



URBACT IV

(2021 - 2027)

Application Form

AAP Innovation Transfer Networks

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

1. Interreg Specific Objective "a better cooperation governance"

1.1. Enhancing Institutional Capacity of Public Authorities and Stakeholders to implement Territorial Strategies

1.1.1. Promoting Integrated Sustainable Urban Development through Cooperation

ReCUP

Building Vibrant Local Ecosystems with Culture and Creativity

Submitted version

ANCT URBACT MA

20, Avenue de Ségur 75334 Paris Cedex 07 FRANCE Île de France Paris

Tel:

Fax:

Email: itn@urbact.eu

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- I - 1.PROJECT SYNTHESIS

1. 1.1 Project identity (incl. title and duration)

Identification

Acronym	ReCUP
Programme reference	1709798743
N° SYNERGIE-CTE (for search)	20901
Title	Building Vibrant Local Ecosystems with Culture and Creativity
Lead Partner	Újbuda (HUNGARY)

Length of project

Start date	End date
2024-09-01	2026-08-31

2. 1.2 Summarised description of the issue to be addressed by the network

Short description

Building on the successes of Újbuda's UIA CUP 4 CREATIVITY, the ReCUP ITN Network aims to rebuild connected communities through the strategic integration of culture and creativity. Rooted in the belief that vibrant cultural ecosystems are fundamental to the well-being of cities, ReCUP seeks to empower its partners (HU, PL, ES, HR, IE, NL) to leverage their cultural assets for sustainable urban development via collaboration, knowledge exchange, and the adaptation of the UIA good practice.

3. 1.3 Proposed Partnership

	Partner organisation	Type of organisation	Regrouping	Country	Area	NUTS 3
Lead Partner	Újbuda	Local Public authority	EU More developed regions	HUNGARY	Közép-Magyarország	Budapest
	Dubrovnik Development Agency (DURA)	Sectoral agency	EU Less developed regions	CROATIA	Jadranska Hrvatska	Dubrovačko-neretvanska županija
	Bielsko-Biala Municipality	Local Public authority	EU Less developed regions	POLAND	Śląskie	Bielski
	Mancomunidad de l'Horta Nord	Local Public authority	EU Transition regions	SPAIN	Comunidad Valenciana	Valencia / València
	Amersfoort	Local Public authority	EU More developed regions	NETHERLANDS	Utrecht	Utrecht
	Sandyford Business District	Business support organisation	EU More developed regions	IRELAND	Southern and Eastern	Dublin

4. 1.4 Links to the Cohesion Policy Objectives

As a project that substantially promotes embracing urban cultural heritage and culture development, ReCUP supports Cohesion Policy Objectives (PO) 4 & 5.

In relation to Cohesion PO5 “a Europe closer to citizens by fostering the sustainable and integrated development of all types of territories and local initiatives”, ReCUP:

- Strengthens economic, social, and territorial cohesion by reshaping urban areas to focus on cultural activities as a way to build local ecosystems. Capitalising on its diverse geographic and socioeconomic partnership (composed of 6 cities from across Europe), ReCUP will directly contribute to urban social cohesion both within the local communities of partners and across Europe – bringing people, NGOs, and businesses together, fostering a sense of belonging, and reducing disparities within and among regions via the transformation of passive consumption of culture into proactive collaborative creation. Furthermore, the transferred good practice, comprising several main cultural building blocks (e.g. creating new programming frameworks, establishment of new offline venues etc.), can act as catalysts for economic development, especially in areas where tourism or local craftsmanship plays a significant role in the economy.

In relation to PO4 “more social and inclusive Europe implementing the European Pillar of Social Rights”, ReCUP:

- Promotes social inclusion, lowers access barriers, and facilitates community-building via offering opportunities for participation and engagement to all community members, including

people across different ages, socioeconomic backgrounds, and vulnerable groups. By doing this, ReCUP can help reduce social isolation and build more vibrant and cohesive local ecosystems.

- Develops participatory approaches to urban development via enhancing peer-to-peer connections and a new cultural funding mechanism for citizen participation and for supporting bottom-up cultural initiatives.

Furthermore, while ReCUP primarily links with Cohesion POs 4 & 5, the proposal also links to other core policy objectives. More specifically, cultural and creative sectors are vital in driving innovation and growth. By investing in these sectors, the project can help stimulate local economies by forging cross-sectoral partnerships between NGOs, SMEs, and local businesses, encourage entrepreneurship in the creative industries, and foster innovation in traditional sectors through creative approaches. Thus, ReCUP also links to PO1 “a more competitive and smarter Europe” by stimulating CCIs to develop new, technology-enhanced cultural products and services and the development of digital functions to support e-culture (digital access to content, online networking, and digital co-creation spaces). Although UIA CUP 4 CREATIVITY’s IT platform, INSERT, didn’t live up to initial expectations, Újbuda will share its experiences to help ReCUP partners better understand the dos and don’ts of the introduction of a digital solution to their own local contexts.

ReCUP also promotes various carbon-conscious activities (e.g. joint online creation of cultural content, creation and promotion of digital art, online networking and event management, sharing of artifacts and creative tools/equipment) to link closely with PO2 “a greener Europe” as well as the EU’s green transition goals.

Finally, all of the best practices of the UIA CUP 4 Creativity project that will be shared with the network support Cohesion Policy objectives, even if they do not link directly to them. For example: 1) creation of workplace based facilities to immerse employees in creative activities and culture consumption to strengthen their mental well-beings supports PO1 (a more competitive Europe) and PO4 (a more social and inclusive Europe); 2) creation of improved access to cultural services and creative activities of all social classes that puts special emphasis on fighting digital loneliness supports PO4; 3) introduction of mentoring and training for citizens’ artistic-creative activities to create a more cohesive and supportive community (PO4); 4) development of participation-based governance models and new types of culture financing partnerships supports PO4 and PO5 (Europe closer to citizens).

Ultimately, ReCUP encapsulates the essence of the Cohesion Policy’s objectives by leveraging culture and creativity as tools for economic, social, and territorial development. It addresses the urgent need for community revitalization and ecosystem building in the aftermath of the COVID-19 pandemic, aiming to rebuild social connections, support local economies, and enhance the quality of life for all citizens. By doing so, it embodies the holistic approach advocated by the EU Cohesion Policy and demonstrates how targeted cultural initiatives can contribute to broader regional and European goals.

5. 1.5 Total budget

ERDF		Swiss Fund		Norway Fund		IPA fund		Other Financing	Total budget
ERDF	Public co-financing	Swiss Fund	Public co-financing	Norway Fund	Public co-financing	IPA fund	Public co-financing		

382 527.88 €	167 472.12 €	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €	550 000.00 €
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- II - 2. PRESENTATION OF PROJECT PROPOSAL

1. 2.1 Thematic Content

1.1 2.1.1 Description of the UIA practice & link to European urban policy context 2021-2027

Loneliness is one of the core stress factors of our generation. When triggered by excessive and exclusive use of digital communication, it turns into digital loneliness: providing the illusion of companionship while simultaneously deteriorating real human contact. While social media and digital applications can be used to make global connections more accessible, they also exploit our relationships for commercial gain – distracting people from real life networks and distorting perceptions of their own social environment. Thus, this lack of in-person connection is resulting in a disintegration of strong local communities in urban areas. The 2018 EC Policy Brief on Loneliness describes the growing phenomenon of adults losing their social connections and feeling lonely and. data from European Social Surveys shows that 7% of adults are affected, and the adult population of the LP country (HU) is among the 3 loneliest ones.

Conversely, culture has major potential to cultivate an individual's mental well-being and build overall community connections. Creative activities enable better social and economic wellbeing of individuals, decrease social isolation, and provide quality alternatives to passive, low-profile entertainment. Research has proven that children have extraordinary inherent creative capacities. Public education however, deteriorates divergent thinking - practically educating its pupils out of creativity. As a result, creativity becomes dormant for most adults and remains unexplored due to a lack of cultural facilities and stimulus to dedicate time on creative activities.

With the UIA CUP 4 CREATIVITY (UIA C4C) project, the goal of Újbuda was to strengthen local communities by re-building local connections and establishing collaborative ecosystems using culture and creativity.

The project's major outputs include the Adaptér, INSERT platform, and INSERT programmes. Adaptér is a creative technological knowledge hub. It bridges the gap between modern technological advancement and public knowledge. The INSERT IT platform is a cultural creative resource management tool, which provides a framework to share skills, equipment, and knowledge, to create an event, and through shared responsibility, form a community. The initial content were the INSERT programmes, i.e. a dedicated support framework to enhance cooperation between citizens and civic initiatives with the potential to build and strengthen local communities.

CUP integrated passive consumption with creative contribution via involving people exposed to digital isolation into community-sourced activities, lowering access barriers and entry thresholds, and establishing a sustainable community of citizens actively creating and consuming culture. By intensifying culture consumption, working age inhabitants of Újbuda not only established social connections and networks, but also became mentally more fit, resistant to psychological disorders and shielded against contemporary urban stress factors.

At its core, the proposed ITN Network wishes to build on CUP's ecosystem building potential, particularly its establishment of a self-sustaining cultural community of service providers and citizens actively consuming and creating culture. Thus, Újbuda will share its successes and challenges in uniting local stakeholders (e.g. cultural organisations, businesses, NGOs, students, etc.) to create thriving urban ecosystems of culture, creativity, and connectivity across Europe.

In summary, ReCUP aims to build on the successes and good practices developed in the UIA CUP 4 CREATIVITY project and it aims to embody the spirit and objectives of the EU Cohesion Policy (e.g. PO 4 & 5) by utilizing culture and creativity as powerful instruments for economic, social, and territorial growth and developing a strong network of diverse European partners that are committed to adapting this solution to their own local context. It responds to the critical demand for rejuvenating communities and constructing ecosystems in the wake of the COVID-19 crisis, with goals to restore social ties, bolster local economies, and improve living standards for all residents. In this endeavor, it showcases the comprehensive strategy endorsed by the EU Cohesion Policy and illustrates the significant role that focused cultural projects can play in achieving a Europe that is closer to and more inclusive of its citizens.

1.2 2.1.2 Transfer Potential of the UIA Practice

UIA CUP 4 Creativity's core objective was to develop local communities, strengthen local collaboration ecosystems, and boost intersectoral links between different stakeholders. The aim was twofold. Firstly, to empower citizens with tools to organise events via the INSERT platform, a creative cultural resource management tool. This framework has been powered by INSERT programmes, organised by the municipality or its support for bottom-up initiatives. Local communities have been strengthened through INSERT programmes. Secondly, the project renovated public properties and established a new institution where creative cultural activities lead to new connections and communities (Adaptér). Adaptér is not only an educational centre but also an integrator of local creative cultural and technological initiatives. Thanks to the calls for bottom-up initiatives, new projects and local influencers surfaced whom CUP successfully organised into an informal network through shared workshops. Apart from Adaptér, this activity also involved MU Theatre, an association, to experiment with new democratic-participatory theatre and provide the project's big business partner, BT, with cultural programmes. The same goes for Eleven Blokk, an artistic NGO, whose workshops were frequented by many individuals, and major companies.

In summary, both of these elements form a core part of the transferable good practice and have significant transfer potential to help other EU cities rebuild cohesive and connected city centres and establish important cultural ecosystems in this post-COVID environment.

Additionally, the UIA project made a significant difference in terms of intersectoral connections: large companies such as Allee (a shopping mall) and BT have been integrated more into the local CCI ecosystem. Local NGOs and associations were also linked closer to each other to co-organise local events, such as Eleven Autumn, and to participate in a local roundtable allowing for co-defining priorities and challenges in the areas. Thus, the ReCUP network will assist other European cities in developing strong connections with relevant local stakeholders and citizens.

Ultimately, the local ecosystem building, specifically the mapping and connecting of cultural and creative industry actors and the research on the types of user groups, their possible interaction with the district's cultural offerings, and their behaviour patterns, are useful starting points for any city development projects. Furthermore, the organisation of new types of collaborative cultural events connecting previously separate cultural worlds and the renewed support for micro-local communities' bottom-up initiatives are also worth exploring with other European cities.

Thus, this innovative approach, rooted in fostering community engagement, enhancing cultural collaboration and social cohesion, and stimulating local economies, holds significant promise for replication and customization across partner countries within the European Union. The good practice established in UIA CUP 4 CREATIVITY not only establishes urban municipalities as integrators and ecosystem builders – rather than top-down authorities – but it also offers a versatile blueprint that can be tailored to meet the unique cultural, social, and economic contexts of different European locales represented in this network's partnership.

1.3 2.1.3 Possible barriers & challenges for the transfer of the UIA Practice

The transfer of the UIA innovation established in CUP 4 Creativity involves several potential barriers and challenges that need to be navigated carefully to ensure the current project's success. These include:

A relative disinterest of local politicians (particularly those outside of the cultural sphere). In the context of UIA CUP 4 CREATIVITY, politicians from other city departments and policies did not easily develop a shared ownership of the project – despite having been approached individually already at the start of the project. Thus, this is something that all partners of this ITN Network will need to be aware of early on in the implementation phase: to ensure that a contingency plan is put in place that invests more into engaging the various political and administrative branches of the cities involved, with special emphasis given to building political support among local political actors and decision makers for the development of culture and creative communities. While the network itself can operate without this, having all stakeholders on board is crucial to making the process of adapting and re-using the innovative good practice smoother and more efficient.

A lack of critical mass of users and local stakeholders (e.g. students, NGOs, local businesses, cultural agencies, etc.) to generate and populate a continuous pipeline of initiatives. Though this is a relatively low-risk given the network's development efforts to pre-identify a thorough list of interested local stakeholders in each partner city, there is still a risk that the partnership will not be able to sustain this engagement or the necessary level of constant bottom-up initiatives, creative endeavours, and other culture-related activities. However, this risk will be mitigated via the ULG Group of each partner organisation. Within each of these ULG Groups, partner organisations will carefully select a tight-knit group of relevant cultural stakeholders and local citizens to be engaged throughout the entire 2-year implementation phase at both the network-

level activities (e.g. Core Network Meetings, city visits, and development of Investment & Continuity Plans) and local-level activities (e.g. ULG coordination and meetings, elaboration and testing of small-scale actions). Furthermore, these stakeholders will be empowered with the tools and networks to generate the necessary levels of bottom-up initiatives and cultural events within each city. Finally, a series of local dissemination events and national-level networking events (A3.4) will be organised by each partner to enhance the project's communication with the broader public and build long term support for cohesive and connected cultural urban ecosystems.

Introduction of new cultural and social barriers during the uptake of UIA CUP 4 CREATIVITY good practices in other European regions/ cities. As the UIA CUP 4 CREATIVITY project was originally designed to address the unique problems of the Municipality of Újbuda (HU), the innovative solution is best adapted to the local context of this municipal area. Therefore, the ReCUP Network will need to address the various cultural and social contexts of each partner city to ensure future uptake of this innovative solution is adaptable to every partner's unique cultural scene. This will be achieved via close local contact with ULG Groups as well as ongoing network-level collaboration and peer-review sessions to discuss shared experiences and deep-dive into the local context of each partner city.

Uncertain future financial sustainability (which is a key criterion for long-term success). More specifically, each partner city/ organisation will need to find and plan ways to generate revenue to at least partially cover the operational costs of future cultural initiatives, e.g. cultural programming, bottom-up initiatives, shared spaces, etc. Additionally, new programmes need to be integrated into the regular daily operation of the municipality, adapting their funding mechanisms to these more collaborative and inclusive formats. Thus, this is a risk that will be thoroughly discussed by the Network and addressed via each partner's Investment & Continuity Plan.

2. 2.2 Shall the proposal contribute to the URBACT Specific Objectives (related to Innovation Transfer Networks)?

