URBACT

# ARCHETHICS

## DISSONANT EUROPEAN HERITAGE AS LABORATORY OF DEMOCRACY

2nd Core Network Meeting Gdansk, 9-10 April 2024

### Hints and Tips to Build Integrated Action Plans to Enhance Dissonant Heritage
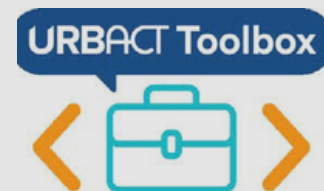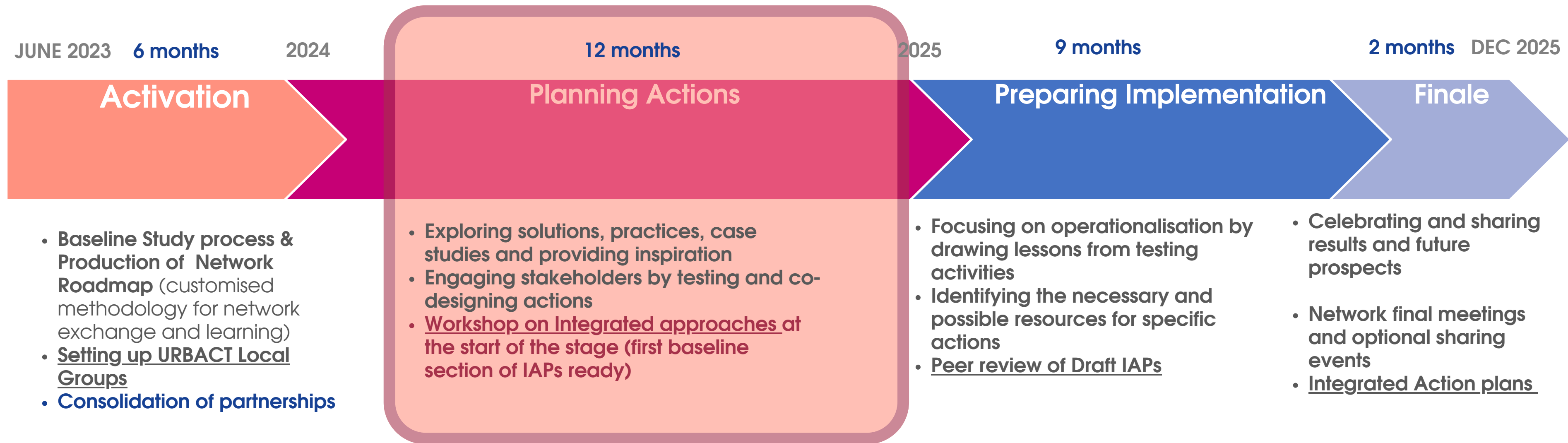
*Ileana Toscano, lead expert*

# ARCHETHICS

**The contribution of ARCHETHICS to dissonant heritage at EU Level**

ARCHETHICS will develop a method for managing dissonant heritage through the **URBACT method** that **involves local stakeholders** & communities for co-designing **Integrated Action Plans** and **testing activities**.

# Action planning journey: 31-month step by step co-creation process

JUNE 2023   **6 months**   2024   **12 months**   2025   **9 months**   **2 months**   DEC 2025

## Activation

## Planning Actions

## Preparing Implementation

## Finale

- **Baseline Study process & Production of Network Roadmap** (customised methodology for network exchange and learning)
- Setting up URBACT Local Groups
- **Consolidation of partnerships**

- Exploring solutions, practices, case studies and providing inspiration
- Engaging stakeholders by testing and co-designing actions
- Workshop on Integrated approaches at the start of the stage (first baseline section of IAPs ready)

- Focusing on operationalisation by drawing lessons from testing activities
- Identifying the necessary and possible resources for specific actions
- Peer review of Draft IAPs

- Celebrating and sharing results and future prospects
- Network final meetings and optional sharing events
- Integrated Action plans

URBACT (University)

Network experts

URBACT Toolbox

Digital   Gender   Green

URBACT (e-University)

URBACT KNOWLEDGE HUB

Activities organised by National URBACT Points

Support for Knowledge uptake and policy advocacy with programme institutional partners

URBACT

Co-funded by the European Union
Interreg

# ARCHETHICS

# The Integrated Action Plan

# Our Ultimate Goal but NOT ONLY

## Integrated Action Plans (IAP)

An URBACT Integrated Action Plan is **a city-level output** that defines actions to be implemented within the city, in order **to respond to a specific urban policy challenge** - reflecting the lessons learned from local stakeholders, transnational meetings, cities partner and testing of actions at local level.

**IAPs are future oriented
with a strong implementation focus**

URBACT    Co-funded by
the European Union
Interreg

# What is a integrated Action Plan?



The IAP is made of **several layers** that, together, form a **coherent and understandable plan of action.**

The starting point for IAP is necessarily an **understanding of the local context and the specific policy and practical challenge(s)**.

An IAP is not a set of actions planned in a vacuum, but one that confirms its relevance as a response to real urban needs.

On this basis, an **overall vision and strategic objectives** are agreed with **local stakeholders** as well as the areas where the city needs to take action ('**action areas**' or 'areas of intervention').

Within each area of intervention, a **series of planned actions** should be agreed. Once the full range of actions has been defined, **actions can then be planned in more detail**, broken down into the specific tasks or activities required to deliver the action in practice.

The IAP is completed with a specific consideration of how the planned actions will be **implemented,** including aspects such as **governance** arrangements for overseeing implementation, identification of specific **funding** to be mobilised and **planning of which actions should be undertaken first.**
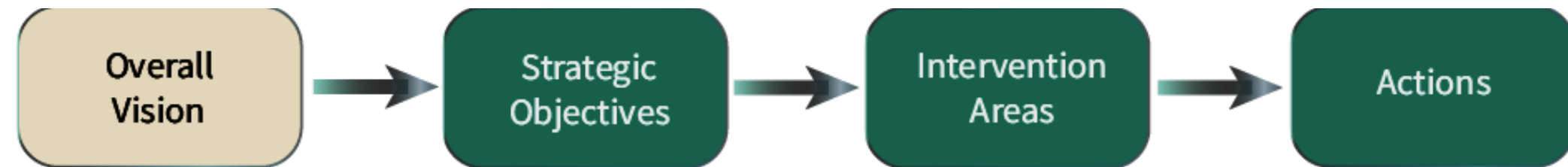
# Have a look to the IAP Structure
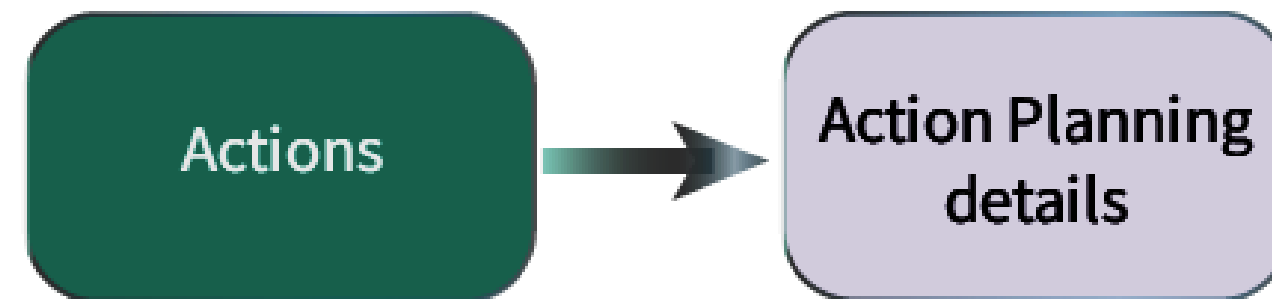
**Section 1**
Context, needs and vision



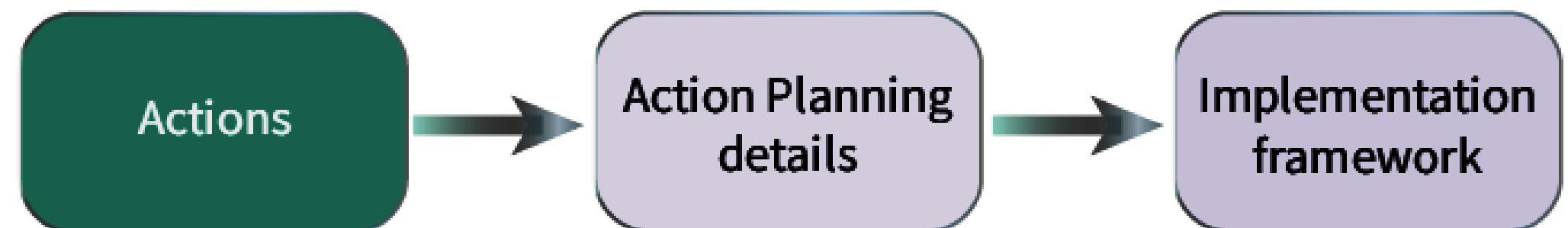**Section 2**
Overall logic and integrated approach



**Section 3**
Action planning details



**Section 4**
Implementation framework

# The production of the IAP is stricly linked to the overall APN Cycle



Measuring Results

Analysing the problem
What is the situation?

