups of activists/ practitioners	food
sogent	Departments of the Municipality	housing
Stad Gent	Departments of the Municipality	juridical
Stad Gent	Departments of the Municipality	economy
Stad Gent	Departments of the Municipality	Participation

B. Pilot neighbourhood ULG : ULG members to be involved

Organisation/Project	Categories Stakeholder	Domain
Bazaar Rabot	Social economy businesses / cooperatives Informal groups of city inhabitants/informal groups of activists/ practitioners	Social
Boomspiegelaars	Informal groups of city inhabitants/informal groups of activists/ practitioners	Greenery
Rabotruimers	Not for profit foundations	Greenery/garbage
Plezante Doeners	Informal groups of city inhabitants/informal groups of activists/ practitioners	Greenery/garbage
Ravotterij	Informal groups of city inhabitants/informal groups of activists/ practitioners	Children day care
Barabot	Informal groups of city inhabitants/informal groups of activists/ practitioners	Social
Boerenhof	Informal groups of city inhabitants/informal groups of activists/ practitioners	Greenery
Voedselteam	Social economy businesses / cooperatives	Food
Mobiliteitswerkgroep	Informal groups of city inhabitants/informal groups of activists/ practitioners	Mobility
Rabot op je Bord	Not for profit foundations	Food
Nieuwe Molens	Informal groups of city inhabitants/informal groups of activists/ practitioners	Greenery
Straatcomité Ijskelderstraat	Informal groups of city inhabitants/informal groups of activists/ practitioners	Social
Straatcomité Schaliestraat	Informal groups of city inhabitants/informal groups of activists/ practitioners	Social
Straatcomité Gasklokstraat	Informal groups of city inhabitants/informal	Social

	groups of activists/ practitioners	
Manoeuvre	Not for profit foundations	Cultural /social
Bewonersgroep Elyzeese Velden	Informal groups of city inhabitants/informal groups of activists/ practitioners	Social
019	Informal groups of city inhabitants/informal groups of activists/ practitioners	Social
Rabotrois	Informal groups of city inhabitants/informal groups of activists/ practitioners	Cultural/social
Babbelsoep	Informal groups of city inhabitants/informal groups of activists/ practitioners	Food/social
Rabotkerk	Informal groups of city inhabitants/informal groups of activists/ practitioners	Social
Buurtsport	Not for profit foundations	Sports
Speel-o-theek	Not for profit foundations	Youth
Ergenekon	Not for profit foundations	Youth
Enderun	Not for profit foundations	Youth
Özburun	Not for profit foundations	Youth
Minus One	Not for profit foundations	Youth
Scouts De Klauwaards	Not for profit foundations	Youth
"De Groene Moskee"	Not for profit foundations	Religion/social
Moskee Al Markaz At-tarbawi	Not for profit foundations	Religion/social
Bloemekensforum : UCO-été en UCO den hof,	Not for profit foundations	Social
Bende van het Van Beverenplein	Informal groups of city inhabitants/informal groups of activists/ practitioners	Social /Mobility
Buurtkeuken	Informal groups of city inhabitants/informal groups of activists/ practitioners	Social
feestcomité Filature du Rabot	Informal groups of city inhabitants/informal	Social

	groups of activists/ practitioners	
Waz straatfeestgroep Hoppestraat	Informal groups of city inhabitants/informal groups of activists/ practitioners	Social
Waz straatfeestgroepen Gezondheidsstraat	Informal groups of city inhabitants/informal groups of activists/ practitioners	Social
Tevide Mosque (on women, and youth)	Not for profit foundations	Social
scouts FOS De Grizzly's	Not for profit foundations	Youth
Netheidscharter		
Kunstbloem vzw (amateurkunsten – samen tekenen)	Not for profit foundations	Culture
oudergroep Daltonschoon De Lotus	Informal groups of city inhabitants/informal groups of activists/ practitioners	Youth and education
Huistaakbegeleidingsinitiatieven	Informal groups of city inhabitants/informal groups of activists/ practitioners	Youth and education
Dekenij	Not for profit foundations	Economy /Poverty
De fontein (Daklozenopvang vanuit de Ridders van Malta)	Not for Profit organisations	Social /poverty

2.4. Your city's contribution and added value

Does your city bring specific knowledge, skills or experience to the network? What added value does your city bring to the network – i.e. things that no other city can provide?