	YES	NO	Comment
-			

<p>Please tick yes and comment briefly on how the proposal might contribute to the improvement of the planning and delivery of integrated urban policies.</p>	<p>X</p>	<p>Due to ReCUP's ecosystem building focus, the project prioritises an integrated approach to urban policy via a cross-sectoral solution that involves stakeholders from diverse backgrounds (e.g. SMEs, large enterprises, local NGOs, creative cultural associations). This integrated, cross-sectoral approach includes:</p> <p># Social inclusion: Culture has an integral balancing effect on social differences, involving creators and consumers regardless of socioeconomic status. By sharing the UIA good practice and its cultural building blocks with the network partnership, partner cities and organisations will be given the tools to lower entry thresholds and increase accessibility of urban cultural services. As a result, the activities of this project will encourage the future roll-out of cost-effective bottom-up initiatives.</p> <p># Economy: Within the shared good practice, network partners will aim to upgrade corporate and commercial partners as active players of cultural co-operation in future uptake of the solution. This, in turn, promotes the consumption of local cultural services and valorises the intangible heritage of each partner city/ organisation (e.g. coffee houses, galleries, bath, theatres, concert rooms) to encourage an adaptable, place-based approach.</p> <p># Environment: The good practice and ecosystem building proposed for adaptation and re-use in ReCUP work to promote various carbon-conscious activities, ranging from greening areas to sharing equipment as common resources, that empower cities with the tools to integrate long term urban sustainability goals with cultural ecosystem building.</p> <p>Furthermore, the project improves participatory approaches to urban policy via fostering a culture of decision-making that invites input from all stakeholders in the planning and execution of activities via the ULG Group Meetings, elaboration of on-the-ground testing actions, and local dissemination and networking events. Through this enhanced collaboration with stakeholders, partner cities will build their capacities to create and sustain local networking channels to help address future urban challenges within their cities.</p> <p>Ultimately, the ReCUP ITN Network aims to democratise the urban cultural scene and welcomes an integrated and participatory approach to urban cultural development through both project activities and future uptake of the shared good practice. At its core, the project prioritises a place-based approach to urban development that allows partner cities to adapt and re-use the good practice and its cultural building blocks within their own local context – empowering them to establish on-the-ground ULG groups to engage and network with local stakeholders and citizens. Through this place-based adaptation, the network then builds the capacities of cities to address the urban challenges at hand, e.g. the mental well-being of citizens, access barriers to culture and creative activities, and a lack of city-level collaboration in this field.</p>
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Please tick yes and comment briefly on how the proposal might contribute to the improvement of the planning and delivery of integrated urban policies.	X		
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3. 2.3 How will gender equality and equal opportunities be addressed by the network?

ReCUP places a strong emphasis on promoting gender equality and ensuring equal opportunities for all participants. This commitment is woven into the fabric of the project's operations, strategy, and activities, recognizing the vital role these principles play in fostering inclusive, cohesive communities. To ensure gender equality and equal opportunities, the network has implemented several concrete strategies:

Within the working of the network

Inclusive project management and coordination at both the network-level and the local-level (WP1): Within the ReCUP ITN Network, each partner is fully committed to upholding the principles of gender equality and equal opportunities. This includes ensuring equal representation of men and women in the make-up of local project teams (1.1.3) as well as URBACT Local Groups. Transnational core meetings, as well as learning and exchange activities, will serve as platforms for the application of gender equality measures and special attention will be given to make sure teams, presenters, or invited experts will be balanced in terms of gender.

Participatory Decision-Making: The network will foster a culture of inclusive and participatory decision-making, inviting input from all stakeholders in the planning and execution of activities via the ULG Group Meetings, elaboration of on-the-ground testing actions, and local dissemination and networking events.

Transferability Study: The Transferability Study will be carried out in close cooperation with representatives of different actors. Both the desk research conducted and questionnaires taken will pay special attention to gathering information on how possible actions might affect genders differently as well as on how existing disparities could be challenged through properly selected policy measures. After the completion of the Transferability Study, these lessons learned will be built into the future Investment & Continuity Plans too.

Guiding Principles to be Incorporated into (Future) Local Level Activities (and addressed in the Investment & Continuity Plans)

In addition to each partner organisation's commitment to upholding the principles of equality in the project's implementation, partners have also committed to ensuring gender equality and equal opportunities in the future adaptation and re-use of the UIA CUP 4 CREATIVITY good practice and its core cultural building blocks. This commitment will be explicitly included in each of the Investment & Continuity Plans (3.3.2) of partner countries/ organisations as well as in the preparation, testing, and evaluation of testing actions (3.2)). More specifically, these guiding principles will be incorporated into the following future activities:

Inclusive Programming: Each partner will design, review, and plan future cultural initiatives that appeal to and include various socioeconomic groups, with a specific focus on gender balance and representation. These shared programmes will be designed in collaboration with each partner's ULG Group to ensure a balanced perspective and will be included into the Investment & Continuity Plans.

Targeted Outreach: Recognizing that certain groups may face more significant barriers to participation, the network will employ targeted outreach efforts to engage underrepresented communities and marginalized voices, including women, the LGBTQ+ community, and individuals from economically disadvantaged backgrounds into 1.) ULG Groups, 2. future activities planned as part of the adaptation of Újbuda's good practice and its core cultural building blocks, and 3.) the preparation, elaboration, and evaluation of the network's testing actions. This approach helps to ensure that the future adaptation and re-use of the network's shared good practice and core cultural building blocks are accessible and welcoming to everyone, regardless of gender or socioeconomic status.

Safe and Inclusive Spaces: To combat digital isolation and loneliness while promoting gender equality, the network will ensure that all future plans for physical and virtual spaces associated with its activities are safe, inclusive, and respectful environments. Policies and procedures will be put in place to address any form of discrimination or harassment, ensuring that participants feel valued and respected.

4. 2.4 How will environmental sustainability be addressed by the network?

During its implementation, UIA CUP 4 CREATIVITY was deeply committed to environmental sustainability. For example, among the concrete INSERT programmes, there were many focusing on the environment and sustainability (e.g. plane tree project, bird-friendly garden, earthworm parade & compost party, DIY children clothing workshop, permaculture workshop). Additionally, Adaptér identified 4 key themes around which it organises its programmes – one of which was ecology.

Following in UIA CUP 4 CREATIVITY's footsteps, the ReCUP network is also deeply committed to environmental sustainability and will thus integrate green practices and principles into its working practices to minimize its carbon footprint and promote eco-friendly community development. This network will leverage the power of culture and creativity not only to enhance social cohesion and combat isolation but also to foster environmental awareness and action within local communities. Such practices will include:

Sustainable Practices within the Network: Internally, the network adheres to sustainable practices in its day-to-day operations. This includes digital documentation to minimize paper use, selecting eco-friendly office supplies, and encouraging online meetings (where possible) to minimise air travel. However, when travel is required (e.g. City Visits, Kick-Off, Core Network Meetings), each partner commits to taking the most eco-friendly route and pledges to minimise their use of car travel in the destination city (e.g. opting instead for walking or public transport to and from meeting venues and accommodations). The network will also conduct regular carbon footprint assessments to identify areas for improvement and to track progress towards becoming more environmentally sustainable.

Sustainable Resource Sharing: Partner cities will use the project to introduce measures into their cultural and funding policies to encourage the sharing of common resources and the connecting cultural activities with environmental actions – as witnessed in Újbuda during UIA CUP 4 CREATIVITY.

Sustainable Event Organisation: When partner organisations plan communication activities, local dissemination events, or any events in the frame of their small scale testing actions environmental consciousness will be at the core. More specifically, all events will prioritise the use of biodegradable materials and will encourage targeted audience members to use public transport or bike(-sharing services) to attend, thereby reducing the carbon footprint associated with these events.

Digital Platforms for Engagement: Recognizing the environmental impact of travel and physical meetings, the network will also utilise digital platforms, including social media sites such as LinkedIn and X (formerly Twitter), to share information on the project and upcoming events. This not only ensures broad accessibility, but also significantly reduces the network's carbon footprint by minimizing the need for transportation and paper materials.

Through these actions and initiatives, ReCUP demonstrates a comprehensive commitment to environmental sustainability. By integrating eco-friendly practices into the fabric of its activities and operations, and by actively working to reduce its carbon footprint, the network not only contributes to the environmental well-being of the communities it serves but also sets a precedent for how cultural and creative projects can play a crucial role in advancing sustainability goals.

5. 2.5 How will digitalisation be addressed by the network?

ReCUP thoughtfully incorporates digitalization into its overall project framework, striking a delicate balance between leveraging digital tools to facilitate accessible and efficient project activities, while also being mindful of the core urban challenge being addressed – specifically the digital loneliness that can arise from excessive online interactions. Thus, the network's approach to digitalization is multifaceted, focusing on enhancing efficient project coordination, fostering genuine connections, and promoting inclusive participation in cultural and creative endeavors. This approach includes:

Efficient Project Coordination and Day-to-Day Communication: Incorporating digitalization into day-to-day project management (i.e. via the use of Basecamp) can significantly streamline operations and enhance collaboration. Thus, the network will utilize several digital tools to facilitate quick and meaningful connections through platforms like Microsoft Teams, Google Workspace, and Zoom which support real-time communication, document sharing, and centralize project documents and discussions. Cloud storage solutions like Google Drive, Dropbox, or OneDrive will also be indispensable for storing and sharing project documents, allowing team members to access and edit files from anywhere, maintaining the flow of up-to-date information.

Use of Online Activities: Within one of the cultural building blocks of the shared good practice is the use of the online space to promote meaningful connections – pushing back against the negative aspects of the digital world to foster more intentional

use of online spaces. Examples of these online activities (which will be incorporated by partners in the future adaptation and re-use of the good practice) are joint online creation of cultural content, creation and promotion of digital art, online networking and event management, and sharing of artifacts and creative tools/equipment.

Hybrid Event Formats: To cater to diverse preferences and needs, partners will organize (where possible) local events in hybrid formats, combining in-person experiences with digital participation options. This allows individuals who are unable to attend in person to engage with the community. Specific hybrid events may include hybrid ULG meetings, hybrid dissemination events, and/or hybrid aspects of the small-scale testing actions.

Mindful Use of Digital Spaces: In planning future uptake of the shared good practice and its cultural building blocks, partners will emphasize the mindful use of digital spaces in discussions with ULG groups and in their Investment & Continuity Plans, emphasizing quality over quantity of online interactions.

In summary, ReCUP addresses digitalization by integrating digital tools and platforms to streamline project coordination efforts and enhance community engagement and creativity. Through online meetings, hybrid event formats, and the promotion of mindful digital engagement, the network harnesses the benefits of digitalization to build stronger, more connected communities without losing sight of the importance of meaningful human connections.

6. 2.6 What is the added value of this network related to the theme proposed?

Within the URBACT programme, a number of networks have close links with ReCUP. These include:

ACCESS Action Planning Network. This project aimed to create a shift in cultural policy making that ensured access to culture for all citizens – believing, like ReCUP, that culture plays an important role in finding solutions to the complex challenges of today's urban areas.

URBACT ONSTAGE. While this project focused more on music and art, it aimed to democratise access and production of culture with an integrated, cohesive, and participative approach.

C-CHANGE. This project supported cities in mobilising their arts and culture sectors to contribute towards climate change action, demonstrating the important role of culture in developing sustainable urban policies and calling municipalities, stakeholders, and citizens to action.

ACTive NGOs. This project focused on building local civic ecosystems around community venues and municipal infrastructure, aiming towards shared governance and prioritisation of the use of local resources and joint community engagement.

In addition to its relationship with other URBACT Networks, ReCUP also adds value to other previously funded projects and social initiatives. More specifically:

(1) Creative Spirits (URBACT), which updated CCI Mapping with multi-layered evaluation to add non-formal, non-institutional and/or underground cultural activities, consumers and sponsoring actors, to form the foundation for a live Cultural Mapping Database; and (2) cultural heritage projects, like Come in! (URBACT) and Cultural City Centre Development (Regional OP financed project of Újbuda), that embraced social innovation and inclusion.

Thus, URBACT x UIA will work to complement and build upon the above network themes and EU projects by using the UIA good practice and its cultural building blocks to establish urban municipalities as integrators and ecosystem builders rather than top-down authorities and forge connected local ecosystems through culture and creativity. Furthermore, this project, via transferring its tested good practice to other European cities, aims to turn passive consumption of culture into proactive, collaborative creation via lowering access barriers to urban culture and better involving local citizens and stakeholders in the collaboration process.

Finally, by leveraging culture and creativity as catalysts for sustainable urban development, ReCUP adds value to the objectives outlined in EU policies such as the European Green Deal, the New European Bauhaus, and the Urban Agenda for the EU. Each of these policies promote sustainable urbanization by fostering social cohesion, revitalizing public spaces, and promoting economic growth through cultural tourism and creative industries and, thus, align with the core principles of the shared good practice and its cultural building blocks. Furthermore, this Network will aim to advance the EU's goals of

enhancing quality of life, promoting inclusive and resilient communities, and fostering innovation and creativity through local ecosystem building, ultimately supporting the EU's vision for a more prosperous, sustainable, and culturally vibrant Europe.

- III - 3. RATIONALE OF PROPOSED PARTNERSHIP

1. 3.1 Profiles of the Partner Cities

1.1 3.1.1 Local challenges of city partners specific to the UIA innovation

Újbuda

Újbuda is a steadily growing urban area, with thousands of new, active age inhabitants moving in every year. Newly arriving citizens especially need support and encouragement in acknowledging and embracing the local urban identity. They, together with fellow active age citizens (a target group of cca 78.000 people) are especially vulnerable to community disconnect, due either to their busy daily schedules, and/or missing social anchors and relations.

As a result, Újbuda started looking for ways to reinvigorate its collaborative urban ecosystems using culture and creativity as tools. More specifically, the municipality found solutions in its UIA CUP 4 CREATIVITY project via the development of a complex, versatile, and adaptable solution that actively engages working age citizens into an urban cultural community, responding to related challenges (e.g. community disconnect) and opportunities. At its core, UIA CUP 4 CREATIVITY integrated passive consumption of culture with creative contribution, lowering access barriers and entry thresholds and establishing a sustainable community of citizens actively creating and consuming culture.

The main building block of the good practice of UIA CUP 4 CREATIVITY was its collaborative ecosystem building potential. Within this project, a self-sustaining cultural community of service providers and citizens actively consuming and creating culture was established. Still, Újbuda remains open to further development and improvement of its original concept – particularly those elements which were not as successful in the first phase of roll-out (e.g. the digital tool and the outreach to the more outskirts areas of the district). Thus, Újbuda is looking to build on the success it found in UIA CUP 4 CREATIVITY through the initiation of the present ReCUP network and ongoing transnational exchange and learning activities with the entire partnership.

Dubrovnik Development Agency DURA

The main local challenge that Dubrovnik wants to tackle through the Innovative Transfer Network is the transformation of the "TUP" factory in the Port of Gruž into a vibrant centre of creativity, sustainability, and community. This initiative, supported by the New European Bauhaus (NEB) project "Revitalization of the 'TUP' Carbon Graphite and Electrical Contact Products Factory" aims to repurpose the industrial site into a hub that fosters local innovation, supports the coexistence of residents and tourists, and promotes self-sustainability through a multidisciplinary approach. The project seeks to provide a unique spatial experience that honours its industrial past while paving the way for a sustainable urban future.

A pivotal element of this transformation is the creation of the "TUP Hub" envisioned as a dynamic urban cultural and social incubator. This future centre will host a variety of activities, including cultural and creative events, tourism, and coworking spaces, serving both the local community and visitors. The development process has utilised a participatory approach, engaging stakeholders in the conceptualization of the hub's program to ensure the creation of a sustainable ecosystem. This approach has led to the establishment of a governance structure and organisational framework to support local stakeholder engagement and explore viable business models for the hub's long-term sustainability

Another innovative component of the TUP Hub is the potential integration of a film studio, aiming to enrich its cultural offerings and broaden its appeal. The City of Dubrovnik envisions the TUP factory's transformation as a key step in integrating the site into the city's urban landscape, creating a new space for social interaction, cultural exchange, and the promotion of local creativity and tourism through a sustainable and multidisciplinary lens.

Bielsko-Biała City Hall

One of the primary challenges confronting Bielsko-Biała (BIB) is revitalising its city centre, a task made complex by

demographic changes and urban decay. The ageing population coupled with the trend of depopulation has led to a deterioration of the housing stock and an uptick in vacant properties. This situation has necessitated increased public expenditure on elderly care services and prompted a reassessment of social infrastructure, which is now oversized relative to the shrinking population.

Moreover, the city faces a challenge in the distribution of cultural activities, which are heavily concentrated in specific areas, neglecting others and leading to uneven cultural engagement across the community. Safety concerns and insufficient promotional efforts further diminish residents' participation in cultural events, with a notable impact on senior citizens. The city also struggles to provide attractive and accessible spaces for younger people, as cultural offerings often do not meet their interests or expectations. Additionally, there's a noticeable absence of local leaders or organisations dedicated to fostering the development of social bonds, an issue that is especially pressing in the city centre, where community fragmentation is most pronounced.

Addressing these complex challenges requires a holistic approach that prioritises cultural inclusivity, safety, and accessibility. By focusing on these areas, Bielsko-Biala can transform its urban environment into a vibrant, inclusive space that meets the varied needs of its residents, fostering a stronger sense of community and belonging.

Mancomunidad de l'Horta Nord

Mancomunitat de l'Horta Nord, located in the Valencia metropolitan area, faces challenges that resonate with CUP 4 CREATIVITY's innovation objective focusing on combating the disintegration of local communities through the use of culture, creativity, and ecosystem building. Despite its rich cultural heritage and strong musical traditions, exemplified by the Fallas celebrations and local brass bands, the region grapples with maintaining social cohesion amidst growing digitization. Valencia, housing 50% of Spain's musicians, presents a unique opportunity to innovate at the intersection of culture, technology, and community well-being.