Creating a vision for change
What do we want to achieve?

Engaging Stakeholders

Implementing

Resourcing

Setting-up Objectives & Planning Actions
How to achieve this?

The IAP must address the principles of the Integrated Urban Development
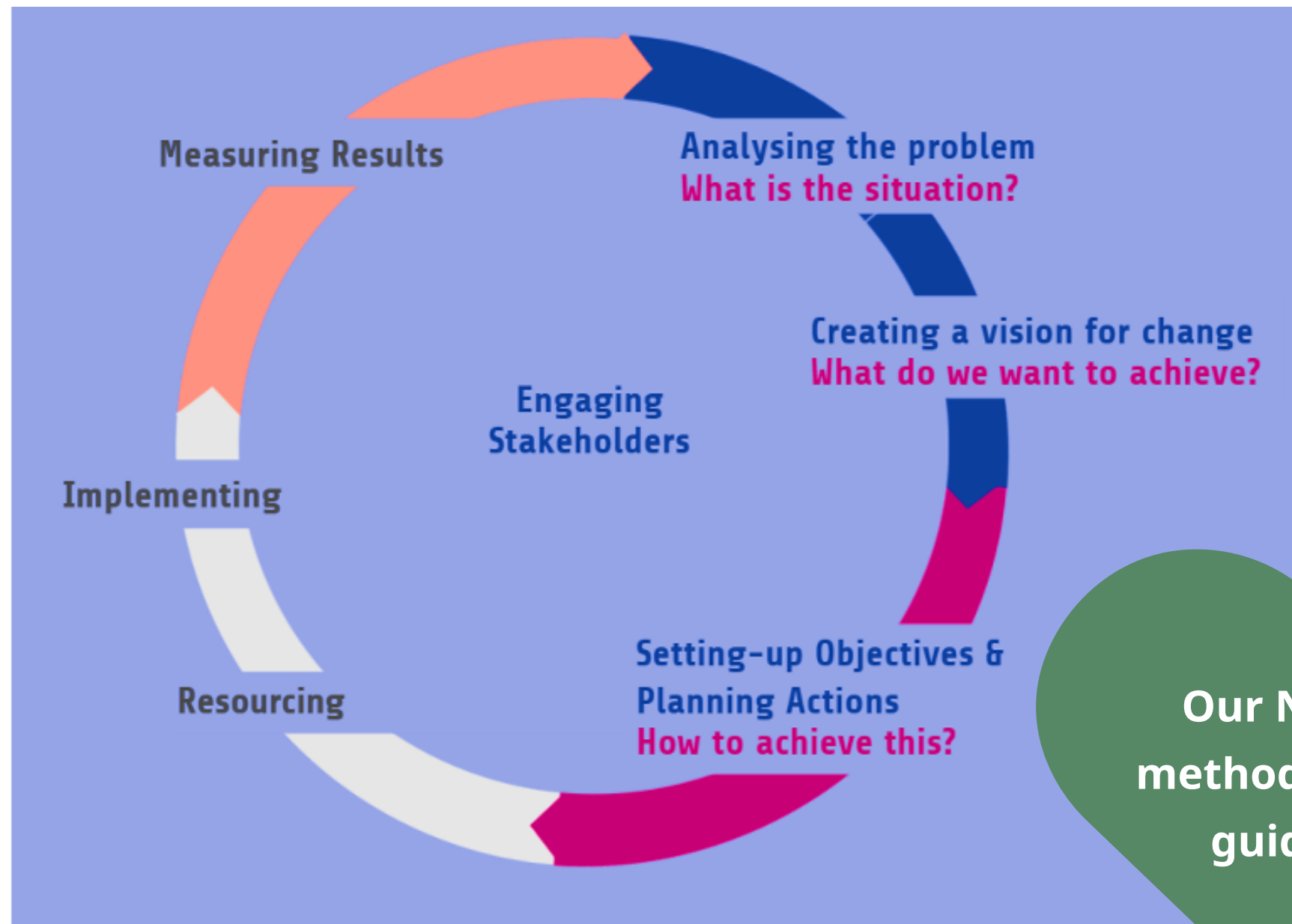
Our Network methodology will guide you!

the IAP is co-created with the ULG!

| Years | 2023 | | 2024 | | | | 2025 | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Key quarters** | Q1 June-Sept | Q2 Oct-Dec | Q3 Jan-March | Q4 April-June | Q5 July-Sept | Q6 Oct-Dec | Q7 Jan-March | Q8 April-June | Q9 July-Sept | Q10 Oct-Dec |
| **APN journey** | ACTIVATION STAGE | | PLANNING ACTIVITIES | | | | PREPARING IMPLEMENTATION | | | FINALE |
| **Integrate action plan production** | IAP Section 1 **Context, needs and shared vision** | | IAP Section 2 **Overall logic and integrated approach (breadth)** | | | | IAP Section 3 **Activity planning (depth)** | | IAP Section 4 **Implementation Framework** | |
| **APN cycle** | Analysing Problems Engaging stakeholders | | Planning actions Visioning / Setting Objectives Areas for action | | | | Refining Actions Resourcing | | Resourcing Implementing Measuring Results | |
| **Tools** | Stakeholder analysis Problem Tree | | Integration assessment | | | | Action planning tables | | Risk assessment Defining indicators | |
| **Supporting activities/ outputs** | **Network roadmap Baseline study Communication Plan** | | | **Testing of Actions** Ongoing Peer reviews at transnational activities Specific Ad hoic expertise support | | | | | | |
| **ULG work at local level** | | | | | | | | | | |
| | | | ▶ TNM 2 | ▶ TNM 3 | | ▶ TNM 4 | ▶ TNM 5 | ▶ TNM 6 | | ▶ FINAL EVENT |

# Focusing on Section 1: context, needs and vision

Local context → Needs Identification → Overall Vision

**Overall theme being addressed** – including presentation of URBACT network topic and overarching challenges

**Current situation/ data relevant to the themes** addressed, such a
Population statistics and demography
Industrial/economic composition, employment statistics
Social challenges and inequality, access to services
Location, territorial context

**Relevant existing strategies and policies (local/regional/national/European)**
including:
Relevant local strategies and plans
Relevant Operational Programmes (ERDF and ESF) covering the city
Institutional context – roles and responsibilities of different agencies

**Problem identification by local stakeholders**
ULG Stakeholders list
Local strengths/opportunities
Local challenges/weaknesses
Local priorities

**This will be our first commitment!**
**deadline 30 May 2024**

**Vision/overarching objective**

**Main integration challenge(s)** - each IAP can identify where most effort is needed strategically to improve the integrated approach in the city
o **First analysis of current levels of integration**
o Current approach to key URBACT **cross-cutting themes (gender, digital, green...)**

**First ideas for testing actions at local level**

# The Baseline Study is here to support!

**Check your partner profile page and take the information you need!**

## Cesena - Italy

**Location:** The Municipality of Cesena is located in Northern Italy, in the heart of Emilia Romagna Region.
Population: about 97.000 inhabitants (2022)
Together with Forlì, Cesena is the capital of the Forlì-Cesena Province.
Since January 2015, he has been leading the Union of Municipalities of Savio Valley (six associated municipalities characterised by a high historical and cultural value, located in a rural territory).