We support citizens initiatives in many different ways and through different tools :

- Wijk-aan-zet : financially support in small projects bringing people together in the neighbourhoods
- Citizens' Budget' : an ambitious next step : residents could submit proposals to help tackle challenges in their city, neighbourhood and/or district (art studio for children, Support for newcomers, ...). The city set aside 1.35 million euros and every resident could make proposals. Ghent explored different kinds of relationships between individual and public interests, between citizens and policy, and between diverse domains and sectors. In total, no fewer than 261 proposals were submitted to www.burgerbudget.gent in

a short period of time. There was a vote on 105 projects, and 17 initiatives will be implemented over the next two years.

- Fund of Temporary Use : we give space to new ideas, projects and experiments by means of our policy of Temporary use of vacant buildings,
- neighbourhood management projects: co-governance model of managing activities in the neighbourhood (managing green, sports, garbage collection, ...)
- We search for more flexible processes of providing permits to new citizens initiatives on public space, following the example of the permits to create “living streets” projects (2-months project of redesigning the street by the residents.

2.5. Resources

What resources does your city bring to the transfer process? In relation to the proposed adaptation and transfer activity, what can your city bring in terms of:

- Political support – do you have the active backing of elected officials in your city? Is there a particular political champion for this URBACT work?
- Our deputy Mayor of Participation , Astrid De Bruycker is supporting this project and the challenges.
- Human resources (which might include paid and volunteer time, specialist inputs etc.)
- 1 project coordinator
- 2 neighbourhood managers
- 2 legal civil servants
- Different citizens initiatives cooperating
- From University : Tine De Moor (expert in commons) is involved in the project
- Support resources (which might include access to specialist equipment, use of physical spaces, production of materials etc.)
- Are you satisfied with the available resources? Will they enable your city to achieve its objectives for the project?
- In the neighbourhood Rabot, the City has bought an empty church, which we want to develop as a community centre, a place for the neighbourhood and run by the neighbourhood.

3. How far can we go?

In Section 3 cities are asked to set out their expectations of what they can achieve within the URBACT Transfer network timescales. Each city starts in its own unique position. Some may already be quite advanced in relation to the good practice; others will be starting from the ground. And the Good Practices vary in scale and complexity. Some can be adapted and transferred more easily than others within our timeframe.

We are interested to know where you think your city will be by month 24 of the URBACT network activity. We also think that it's helpful, within the ULG, to articulate this at the start of your Phase 2 journey. Some will go further than they expect, others less far, and at the end of the project we will ask you to reflect on the baseline you establish here, and what influenced your journey over those 24 months.

3.1. The transfer potential of the good practice in our city

What is the extent of our transfer ambition? Is it realistic to consider adapting the good practice in its entirety, or close to it, for our city? If not, why not (too large, too complex, not enough time?)

If we cannot consider a full-scale transfer, what components or elements will we focus on trying to transfer?

(This section can draw from language provided for each city in the Transferability Study)

3.2. Our good practice transfer expectations

In this section, the ULG must describe how much progress expect to have made by month 24 of Phase 2. As a guide, here are some potential scenarios:

- We will have identified adaptations to the Good Practice and will have approved a plan to implement these in our city;
- We will have identified adaptations to the Good Practice, will have approved a plan and started implementing this;
- We will have identified adaptations to the Good Practice and will have approved and implemented a plan.