Participation in cultural and creative activities, while strong, is challenged by digital access barriers and a disconnect between younger generations and local traditions. The specific local challenge lies in how to use technology not only to overcome digital loneliness, but also to revitalise and adapt these cultural traditions, promoting a sense of community and belonging that spans all ages and backgrounds.

The Mancomunitat aims to employ the innovative practices of CUP 4 CREATIVITY to blend its cultural and musical heritage with digital platforms, fostering inclusive, active participation. Such a strategy seeks to counter isolation and support mental health by not only preserving but also evolving cultural heritage through digital innovations like AR/VR technologies. Such initiatives aim to offer immersive cultural experiences that reinforce community ties and mental well-being in a digitised society.

City of Amersfoort

Amersfoort faces several challenges that resonate with the UIA CUP 4 CREATIVITY practice, seeking solutions through participatory innovation and social design:

A. Participatory Innovation: The city is advancing the artist/designer-led research method used in the Mondriaan 150 program to uncover deep-seated values and motivations within society. This approach aims to reimagine solutions for complex issues by engaging those not typically involved in societal challenges, utilising creativity and imagination to make such challenges more approachable and tangible. This would be done by upscaling the pilot project "Mondriaan Turnlabs" which aimed to tackle social challenges by engaging artists to find new and fresh perspectives on issues.

B. Addressing Homelessness: The city centre's dynamic with its homeless population leads to discomfort and stigma. Through Social Design, Amersfoort seeks to foster understanding and acceptance between city residents, entrepreneurs, visitors, and the homeless, aiming to cultivate a more positive collective narrative.

C. Combating Low Literacy: The rise in low literacy is a concern, often leading to social isolation. The city is exploring the integration of Social Design into the Kansrijk Liendert program to make this issue more visible and approachable.

D. Mobility Transition: Preparing for a mobility transition amid increasing population and vehicle use, the city is focused on behavioural change. Social Design is looked at as a tool to unearth the underlying values associated with this emotional topic, creating space for collective exploration of alternatives.

Through these challenges, Amersfoort is determined to use Social Design as a catalyst for innovation, enhancing governance

methods and fostering community cohesion.

Sandyford Business District

Sandyford Business District (SBD) is a city-support organisation that lobbies on behalf of its constituents to provide a unique community that is built for businesses and residents to seamlessly coexist. However, this seamless coexistence is not something that has been perfected by SBD – and the organisation still faces a number of challenges to create a fully cohesive, connected, and integrated community for all of its citizens.

Representing 1,000 companies, 26,000 employees and 5,000 residents, SBD's population make-up creates a unique mix of demands on infrastructure, services, and overall community well-being. This diverse makeup leads to SBD's main challenge: balancing the needs of the business community with those of the residential population. Currently, SBD is more suited to support its business population and, as a result, the Sandyford Urban Framework Plan 2022-2028 anticipates a significant growth in the working population, expected to nearly double to 48,500. Still, SBD would ideally like for many of these workers to also become long-term residents. Adding to the complexity, demographic data from a 2022 Census reveals that the majority (64.5%) of the population is aged between 18-64 years.

Thus, the projected demographic change in SBD emphasises the critical need for tailored strategies to effectively meet the future community's diverse needs. This includes addressing the increased demand for facilities and community services and ensuring that both the business and residential sectors can work together to build a vibrant and liveable community ecosystem.

Ultimately, SBD is a unique urban environment – different from any other partner city – that is innovating how to plan mixed-use neighbourhoods for both businesses and residents. Nonetheless, addressing the deficiency in community services, i.e. accessible communal spaces and cultural programming, is imperative to cultivate a dynamic environment where people can work and live.

1.2 3.1.2 Local strategic framework of the city specific to the UIA innovation

Újbuda

The Cultural Strategy of the HU Government (2006) realised culture's potential to enhance performance and laid the foundation for leveraging culture's transformative power to enhance societal performance in HU. Its strategic aims were to i) strengthen communities by shared adventure and gamification, ii) help to embrace heritage, iii) support start-up and alternative arts, iv) improve accessibility – which are all perfectly aligned with the core principles of Újbuda's UIA CUP 4 CREATIVITY project (and, in turn, the ambitions of the proposed ITN ReCUP Network).

Additionally, the Cultural City Center concept is a core part of Újbuda's local development plan and is a concept that fueled UIA CUP 4 CREATIVITY. Its target area is Bartók Béla way and the surrounding streets between Gellért tér and Kosztolányi Dezső tér. Újbuda's fear was that this main road would turn empty and soulless after the opening of Allee mall. To avoid this, future city development aimed to rent out municipal properties at a heavily subsidised rate (sometimes 90% discount) on the condition that they organise a lot of cultural activities. This has resulted in a huge number of art cafés and galleries in the city centre and a vibrant local ecosystem. Now this effort has been geared up even further with new city legislation (from November 2022) that is basically the Bartók Quarter strategy.

Ultimately, this network directly supports the main urban goal of Újbuda (and its Integrated Urban Development Programme of 2009): strengthening its Cultural City Centre as an elevating force of culture, society, and well-being. It also sensitises workplaces and commercial facilities – who signed a Strategic Agreement on Responsibility with Újbuda in 2019 – to culture and creativity via the development of integrated and collaborative community ecosystems.

Dubrovnik Development Agency DURA

The city of Dubrovnik has undertaken a variety of strategies, action plans, and initiatives that resonate with the core themes of UIA CUP 4 CREATIVITY. Among these, three stand out for their direct relevance and potential for impact:

"Respect the City!" Initiative (2017-): Launched to foster sustainable urban development, this program represents Dubrovnik's strategic approach to tackling urban and tourism-related challenges through innovation. This initiative demonstrates Dubrovnik's commitment to developing and implementing research-based, sustainable solutions, making it a key example of proactive city management in the face of rising tourism and urbanization pressures.

Global Sustainable Tourism Council (GSTC) Destination Assessment (2019, 2023): Dubrovnik's engagement with the GSTC Destination Assessment underscores its leadership in sustainable tourism management. The findings from these assessments have informed strategic adjustments and interventions aimed at enhancing the city's overall sustainability, providing a model for destination management that prioritizes both heritage preservation and the well-being of local communities.

UNESCO World Heritage Management Plan (2021): As the first of its kind in Croatia, this plan articulates a clear vision for the preservation and management of Dubrovnik's UNESCO-listed sites. It represents a significant step towards integrating heritage preservation with urban planning and development, ensuring that Dubrovnik's cultural and historical assets are safeguarded while also contributing to the city's social and economic vitality.

These initiatives highlight Dubrovnik's strategic and thoughtful approach to addressing the challenges and opportunities of urban development. By focusing on sustainable practices, community involvement, and heritage preservation, Dubrovnik has valuable insights and methodologies that can be applied also in the context of adapting UIA CUP 4 CREATIVITY's good practice.

Bielsko-Biała City Hall

Bielsko-Biała has actively pursued several strategies and action plans that align with the core themes of CUP 4 CREATIVITY, focusing on cultural development, innovation, and social inclusion. Notable initiatives include:

European Capital of Culture 2029 Bid: The bid focuses on enhancing cultural connections and offerings through international partnerships, student exchanges, artistic residencies, academic cooperation, and sustainable upscaling of cultural offerings. Furthermore, the bid is heavily integrated with other strategies the city has such as the Culture Development Strategy (mentioned below).

Bielsko-Biała Culture Development Strategy until 2030: The strategic plan, dubbed "The City of Weaves" aims to integrate culture with education, science, business, and environmental stewardship. It outlines a comprehensive approach to enhancing the quality of life, promoting social integration, and revitalising urban spaces. This strategy reflects Bielsko-Biała's holistic vision for cultural development, aligning with broader goals of fostering a dynamic, inclusive, and sustainable urban community.

International Cultural Networking: Engagement in networks like Culture Next Cities and Culture Action Europe broadens BIB's intercultural understanding through international exchange and sustainable practices.

Youth Engagement and Civic Participation: Hosting the 1st European Youth Congress, BIB empowered young people to discuss global and European issues, promoting civic responsibility and integrating youth perspectives into its cultural ecosystem.

These initiatives showcase BIB's strategic use of culture for urban development and social cohesion. With a focus on collaboration, youth empowerment, and strategic planning, the city offers valuable insights for sustainable urban development and cultural innovation for the ReCUP network and hopes to adapt the knowledge and good practices from the CUP 4 CREATIVITY project to enhance its own strategies and activities.

Mancomunidad de l'Horta Nord

Mancomunitat de l'Horta Nord's Strategy for the 2023-2027 period emphasises bolstering regional culture, with a special focus on traditional music bands that play a crucial role in the Mancomunitat's cultural identity via the enhancement of their impact and the facilitation of intergenerational engagement. A significant part of this Strategy involves partnerships with educational institutions to weave music and art into the curriculum, nurturing creativity from a young age.

The Strategy also includes collaborative museum activities that leverage the region's rich cultural heritage. These activities aim to curate exhibitions and events that celebrate local history alongside contemporary creativity, enhancing community knowledge and pride in their heritage. Furthermore, the strategy involves collaborations with Fallas artists and urban art promotion to rejuvenate public spaces, turning them into vibrant showcases of the Mancomunitat's cultural dynamism. These efforts are designed to encourage artistic expression in all of its forms thus also encouraging citizen engagement and creative dialogue within the community.

Finally, the aim is to develop a strategy for digitalisation of cultural resources to make the cultural wealth of the Mancomunitat accessible to a wider public, using digital technologies to preserve and promote cultural heritage. This, together with material

and space support for creative entrepreneurs, will ensure that the Mancomunitat not only preserves its cultural heritage but also positions itself as a leader in cultural and creative innovation in the region.

City of Amersfoort

Amersfoort has established a strategic framework highlighting the benefits of employing Social Design in its urban initiatives. This framework illustrates how Social Design can enhance user-centric problem-solving, empower communities, spur innovation, and facilitate multidisciplinary collaboration, aligning with the principles of the UIA practice.

Benefits of Social Design:

User-Centered Solutions: By understanding end users' needs, Social Design ensures solutions are relevant and effective.

Community Empowerment: It actively involves community members, fostering ownership and sustainability of solutions.

Innovation: The approach drives creative solutions to complex social issues.

Multidisciplinary Integration: A blend of disciplines like sociology and design leads to comprehensive solutions.

Collaborative Efforts: It promotes stakeholder collaboration to achieve common goals.

Sustainable Impact: Social Design targets long-term positive changes by addressing real needs.

Reflective Learning: The iterative process views mistakes as learning opportunities for evolving solutions.

Potential Risks:

Not a Panacea: Social Design isn't a catch-all solution; it requires clear problem delineation.

Extensive Process: Design processes often involve a longer period of exploration before reaching tangible outcomes, which differs from traditional public sector approaches.

By acknowledging these risks, Amersfoort is prepared to navigate potential challenges. The city recognizes that successful Social Design requires stakeholder involvement, open dialogue, and flexibility. This careful management of the design process is central to the city's strategy, aiming to effectively leverage Social Design for impactful, long-lasting urban solutions.

Sandyford Business District

SBD's involvement in the UIA practice is driven by its commitment to foster sustainability, resilience, social cohesion, and innovation within its community. This commitment is anchored by the Sandyford Urban Framework Plan (Appendix 16 of the Dún Laoghaire–Rathdown (DLR) County Development Plan 2022-2028), which sets forth a comprehensive strategy to guide local development and emphasises the creation of a vibrant, sustainable urban ecosystem and a happier and more prosperous local community (fully aligned with Újbuda's (LP) UIA CUP 4 CREATIVITY ambitions).

The Framework outlines several key principles:

Developing Sandyford as a high-density, employment-focused area that is well-connected to public transport and supported by essential amenities and infrastructure.

Enhancing urban structure and character through sustainable land use, and ensuring the compatibility of new developments with existing urban fabric.

Supporting a mix of uses that cater to working and living in Sandyford, including retail, civic, cultural, leisure, and educational services, aimed at fostering a dynamic community.

Encouraging diverse, high-quality housing options to support social mix and land-use diversity, aligning with the district's strategic employment role.

Establishing a network of public open spaces and 'green' routes to enhance amenity value and connectivity for residents and employees.

Promoting sustainable travel options and making strategic road improvements to accommodate travel needs.

Ultimately, these principles, specifically the points focused on culture and leisure, collaborative ecosystems, and community building, align SBD with the overall goals of the shared UIA innovation, and, if implemented, ensure that Sandford evolves into a place that balances the needs of both its residential and business communities. Thus, it is evident that the Innovation Transfer Network can be seamlessly integrated into SBD's local strategic framework.

1.3 3.1.3 Local links to Sustainable Urban Development through Cohesion Policy (& through IPA flagship and priorities where relevant)

Újbuda

Similar to UIA CUP 4 CREATIVITY, the ReCUP Network is closely aligned with sustainable urban development outlined in the Cohesion Policy, specifically Objective 4 (a more social and inclusive Europe) & Objective 5 (a Europe closer to citizens). For example, building blocks of the UIA good practice include the following activities:

- # Support for the co-operation of CCI SMEs through a sustainable pipeline and collaborative ecosystem building;
- # Re-building of vibrant local communities to drive inclusion, connectivity, and an increased sense of community belonging;
- # Support for accessible urban culture via the lowering of access barriers;
- # Promotion of various carbon-conscious activities (e.g. online access to cultural content, creation and promotion of digital art, online networking and event management, sharing of artefacts and creative tools/equipment);
- # Promotion of urban cultural heritage.

Central to Újbuda's sustainable urban development approach is its recognition of the vital role of local ecosystems in fostering resilience and prosperity. By embracing projects that focus on building local ecosystems through culture and creativity, the district taps into its creative potential to drive positive change. These initiatives not only contribute to the preservation and promotion of cultural identity, but also link to European cultural policy and New European Bauhaus ideals of inclusion, sustainability, innovation and aesthetics.

Ultimately, Újbuda's commitment to sustainable urban development through Cohesion Policy, coupled with its focus on local ecosystem building using culture and creativity, exemplifies an integrated approach to addressing contemporary urban challenges (in line with both the Cohesion Policy and the New Leipzig Charter. By leveraging its unique assets and embracing innovative solutions, Újbuda not only enhances its community cohesion, but also contributes to the broader vision of a sustainable and inclusive future for all European cities.

Dubrovnik Development Agency DURA

Dubrovnik is among Article 11 European cities and is working on integrated urban development using integrated territorial investment (ITI). Known for its stunning beauty and rich cultural heritage, Dubrovnik is actively leveraging Sustainable Urban Development (SUD) principles and Cohesion Policy funding to boost its local communities and cultural and creative industries (CCI) ecosystem. Key links and concrete examples include:

EU Cohesion policy: EU Cohesion Policy funds have supported city-wide renovations, revitalizing public spaces and attracting more visitors while preserving cultural heritage

The TUP New European Bauhaus project: This ambitious initiative aims to transform the abandoned TUP factory into a sustainable hub for art, culture, and community engagement. It aligns with SUD principles and leverages Cohesion Policy funding.

URBACT as an European exchange and learning programme promoting sustainable urban development is one of the many ways in which the City of Dubrovnik implements Sustainable Urban Development Policy having so far participated in 6 APNs.

Dubrovnik Urban Area Development Strategy is location-specific, just as the new Leipzig Charter respects the specificities and differences of each individual urban area, and it presents a document that analyses the peculiarities, advantages, disadvantages and possibilities of the Dubrovnik Urban Area. Therefore, it is necessary to comprehend that cities are places of pluralism, creativity and solidarity with its own cultural and political foundations which must be respected when creating local strategies and plans and Dubrovnik strives to have such an approach in the implementation of all its policies as well as in the adoption of strategic documents.

Bielsko-Biała City Hall

Bielsko-Biała integrates culture into its urban development strategy, reflecting the New Leipzig Charter's emphasis on the multidimensional approach to sustainable urban development. The city's cultural initiatives and strategic planning reflect a holistic approach to utilising culture as a catalyst for urban development that also aligns with the EU's strategies and policies, particularly priorities 4 ("A More Social Europe") and 5 ("Europe Closer to Citizens") of the Cohesion Policy. These efforts are dedicated to creating cohesive, resilient, and dynamic urban communities, underscoring the city's commitment to fostering social inclusion and bringing Europe closer to its citizens through cultural engagement and innovation.

BIB's active participation in networks such as Culture Next Cities and Culture Action Europe exemplifies its dedication to enhancing cultural connectivity and underscores culture's critical role in sustainable urban growth. These collaborations help to share innovative ideas, foster intercultural dialogue, and emphasise the need for skill development crucial for urban resilience.