**Relevant Historical data related to Dissonant Heritage:**
1922-1943: Fascist period
1940-1954: II War World
1946: The Republic of Italy was officially born in 1946, after the referendum held on 2nd-3rd June 1946 that called all Italian citizens (for the first time also women) to choose between Republic and Monarchy.

**European Experiences:** Cesena has a dedicated Councilor for European projects demonstrates that the city recognizes the high importance of EU policy. Since 2007 Cesena has had a dedicated European Office with a staff of 5 project officers experienced in managing structural and EU Funds.

**Cultural Heritage Tourism: rich in history and culture, Cesena** was particularly forged at the times of Signorie, by the Lordship of the Malatesta family (1378-1465).
Symbols of that times in the city are the Malatesta Fortress and the superb Malatestiana Library (15th century), recognized as UNESCO World Memory since 2015, which contains a prestigious collection of original manuscripts, located in the same building and inside the same furnitures since the opening of the library, in 1454.

**The Municipality of Cesena is the Lead partner of ARCHETHICS.**

### Dissonant Heritage in the city

In 2022 Municipality of Cesena joined the ATRIUM Route (based in the nearby city of Forlì). Thanks to the collaboration with ATRIUM and the Architecture Department of University of Bologna, Cesena has begun research for mapping Dissonant Heritage of the fascist regime period (1922-1945).
Home of "Opera Nazionale Balilla", the Home of Mothers and Childhood, air-raid shelters, the "Arrigoni" food factory, the "FIAT" car dealership, are different buildings, with different state of conservation and various current uses, that represent different moments of the fascist era, from the propaganda to re-educate young people in fascist value, the exaltation of maternal figure, to the war and Resistance movement.
Despite the consistent presence of Dissonant Heritage, these architectural signs of fascist propaganda can be considered like a "sleeping and submerged heritage": numerous buildings, with different state of conservation and various current uses, are now invisible to most of the population, who do not perceive their dissonant value.
The Municipality of Cesena is willing to focus on these architectural heritages by reflecting on the use they have had. Buildings for educational purpose (Home of "Opera Nazionale Balilla", the Home of Mothers and Childhood), Buildings for work and after work (the "Arrigoni" food factory, the "FIAT" car dealership, the after work place) and war infrastructures (air-raid shelters) will be followed by Cesena to manage and enhance their use for local communities.

### Local Challenges and Opportunities through SWOT analysis

The main challenge for Cesena Municipality is making the local community and young people aware and able to recognise dissonant heritage buildings and monuments as places of cultural interest and historical value to be rediscovered, valorised or redefined in their social and attractive functions in the context of urban local development.
The city wants to enhance the critical potential of these heritage sites to foster a democratic way to re-think about a controversial period, despite the different political interpretations and the low connotation of the heritage.
The priority of Cesena urban strategies is building an ethical reasoning around the critical topic of democratic value, critical thinking and public memory.
The Municipality of Cesena considers working on dissonant heritage as a way to build new memories about the historical period and ethical implication within citizenry, especially through the involvement of schools and young people.
Several experiences of participatory paths can be an important resource to create a new and common perception of Cesena's dissonant heritage.

| STRENGTHS | WEAKNESSES |
|---|---|
| • Transmit memory that risks disappearing;<br>• Work on collective and individual memory;<br>• Heritage where people still live and work today;<br>• Heartfelt memory;<br>• Lots of photographical and archival materials;<br>• Spaces for social and youth aggregation close to the dissonant heritage;<br>• Perception of a "non-dissonant" function;<br>• takeholders' variety and proactivity | • Visual habit of Dissonant Heritage;<br>• Low connotation of the heritage;<br>• Little knowledge among citizens;<br>• Difficulties in involving groups of citizens;<br>• Fake news and revisionism;<br>• Different perception;<br>• "Submerged" heritage |
| OPPORTUNITIES | THREATS |
| • Create new urban routes on totalitarian regime;<br>• Create "links" between different places, people and memories;<br>• Involving new generations;<br>• New training opportunities for students;<br>• Workshops on dissonant heritage and themes;<br>• Proactivity and participation of local community;<br>• A "living heritage" (workers, students, inside the dissonant heritage buildings);<br>• A memory so as not to repeat the mistakes of the past;<br>• New knowledge | • Prejudice about the theme;<br>• Controversy on the values and topics;<br>• Risk of "glorification" of fascist period;<br>• Exploitation of the theme;<br>• Politics interpretations |
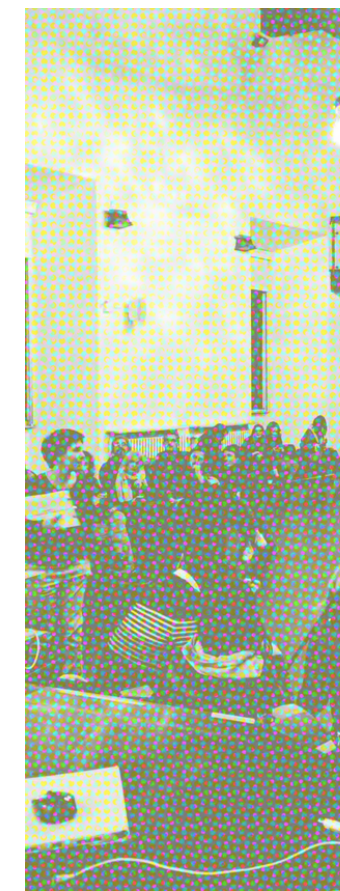
### Local plans, policies, projects and strategic framework linked to ARCHETHICS

The strategic framework linked to ARCH-ETHICS consists in:
• the General Urban Plan (PUG): in line with the Mayor's mandate, the goal of the plan is strengthen the cultural offer and use culture as a means and end for urban regeneration;
• the results of URBACT III KAIROS project: it promoted the involvement of secondary schools on the historical facts associated with the former Arrigoni factory and the Railway area;
• the "Pact for school": it fosters an educating community able to interact with all the urban policies, by the creation of collaboration agreement between the Municipality, schools and local civil organisation to activate new educational practices.

### The city stakeholders

Cesena, thanks to the previous experiences of URBACT projects and the various participatory paths activated by the local administration, has consolidated a dense network of stakeholders, forming a network with integrated, open and plural approaches on urban policies.

The URBACT Local Group can count on these groups of stakeholders:

• The Municipal Departments of Culture, Development and Youth, School and Sport, Urban planning, Participatory processes, Tourism;
• Civil Organisations;
• Social and Cultural Associations;
• Schools and higher education, in particular University of Bologna (Department of Architecture);
• Historical Institution: Historical Institute of the Resistance of the Province of Forlì-Cesena;
• Representatives of the ATRIUM Network at local level;
• Citizens.

### First ideas for local testing activities

The Municipality of Cesena proposes, as a testing activities:
• to complete the local mapping on dissonant heritage to create new cultural itineraries and open possibilities for new cultural and social aggregation points of interest for locals (new cultural hubs).
• to collect collective and individual memories on dissonant heritage to build an innovative storytelling
• to organise experiential workshops or fruition paths for schools, that could become cultural itineraries for all citizens,
• to draft a digital guide on dissonant heritage.

The Municipality of Cesena proposes, as a testing activities:
• to complete the local mapping on dissonant heritage to create new cultural itineraries and open possibilities for new cultural and social aggregation points of interest for locals (new cultural hubs).
• to collect collective and individual memories on dissonant heritage to build an innovative storytelling
• to organise experiential workshops or fruition paths for schools, that could become cultural itineraries for all citizens,
• to draft a digital guide on dissonant heritage.

### Learning needs

The Municipality of Cesena wants to focus to the following learning needs:
• knowledge on dissonant heritage managing models (economic sustainability, fundraising and cultural association to co-manage dissonant heritage);
• methodologies to manage memory/memories in a plural, critical and inclusive way;
• methodologies and knowledge about participative processes;
• communication tools, languages and skills to talk about dissonant heritage without incurring or fomenting fake news and making dissonant heritage an aggregative and non-divisive element for society.