Please address all your questions to tnp2@urbact.eu



IASI



TRANSFER NETWORKS

TRANSFER PLANS TEMPLATE

Guidelines

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Civic eState / City of Iasi, Romania

1. Our Starting Point

1.4. Our city's position in relation to the good practice

- What is the challenge the good practice addresses?

The most important challenge is to find ways of valorizing common urban assets, by involving local stakeholders and civil society in the management and administration of urban commons.

In subsidiary, there is also the challenge to improve the degree of awareness of the local associations, stakeholders and informal groups regarding the role of civic patrimony of the city of Iasi.

- Has your city tried to address this challenge already – if so how?

An example of experience in Iasi is the first soundproofed park from Romania (project proposal come from a citizen, during the budget debates organized at the City Hall. The proposal was made in 2017 and in 2018 was inaugurated.

- Have you already tried to design and implement an approach like the URBACT Good Practice? If so, with what results?

An example of approach like this good practice is the first soundproofed park from Romania (project proposal come from a citizen, during the budget debates organized at the City Hall). We had positive results and the project was implemented, but the situation was favorable due to the fact that the park was in local administration property.

- What assets does your city bring to the transfer process (again, you can draw on the Transferability Study here)

Our initial idea of proposed asset for the good practice transfer was an old building (built in 1928), size: ground build surface: 269,50 sq., built-up area 1049,70 sq. The mentioned asset needs complete renovation, as it used to be collective housing and it is can no longer be used for this purpose. The proposed asset is close to city centre, it is in an area surrounded by block of flats, close to the first modern University in Romania and to the student's campus area.

Following the discussions and recommendations received during Barcelona meeting, and considering that we don't have financial resources necessary for the rehabilitation

of the mentioned building within the timeframe of Civic eState project, we will define during the next period the asset which our city will bring to the transfer process. We already have contacted some of the representatives of the multi-stakeholders group, we have presented the project and a first draft of the Transfer Plan to them, but until now, we did not identify their needs / proposals and the asset to bring to the transfer process. Also, we started to identify the legal context and barriers regarding property, involvement of civil society and co-administration of urban assets, in order to define a potential asset or design a plan of measures which will be the object of our transfer process.

- What barriers might you face in trying to adapt and transfer the good practice? (again, you can draw upon the Transferability Study)

- Solutions for funding mechanism
- The way to adopt for the administration of the common asset
- Degree of involvement of the civil society
- Legal aspects regarding property, involvement of civil society and co-administration of future assets

2. How we are going to do this

2.2. Our city's transfer network journey

The intermediate evaluation meeting will be organized by Iasi City in November 2019.

Our plan is to organize our stakeholders' meetings before/after every transnational meetings or virtual check-ins.

During the month of June 2019, we plan to organize a meeting with our Multistakeholder group, in order to complete the ULG composition, we will continue to talk and map on the Transfer plan. After that, during this summer, we will keep discussing within our LAWG and we will define our asset which will be the object of the transfer / action plan.

First Virtual Check-point will take place during July-August 2019.

2.3. Who is round our table?

On our local multistakeholder's group (app. 60 persons), we have representatives from:

- Universities (5 state universities and 2 private)
- I.T. (Yonder, Softvision)
- Business field
- Law field
- Environment (Geography Faculty, NGO's)
- Architecture field
- Urban commoners

After the discussions with representatives of multi-stakeholder group (May - June 2019), we will complete the composition of our ULG, containing only the stakeholders involved in our transfer project.

2.4. Your city's contribution and added value

Each city is different in terms of urban assets, social actors involved in the process of adapting a pilot project, specialists involved, political approach etc. We consider that Iasi city will become an important achievement for the network, taking into account the fact that we have the status of a "learning city" within the project and our experience on participatory urban policies.

2.5. Resources

- Political support – do you have the active backing of elected officials in your city?
Is there a particular political champion for this URBACT work?
Support of Local Council, members of Steering Committee (Mayor of Iasi, deputy mayors).