The organisation of the European Youth Congress in BIB marks a significant step towards engaging youth in cultural and civic dialogues, emphasising the importance of including the perspectives of all age groups in addressing contemporary challenges. These efforts reflect the city's proactive stance in cultivating a vibrant cultural ecosystem that values diversity, inclusion, and active citizenship.

The city's bid for the European Capital of Culture 2029 is not merely aspirational but a strategic effort to utilise cultural heritage and innovation as catalysts for urban development, aiming to enhance the quality of life for its residents through the implementation of culture and sustainable development focused projects and implementing these values in its strategies, activities and overarching vision for the long term development of the city.

Mancomunidad de l'Horta Nord

Mancomunitat de l'Horta Nord prioritises sustainable urban development, aligning closely with the Sustainable Urban Development (SUD) principles and the New Leipzig Charter. With most municipalities adopting local Agenda 2030 and Urban Agendas, the Mancomunitat has initiated a strategy aimed at securing European funding, notably including Next Generation funds, to bolster the development efforts of its ten constituent municipalities. This ambitious initiative seeks not only to finance specific projects but also to create a robust framework for the effective management of these funds, facilitating ongoing project development such as URBACT and various other interregional projects. A key component of this strategy is the partnership with the Generalitat Valenciana, which provides crucial support in both the development and execution of European projects.

By proactively tapping into the resources made available through European cohesion policy, Mancomunitat de l'Horta Nord aims to foster a model of sustainable and equitable urban development across its region. This comprehensive approach reflects the Mancomunitat's deep commitment to fostering sustainable growth within its municipalities. Through such strategic planning and collaboration, Mancomunitat de l'Horta Nord is dedicated to enhancing the quality of life for its residents, promoting economic growth, and ensuring the environmental sustainability of its urban landscapes.

City of Amersfoort

The city of Amersfoort is actively embracing an urban transformation aligned with the Sustainable Urban Development (SUD) principles. The city is committed to becoming sustainable by 2040, pursuing a zero-emission target through four key transition paths: energy, circular economy, sustainable mobility with improved air quality, and climate adaptation paired with enhanced biodiversity.

The city's strategy underscores a 'healthy living' paradigm within the earth's capacity, recognizing the urgency of global challenges like climate change and species loss. Recovery and resilience are central, with initiatives aimed at staying within planetary boundaries to ensure a safe habitat for current and future generations.

Good stewardship defines Amersfoort's approach to sustainability, where actions taken today—from reducing greenhouse gas emissions to prioritizing biodiversity—yield immediate health and well-being benefits. The city's design prioritizes nature, cyclists, and pedestrians, creating a more livable urban environment.

In the context of the Cohesion Policy, Amersfoort's growth strategy embodies the New Leipzig Charter's vision for sustainable European cities. The city fosters a supportive ecosystem for stakeholders contributing to a green, circular economy. This strategy is amplified by the Regional Innovation Strategy of the West of the Netherlands, propelling Amersfoort's commitment to creative and innovative solutions for urban development. As a developed urban center, the city's focus on innovative methods showcases its leadership in sustainable transformation in line with European urban policy goals.

Sandyford Business District

In accordance with the objectives of the Cohesion Policy and other European initiatives, the policies of SBD seek to promote cohesion and sustainable development. The most important link is the Sandyford Urban Framework Plan 2022-2028, which underpins the policies with a clear vision for sustainable urban development. It emphasises mixed-use zoning, green spaces, and infrastructural advancements aimed at creating a resilient and eco-friendly urban landscape. Furthermore, the strategies also resonate with the New Leipzig Charter's advocacy for integrated urban development, focusing on creating vibrant, inclusive, and resilient cities. SBD's dedication to this holistic approach underscores its efforts to balance economic growth with environmental and social sustainability.

At their core, Sandyford's planned development projects are designed to align with the Urban Agenda of the EU, the New European Bauhaus principles and they strive to foster innovation, sustainability, and inclusivity. Furthermore, their participation in EU-funded projects, such as IB-Green (Interreg NWE) and CircularPSP (Horizon Europe), demonstrates their commitment to collaborative learning and knowledge exchange for the benefit of sustainable urban development – a core priority of the URBACT Programme.

Ultimately, through SBD's strategic integration of local policy frameworks and development goals with key European ambitions and policies, SBD exemplifies a comprehensive approach to integrated and collaborative urban planning that is deeply connected with the spirit of the shared UIA good practice. Its initiatives not only address local challenges, but also contribute to broader objectives of sustainable and inclusive urban growth, showcasing SBD's role in shaping a vibrant urban ecosystem.

1.4 3.1.4 Motivation and commitment of each city to join the network

Újbuda

At the local-level, Újbuda is dedicated to becoming one of the hearts of the cultural scene in Budapest, an aspiration strongly supported by the Greater Budapest Municipality. More specifically, the municipality has formed a local decree on cultural learning and is strongly focused on its Cultural City Centre project, meant to become the premium cultural avenue of the capital. The district hosts cca 320 CCI actors, including 9 public cultural institutions, 4 theatres, 5 museums, 92 street art vendors and more than 25 exhibition spaces. Through UIA CUP 4 CREATIVITY, Újbuda began the process of actualising this goal via the enhancement of its local ecosystems using culture and creativity – and it wishes to continue to do so through the creation of the proposed ITN Network to facilitate transnational learning and collaboration to further build on its UIA successes.

More broadly, by transferring their successful UIA experience, Újbuda hopes to amplify the long-term community impact of their UIA CUP 4 CREATIVITY project, reaching a broader European audience and catalysing widespread adaptation and re-use of solutions and good practices that prioritise culture and creativity as tools to be re-build vibrant urban ecosystems. The Municipality anticipates that this transfer will not only benefit recipient communities, but will also contribute to the continued growth and evolution of their own initiatives, as they learn from the experiences and perspectives of others – an important element that will be explored in their Continuity Plan.

Ultimately, Újbuda envisions a future where cities within Hungary and throughout Europe (via the ReCUP partnership) embrace the transformative power of culture and creativity to build more connected, inclusive, and vibrant urban ecosystems.

Dubrovnik Development Agency DURA

The Dubrovnik, DURA and the TUP Factory project are poised to draw valuable insights from UIA CUP 4 Creativity, focusing on:

- Community Engagement and Co-creation: Adapting CUP 4 Creativity's user profiling and bottom-up initiative support could significantly improve how the TUP Factory project engages with the community and incorporates their ideas and needs. This could involve community workshops and co-design sessions.

Initiatives like Újbuda's "Space is Free" and green space co-management demonstrate successful models for citizen participation and shared ownership. The TUP factory project can adapt these models to engage residents in managing and programming urban space.

-Sustainable Design: The TUP Factory can embrace UIA C4C's sustainable practices, including resource sharing and circular economy principles, to foster an environmentally friendly approach.

The project's decentralized workshop model can encourage smaller, interconnected hubs in the TUP Factory, enhancing resource use and local ownership. Adaptér, from UIA C4C, can serve as a model hub on how to connect various sectors within the TUP Factory, facilitating collaboration and innovation.

-Innovative Funding and partnerships: Leveraging CUP 4 Creativity's experience with public-private partnerships could open new avenues for investment into the TUP Factory project. Exploring innovative funding mechanisms will be key to supporting cultural and community-focused activities. An emphasis on preserving local cultural heritage and aesthetics, an aspect of CUP 4 Creativity's approach can also be integrated into the TUP factory's design and programming.

By implementing CUP 4 Creativity's wealth of knowledge and practices, the TUP Factory can become a vibrant hub of creativity, innovation, and community. This approach will need to involve a careful blending of community engagement, sustainable design practices, and strategic partnerships, guided by a detailed analysis of local needs and opportunities.

Bielsko-Biała City Hall

Joining the current ITN network and adopting the practices from CUP 4 CREATIVITY offers Bielsko-Biała an opportunity to collaborate with other cities facing similar challenges, share experiences, and implement innovative solutions. In today's world, where loneliness affects many dimensions of life, joining the network can help build the capacity of Bielsko-Biała's municipal government and local stakeholders in areas such as social problems prevention, community fragmentation, innovation, and collaboration. These efforts are anticipated to yield long-term advantages, especially in using creativity as a means to combat the challenges listed above. Furthermore, by participating in the network, Bielsko-Biała can also contribute to achieving SDG global goals and demonstrate commitment to sustainability and social progress through cultural events and the involvement of communities and residents.

Moreover, Bielsko-Biała is a finalist for the European Capital of Culture 2029 title making the city even more eager to join the network. This recognition not only showcases the city's cultural strengths but also increases its desire to engage in broader cultural and innovative discussions. It motivates Bielsko-Biała to use this opportunity for cultural growth and to actively contribute to the present URBACT network, emphasising its commitment to solving modern urban issues with cultural and social innovation.

Mancomunidad de l'Horta Nord

Mancomunitat de l'Horta Nord is eager to join the URBACT ITN network, driven by the ambition to tackle local challenges that align with the CUP 4 CREATIVITY project's objectives. The network presents an opportunity to address the disintegration of local communities by transferring knowledge and good practices related to culture, creativity, and ecosystem building. Faced with growing digitization and its impact on social cohesion, the Mancomunitat recognizes the pressing need to bridge the digital divide and rejuvenate cultural engagement among younger generations.

The intention is to harness technology not only to combat digital loneliness but to also enrich and adapt traditional cultural expressions, ensuring they resonate across diverse age groups and backgrounds. By integrating CUP 4 CREATIVITY's innovative approaches, the Mancomunitat aims to merge its cultural heritage with digital platforms, promoting active participation and enhancing mental health through immersive experiences.

Additionally, Valencia's designation as World Design Capital further fuels the Mancomunitat's motivation to participate in the network. This title has catalysed a cultural renaissance throughout the region, igniting a proliferation of design and artistic endeavours. It has positioned the municipalities on an international stage, amplifying the creative vibrancy and cultural identity of the area.

Through the ITN network, the Mancomunitat aspires to transform this renaissance into actionable steps for sustainable urban development. By collaborating with local and European partners, the Mancomunitat seeks to advocate for culture and creativity as essential catalysts for the positive evolution of its cities.

City of Amersfoort

The city of Amersfoort's motivation for joining the network is to upscale the 'Mondriaan Turnlab' pilot – an initiative designed to involve (local) artists into sustainable urban development processes – into a more established approach by

leveraging the knowledge and best practices from the UIA CUP 4 Creativity project. This initiative aligns with Amersfoort's commitment to integrating artists and creativity in addressing urban development and social challenges, a process that has garnered interest from national cultural departments and aligns with the goals of the European Commission. The efforts of artists and the innovative potential of combining art and science, offers a chance for new and surprising insight into urban development and social challenges which Amersfoort wants to capitalise on.

Joining the network and adopting the UIA practice presents an opportunity for Amersfoort to tap into a wealth of experiences and strategies beneficial for the expansion of the 'Mondriaan Turnlab.' This step towards upscaling is viewed as a strategic move to embed the successful methodologies of the 'Mondriaan Turnlab' more deeply within Amersfoort's urban development and innovation strategies. Through this engagement, Amersfoort aims to further establish itself as an example in employing creativity for sustainable urban transformation, highlighting its dedication to fostering a vibrant, inclusive, and culturally rich community environment.

Sandyford Business District

Sandyford Business District is keen to join the present ITN network and transfer UIA CUP 4 CREATIVITY's innovative practices, especially to connect local communities through the use of culture, creativity, and collaborative ecosystem building. The unique challenges faced in the district, where a mixed-use environment of 26,000 employees and 5,000 residents necessitates a comprehensive approach to community well-being, resonate with the UIA project's emphasis on combating isolation amplified by digital communication.

CUP 4 CREATIVITY has highlighted the adverse effects of digital loneliness on mental health and cognitive performance, aligning with SBD's efforts to address these issues in Sandyford. In particular SBD wants to learn about and transfer the UIA project's innovative concept of cultural and creative activities through advanced technologies decreasing social isolation, enhancing mental well-being, and fostering community connections.

By joining the URBACT Innovation Transfer Network, SBD aims to leverage the transformative approach proposed by the UIA project in its own unique context. The concept of CUP 4 CREATIVITY, integrating passive consumption with creative contribution and utilising online cultural communities, aligns with SBD's vision for creating a vibrant, connected, and culturally rich community in Sandyford. The URBACT network is seen as a valuable platform for knowledge exchange, enabling SBD to integrate innovative practices that address digital loneliness, foster community building, and enhance the well-being of both our business and residential populations.

1.5 3.1.5 Local Stakeholders to be involved in the URBACT Local Group

Újbuda

Culture is a specific form of community interaction with an extremely wide range of stakeholders (audiences, organisations, talent, funders and taxpayers), especially in Újbuda. As the inclusion of diverse ULG Group members is an essential success criteria for local adaptation and transnational exchange, Újbuda's strategy for the ReCUP Network is designed to mirror their approach in UIA CUP 4 CREATIVITY, ensuring wide and intensive stakeholder inclusion.

Thus, potential ULG Stakeholder Members include:

- CCI actors active in the cultural city centre in Újbuda (incl. galleries, cafes, restaurants, and workshops such as B32 Gallery and Hadik Café-house)
- Other CCI actors (incl. KÖZPONT Kft (public cultural institutions), KULT11 (CCI actors), EBLOKK (professional artists), KÉK (urban development actors), and SOART)
- SMEs/ Local Businesses/ Major Employers (i.e. Kürt Data Security; local branches of TATA Consultancy, IBM and Ericsson)
- Universities based in Újbuda (incl. BME Technical and Economic University, IT and Natural Sciences departments of ELTE University of Sciences, MOME University of Arts)

- Citizen Organisations

Dubrovnik Development Agency DURA

The City of Dubrovnik and the Dubrovnik Development Agency DURA will involve relevant stakeholders from the city's administrative departments, local NGOs, key cultural actors, achieving a direct line of communication with the local/regional authorities and the local population, successfully building on the experience of previous ULG groups.

Based on the CUP 4 Creativity project and the goals of the TUP factory New European Bauhaus project, key stakeholders at the local level include:

At the local level, the strategy encompasses engaging with the community, including residents living near the TUP Factory, local artists, cultural practitioners, and creatives. Community organizations, NGOs, and associations, as well as businesses operating in the area and educational institutions such as schools and universities, are integral to weaving the project into the fabric of local culture and economy.

The involvement of the public sector is significant, with local government authorities like the city council and mayor's office, and cultural institutions including museums, libraries, and theaters playing pivotal roles. Urban planning and development departments, as well as environmental protection departments, will lend their expertise to ensure the project aligns with sustainable urban development principles.

The private sector, including businesses interested in sponsorship or collaboration opportunities and major festival and event organizers, is identified as crucial for the project's economic support and cultural enrichment.

Knowledge institutions, particularly universities and research centers specializing in urban design, sustainability, and community engagement, are essential collaborators. Their research and innovative approaches will provide a solid foundation for the project.

Bielsko-Biała City Hall

Bielsko-Biała intends to engage a wide variety of stakeholders to be involved in the Urbact Local Group, recognizing the importance of a diverse perspective. Most importantly:

Freedom Space, representing a collective of NGOs and Bielsko Cultural center to incorporate civic engagement and social initiatives

Neighborhood Councils, and local artists, to add community-based perspectives, educational insights, and creativity, enriching the project with diverse local inputs.

Waldorf School and the Youth Volunteer Center to ensure teenagers and their wishes and needs are included, highlighting the significance of youth engagement in urban planning. Additionally, the Senior Center engaging the older population to ensure a broad generational perspective is considered in the development process.

The Beskid Chamber of Commerce, to bring the business community into the conversation, emphasizing the role of local enterprises in shaping the economic landscape.

The Regional Development Agency, for its expertise in regional economic development, ensuring alignment with broader growth strategies.

By planning to involve these stakeholders, Bielsko-Biała aims to create a comprehensive approach to addressing urban issues, leveraging the unique strengths and knowledge of each group to foster a collaborative and inclusive urban development of the city and its community.

Mancomunidad de l'Horta Nord

Mancomunitat de l'Horta Nord intends to include stakeholders from a wide variety of sectors in the Urbact Local Group. Among them the most notable are:

-Municipal authorities: The representatives of the ten town councils that make up the Mancomunidad play a key role in the

identification of urban challenges and the formulation of local policies.

-Fallas artists' guild: The active participation of the Fallas artists and related associations, such as the Federation of Fallas of the Valencian Community, is crucial due to the cultural and heritage importance of Fallas in the region.

-Educational institutions: The two main academic institutions in the region, the Polytechnic University of Valencia (UPV) and the University of Valencia (UV), can provide expertise, research and resources for sustainable urban development projects.