# Good IAPs have a clear, but concise presentation of needs and context



Integrated Action Plan
Smart Razlog

Key considerations

- Increase the attractiveness of the municipality
- Poor air quality and need of quality data
- Create new channelse to interact with citizens, businesses and NGOs
- Demonstrate IOT Benefits
- Build on past achievements in the area of education
- Improve public services
- Promote safety and security of students
- Identify areas, where IoT will have the greatest postitive impact
- Utlise high potential for development of tourism
- Utilize available resources

Focus Areas

- Public Services
- Health & Quality of life
- Tourism & Cultural heritage
- Education

Section 1 is about 10 pages max!

Be VISUAL!

# Understanding the complexity of Integration

A KEY OBJECTIVE OF URBACT IS DELIVERING MORE INTEGRATED APPROACHES TO SUSTAINABLE URBAN DEVELOPMENT

It is essential to have a good understanding of what we mean by 'integrated' urban development and how this understanding can be applied in action planning.

# Integrated Urban Development means:

URBACT's framework of integrated urban development comprises:

1. **Vertical Integration**, defined as 'cooperation between all levels of government and local players'
2. **Horizontal Integration**, accepted to mean 'cooperation across different policy areas and departments of a municipality'
3. **Territorial Integration**, meaning 'cooperation between neighbouring municipalities';
4. **Maintaining a balance between 'hard' (physical) and 'soft' (social)** investments



## Integrated Urban Development
### MEANS...

**Cooperation between neighbouring municipalities**
TERRITORIAL INTEGRATION

**Cooperation between all levels of government and local players**
VERTICAL INTEGRATION

**Cooperation across different policy areas and departments of a municipality**
HORIZONTAL INTEGRATION

TERRITORIAL INTEGRATION

INTEGRATION

HORIZONTAL

INTEGRATION

URBAN AREA

VERTICAL

**+**
**Maintaining a balance between 'hard' (physical) investments and 'soft' (social) investments**
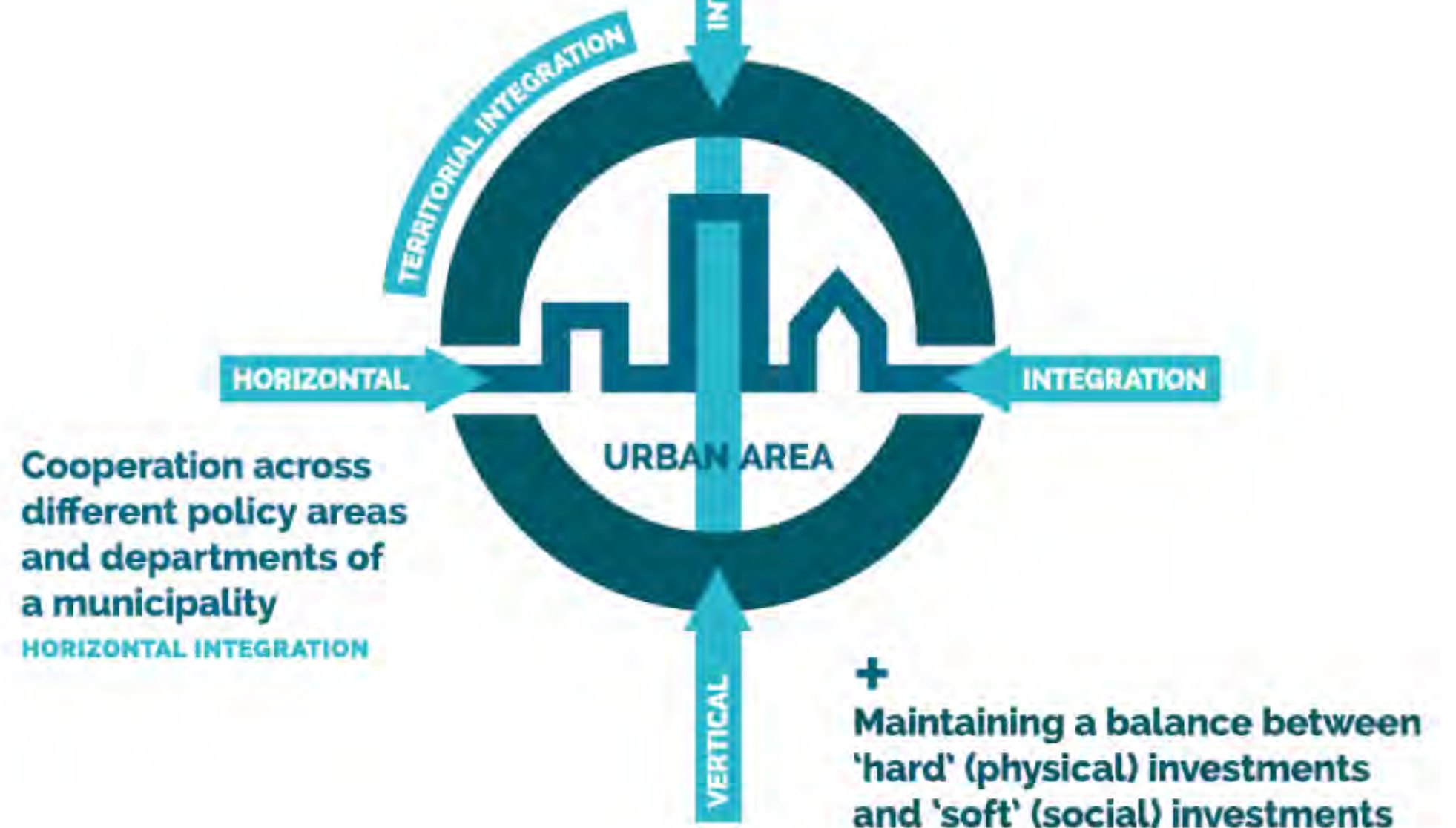
# En example...

## the classical "silo thinking" for urban planning could find oppositions



The dispute between Robert Moses and Jane Jacobs, over the city's planned motorway through New York's Greenwich Village