- Human resources (which might include paid and volunteer time, specialist inputs etc.)
The human resources involved in the project will be the specialists from the departments of Iasi Municipality, and the persons representing the different stakeholders.

- Support resources (which might include access to specialist equipment, use of physical spaces, production of materials etc.)

Support resources provided by our city are: IT equipment, offices and meeting rooms of Iasi Municipality, informative materials.

- Are you satisfied with the available resources? Will they enable your city to achieve its objectives for the project?

We consider that the available resources are enough for the achievement of the project objectives.

3. How far can we go?

3.1. The transfer potential of the good practice in our city

What is the extent of our transfer ambition? Is it realistic to consider adapting the good practice in its entirety, or close to it, for our city? If not, why not (too large, too complex, not enough time?)

We consider that adapting the good practice in its entirety is too complex, given the context (legal, social, economic) of our city and the time timeframe of the transfer project.

If we cannot consider a full-scale transfer, what components or elements will we focus on trying to transfer?

Our ambition is to adapt some of the good practice components to our context. That includes the involvement of the local associations, stakeholders and informal groups regarding the role of civic patrimony of the city of Iasi, the legal and regulatory issues related to the public commons administration, and also design an action plan containing the measures to be taken in order to ensure the co-management/co-administration of an urban asset and to find solutions for funding mechanism.

(This section can draw from language provided for each city in the Transferability Study)

3.2. Our good practice transfer expectations

- We will have identified adaptations to the Good Practice and will have approved a plan to implement these in our city; X
We consider that is less realistic to implement the designed plan within the timeframe of 24 months of the project. Given the existing barriers to the transfer process, especially those related to the degree of involvement of the civil society and legal aspects regarding property, involvement of civil society and co-administration of urban assets, we consider that the design of a local action plan to be implemented afterwards is more realistic.
- We will have identified adaptations to the Good Practice, will have approved a plan and started implementing this;
- We will have identified adaptations to the Good Practice and will have approved and implemented a plan.



PRESOV



TRANSFER NETWORKS

TRANSFER PLANS TEMPLATE

Guidelines

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Civic eState / The City of Prešov

1. Our Starting Point

1.4. Our city's position in relation to the good practice

Description of the City with relevant metrics

The City of Presov, with a number of inhabitants of 90.000 and a regional GDO (Mill. EUR) (data valid to 2017) of 7.450,799 is an active City in Slovakia. It is currently starting to activate policy initiatives in the Smart City area, with an orientation towards sustainable urban development.

Description of the policy challenge in the City

The City of Presov's priority at the moment is sustainable urban development. To implement this strategic objective the City needs to create a set of mechanism for citizen participation. The policy of participatory forms of democracy is new at the municipal level in Slovakia, and it is therefore necessary to acquire knowledge from the experienced. At the same time, there is political support and motivation in the City administration to create such a regulatory framework to allow city inhabitants' to take some responsibility for the future of the city and initiative a process of sustainable urban development.

City stakeholders who should be involved in the URBACT Local Group

As far as the ULG is concerned, there is not a defined set of stakeholders yet. The City is planning on first identifying the city assets or infrastructures for regeneration/revitalization which will be suitable for the process, then identify employees who have experience in handling city property, with the implementation of European projects and also smart city and then, through public debates and consultation processes, to define participants from the private and social sectors.

Assets and barriers the City brings to the transfer process

The City still did not create, nor is in the process of creating an internal working group on issues relevant for Civic eState but it is ready to constitute an internal working group which will be participating on the project.

City of Prešov is currently preparing the Smart City Development Concept. Within this concept, the City identified partners from a range of entrepreneurs who are doing business in the city. At the same time, Prešov draws on European Investment Bank loans and is also interested in joining the Slovak Investment Platform project. Prešov has not yet realized a project that is focused on the transfiguration of examples of good practice, so there is not experience with policy transfer, which is why the City is highly motivated to participate in the network and learn from Lighthouse and Mature cities.