-Business and commercial sector: Local businesses, shops and chambers of commerce, such as the Valencia Chamber of Commerce, can provide expertise and resources to promote economic activity and local development.

-Civil society organisations: Interest groups, non-profit organisations and citizens' movements, such as the Plataforma per la Sobirania Alimentària del País Valencià, can promote initiatives related to sustainability, environment and citizen participation.

-Regional and provincial institutions: Collaboration with the Autonomous Government of the Generalitat Valenciana and the Diputació de València is essential to coordinate policies and programmes that promote sustainable urban development throughout the region.

Together, the participation of these diversified stakeholders in the URBACT Local Group can foster a comprehensive and collaborative approach to address urban challenges and promote sustainable development in the Mancomunidad de l'Horta Nord.

City of Amersfoort

Amersfoort aims to leverage a wide range of expertise by including a variety of local stakeholders in the URBACT Local Group, with most important participants being:

TwynstraGudde: As an advisory organization with a strong track record in guiding organizations towards making impactful social changes, TwynstraGudde brings invaluable expertise in strategic planning, management, and training. They will act as the coordinator of the local stakeholder group, playing a key role in ensuring initiatives are strategically sound and focused on sustainable, community-centered outcomes.

'Amersfoort in C': This consortium encompasses the city's leading cultural entities such as the Mondriaan House, dedicated to the celebrated artist Piet Mondriaan; Flehite Museum, which offers a deep dive into the city's artistic heritage; Kunsthal Kade, showcasing contemporary art; and FASADE, a forum for dialogue on urban planning and architecture. These institutions collectively provide a comprehensive insight into Amersfoort's cultural dynamics and urban development.

Schools in the Arts: Essential for its central role in nurturing the local cultural scene and engaging Amersfoort's youth, this institution not only contributes to the artistic and personal development of its students but also offers a direct channel to the vibrant student community and their fresh perspectives.

The inclusion of these stakeholders is a strategic move by Amersfoort to ensure the URBACT Local Group is well-equipped with diverse insights and capabilities. This enriched collaborative platform is designed to foster innovative cultural and urban development initiatives, with TwynstraGudde steering the group towards achieving meaningful and lasting social impact in Amersfoort and beyond.

Sandyford Business District

SBD has built strong networks and relationships with companies and various community players throughout the district, making it well-positioned to foster seamless communication and collaboration amongst relevant stakeholders. Its role as a central coordination hub empowers SBD to effectively disseminate information, organise meetings, and streamline communication processes, significantly enhancing the efficiency of collaborative efforts. As a seasoned coordinator, SBD leverages its extensive experience in engaging a variety of stakeholders, including businesses, local authorities, and community groups, to foster productive collaborations.

Potential ULG Group Members include:

- Dun Laoghaire-Rathdown County Council (the local government/municipality where Sandyford is located)
- Sandyford Business Districts (Sandyford Business Park, Central Park, Stillorgan Business Park, South country Business Park)

- Current Cultural Players in the Area
- Resident Organisations
- Business Cluster Organisations from a diverse array of industries (incl. retail, leisure, communication, hospitality, education tech, auto tech, etc.)
- Local Business/ SMEs (i.e. Clayton Hotel, Microsoft Ireland, Leopardstown Racecourse)

In the context of the Urbact Local Group, SBD intends to capitalise on its established networks and relationships with the groups listed above to ensure broad stakeholder involvement. This strategy involves drawing on the expertise and knowledge of businesses, alongside the guidance of local authorities and the valuable insights of community and cultural organisations. Through this collaborative approach, SBD seeks to ensure that the project's objectives are in harmony with the wider economic and social aspirations of the district, thereby promoting a cohesive, collaborative, and forward-looking community.

1.6 3.1.6 Potential for investment plan to be funded and implemented

Újbuda

In preparation for the ReCUP Network, Újbuda has mapped the relevant sources for future funding of its future Continuity Plan. These sources include:

City-Level Funds. Budapest was highly supportive of the district-level testing done in UIA CUP 4 CREATIVITY – and it remains interested in upscaling the innovative solution to the capital-level (e.g. city-wide). Thus, Budapest intends to provide extra funds for Újbuda's Cultural City Centre, and is open to reorient the Budapest Cultural Centre (owned by Budapest and located in Újbuda) as a larger version of the Art&Tech Centre from the original UIA concept.

#ERDF Funding. On the European front, programmes like Horizon Europe and Creative Europe and/or ERDF programmes such as Interreg Danube and Interreg Central, present potential funding sources.

Generation of Bottom-Up Initiatives: initial momentum and ongoing networking done via the local ULG group will assist Újbuda in generating a sustainable pipeline of bottom-up initiatives and creative spaces, all leading to an organically growing community ecosystem that generates new initiatives, widens audiences, and attracts and involves new actors as additional content providers.

Dubrovnik Development Agency DURA

The Investment Plan is well-positioned to leverage a diverse funding landscape, drawing on both Cohesion Policy funds and additional initiatives that resonate with the network's mission to nurture creativity, sustainability, and social cohesion.

Key funding avenues include the European Regional Development Fund (ERDF) and the European Social Fund Plus (ESF+). ERDF can support regional development with a focus on innovation and sustainability, making it an excellent match for the project's sustainability and creativity aims. ESF+ can complement this by offering resources for community engagement and capacity-building, crucial for fostering social cohesion and inclusive community participation.

Further opportunities are presented by Horizon Europe and Creative Europe. Horizon Europe's focus on sustainable construction and the circular economy mirrors the project's innovative sustainability goals, while Creative Europe's dedication to cultural programming and collaboration could enhance the project's artistic and community-focused activities.

National and regional programs in HR, alongside Public-Private Partnerships (PPPs), present additional support mechanisms. These programs often target projects that bolster local economies, cultural heritage, and environmental sustainability, aligning with the TUP Factory's objectives. PPPs, involving sponsorship, joint ventures, or social impact investments, offer a pathway to blend private sector resources and expertise with public goals, providing a sustainable financial and operational foundation.

By strategically navigating this multifaceted funding landscape, the TUP Factory project aims to secure the necessary investment through a combination of European funding, national support and private sector collaboration. This approach not only underscores the project's alignment with key policy objectives but also its potential to create a significant impact,

ensuring its successful implementation and long-term sustainability.

Bielsko-Biała City Hall

The city intends to fund the investment plan through a mix of sources.

The main source of funding will come through its own sources, utilizing a grants system that encourages collaboration between NGOs and local entrepreneurs. This direct funding approach underscores the city's commitment to driving community and economic development from within.

As options to augment the primary funding, the city also considers the possibility of accessing external grants from regional and national sources. Additionally, EU funding sources present further options, including European Regional Development Fund (ERDF) such as Interreg programmes or other EU funding programs like Horizon Europe. This strategic approach to funding ensures a broad base of support, leveraging municipal, regional, national, and European resources to effectively ensure the implementation of the investment Plan.

Mancomunidad de l'Horta Nord

Mancomunidad de l'Horta Nord has several possibilities for financing and implementing the Investment Plan through cohesion policy funds and programmes. With a budget of approximately 8 million euros, the Mancomunidad has the capacity to apply for numerous subsidies to develop larger projects that contribute to sustainable urban development in the region.

Firstly, Mancomunitat can access European and Next Generation EU funds, which represent a significant opportunity to finance projects related to innovation, sustainability and social cohesion in the region. These funds, managed through programmes such as the European Regional Development Fund (ERDF) and the European Social Fund (ESF), can be used to implement initiatives that address urban challenges and promote inclusive economic growth.

In addition, the Mancomunidad can take advantage of specific cohesion policy programmes, such as the Regional Operational Programme (ROP) of the Valencian Community, which offers funding for regional and urban development projects. Through this programme, resources can be obtained for the improvement of infrastructure, the revitalisation of urban spaces and the promotion of social inclusion in the region.

On the other hand, collaboration with individual municipalities within the Mancomunidad can also provide additional funding opportunities. Municipalities can contribute their own funds to joint projects and seek complementary funding through local, regional and national programmes.

City of Amersfoort

The Investment Plan's main funding will come from the city's yearly budget, where co-financing is available. This allocation underlines Amersfoort's dedication to fostering Social Design within its strategic frameworks, setting a secure foundation for the project's initiatives. Furthermore, additional resources are available from regional and national funds.

Additionally, Amersfoort plans to explore funding opportunities through EU funding programmes, such as Creative Europe or Horizon Europe, along with other sources like European Regional Development Fund (ERDF) programmes, such as Interreg Europe and Interreg NWE. The goal with leveraging EU funds is to access resources from regular strategic programmes, not solely from those dedicated to cultural projects, thereby diversifying the funding base and enhancing the potential for comprehensive project implementation.

Sandyford Business District

SBD is actively exploring a variety of funding avenues for its finalised Investment & Continuity Plan. At the heart of SBD's funding strategy lies the Sandyford Urban Framework Plan, as detailed in Appendix 16 of the DLR County Development Plan 2022-2028. This plan is closely associated with the Dún Laoghaire-Rathdown County Council Development Contribution Scheme 2023-2028, outlined in Section 48 of the Planning and Development Act (2000) and mandates that developers contribute financially to the enhancement of local amenities, thereby establishing a co-funding framework for area improvements. Such contributions are essential for the scheme, which Dún Laoghaire-Rathdown County Council employs to partially fund its planned public infrastructure projects and facilities throughout the county.

In addition to local funding mechanisms, SBD is planning to apply for national and/or regional funds. On the international front, programmes like Horizon Europe and Creative Europe or ERDF programmes such as the Interreg NWE, present

potential funding sources. Moreover, the European Social Fund Plus (ESF+) offers another avenue for securing financial support for the Investment Plan.

2. 3.2 Motivation and expectations of the UIA city

At the local-level, the motivation of Újbuda to initiate this network is to continue the free flow of information across stakeholders, thus facilitating further positive impact for the local urban ecosystem, and, generally, citizens' quality of life. The Municipality believes that easier and more frequent interactions among residents, local businesses/ SMES, cultural organisations, NGOs, and public authorities result in a more inclusive, connected, and resilient city and that this practice should be continued and enhanced also after the completion of the UIA CUP 4 CREATIVITY project.

At the network-level, the profound motivation of Újbuda to initiate the proposed ReCUP ITN is rooted in local commitment to sustainable urban development, community well-being, and culture. By sharing the expertise gained during the implementation of UIA CUP 4 CREATIVITY, Újbuda aims to inspire and empower other municipalities across Europe (namely the City of Amersfoort (NL), Mancomunitat de l'Horta Nord (ES), Dubrovnik Development Agency (HR), Bielsko-Biala (PL) and Sandyford Business District (IE),) to adopt similar, cultural-driven approaches, thereby fostering innovation and collaboration across diverse urban landscapes. To further adapt, expand, and re-use the UIA innovation in Újbuda (and other Budapest districts), the municipality recognizes that successful urban development requires collaboration and knowledge exchange among like-minded European cities, and it seeks to play a leading role in this process.

As mentioned above, Újbuda wants to strengthen its local communities by re-building local connections and establishing collaborative ecosystems using culture and creativity. More specifically, UIA CUP 4 CREATIVITY integrated passive consumption with creative contribution – involving people exposed to digital isolation into community-sourced activities, lowering access barriers and entry thresholds, and establishing a sustainable community of citizens actively creating and consuming culture. It created a truly vibrant and co-creative approach to local ecosystems that allowed working age inhabitants of Újbuda to not only establish social connections and networks, but also reconnect with the city that they reside in. This is something that the municipality wishes to share with others.

By transferring its successful UIA experience, Újbuda hopes to amplify the positive impact of the UIA CUP 4 CREATIVITY project, reaching a broader audience and catalyzing widespread adoption of the innovative practice that prioritizes culture and creativity as a tool to be used in urban planning and community development. The Municipality anticipates that this transfer will not only benefit recipient communities, but will also contribute to the continued growth and evolution of Újbuda's own initiatives, as they learn from the experiences and perspectives of others – an important element that will be explored in its Continuity Plan. Ultimately, Újbuda envisions a future where cities within Hungary and throughout Europe embrace the transformative power of culture and creativity to build more connected, inclusive, and vibrant urban ecosystems.

- IV - 4. ACTIVITIES AND EXPECTED OUTPUTS

1. 4.1 Description of Work Package 1- Network management

1.1 4.1.1 Organisation of the project coordination

WP1 is dedicated to establishing an efficiently operating network, encompassing various activities aimed at sharing the UIA good practice and its cultural building blocks with other European cities in PL, ES, IE, HR, and NL. Újbuda, as the Lead Partner (LP), brings extensive experience in participating in and managing international cooperation projects (among others in URBACT), qualifying it to oversee all project-level management tasks. To ensure successful implementation, well-defined management structures with clear division of tasks and communication channels are crucial.

More specifically, URBACT sets strict (administrative) requirements, including project outputs, reporting, monitoring, and reimbursement procedures. Managing a diverse network partnership in such a regulated environment poses a challenge, necessitating flexible yet well-designed management structures for balanced thematic implementation and administrative task fulfillment. Újbuda assumes primary responsibility for the successful execution of this project, overseeing all aspects of project management and coordination. The assigned Project Coordinator of the LP, having also previously managed the UIA CUP 4 CREATIVITY project, possesses extensive knowledge of the project's subject matter, as well as the URBACT Programme. Thus, they will be in charge of overall project management and thematic coordination at the network-level.

In order to assist partners in meeting both First-Level and Programme-level administrative and reporting requirements, the LP will establish easily accessible and customised management structures, such as management guidelines (a brief summary document linking up details in various Programme materials), a guide for online meetings, and an internal monitoring system. The coordination of the project will take place through a combination of in-person and online meetings, bilateral online consultations, and e-mail correspondence. Management tasks will be addressed during 7 (6 in-person and 1 online) coordination meetings at the network-level, held in parallel to the 6 transnational Core Network Meetings and the “Ready to Adapt” online Meeting. Regular email communication will ensure a quick and consistent flow of information, while partners can also request bilateral meetings with the LP at any time. The LP will also work closely with the Lead Expert (and Ad Hoc Experts) assigned to the project to support the project's progress via ongoing guidance and expertise.

Furthermore, at the network-level, the LP will assign crucial coordination roles to support partners in meeting administrative, reporting, coordination, and dissemination requirements. Besides the assigned Project Coordinator, the LP will also assign a Financial Coordinator. The Financial Coordinator will be responsible for the apt financial implementation of the project, and will do so through the enforcement of country-specific, EU, and Programme level requirements of partners' spending. The LP will also appoint a Communication Manager, who will be responsible for smooth, day-to-day communication between partners, as well as for any dissemination activities (where the project-level Communication Manager will work closely with the local communication coordinators of the partners).

Similarly, each partner will establish its own local project coordination team, including local project, financial, ULG, and communication coordinators. Partner-level tasks will then be managed by these local coordinators, in line with the guidelines clearly defining Programme requirements, deadlines, and the distribution of responsibilities set out by the LP. Local coordinators will constantly liaise with network-level management officers (Project Coordinator, Communication Officer, Financial Officer) and will be provided help when needed.

Finally, meeting agendas for in-person and online sessions will be meticulously organized by the LP to ensure smooth proceedings and clear objectives.

1.2 4.1.2 Proposed approach to network-level and local-level communication

The Network-level communication and dissemination approach will be structured within the Communication Strategy and Plan. This plan, drafted in Stage 1, will include guidelines for visual identity, communication objectives, and instructions for communication and dissemination events. It will be discussed and approved by all partners, alongside the prepared/revised network acronym, tagline, boilerplate, and A3 format, during an online coordination meeting in M2.

Day-to-Day Network Communication: LP will organise 7 coordination meetings with partner and LE to ensure the continuous flow of information and regular follow-up and feedback on communication tasks.

Online Presence: A monthly update of the network page on the URBACT website will be set-up by the Communication Officer, fed by partners' contributions. Expectations regarding the content include that it is written in good English, easy to understand, and lively. Production and constant (monthly) update of a Social Media account on network-level (e.g. X, Facebook, LinkedIn), will be managed by the LP Communication Officer based on inputs from all partners.

Articles/Journals: 3 core network articles will be written by the LE. Additionally, the network will publish Quarterly Network Journals. Both of these written outputs will be used to capture and share network results.

Networking and participation at relevant international conferences is required from the LP (and LE). Final Conference in AMF: This will be a core moment to disseminate project results including the final ICPs.

At the local-level, communication and dissemination approaches will include the following activities:

Local Online Presence: each partner will set up their online presence on social media (1 already existing social media account per city) and regularly update it in their national language to ensure accessibility at the local-level. In line with Programme rules, partners also need to create a communication block on their institutional website. They shall inform the public about the support obtained from ERDF funding along with a short description of the project, as well as update it on the go with project activities.