When city planning supremo Robert Moses proposed a road through Greenwich Village in 1955, he met opposition from one particularly feisty local resident: Jane Jacobs.
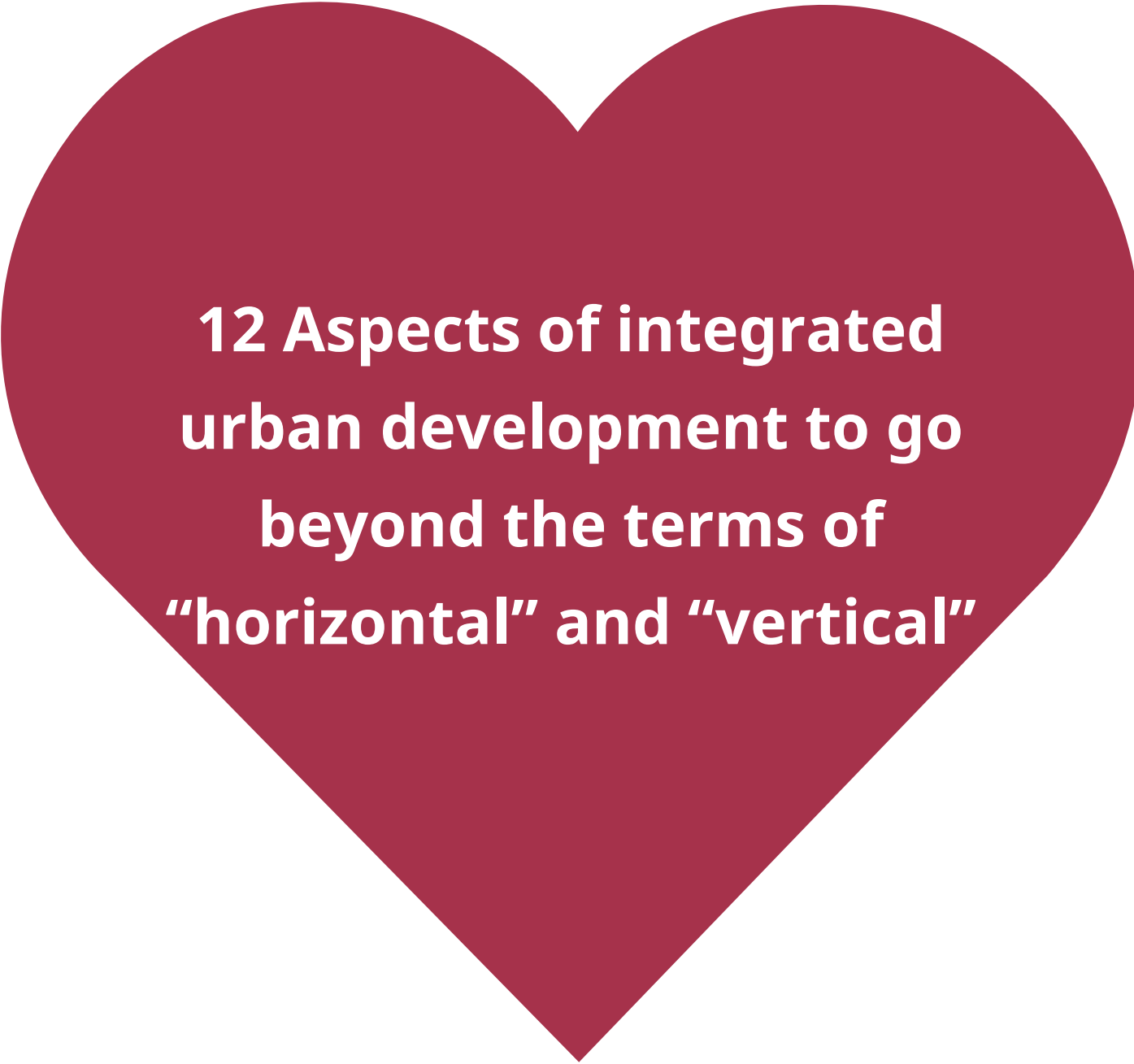
For Jacob congestion affects millions of people in Europe's cities every year and lowers economic productivity.
For people like Robert Moses, congestion and dirty air was a price worth paying for continuous economic growth and efficiency.

# URBACT fosters Integration in cities

In URBACT, **four fundamental messages** begin any consideration of planning integrated approaches:

1. **All cities can make progress in becoming more integrated** – whatever their starting point.

2. A shift to more integrated approaches typically requires not only new actions, but **cultural changes in organisational behaviour** – this takes time.

3. For all participating cities, the URBACT journey should be one of **making clearly demonstrable progress in planning more integrated approaches**.

4. **It is not necessary to try to do everything, all at once**. Nevertheless, where aspects of integration are not being addressed, it should be explainable why not.

**12 Aspects of integrated urban development to go beyond the terms of "horizontal" and "vertical"**

# 12 Aspects of integrated urban development

i. **Stakeholder involvement in planning –** the full range of stakeholders (considered horizontally and vertically) are engaged in identifying priorities and potential solutions.

ii. **Coherence with existing strategies –** actions and objectives are aligned and complementary to existing strategies in place at city, regional, national or European levels.

iii. **Sustainable urban development -** actions address all three pillars of sustainable development in terms of economic, social and environmental objectives.

iv. **Sectoral integration –** addressing the full range of policies/sectors of activity, including infrastructure, transport, employment, education, green spaces, housing, culture...

v. **Spatial integration –** coherence of actions at different spatial levels from site-specific, through neighbourhoods, city-wide and regional.

vi. **Territorial integration –** coherence and complementarity of actions and policies implemented by neighbouring municipalities.

vii. **Multi-level governance –** actions are planned coherently at different levels of governance, covering local (district, city), regional and national levels.

viii. **Integration of cross-cutting thematic aspects –** notably including gender, digitalisation, green.

ix. **Integration over time –** planning of relevant actions in the short, medium and longer-terms and consideration of any necessary order in the implementation of actions.

x. **Complementary types of investment –** the plan effectively balances the need for both 'hard' (physical/infrastructure) and 'soft' (human capital) investments.

xi. **Mobilising all available funding –**seeking to use the full range of funds available to support implementation 5f planned actions, from EU Funds to private local sources.

xii. **Stakeholder involvement in implementation -** the full range of relevant stakeholders (horizontally and vertically) are engaged in the implementation of planned actions.

# Self Assessment for integrated approach

| Suggested obligatory aspects of integrated approaches | | Is it Relevant for your city? Why? | What is the current situation? | What can you do to improve this |
|---|---|---|---|---|
| i. | Stakeholder involvement in planning | | | |
| ii. | Coherence with existing strategies | | | |
| iii. | Sustainable urban development (economic, social, environmental) | | | |
| ix. | Integration over time | | | |
| xii. | Stakeholder involvement in implementation | | | |
| **Suggested optional aspects of more integrated approaches** | | | | |
| iv. | Sectoral integration | | | |
| v. | Spatial integration | | | |
| vi. | Territorial integration | | | |
| vii. | Multi-level governance | | | |
| viii. | Integration of cross-cutting thematic aspects (gender, digital, green) | | | |
| x. | Complementary types of investment | | | |
| xi | Mobilising all available funding | | | |

# Integration Action Planning

Testing?

| Key Quarters | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 |
|---|---|---|---|---|---|---|---|---|---|---|

| APN Journey | Activation Stage | Planning Actions | | Preparing Implementation | Finale |
|---|---|---|---|---|---|

| IAP Milestones | **IAP Section 1** Context, needs & shared vision | **IAP Section 2** Overall logic & integrated approach (breadth) | **IAP Section 3** Activity planning (depth) | **IAP Section 4** Implementation Framework |
|---|---|---|---|---|

| APN Cycle | Analysing Problems Engaging stakeholders | Planning actions Visioning Setting Objectives Areas for Action | Refining Actions Resourcing | Resourcing Implementing Measuring results |
|---|---|---|---|---|

| Tools | Stakeholder analysis Problem Tree | Integration assessment | Action planning tables | Resourcing Risk Assessment Defining indicators |
|---|---|---|---|---|

URBACT

Co-funded by the European Union
Interreg

# The overall vision of the IAP



Local context → Needs Identification → Overall Vision
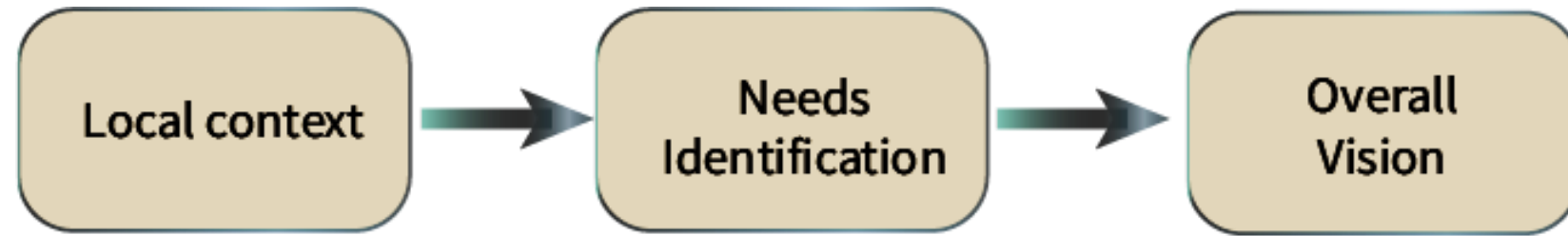
The vision itself **can be presented visually** or as a **single sentence**. The vision is both the end point of Section 1 and the starting point of Section 2 of the IAP feeding into the definition of specific/strategic objectives.

It is recommended to aim for **no more than 10 pages** to set out the most relevant aspects of the context, needs & vision.
**Infographics, visuals and structured presentations such as SWOT analyses or Problem Trees** can support this,
as well as careful efforts to avoid repetition.
**Note that this first section is intended to reflect the starting point of the city at the beginning of the APN journey – it is not necessary to update the data, the presentation of this initial context or the shared vision at the end.**

# Example: Klaipeda (Thriving Streets)

Klaipeda provides another good example of a clear and concise introduction and context section.