2. How we are going to do this

The City of Prešov is going to corporate with the Institute of Social Work of the University of Prešov in the Civic eState project. In the first phase, together with the students of the Institute, we will prepare an open call for the inhabitants of Prešov to submit their ideas for community projects. We would like to present the project at the Community Music Festival, which will take place on 13.06.2019. Then we evaluate the proposals regarding the conditions of this project and the possibilities of the city. The LAWG will be built according to the proposal that it wins. It will include relevant representatives of the city's departments, persons who have submitted the proposal and other stakeholders.

After carrying a research of buildings and areas in ownership of The City of Prešov with potential to be used in Transfer process we consider two options potentially feasible.

First option:

In ownership of City of Prešov are 28 "unused" civil defense facilities / shelters in the basement of certain residential apartment blocks in the city. There are some restrictions to be abided by potential users due to the original and main purpose of these facilities. They can't be used for everything. Mainly because they are still intended to serve as civil defense shelters and it's necessary to ensure emptying of these spaces and removal of everything not related to the origin shelter. In the case of need during 12 hours, what the "project management" has to reckon with.

But the mayor challenge in my opinion will be to convince the residents of these blocks as stakeholders about the additional value of using these spaces for cultural or social uses by another people /communities, students,.../, because the communities of apartment owners watch their rights quite strict. Another option/solution could be to put the shelters to use by the community of apartment owners if some of them were interested in.

Second option:

The public space in very center of the city called "City Oasis" in ownership of the city was in years 2013 - 2016 used and managed under conditions of a loan agreement by a non-profit organisation Urbanika. Its goals were to revitalise this beautiful but abandoned space and to develop conditions for the art and culture in Prešov. The last activity of this organisation aimed to create a "Community garden" but for some reasons it failed. It wasn't signed any loan or another agreement for this space since 2017.

In parallel with the activity of the Open Call, we want to realize community mapping as a basis for further potential cooperation.

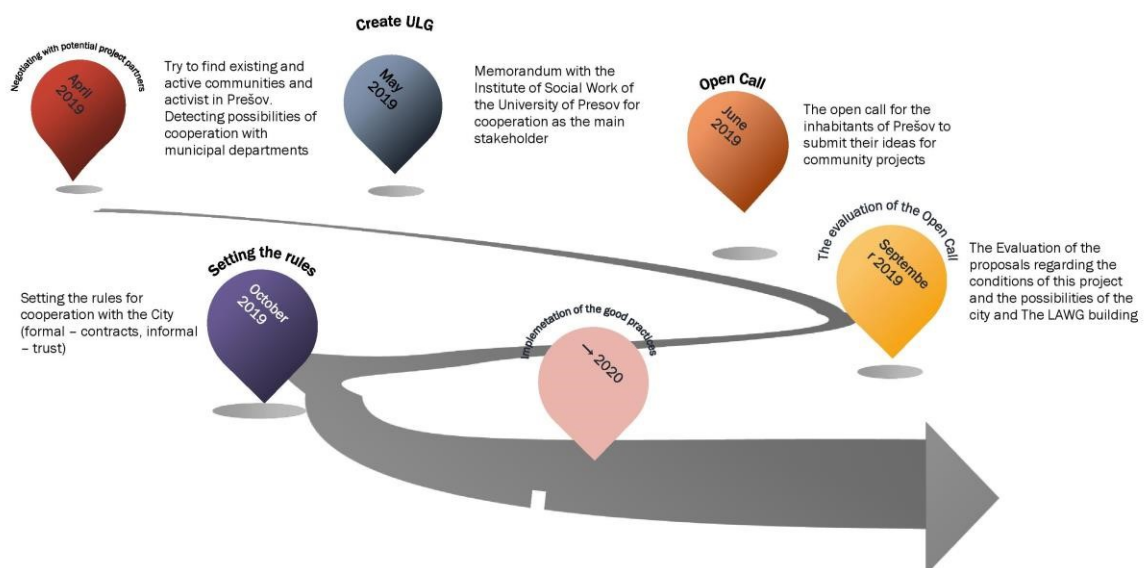
2.2. Our city's transfer network journey

The Civic eState transfer process provides 7 transnational network meetings and 3 virtual check point.