Networking at national level (and synergies with other projects): visiting at least one (relevant) national event has been planned for each partner.

Local dissemination events linked to the Testing Actions and Final ICPs: each partner has a budget to organise a local event to disseminate their ICP in an interactive way (e.g. linked to a cultural event).

ULG Groups: ULG members are the most important messengers of the shared UIA good practice at the local-level and they will be used to spread project results and facilitate ongoing relations between the city and its stakeholders.

1.3 4.1.3 Activities to be implemented under WP1

The primary task of WP1 is to establish the project coordination framework and facilitate a smooth project commencement and implementation. This entails implementing a strong administrative and financial management system across the entire network. The Lead Partner will primarily oversee the activities of WP1, with occasional assistance from the Lead Expert and all project partners. Furthermore, WP1 includes aspects of communication and project visibility. Ensuring effective communication structures is crucial for facilitating seamless information exchange among partners and effectively disseminating project outcomes to both peers and the wider public.

The following activities will be carried out under WP1:

1.) Two main contractual documents will be prepared and signed. These documents provide the legal basis for the ReCUP network:

The Subsidy Contract is the contractual document between the LP and the URBACT IV Managing Authority. It has to include outputs, terms of funding, and financial control, as well as terms of reporting and delivery timelines.

The Joint Convention serves as a legal framework between the LP and the Project Partners. It will include all essential components of the partnership regarding tasks and obligations, financial management, liabilities, and resolutions in case any conflict arises within the partnership.

2.) Setting up the project team at the network-level will be crucial for sound management of the network (will be done within the first month of the project). More specifically, the LP will appoint i) the Project Coordinator, with relevant knowledge about both the project theme and the URBACT programme; ii) a Communication Officer, who will be responsible for all communication activities, incl. day-to-day communication activities, project branding, and dissemination/ networking activities; iii) a Financial Officer, who will bear responsibility for the financial running of the network, as well as for reporting activities. Besides, the LP will also assign a ULG Coordinator, who will manage the URBACT Local Group in Újbuda. Similarly, all Project Partners will have to set up their respective project teams, with the same roles and responsibilities on a local level. The project-level team will then continuously liaise with the local-level teams of each partner to ensure smooth implementation of the project.

- 3.) Following the selection of project teams (both at the network-level and the local-level), WP1 will establish a comprehensive, day-to-day management system for the project. To achieve this, the following activities will be carried out: arrangements will be made for frequent (at least seven) short, in-person management meetings, each occurring in-parallel to the in-person Core Network Meetings (with additional online coordination meetings occurring in-between the in-person sessions if necessary). The goal of these meetings is to establish effective lines of communication between partners, ensuring that project coordination proceeds smoothly and all issues that may arise are addressed in a timely fashion. The Project Coordinator will oversee these meetings, with support from the Lead Expert if needed. The primary objective of the meetings is to provide a platform to discuss partners' responsibilities and their progress, including content and financial advancement, expenditures, reporting, and to discuss the achieved goals and unexpected challenges faced.
- 4.) The LP will bear the responsibility of project-level financial management, budget follow-up, and reporting. To ensure effective financial management, the project must closely monitor and address any issues or problems that may arise. The Financial Officer will oversee this process. It will be the Officer's further responsibility to monitor partner expenditures and keep them on pace with the activities established in the implementation plan. To this end, regular updates will have to be provided by each partner - this will be based on a regular internal reporting system set up. It will also be the role of the Financial Officer to make sure that all funds are promptly and accurately transferred to all partners once received.
- 5.) The network will have to include Lead and Ad hoc experts. These pre-identified experts will have to comply with regulations provided by the programme. Each URBACT network benefits from the guidance of a Lead Expert appointed by the URBACT Secretariat to oversee the partnership's knowledge-sharing process. Additionally, Ad hoc Experts may be involved at various stages of the project (to be specified in the Transferability Study as explained in detail in Section 7), to assist in designing effective knowledge-sharing processes.
- 6.) There are documents that have to be submitted by all partners as set by the Programme. ITN networks are required to report their project activities and expenditures annually. There are two levels of reporting: partners will first report their own activities and expenses to their First Level Controllers. The LP will then compile the thematic Progress Report, financial Payment Claim, and Evidence Documents at the network level and submit them to the URBACT Secretariat. The LP will assist partners in the reporting process, with partners required to provide thematic inputs and certificates approved by their respective FLCs for project-level reporting. At the project's conclusion, all partners must submit the final closure documents to the LP and the LP must submit the Final Payment Claim. Additionally, the LE will compile the final inputs from each of the partners to create the Network Final Report. Finally, the LP, supported by the Lead Expert, has to coordinate the mid-term reflection process, and manage the reprogramming procedure, if needed.
- 7.) There are regular implementation checks performed throughout the implementation process, performed by the URBACT Joint Secretariat. To ensure effective project management, regular online 'health checks' (at least 6) will be conducted based on the quarterly report prepared by the LE. This will enable the Programme to address any potential issues and discuss any thematic questions that may arise. At the midway point of the project, the URBACT Secretariat will organise a Mid-term reflection process with the partnership. This reflection will take place during Core Network Meeting 4. The Mid-term reflection provides an opportunity for the partnership to reprogramme, including thematic or financial modifications if necessary.
- 8.) Efficient and smooth communication will be established within the network. This will be the responsibility of the network-level Communication Officer (and local communication officers). Activities including internal communication among partners are detailed in section 4.2.1.
- 9.) External Communication and Dissemination: the proper use of the URBACT branding will have to be ensured, as well as that of the use of the project's mini-site on the official URBACT website and social media. At the start of project implementation, the partnership will establish the basis for communication, as outlined in the Communication Plan prepared by the Communication Officer and approved by the Partnership. The Communication Plan covers the principles of internal communication, branding guidelines, and visibility obligations set by the Programme, as well as the primary messages of the project adapted to various target groups, the frequency and type of URBACT mini-site updates and social media channel content, and partners' roles in network-level communication activities. The Lead Partner's Communication Officer will manage the project-level communication, with input from the partners and the Lead Expert. Partners should also develop partner-level communications adapted to the local context. If necessary, the Lead Partner will provide assistance and guidance to all project partners with external communication activities. 7 project coordination meetings will be held throughout project implementation, where the Communication Officer will provide updated progress reports on the status of network-level communication and dissemination efforts.

2. 4.2 Description of Work Package 2 – Network Level Activities

2.1 4.2.1 General framework for Network Level Activities

The original UIA project concept was born in Újbuda to combat the disintegration of local communities through the use of culture, creativity, and ecosystem building. Born out of a desire to develop an innovative and multi-level solution to a complex urban challenge, UIA CUP 4 Creativity aimed to strengthen social cohesion in Újbuda (District XI of Budapest) by various on- and offline means. As a result, the Municipality was able to lower access barriers to urban culture and provoke encounters to enhance collaboration, better involve locals, and strengthen local communities.

During the project development process of the current ITN Network, Újbuda received a lot of interest from cities across Europe wishing to adapt and re-use the UIA good practice developed in UIA CUP 4 CREATIVITY. Thus, to narrow down the partnership, Újbuda (as Lead Applicant) requested interested cities to fill in a comprehensive thematic questionnaire on their specific local context, motivation for joining the network, and relevant professional background, and held an online interest session with the most relevant European cities. Újbuda then used this information to select the most fitting partnership – ensuring that i) the partnership reflected a diverse make-up of cities (e.g. socioeconomic status, geographical location, URBACT experience, etc.) and ii) each partner demonstrated a clear commitment to the use of culture and creativity to build local ecosystems.

Following the partner selection, Újbuda hosted an initial online development meeting with the 5 selected partners and explored and identified the below three themes, in line with the cultural building blocks of the UIA good practice, as being the most interesting for the entire partnership. These themes form a strong basis for efficient exchange and learning activities as explained below (and in 4.2.2), and can be further specified by the Transferability Study (incl. the Network Roadmap) to be facilitated by the LE.

THEME 1. GOOD PRACTICES FOR CCI MAPPING

This theme refers to the systematic identification, documentation, and analysis of cultural and creative industries (CCI) within partner cities. Topics pre-identified to discuss include: i) the establishment of effective methodologies and standards for mapping these industries in relation to the Újbuda good practice, ii) the identification of key cultural players, activities, and impact in each local context, and iii) facilitate open discussions on how this mapping can promote cultural diversity, economic growth, and innovation across European urban areas.

This theme will be fully explored in CM2 using a designated masterclass on the topic (organised by SBD) and a workshop designed to discuss ways in which partners can incorporate this theme into the planning of their testing actions.

Discussion questions to be tackled in CM2 will include (among others):

- What are the key components of effective CCI mapping methodologies, and how do they vary across different European regions?
- How do cultural and creative industries contribute to the overall economy and social fabric of European cities, and how can CCI mapping capture these contributions effectively?
- How can CCI mapping support the preservation and promotion of cultural heritage and traditions within urban areas?
- In what ways can CCI mapping foster collaboration and networking among cultural and creative professionals in partner cities?
- How can the results of CCI mapping be effectively communicated to policymakers, industry stakeholders, and the general public to maximise their impact on cultural policy and practice?

THEME 2. LINKING CULTURE & CREATIVITY TO SOCIAL COHESION IN URBAN AREAS

This theme refers to the ability of European cities to leverage artistic expression, cultural initiatives, and creative endeavours to foster stronger community bonds, social inclusion, and collaboration among diverse communities. Within this thematic module, the network will discuss cultural and creative activities as a means to enhance social integration, promote dialogue, and address societal challenges, ultimately contributing to a more cohesive and vibrant urban fabric.

This theme will be fully explored in CM3 using a masterclass on the topic (organised by MHN), a workshop to collaborate on good practices in this theme, and a capacity-building activity on how digital tools can be used to revitalise cultural heritage (connecting with the URBACT cross-cutting thematic dimension of Digitalisation).

Discussion questions to be tackled at CM3 include (among others):

- What role do public spaces and cultural institutions play in promoting social interaction and inclusivity within cities?
- How can city governments and urban planners integrate cultural policies into city planning to enhance social cohesion?
- How can digital technology and social media platforms be leveraged to amplify the impact of cultural initiatives on social cohesion within cities?
- What challenges do urban areas face in ensuring equitable access to cultural resources and opportunities for all residents, regardless of socio-economic background?
- How can collaborations between artists, community organisers, and local businesses contribute to building stronger social bonds and fostering a sense of solidarity within urban neighbourhoods?

THEME 3. CULTURAL ECOSYSTEM BUILDING IN CITY CENTRES

This theme refers to the intentional cultivation of a diverse and interconnected network of cultural institutions, creative industries, public spaces, and community initiatives within urban centres across Network partner cities. This approach aims to foster creativity, innovation, and social cohesion while enriching the cultural landscape and promoting economic vitality in city centres.

This theme will be fully explored in CM4 using a masterclass on the topic (organised by DURA) and a workshop designed to discuss ways in which partners can incorporate this theme into their Investment & Continuity Plans.

Discussion questions to be tackled at CM4 include (among others):

- How can city governments and urban planners collaborate with cultural organisations and creative industries to cultivate vibrant cultural ecosystems in city centres?
- What role do public spaces, such as parks, public squares, and cultural venues, play in nurturing creativity and fostering social interaction within urban cores, and how can they be better utilized to promote urban culture?
- How can cultural ecosystem building contribute to the revitalization and economic development of neighbourhoods within city centres?
- What are the potential challenges or conflicts that may arise when different stakeholders, such as residents, businesses, and cultural institutions, collaborate in cultural ecosystem building?

Besides the pre-selected themes, the partnership has also established a methodological structure for the organisation and methodology of the knowledge exchange supporting the innovation transfer. The methodology relies on a series of Core Network Meetings in WP2, aligned with the URBACT principles of SHARING, LEARNING, MAINSTREAMING, and SUPPORTING. Each core network meeting will contain an exploration session to understand the local context, help explore the UIA project solution in the LP city, and foster the exchange of experience among partners in PP cities. Masterclasses organised on the above themes and the Peer Review of Draft ICPs will ensure the learning component, i.e. strengthening the practical knowledge and skills of partners in the policy area related to the UIA project. Workshops organised following all Exploration Sessions will help cities draw lessons from the exchange, shape local thinking, and formulate proposals to be reflected in their ICPs, thus ensuring mainstreaming. Finally, all Core Network Meetings will contain sessions supporting partners in developing and learning from the testing actions, elaborating their ICP involving their ULGs, and ensuring the flow of information from the local to the transnational level.

Further to these Core Network Meetings, online meetings will be organised, e.g., a Ready to Adapt Meeting concluding Stage 1 and discussing the Transferability Study and Network Roadmap. This study will also define further exchange and learning activities based on the partners' needs explored through Stage 1, especially the city visits.

2.2 4.2.2 Proposed content, tools and methods for the transnational exchange and learning activities

During project preparation, partners framed the basic structure of WP2, as described above. This structure will be further specified by the LE in the Transferability Study and the network roadmap that is part of it.

1. The programme level kick-off meeting, organised by the URBACT Team, will be attended by the LP/LE and network partners. This meeting will orientate the network around the ITN framework, methodology, and tools.
2. Core Network Meeting 1 (M2, HU): a two-day meeting split into two parts, organised by Újbuda (attended by 2 staff members and 2 ULG members per partner city). The first part of the meeting will focus on the thematic breakdown of the project, ensuring that everyone understands what is expected of them. This will be done via a deep dive session to provide initial immersion into the UIA project and its good practice being shared (incl. each of its cultural building blocks). The

second part will focus on overall network management and coordination, e.g. explaining the project structure, discussing the Implementation Plan, informing partners about their duties and tasks related to the management and communication (incl. the development of the Communication Strategy and Plan, outlined in detail in Section 4.1.2), and agreeing on a city visit schedule. Key components will be:

SHARING: an Exploration Session to explore the good practice of Újbuda's UIA project. LE will prepare a Summary of the UIA project and partners will go on a Walking Tour of the original UIA project area. During this tour, partners will be presented the solutions implemented in the UIA project and will meet local ULG members.

LEARNING: a presentation on the UIA good practice and its cultural building blocks, featuring previous UIA CUP 4

CREATIVITY partners as external presenters and moderators, will be hosted.

MAINSTREAMING: the adaptation potential of the UIA good practice will then be explored through a workshop helping the modularisation of the transfer process.

3. Within the transferability study process, the LE will visit each partner city between M2-M6 to map and further specify related learning needs, local policies, and relevant good practices together with stakeholders identified to be involved in the ULGs. The LE will be accompanied by a representative of the LP during each visit.

4. Ready to Adapt Meeting (M6): this online session will conclude stage 1. This meeting, attended by all partners and led by the LP/LE, will discuss the prepared Transferability Study, including finalization of the network roadmap. It will prepare the network for the next stage of implementation and it will afford the partnership a chance to pause and reflect on the initial progress and initiation of network activities, allowing for any adjustments that need to be made.

5. Core Network Meeting 2 (M9, IE): organised by Sandyford Business District (SBD). It will last 2 days, focusing on discussion of project coordination, an overall network progress update, and feedback from ULGs, with the following key components:

SHARING: an Exploration Session will be organised. As preparation for this Session, SBD will compile a Local Rationale (highlighting the most pressing challenges they face thematically or related to their Investment Plan). During the CM, partners will take part in a Walking Tour, learning about the city's community and cultural assets and visiting the local initiatives to gather knowledge about the local context.

This Expression Session methodology will continue throughout each of the Core Network Meetings to dive into the local context of each partner city.

LEARNING: a Masterclass on Theme 1 (good practices for CCI mapping).

MAINSTREAMING: a workshop where representatives of visiting cities will discuss the Local Rationale and experiences gathered through the Walking Tour with the hosting city's ULG members.

SUPPORTING: workshop on planning testing actions, facilitated by the LE.

OTHER: this CM will assist with the production of Investment and Continuity Plans (i.e. presenting specific tools from the URBACT toolbox).

6. Core Network Meeting 3 (M12, ES): organised by Mancomunitat de l'Horta Nord (MHN) (2-3 days). Key components will be (besides discussion on project coordination, an overall network progress update, and ULG feedback):

SHARING: an Exploration Session will be organised in MHN (see methodology explained in CM2).

LEARNING: a Masterclass on Theme 2 (linking culture and creativity to social cohesion in urban areas).

MAINSTREAMING: a workshop where representatives of visiting cities will discuss the Local Rationale and experiences gathered through the Walking Tour with the hosting city's ULG members.

SUPPORTING: MHN will also host a capacity-building activity on how digital tools can be used to revitalise cultural heritage (connecting with the URBACT cross-cutting thematic dimension of Digitalisation). This workshop will utilise an Ad hoc Expert and will pool together partners' thematic expertise and good practices to develop solutions to address the urban challenge.