This is able to present a detailed background to the planned actions in just **10 pages** covering:

• Context and problem identification

• Challenges

• Existing strategies and initiatives

• Vision



Integrated Action Plan (IAP) **priorities / values**

• Community focus and involvement in the implementation of small-scale actions;

• Promoting sustainable mobility in the city;

• Economic value of the carried-out activities (for the old town businesses).

Vision

Safe, clean, and pedestrian accessible Klaipeda Old Town, full of activities and culture – a reason to be in the Old Town.

# Example: La Rochelle (GenderedLandscape)

La Rochelle is an interesting example of a highly action-focused IAP, in which the background and context is restricted to the truly pertinent information that informs the definition of the planned actions (which starts already on page 7 of the IAP).

Nevertheless, in just five pages, the IAP is still able to clearly set out the key local context and needs identification that informs the planned actions. This includes the local policy context around gender equality, the local economy, gendered differences in education and employment, the ULG composition and the journey towards definition of the action plan.

**CHALLENGE TACKLED IN LA ROCHELLE: INCORPORATING A GENDERED PERSPECTIVE TO REBALANCE THE LABOUR MARKET AND INCREASE FEMALE EMPLOYMENT RATES OVERALL. AN ISSUE THAT OPENED THE WAY TO MANY OTHERS...**



Public administration, education, health, and social fields: **67,4%**
Industry: **28,8%**
Construction sector: **11,6%**
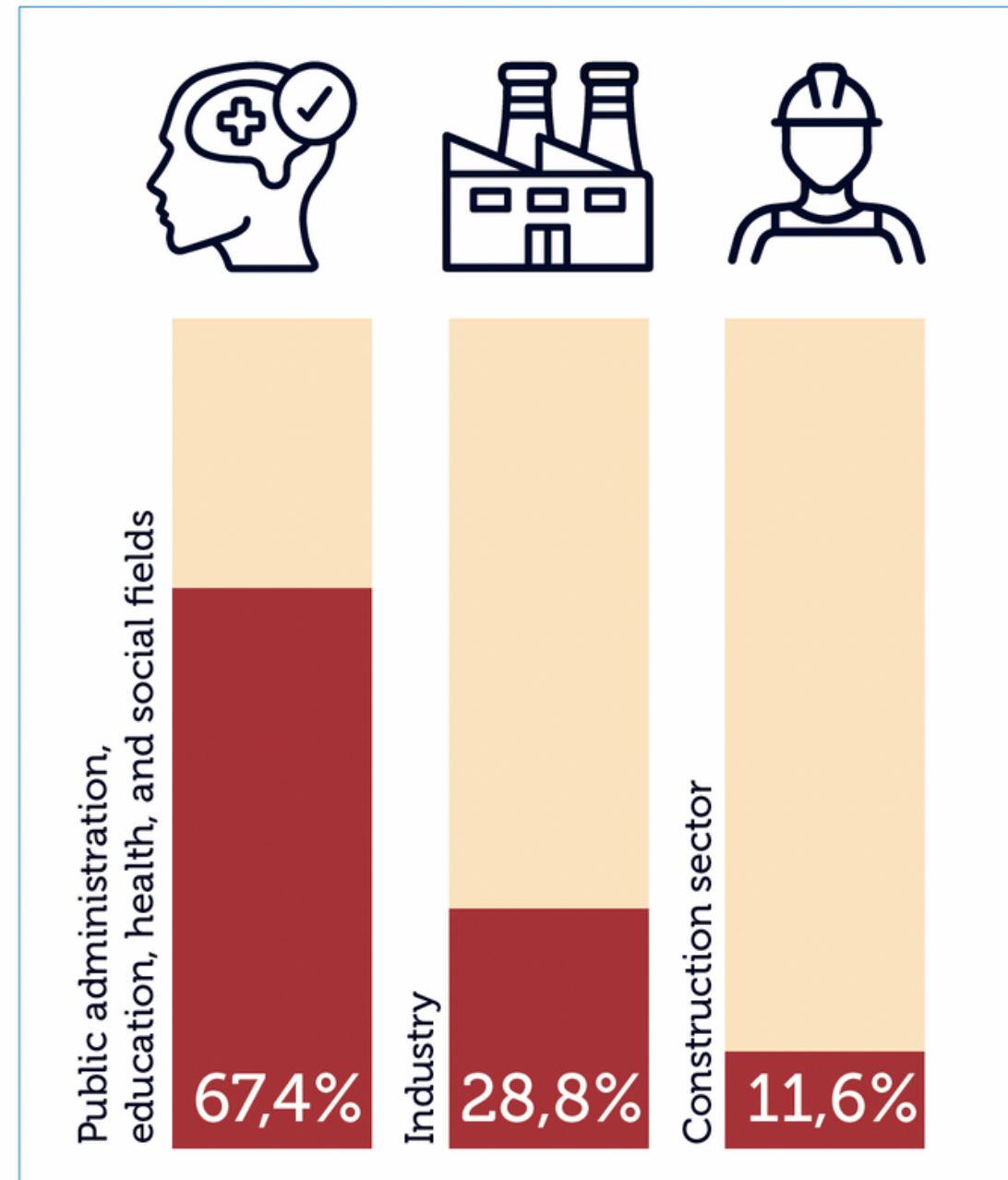
# Thinking about your city VISION

10 minutes talk with your city peers and think about which could it be the VISION of your IAP

# ARCHETHICS

# Network Methodology

# The Core Network Meetings to feed and improve the IAP

**2024**

**2025**

| PLANNING ACTIONS | PREPARING IMPLEMENTATION | FINALE |
|---|---|---|

**TNM 2**
Gdansk
April 2024

**TNM 3**
Leros
June 2024

**TNM 4**
Permet
November 2024

**TNM 5**
Krakow
March 2025

**TNM 6**
Leipzig
June-July 2025

**FINAL EVENT**
Betera
November 2025

**Masterclass 1**

**HISTORY**    **ETHICS**
2 experts
1 workshop
Storytelling
**Gender– diversity**
multi-perspective

IAP - Integrated approach
for IAP

Ad hoc expert: gender

**Masterclass 2**

**ARCHITECTURE**    **PEOPLE**
2 experts
1 workshop

Community planning
**Digital transformation**

IAP - Visions sharing -
Objectives

Ad hoc expert: digital

**Sharing the testing of
local actions**

**City guide:** Practical tools
to manage DH

**Green transition**

Ad hoc expert: cultural
heritage

**IAP – Action Planning
details**

Ad hoc expert: green

**Peer Review of IAPs**

(ATRIUM, Urban Agenda
board members
Ad hoc experts discussant)

**Charter & Glossary:**
common vision on
ethical/cultural approach
on DH

Ad hoc expert: cultural
heritage

**IAP – Refining Actions/
Resourcing**

**Ready to implement!**

**Living Lab:** tools to
develop long term IAP
Lead expert

**IAP – resourcing
/implementing**

Ad hoc expert: projects
financing

URBAN AGENDA ACT 10

**Ready to share!**

City guide

Living Lab

Charter

Visual product of
ARCHETHICS approach

Lead expert

PPs cities case studies

ULG 1    ULG 2    ULG 3    ULG 4    ULG 5    ULG 6    ULG 7    ULG 8

| APN CYCLE | PLANNING ACTIONS \| VISIONING \| SETTING OBJECTIVES \| AREAS FOR ACTION | REFINING ACTIONS \| RESOURCING | IMPLEMENTING \| MEASURING RESULTS |
|---|---|---|---|