The 7 transnational network meetings with all partners (February 2019; May 2019; September 2019; November 2019; March 2020; June 2020; November 2020) are organized as follows:

- 1 kick-off thematic meeting
- 4 thematic meetings
- 1 peer review meeting
- 1 final network meeting

Transnational network meetings will be held in Prešov in May 2020. The subject of the meeting will be Communication, sharing, lobbying, education and training.



2.3. Who is round our table?

Key stakeholders are city employees from departments of Project Management, Strategic Development, Smart City and Urban Property Management. Also partners from the Institute of Social Work. Other stakeholders will depend on the winning proposal for the project.

We also want to involve NGOs working in the city and private sector partners in the project.

2.4. Your city's contribution and added value

We are learning city in this project. We will produce the transfer plan, engage in a learning process and identify the aspects to be transferred and resources to support the process. Learning cities are approaching the issue of co-governance for the first time but have no experience or even good practices of participatory or deliberative democracy. Learning cities have a strong motivation to carry out the transfer. Lighthouse cities and mature cities will share their experiences between each other and with the learning cities. Through the sharing and coaching activity, cities will mutually learn, possibly exchanging tools and completing each other.

2.5. Resources

Elected city representatives are very interested in implementing the smart City concept in the city. An integral part of the concept is the introduction of participatory forms of democracy. However, in our conditions such co-governance has no tradition and therefore we need to learn how to do it. That is why not only elected representatives but also people working on this project are highly motivated.

Three employees of the city and one employee of the partner of the Institute of Social Work work on the project. We count on the involvement of other people after the open call evaluation.

We have the promise of city leadership that support resources will be provided to implement this project to the extent we need them.

However, we can only count on personnel support and support for the provision of space, office supplies, etc. Priority is given to large investment projects and most of the resources are used to implement them (financial, personnel, material, etc).

We think that in a real estate project like this, it would be advisable not only to implement soft activities but also investment activities within the project. If the city council does not approve the investment resources, the pilot project will not be finalized.

3. How far can we go?

Our expectations within URBACT are to start processes and set the forms of citizen participation in city management. As we have said several times, this form of governance is not common in our country. We therefore believe that we will be able to set up processes so that officials do not perceive citizens' involvement as a burden, and citizens are also aware of their responsibility for governance.

We know that there is a long and difficult journey ahead. Through the URBACT network, we want to not only learn from those who already have experience, but also to compare our progress with those who are at the same start as we are.

3.1. The transfer potential of the good practice in our city

We think that in the conditions of the city of Prešov transfer is not possible in its entirety. It is important to realize that the mindset of the population is still partly affected by communism. It is not common to take care of city management issues. Although it should be said that these settings are changing with generations. Cultural and social differences as well as valid legislation should also be considered. The Slovak Republic has strict rules for public procurement and disposal of municipal property.

We already know that it will not be possible to use the way Naples went. However, we believe that we will be able to implement the idea (spirit) of participatory forms of democracy into the awareness of the inhabitants and to set or at least start setting up internal processes within the city office.

3.2. Our good practice transfer expectations

I hope, the scenario will be, that we will have identified adaptations to the Good Practice, will have approved a plan and started implementing this.

However, we need to be realistic and, as we have experience in implementing soft projects, we will be happy to identify adaptations to the Good Practice and approve a plan to implement these in our city.

As mentioned above, priority is given to investment projects that have concrete results that can be presented to voter

Please address all your questions to tnp2@urbact.eu