OTHER: this CM will assist with the production of Investment and Continuity Plans.

7. Core Network Meeting 4 (M15, HR): organised by the Dubrovnik Development Agency (DURA) (2.5 days), dedicated to the Mid-Term Review. The following key components will be also addressed (in addition to discussion on project coordination, an overall network progress update, and ULG feedback):

SHARING: an Exploration Session will be organised by DURA (see methodology explained in CM2).

LEARNING: a Masterclass on Theme 3 (cultural ecosystem building in city centres).

MAINSTREAMING: a workshop where representatives of visiting cities will discuss the Local Rationale and experiences gathered through the Walking Tour with the hosting city's ULG members.

SUPPORTING: the Mid-Term Review will enable the partnership to pause and reflect on the progress being made at the midpoint of the network journey. It will be a well structured and guided process with an aim to optimise the design and

delivery of network exchange and learning activities for the remaining period.

OTHER: this CM will assist with the production of Investment and Continuity Plans.

8. Core Network Meeting 5 (M19, PL): organised by Bielsko-Biała (BIB)(2 days), focused on the peer-review of the draft Investment and Continuity Plans as well as a discussion on feedback and lessons learnt from testing actions. Key components include (besides discussion on project coordination and an overall network progress update):

SHARING: an Exploration Session will be organised in BIB (see methodology explained in CM2).

LEARNING: Peer Review of Draft ICPs.

MAINSTREAMING: a workshop where representatives of visiting cities will discuss the Local Rationale and experiences gathered through the Walking Tour with the hosting city's ULG members.

SUPPORTING: workshop on lessons learned from testing actions, facilitated by the LE.

OTHER: assist with the production of ICPs (i.e. presenting specific tools from the URBACT toolbox).

9. Core Network Meeting 6 (M23, NL): organised by Amersfoort (AMF), together with the final conference (2-3 days), aimed partly at disseminating the Investment Plans, partly at organising a professional dialogue) linked to future adaptation and re-use possibilities and strategies for the UIA good practice and enhancing funding of prepared ICPs by exploring financial innovation. Key components will include:

SHARING: an Exploration Session will be organised (see methodology explained in AMF CM2).

LEARNING: Final Event related session (presentation of the final ICPs, continuation of the project).

MAINSTREAMING: workshop where representatives of visiting cities will discuss the Local Rationale and experience gathered through the Walking Tour with the hosting city's ULG members.

10. The Network Final Report will be drafted by the LE, based on inputs from the whole partnership. Most likely it will be a handbook or e-learning material on creating vibrant local ecosystems in city centres using culture and creativity.

11. As required, the network will produce 4 tailor-made Quarterly Network Journals to capture different thematic and methodological results and the LE will produce 3 core network articles (fed by inputs from the partners).

2.3 4.2.3 Expected outputs under WP2

List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value
1.1 Work Package 1 - Network management						
2.1 Work Package 2 - Network Level activities	16498 1	ITN - WP2 – Transferability Study	Number	2.1.1 Transferability Study (incl. Network Roadmap)	Transferability Study and Network Roadmap prepared by the LE and discussed with all partners.	1
2.1 Work Package 2 - Network Level activities	16498 2	ITN - WP2 – Network Result Product (Network Final Report)	Number	2.1.2 Network Final Report	1 Network Final Report	1
2.1 Work Package 2 - Network Level activities	16498 3	ITN - WP2 – Quarterly Network Reports (journals)	Number	2.1.3 Quarterly Network Journals	4 Quarterly Network Journals	4

2.1 Work Package 2 - Network Level activities	16498 4	ITN - WP2 - Transnational meetings	Number	2.1.4 Core Meetings	6 Core Meetings, one in each partner city	6
2.1 Work Package 2 - Network Level activities	16498 5	ITN - WP2 - Communication Plan	Number	2.1.5 Communication Strategy and Plan	Communication Strategy and Plan	1
2.1 Work Package 2 - Network Level activities	16498 6	ITN - WP2 – Network Articles	Number	2.1.6 Core Network Articles	3 Core Network Articles	3
3.1 Work Package 3 - Local Level Activities	16498 7	ITN - WP3 – Investment Plan (Transfer Partners)	Number	3.1.1 Investment Plans	5 Investment Plans (one for each PP)	5
3.1 Work Package 3 - Local Level Activities	16498 8	ITN - WP2 - Communication Plan	Number	3.1.2 Continuity Plan	1 Continuity Plan (for the LP)	1
3.1 Work Package 3 - Local Level Activities	16498 9	ITN - WP3 – ULG Contact List	Number	3.1.3 Contact List	1 Contact List	1

3. 4.3 Description of Work Package 3 – Local Level Activities

3.1 4.3.1 General framework for Local Level Activities

URBACT local group (ULG) members are key in co-creating integrated, place-based, and participatory urban policies. Accordingly, the following approaches and activities have been planned to provide a safe place at the local-level to support co-creation and collaborative ecosystem building using culture and creativity.

- During Core Network Meeting (CM) 1 and its parallel coordination meeting (M1), a special session will be dedicated to the organisation of ULGs (by the LP and the LE).
- Then, during the city visits (led by the LE with LP representation in M2-M6), a capacity building workshop will be organised with the LP and the LE, not only to inform ULG members about their possibilities in the network, but also to jointly map “attitudes” related to the project themes, i.e. the UIA good practice and its cultural building blocks to be adapted. These city visits will be a core part of launching efficient work at the local level and, thus, will be further supported by the organisation of local team-building sessions aimed at creating good group dynamism (1 event per partner city).
- The LE will support partners in producing and reviewing their Investment and Continuity Plans (ICPs). That includes sessions during Core Meetings in which the LE will showcase tools and methodologies available in the URBACT Toolbox, tailored to the needs of the cities and the project's specificities.
- Budget has been planned for non-staff travel to allow 2 ULG representatives to travel with the partner to Core Network Meetings to facilitate transnational cooperation and ongoing discussion.
- A dedicated peer review session related to the draft ICPs will be also organised (CM 5) with participation from ULG members, while final ICPs will be disseminated in local public meetings.
- The ICP development process will be supported by empowering community building actions in the frame of Testing Actions. These can be inspired by a specific solution integrated into the UIA project or an idea, a concept from exchange and learning activities, such as cultural events, small-scale culture and creative industries mapping, and ecosystem-building workshops, etc. Testing actions will be vital to check the relevance, feasibility, and added value of adapting or upscaling these solutions and ideas in the local context.

URBACT Local Groups in the network will be mainly new groups, however, in most cases there are previous working relations among group members. Although the composition of the ULGs varies between partners, there are key actors in each group:

1. Municipal Authorities (e.g. representatives of town councils and other local government officials)
2. Culture and Creative Industry Players (ex. KÉK–Hungarian Contemporary Architecture Centre in Újbuda, Bielsko Cultural Center, Fallas Artists' Guild in Mancomunidad de l'Horta Nord, Amersfoort in C in Amersfoort)
3. SMEs and Local Businesses (ex. Allee in Újbuda, TwynstraGudde in Amersfoort).
4. Culture-Related NGOs (ex. Eleven Blokk Foundation in Újbuda, Freedom Space in Bielsko-Biala).
5. Citizen associations and informal groups like the Neighbourhood Councils and the Association of Architects of Poland in Bielsko-Biala and the Plataforma per la Sobirania Alimentària del País Valencià.

It is foreseen that each partner organises a minimum of 8 ULG meetings (to provide a cross-fertilizing interconnection with Core Network Meetings). During the project preparation partner cities have made an attempt to identify ULG Coordinators as potential change makers. In some cases it has already been done, in most cases the city visits will provide an excellent occasion to make the choice. It is also a common intention that the ULGs will have a flexible structure. In line with this, ULG meetings should be less formal to try and encourage out-of-the-box thinking.

3.2 4.3.2 Short description of the principles for linking transnational activities under WP 2 and local activities under WP3

The basic principle for URBACT Local Groups (ULGs) is to create bridges between the transnational and the local learning processes (in both directions) via multi-level participation. This is largely done by organising ULG meetings – the heart of the transfer learning process – before and after each transnational event (resulting in at least 8 ULG meetings per city). Within these meetings, local ULG members can discuss and get to know the project themes, i.e. the UIA good practice and its cultural building blocks to be adapted. This process will be boosted by the following activities:

- Thematic Rationale: Before each core network meeting, the LE will draft a rationale linked to the themes and topics to be explored in the upcoming core network meeting. This rationale would contain the Local Rationale of the upcoming Exploration Session, a summary of the main topics to be discussed in the Masterclasses (in CM2, CM3, and CM4), and will be shared with partner cities' ULG coordinators, allowing them to reflect on and formulate learning needs and priorities that will be incorporated into the draft/final Investment and Continuity Plans.
- At the end of each core network meeting, an Inspiration Tool will be created by each partner, capturing the learning process of each Core Network Meeting and formulating key takeaways. This will be done by collecting key learning points, analysing their relevance related to adaptability and re-use of the good practice (to be described in the Investment and Continuity Plans), describing the actions to be carried out and the topics to be further discussed prior to the next transnational event. This tool ultimately helps partners to formulate messages to take home and continue the co-production process at the local-level – affording partners the opportunity to build invaluable connections with stakeholders throughout the entire implementation process.
- In line with the URBACT philosophy, ULG Coordinators have a specific role (and specific resources allocated) in the local learning process: they coordinate the activities of the ULGs. Participation of 2 ULG members (one of which should be an external stakeholder from a relevant group, such as an NGO, municipal organisation, cultural organisation, SME, and the other should be an internal ULG member) from each city is planned at project level meetings.

3.3 4.3.3 Expected outputs under WP3

List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value
1.1 Work Package 1 - Network management						
2.1 Work Package 2 - Network Level activities	16498 1	ITN - WP2 – Transferability Study	Number	2.1.1 Transferability Study (incl. Network Roadmap)	Transferability Study and Network Roadmap prepared by the LE and discussed with all partners.	1
2.1 Work Package 2 - Network Level activities	16498 2	ITN - WP2 – Network Result Product (Network Final Report)	Number	2.1.2 Network Final Report	1 Network Final Report	1
2.1 Work Package 2 - Network Level activities	16498 3	ITN - WP2 – Quarterly Network Reports (journals)	Number	2.1.3 Quarterly Network Journals	4 Quarterly Network Journals	4
2.1 Work Package 2 - Network Level activities	16498 4	ITN - WP2 - Transnational meetings	Number	2.1.4 Core Meetings	6 Core Meetings, one in each partner city	6
2.1 Work Package 2 - Network Level activities	16498 5	ITN - WP2 - Communication Plan	Number	2.1.5 Communication Strategy and Plan	Communication Strategy and Plan	1
2.1 Work Package 2 - Network Level activities	16498 6	ITN - WP2 – Network Articles	Number	2.1.6 Core Network Articles	3 Core Network Articles	3
3.1 Work Package 3 - Local Level Activities	16498 7	ITN - WP3 – Investment Plan (Transfer Partners)	Number	3.1.1 Investment Plans	5 Investment Plans (one for each PP)	5
3.1 Work Package 3 - Local Level Activities	16498 8	ITN - WP2 - Communication Plan	Number	3.1.2 Continuity Plan	1 Continuity Plan (for the LP)	1
3.1 Work Package 3 - Local Level Activities	16498 9	ITN - WP3 – ULG Contact List	Number	3.1.3 Contact List	1 Contact List	1

- V - 5 PROJECT WORK PLAN

1. 5.1 Work plan

Objective	1 Work Package 1 - Network management		
Activity	1.1 Work Package 1 - Network management	Start date	2024-09-01
		End date	2026-08-31
Description	Work Package 1 - Network management		
Deliverables			
Main partner	Újbuda		
Participating partners	+ Dubrovnik Development Agency DURA + City of Amersfoort + Bielsko-Biala City Hall + Sandyford Business District + Mancomunidad de l'Horta Nord		
Localization	All cities		
Objective	2 Work Package 2 - Network Level activities		
Activity	2.1 Work Package 2 - Network Level activities	Start date	2024-09-01
		End date	2026-08-31
Description	Work Package 2 - Network Level activities		
Deliverables	+ 1 x 2.1.1-Transferability Study (incl. Network Roadmap) + 1 x 2.1.2-Network Final Report + 4 x 2.1.3-Quarterly Network Journals + 6 x 2.1.4-Core Meetings + 1 x 2.1.5-Communication Strategy and Plan + 3 x 2.1.6-Core Network Articles		
Main partner	Újbuda		
Participating partners	+ Dubrovnik Development Agency DURA + City of Amersfoort + Bielsko-Biala City Hall + Sandyford Business District + Mancomunidad de l'Horta Nord		
Localization	All cities.		
Objective	3 Work Package 3 - Local Level Activities		

Activity	3.1 Work Package 3 - Local Level Activities	Start date	2024-09-01
		End date	2026-08-31
Description	Work Package 3 - Local Level Activities		
Deliverables	+ 5 x 3.1.1-Investment Plans + 1 x 3.1.2-Continuity Plan + 1 x 3.1.3-Contact List		
Main partner	Újbuda		
Participating partners	+ Dubrovnik Development Agency DURA + City of Amersfoort + Bielsko-Biala City Hall + Sandyford Business District + Mancomunidad de l'Horta Nord		
Localization	All cities.		

List of project deliverables

Objective	Activity	ID	Type	Unit	Deliverable name	Description	Total forecast value
1 Work Package 1 - Network management	1.1 Work Package 1 - Network management						
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	16498 1	ITN - WP2 – Transferability Study	Number	2.1.1 Transferability Study (incl. Network Roadmap)	Transferability Study and Network Roadmap prepared by the LE and discussed with all partners.	1
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	16498 2	ITN - WP2 – Network Result Product (Network Final Report)	Number	2.1.2 Network Final Report	1 Network Final Report	1
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	16498 3	ITN - WP2 – Quarterly Network Reports (journals)	Number	2.1.3 Quarterly Network Journals	4 Quarterly Network Journals	4
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	16498 4	ITN - WP2 - Transnational meetings	Number	2.1.4 Core Meetings	6 Core Meetings, one in each partner city	6

2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	16498 5	ITN - WP2 - Communication Plan	Number	2.1.5 Communication Strategy and Plan	Communication Strategy and Plan	1
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3 Work Package 3 - Local Level Activities	3.1 Work Package 3 - Local Level Activities	16498 7	ITN - WP3 – Investment Plan (Transfer Partners)	Number	3.1.1 Investment Plans	5 Investment Plans (one for each PP)	5
3 Work Package 3 - Local Level Activities	3.1 Work Package 3 - Local Level Activities	16498 8	ITN - WP2 - Communication Plan	Number	3.1.2 Continuity Plan	1 Continuity Plan (for the LP)	1
3 Work Package 3 - Local Level Activities	3.1 Work Package 3 - Local Level Activities	16498 9	ITN - WP3 – ULG Contact List	Number	3.1.3 Contact List	1 Contact List	1

- VI - 6 PROJECT MANAGEMENT AND LEADERSHIP

1. 6.1 Lead partner experience (highlights of city's experience)

Over the past decade, the Municipality of Újbuda has built up vast experience with transnational, European projects. More specifically, Újbuda has been the Lead Partner of or a project partner in numerous EU-funded partnerships across a variety of funding programmes. Within the framework of this proposal, Újbuda has valuable past management experience in both URBACT and UIA.

URBACT: Újbuda was the LP of two projects, Creative Spirits and Come In!. Currently, Újbuda is also involved as a project partner in URBACT Metacity.

UIA: Újbuda was the LP of UIA CUP 4 Creativity project, which forms the basis of the current URBACT ITN project proposal. Furthermore, the planned project coordinator for this proposal is the former project manager for UIA CUP 4 Creativity (Mr Máté Ábrahám, see section 6.2 for further information).

With regards to other European-funded programmes, the municipality has also been involved in (or the lead of) the following projects:

Interreg CENTRAL Europe Programme: I-CARE SMART, Innovation Ecosystem For Smart Elderly Care (2,593,039€, 2019-2022, Lead Partner); Senior Capital , development of human capital of seniors to increase their economic and social value in a knowledge based and competitive economy (413,213€, 2011-2014, Lead Partner); Q-Ageing, Quality Ageing in an Urban Environment (599,050€, 2008-2011, Lead Partner).

Interreg Danube Programme: NEW GENERATIONS SKILLS, aimed at unlocking the potentials for business and social innovation in the Danube Region by equipping young people with new generation skills (2,121,179€, 2017-2019, Lead Partner).

Other Financing Mechanisms: MLEI SOLANOVA, City of Újbuda and Pest County (HU) (657,274€; 2010-2013) (Intelligent Energy Europe – Mobilising Local Energy Initiative);

COMPETENCE, Capacity building of employees of municipalities for better provision of public services (EEA and Norway Grants Fund for Regional Cooperation); Healthy and Active Ageing (735,000€; 2016-2017, Lead Partner) (Norway Financing Mechanism).