**TESTING**

# The Custumised Activities: Bilateral exchanges & city coaching

**2024**

**2025**

PLANNING ACTIONS

PREPARING IMPLEMENTATION

FINALE

**TNM 2**
Gdansk
April 2024

**TNM 3**
Leros
June 2024

Bilateral exchange Leros

**TNM 4**
Permet
November 2024

Bilateral exchange Kazanlak
Ad hoc expert

Bilateral exchange Vila Nova
Ad hoc expert

**TNM 5**
Krakow
March 2025

Bilateral exchange Krakow

City coaching **CESENA**

**TNM 6**
Leipzig
June-July 2025

Bilateral exchange Leipzig

City coaching **PERMET**

**FINAL EVENT**
Betera
November 2025

**2024**

**2025**

PLANNING ACTIONS

PREPARING IMPLEMENTATION

FINALE

**TNM 2**
Gdansk
April 2024

**TNM 3**
Leros
June 2024

**TNM 4**
Permet
November 2024

**TNM 5**
Krakow
March 2025

**TNM 6**
Leipzig
June-July 2025

**FINAL EVENT**
Betera
November 2025

Bilateral
exchange
Leros

Bilateral
exchange
Krakow

Bilateral
exchange
Leipzig

**Slow Tourism for
dissonant heritage**

**Community planning, activists
and youth engagement**

**Communication tools
and languages for talking
about dissonant heritage**

Not linked to TNM - date to be decided
Supported by ad ad hoc experts

Bilateral
exchange
Vila Nova
Ad hoc expert

Bilateral
exchange
Kazanlak
Ad hoc expert

**Digital dimension for dissonant
heritage**

**Multiperspective approach for
Adaptive reuse**

Share
your
interest!

# The Online Support

## 2024

**PLANNING ACTIONS**

**1 VIRTUAL NETWORK MEETING Jan 2024**

**TNM 2**
Gdansk
April 2024

**1 THEMATIC VIRTUAL WORKSHOP gender**

**TNM 3**
Leros
June 2024

**2nd VIRTUAL NETWORK MEETING July 2024**

**2 THEMATIC VIRTUAL WORKSHOP DIGITAL**

**TNM 4**
Permet
November 2024

**3 THEMATIC VIRTUAL WORKSHOP GREEN**

## 2025

**PREPARING IMPLEMENTATION**

**TNM 5**
Krakow
March 2025

**4 THEMATIC VIRTUAL WORKSHOP ...**

**TNM 6**
Leipzig
June-July 2025

**5 THEMATIC VIRTUAL WORKSHOP ...**

**6 THEMATIC VIRTUAL WORKSHOP ...**

**FINALE**

**FINAL EVENT**
Betera
November 2025

**Online ULG coordinators board**

1st virtual IAP workshop:
Local context
Needs identification
Overall vision
Feb

**Online ULG coordinators board**

2nd virtual IAP workshop:
Strategic objectives
Intervention Areas
Actions
June

**Online ULG coordinators board (Charter & Glossary)**

3rd virtual IAP workshop:
Actions Planning details
Implementation framework
Sept-Oct

**+ One to one online meeting!**

ULG 1

ULG 2

ULG 3

ULG 4

ULG 5

ULG 6

ULG 7

ULG 8

**APN CYCLE**

**PLANNING ACTIONS | VISIONING | SETTING OBJECTIVES | AREAS FOR ACTION**

**REFINING ACTIONS | RESOURCING**

**IMPLEMENTING | MEASURING RESULTS**

**TESTING**

# Transnational Learning Activities

## Save the dates 2024!

| Date | What | Where | Duration | Zoom Links |
|---|---|---|---|---|
| 9th -10th- April | 2nd **Core Network Meeting** | in presence in Gdansk (PL) | 2 full days | |
| 9th April | 1st **Master Class:** *"History and Ethics"* | (Hibrid) in presence in Gdansk and on-line | 2 hours | https://us02web.zoom.us/j/81381473349 |
| 24th April | • 1st **IAP Workshop**<br><br>• **ULG Coordinators Board** | on-line | 1 hour<br>0.5 hour | https://us02web.zoom.us/j/85253324265 |
| 8th May | **Thematic Virtual Workshop**<br>*"Gender and multi-perspective approach"* | on-line | 2 hours | https://us02web.zoom.us/j/83967734707 |
| 18th – 19th June | 3rd **Core Network Meeting** | in presence in Leros (GR) | 2 full days | |
| 18th June | 2nd **Master Class**<br>*"Architecture and People"* | (Hibrid)<br>in presence in Leros and on-line | 2 hours | https://us02web.zoom.us/j/88511069035 |
| 20th June | **Bilateral Exchange / host city: Leros** | in presence in Leros (GR) | 1 full day | |
| 22th July | 2nd **IAP Workshop** | on-line | 1.30 hour | https://us02web.zoom.us/j/83384791130 |
| 17th September | • **Internal coordination meeting in preparation of the Mid term Reflection**<br><br>• **ULG Coordinators Board** | on-line | 1 hour<br><br><br>0.5 hour | https://us02web.zoom.us/j/84218639225 |
| 8th October | **Thematic Virtual workshop :** *"Digital transformation for DH* | on-line | 2 hours | https://us02web.zoom.us/j/81190487017 |
| 5th-6th November | 4th **Core Network Meeting**<br>**and Mid-term Reflection** | in presence in Permet (AL) | 2 full days | |
| 3rd December | 3rd **IAP Workshop** | on-line | 1.30 hour | https://us02web.zoom.us/j/844 |

# ARCHETHICS

# Network Methodology

# YOUR CITY NAME

ARCHETHICS

URBACT — Co-funded by the European Union | Interreg

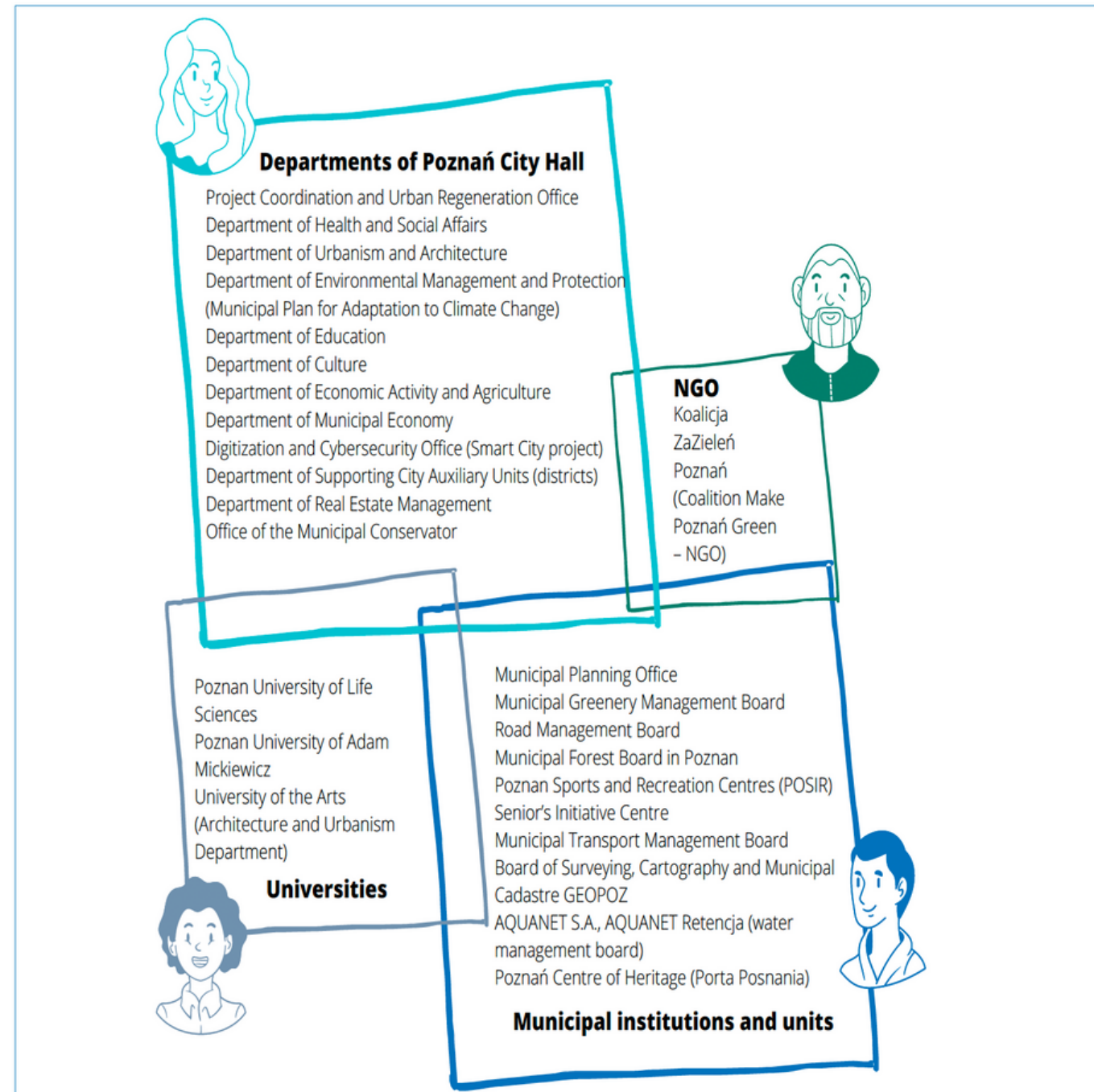| Years | 2023 | | 2024 | | | | 2025 | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Key quarters** | Q1 June-Sept | Q2 Oct-Dec | Q3 Jan-March | Q4 April-June | Q5 July-Sept | Q6 Oct-Dec | Q7 Jan-March | Q8 April-June | Q9 July-Sept | Q10 Oct-Dec |
| **APN journey** | ACTIVATION STAGE | | PLANNING ACTIVITIES | | | | PREPARING IMPLEMENTATION | | | FINALE |
| **Integrate action plan production** | **IAP Section 1** Context, needs and shared vision | | **IAP Section 2** Overall logic and integrated approach (breadth) | | | | **IAP Section 3** Activity planning (depth) | | **IAP Section 4** Implementation Framework | |
| **APN cycle** | Analysing Problems Engaging stakeholders | | Planning actions Visioning / Setting Objectives Areas for action | | | | Refining Actions Resourcing | | Resourcing Implementing Measuring Results | |
| **Tools** | Stakeholder analysis Problem Tree | | Integration assessment | | | | Action planning tables | | Risk assessment Defining indicators | |
| **Supporting activities/ outputs** | **Network roadmap Baseline study Communication Plan** | | | **Testing of Actions** Ongoing Peer reviews at transnational activities Specific Ad hoic expertise support | | | | | | |
| **ULG work at local level** | | | | | | | | | | |

▶ TNM 2    ▶ TNM 3    ▶ TNM 4    ▶ TNM 5    ▶ TNM 6    ▶ FINAL EVENT

# Remember that your ULG is your super power!

**APN2 IAP Example: Poznan (Health & GreenSpace)**

In this context, Poznan's IAP provides an illustrative example. The ULG is nicely presented in a simple visual format which groups the members into four major categories: departments within the urban authority; other municipal 'institutions and units'; universities; and NGOs.

The presentation then helps an external audience to understand the ULG, supported by a flavour of the discussions that took place between the different perspectives.

**Departments of Poznań City Hall**

Project Coordination and Urban Regeneration Office
Department of Health and Social Affairs
Department of Urbanism and Architecture
Department of Environmental Management and Protection
(Municipal Plan for Adaptation to Climate Change)
Department of Education
Department of Culture
Department of Economic Activity and Agriculture
Department of Municipal Economy
Digitization and Cybersecurity Office (Smart City project)
Department of Supporting City Auxiliary Units (districts)
Department of Real Estate Management
Office of the Municipal Conservator

**NGO**
Koalicja
ZaZieleń
Poznań
(Coalition Make
Poznań Green
– NGO)

Poznan University of Life Sciences
Poznan University of Adam Mickiewicz
University of the Arts (Architecture and Urbanism Department)

**Universities**

Municipal Planning Office
Municipal Greenery Management Board
Road Management Board
Municipal Forest Board in Poznan
Poznan Sports and Recreation Centres (POSIR)
Senior's Initiative Centre
Municipal Transport Management Board
Board of Surveying, Cartography and Municipal Cadastre GEOPOZ
AQUANET S.A., AQUANET Retencja (water management board)
Poznań Centre of Heritage (Porta Posnania)

**Municipal institutions and units**

**The ULG are the core of the development of a good IAP.**

| ULG MEETING | ACTION PLANNING CYCLE FOCUS | FOLLOW-UP MEETING THEMES | WHEN | IAP SECTION TO BE DELIVERED |
|---|---|---|---|---|
| 2 ULG meetings Activation Stage | Analysing Problems SWOT | | October - December 2023 | **IAP Section 1** Context, needs and shared vision |
| ULG 1 | Local contest shared (taking information from Baseline Study) Needs identified and shared | "History" and "storytelling" Gender and diversity inclusion | February - May 2024 | **Deadline: 30 April 2024** |
| ULG 2 | Visioning Setting Objectives | "Architecture" and people Community planning | June - August 2024 | **IAP Section 2** Overall logic and integrated approach (breadth) |
| ULG 3 | Areas for action Planning Actions Planning Testing activity | Gender and diversity inclusion Digital | September - October 2024 | |
| ULG 4 | Planning Actions Defining Testing activity Implementing Testing activity | Green | November - December 2024 | **Deadline: 31 December 2024** |
| ULG 5 | Implementing Testing activity Refining Actions Resourcing | Practical tools to manage dissonant heritage | January - March 2025 | **IAP Section 3** Activity planning (depth) **Deadline: 31 March 2025** |
| ULG 6 | Assessing Testing activity Resourcing Implementing Planning the Local dissemination event | Charter & Glossary of dissonant heritage | April - June 2025 | **IAP Section 3** Activity planning (Reviewed and followed-up after Peer Review) **Deadline: 30 June 2025** |
| ULG 7 | Measuring Results Local Dissemination event | Living Lab: tools to develop long term IAP | July - September 2025 | **IAP Section 4** Implementation Framework |
| ULG 8 | Sharing the results of Peer Reviews and making adjustments Refining Actions Resourcing Implementing Testing activity | Focus on ARCHETHICS approach: ARCHETHICS journey through the co-city Multi perspective approach | October - December 2025 | **Deadline: 30 November 2025** |

# 2 Guides useful to draft your IAP



URBACT
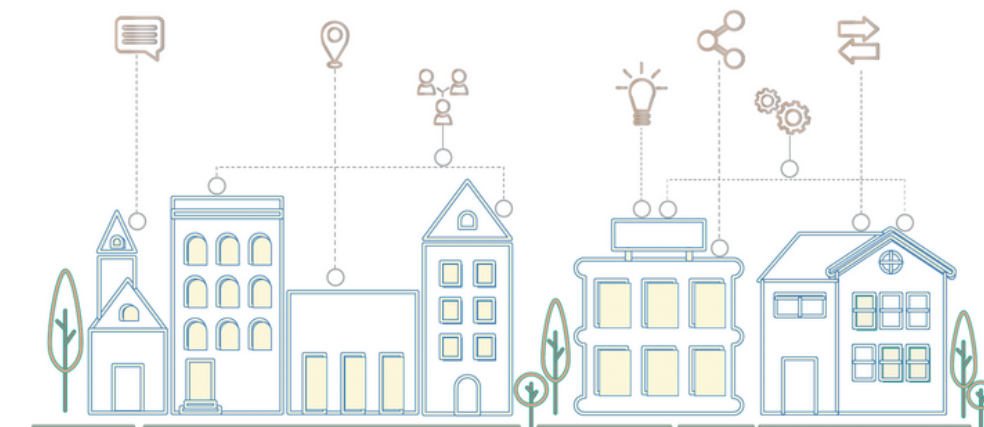
Co-funded by
the European Union
Interreg

URBACT IV
**Action Planning Networks**
2023 - 2025

INTEGRATED ACTION PLAN

GUIDELINES FOR NETWORKS



E 4 0

Independent Study of the Integrated Action Plans
of URBACT Action Planning Networks 2019-2022
(URBACT III PROGRAMME)

IAP STUDY n°2
Final Report

European Union
European Regional
Development Fund

URBACT
Driving change for
better cities

URBACT

Co-funded by
the European Union

Interreg