Újbuda will also be involved in the upcoming INTERREG Good Cities project (starting date 01/04/2024).

Ultimately, the above listed projects ensure that the Municipality of Újbuda has extensive organisational and management experience regarding the coordination of international, multi-actor projects and partnerships. Furthermore, the Municipality not only has the organisational experience, but also the necessary human capacities and expertise to successfully lead this ITN Network.

2. 6.2 Experience of proposed project coordinator

The project coordinator would be Mr. Máté Ábrahám, an advisor in the mayor's cabinet working directly with deputy mayor Mr. Richárd Barabás. Máté will be strongly supported in his role not only by an experienced municipal staff (as explained below) but also by the selected URBACT Lead Expert.

Máté spent his undergraduate studies at Durham University (England) and Sciences Po Paris (France) then moved back to Hungary where he completed the cohesion policy specialist post-graduate training and also the international relations MA at the University of Public Service. Máté has been working at the Municipality since 2019 and he has developed as a coordinator of international relations, particularly twin city relations, as well as a liaison for the Municipality's Diplomatic Unit.

In regards to European project management experience, Máté has been the project coordinator for URBACT Come in! (from November 2019), URBACT Metacity, and UIA CUP 4 Creativity. As a result, Máté has developed extensive programmatic experience within URBACT as well as extensive thematic experience in the fields of culture, creativity, and urban development. Thus, he remains a natural fit to transition into the project coordinator role for this network.

Ultimately, Máté is a problem solver and an excellent communicator. His international background and management experience will allow him to easily navigate a diverse partnership and his thematic expertise (particularly developed during his experience with UIA CUP 4 CREATIVITY) will help him to successfully coordinate the ReCUP project.

3. 6.3 Presentation of the Lead Partner project team (roles and responsibilities)

Máté would spend approximately 50% of his time working on the project as coordinator. The ULG coordinator would be shared between two employees of KözPont Ltd, the municipality's in-house cultural company. Alexandra Petrik is the head of Adaptér, a creative technological knowledge hub that has been one of the key outputs of UIA CUP 4 Creativity. Orsi Janota is in charge of Bartók Quarter Management which grew out of her role as head of programmes at UIA CUP 4 Creativity. The financial manager would be Ms Anita Lovász, while Ms Betti Almási would act as deputy manager. They had previously been in charge of the financial management of UIA CUP 4 CREATIVITY and URBACT Come in! projects as well. The Communication Officer would be Ms Nóra Széplaki who was the communication manager of UIA CUP 4 CREATIVITY and also currently manages URBACT Metacity communication on behalf of Újbuda.

- VII - 7 USE OF EXPERTISE

1. 7.1 Proposed use of expertise resources allocated by the Programme

1.1 7.1.1 Proposed use of URBACT Lead Experts

The primary needs and tasks identified by ReCUP partners, to be fulfilled by the Lead Expert, in line with the Guide for Applicants, are:

- Defining the main focus of network activities based on the Transferability Study, together with the partner cities.
- Delivering transnational exchange and learning activities with effective facilitation techniques.
- Providing knowledge of EU policy frameworks and the specific thematic fields tackled by the network.
- Coaching and supporting effective methods and tools to design and deliver integrated and participatory processes in partner cities.
- Capturing knowledge and communicating network results.
- Providing advice on testing actions.

To complete these tasks, the Lead Expert must work efficiently with the Lead Partner and project partners.

Related to the specificities of the ReCUP network, the Lead Expert to be appointed should have:

- experience in policy development and analysis, including understanding policy frameworks, policy evaluation, and monitoring policy implementation in urban development, culture and creative industries.
- experience in developing strategies and action/project plans, managing project teams and coordinating project activities, including monitoring and evaluating actions.
- strong facilitation and consensus-building skills to help partner cities develop a shared vision for their Investment Plans.
- a good understanding of urban development and challenges facing cities today especially as relates to culture and creativity, and also including the horizontal principles of gender equality and equal opportunities, environmental sustainability and digital transition.
- good communication skills to communicate effectively with project partners and stakeholders.
- the ability to facilitate meetings, lead workshops, and give presentations.

The LE should be sensitive to cultural differences and have experience working effectively with people from diverse backgrounds in multicultural environments. The LE must have an excellent command of English and ideally speak more languages of the partner cities to transfer their expertise effectively.

Experience developing and implementing actions and projects in different European regions and European programmes (including UIA/EUI, URBACT, National OPs, European Territorial Cooperation, Centrally managed EU programmes or even Instrument for Pre-accession Assistance) would be highly valuable.

During the project development process, three potential and available lead experts have been identified.

Levente POLYÁK has vast experience with UIA and Újbuda Municipality as he supported the CUP4Creativity project as a UIA expert, giving him a deep knowledge of the project and its impact. Levente's expertise embraces the topic of culture and has a solid record of culture-related projects. He is also an experienced URBACT Lead Expert, having been involved in ACTive NGOs and CO4Cities Networks. Besides, Levente has been researching new organisational and economic models of community-led urban development projects and methodologies of civic ecosystem-building, co-authoring many books in the last decade.

Marieke MULWIJK is a Lead Expert in the thematic area of culture, working with cultural geography and history. She worked with the World Heritage site of the New Dutch Waterline, contributing to the preservation of the ensemble of buildings and landscape elements and looking for contemporary uses of these buildings to ensure a sustainable future for them. She also has experience working with and developing an ecosystem, integrating different sectoral demands and bringing stakeholders and citizens together.

Elisa FILIPPI has experience coordinating EU cooperation networks, focusing on digital tools (e.g., EUthmappers) and multi-stakeholder engagement across different sectors and countries combined with community empowerment. She has deep

knowledge of sustainable urban development applied to culture through her work as ANCI's capitalisation and capacity-building expert for the URBACT programme in Italy. Elisa contributed to the capacity-building activities and final guidelines of the NPTI network, which focused on the involvement of arts and culture professionals in the fight against climate change through the arts.

1.2 7.1.2 Proposed use of URBACT Ad Hoc Expert(s)

Ad-hoc experts support specific needs the network identifies with shorter or more specific expertise missions. These can include a wide array of expertise.

Partners have pre-evaluated the need for Ad Hoc experts during the project development process; however, this will be fine-tuned in the Transferability Study by the end of Stage 1. First, the LE will compile a precise summary of the UIA CUP 4 Creativity project's good practice and meticulously analyse its transfer potential. Then, the LE and possibly the LP will visit all network cities to review the local transfer contexts and consider critical factors such as local assets and strategic priorities, levels of political support and potential funding sources, and limitations to transfer and implementation.

Based on this process, the LE will compile a Transferability Study, including the city profiles, and identify the scope of the transfer of specific UIA project building blocks / project modules. The study will be discussed in the Ready to Adapt online network meeting in a dedicated workshop. As part of this dedicated workshop, the LE, LP, and partner cities will discuss the exact needs to involve ad hoc experts.

Cities have varied levels of experience in developing local communities and boosting intersectoral links within the local CCI ecosystem. Chapter 1.1.3 of the AF also identified a series of possible barriers and challenges to transferring the UIA practice. Such challenges include the relative disinterest of local politicians, a need for a critical mass of users and local stakeholders, adapting the UIA practice to the local cultural and social contexts to ensure future uptake, and uncertain future financial sustainability. These challenges could be addressed using the specific knowledge of one or more ad-hoc experts. The framework for using ad-hoc experts can provide a more flexible approach to adapt to the needs of cities, which will be finetuned in the Transferability Study.

Even though formulating such needs is premature at this stage, some possible fields of expertise can be outlined based on the above challenges:

- Expertise in stakeholder engagement in CCI ecosystems
- Expertise in financial sustainability, preferably experience with CCI and programmes such as Creative Europe, Erasmus+, European Social Fund, and European Solidarity Corps.
- Expertise in integrating digital tools into stakeholder engagement, CCI and social media: creating and providing content, planning and monitoring communication and campaigns.
- Expertise in gender equality and equal opportunities related to inclusive programming, targeted outreach and creating safe and inclusive spaces.

- VIII - 8 BUDGETARY PROPOSAL

1. 8.1 Financial contribution by partner and source (incl. ERDF, IPA III funds and local contribution)

ERDF

Name of partner	ERDF	% ERDF	Public co-financing	Total
Újbuda	110 086.60 €	65.00 %	59 277.40 €	169 364.00 €
Sub total	110 086.60 €		59 277.40 €	169 364.00 €
Dubrovnik Development Agency DURA	57 026.60 €	80.00 %	14 256.65 €	71 283.25 €
Bielsko-Biala City Hall	56 776.00 €	80.00 %	14 194.00 €	70 970.00 €
Sub total	113 802.60 €		28 450.65 €	142 253.25 €
Mancomunidad de l'Horta Nord	51 658.43 €	70.00 %	22 139.32 €	73 797.75 €
Sub total	51 658.43 €		22 139.32 €	73 797.75 €
City of Amersfoort	53 789.45 €	65.00 %	28 963.55 €	82 753.00 €
Sandyford Business District	53 190.80 €	65.00 %	28 641.20 €	81 832.00 €
Sub total	106 980.25 €		57 604.75 €	164 585.00 €
Total	382 527.88 €	69.55	167 472.12 €	550 000.00 €
Total %	69.55 %	69.55 %	100.00 %	100 %

2. 8.2 ERDF/IPA per year

	ERDF	IPA
2024	44000	0
2025	302500	0
2026	203500	

3. 8.3 Expenditure per partner, per year and budget subcategory

Újbuda

Only Option 1 relevant to URBACT

	2024	2025	2026	2027	Total	Input budget
Staff costs						
Staff costs	5 414.40 €	37 224.00 €	25 041.60 €	0.00 €	67 680.00 €	
Total Staff costs	5 414.40 €	37 224.00 €	25 041.60 €	0.00 €	67 680.00 €	

Office and Administration						
Office and Administration	270.72 €	1 861.20 €	1 252.08 €	0.00 €	3 384.00 €	
Total Office and Administration	270.72 €	1 861.20 €	1 252.08 €	0.00 €	3 384.00 €	
Travel and Accommodation						
Staff Travel and Accommodation	1 440.00 €	9 900.00 €	6 660.00 €	0.00 €	18 000.00 €	
Total Travel and Accommodation	1 440.00 €	9 900.00 €	6 660.00 €	0.00 €	18 000.00 €	
External Expertise and Services						
External Expertise Project Coordination	3 920.00 €	26 950.00 €	18 130.00 €	0.00 €	49 000.00 €	
Expertise Meeting Organisation	280.00 €	1 925.00 €	1 295.00 €	0.00 €	3 500.00 €	
Expertise Communication	408.00 €	2 805.00 €	1 887.00 €	0.00 €	5 100.00 €	
Expert and other non-staff Travel	1 816.00 €	12 485.00 €	8 399.00 €	0.00 €	22 700.00 €	
Total External Expertise and Services	6 424.00 €	44 165.00 €	29 711.00 €	0.00 €	80 300.00 €	
Total	13 549.12 €	93 150.20 €	62 664.68 €	0.00 €	169 364.00 €	
Partner financing plan					169 364.00 €	

Dubrovnik Development Agency DURA

Only Option 1 relevant to URBACT

	2024	2025	2026	2027	Total	Input budget
Staff costs						
Staff costs	2 389.20 €	16 425.75 €	11 050.05 €	0.00 €	29 865.00 €	
Total Staff costs	2 389.20 €	16 425.75 €	11 050.05 €	0.00 €	29 865.00 €	
Office and Administration						
Office and Administration	119.46 €	821.29 €	552.50 €	0.00 €	1 493.25 €	
Total Office and Administration	119.46 €	821.29 €	552.50 €	0.00 €	1 493.25 €	
Travel and Accommodation						
Staff Travel and Accommodation	760.00 €	5 225.00 €	3 515.00 €	0.00 €	9 500.00 €	
Total Travel and Accommodation	760.00 €	5 225.00 €	3 515.00 €	0.00 €	9 500.00 €	
External Expertise and Services						
External Expertise Project Coordination	1 040.00 €	7 150.00 €	4 810.00 €	0.00 €	13 000.00 €	
Expertise Meeting Organisation	346.00 €	2 378.75 €	1 600.25 €	0.00 €	4 325.00 €	
Expertise Communication	288.00 €	1 980.00 €	1 332.00 €	0.00 €	3 600.00 €	
Expert and other non-staff Travel	760.00 €	5 225.00 €	3 515.00 €	0.00 €	9 500.00 €	
Total External Expertise and Services	2 434.00 €	16 733.75 €	11 257.25 €	0.00 €	30 425.00 €	
Total	5 702.66 €	39 205.79 €	26 374.80 €	0.00 €	71 283.25 €	
Partner financing plan					71 283.25 €	

Bielsko-Biala City Hall

Only Option 1 relevant to URBACT

	2024	2025	2026	2027	Total	Input budget
Staff costs						
Staff costs	2 250.60 €	15 472.88 €	10 409.00 €	0.00 €	28 132.48 €	
Total Staff costs	2 250.60 €	15 472.88 €	10 409.00 €	0.00 €	28 132.48 €	
Office and Administration						
Office and Administration	112.53 €	773.64 €	520.45 €	0.00 €	1 406.62 €	
Total Office and Administration	112.53 €	773.64 €	520.45 €	0.00 €	1 406.62 €	
Travel and Accommodation						
Staff Travel and Accommodation	376.00 €	2 585.00 €	1 739.00 €	0.00 €	4 700.00 €	
Total Travel and Accommodation	376.00 €	2 585.00 €	1 739.00 €	0.00 €	4 700.00 €	
External Expertise and Services						
External Expertise Project Coordination	1 240.00 €	8 525.00 €	5 735.00 €	0.00 €	15 500.00 €	
Expertise Meeting Organisation	320.00 €	2 200.00 €	1 480.00 €	0.00 €	4 000.00 €	
Expertise Communication	250.47 €	1 722.00 €	1 158.43 €	0.00 €	3 130.90 €	
Expert and other non-staff Travel	1 128.00 €	7 755.00 €	5 217.00 €	0.00 €	14 100.00 €	
Total External Expertise and Services	2 938.47 €	20 202.00 €	13 590.43 €	0.00 €	36 730.90 €	
Total	5 677.60 €	39 033.52 €	26 258.88 €	0.00 €	70 970.00 €	
Partner financing plan					70 970.00 €	

Mancomunidad de l'Horta Nord

Only Option 1 relevant to URBACT

	2024	2025	2026	2027	Total	Input budget
Staff costs						
Staff costs	2 708.40 €	18 620.25 €	12 526.35 €	0.00 €	33 855.00 €	
Total Staff costs	2 708.40 €	18 620.25 €	12 526.35 €	0.00 €	33 855.00 €	
Office and Administration						
Office and Administration	135.42 €	931.01 €	626.32 €	0.00 €	1 692.75 €	
Total Office and Administration	135.42 €	931.01 €	626.32 €	0.00 €	1 692.75 €	
Travel and Accommodation						
Staff Travel and Accommodation	792.00 €	5 445.00 €	3 663.00 €	0.00 €	9 900.00 €	
Total Travel and Accommodation	792.00 €	5 445.00 €	3 663.00 €	0.00 €	9 900.00 €	
External Expertise and Services						
External Expertise Project Coordination	560.00 €	3 850.00 €	2 590.00 €	0.00 €	7 000.00 €	
Expertise Meeting Organisation	356.00 €	2 447.50 €	1 646.50 €	0.00 €	4 450.00 €	
Expertise Communication	320.00 €	2 200.00 €	1 480.00 €	0.00 €	4 000.00 €	
Expert and other non-staff Travel	792.00 €	5 445.00 €	3 663.00 €	0.00 €	9 900.00 €	
Expertise First Level Control	240.00 €	1 650.00 €	1 110.00 €	0.00 €	3 000.00 €	
Total External Expertise and Services	2 268.00 €	15 592.50 €	10 489.50 €	0.00 €	28 350.00 €	
Total	5 903.82 €	40 588.76 €	27 305.17 €	0.00 €	73 797.75 €	
Partner financing plan					73 797.75 €	

City of Amersfoort

Only Option 1 relevant to URBACT

	2024	2025	2026	2027	Total	Input budget
Staff costs						
Staff costs	2 868.80 €	19 723.00 €	13 268.20 €	0.00 €	35 860.00 €	
Total Staff costs	2 868.80 €	19 723.00 €	13 268.20 €	0.00 €	35 860.00 €	
Office and Administration						
Office and Administration	143.44 €	986.15 €	663.41 €	0.00 €	1 793.00 €	
Total Office and Administration	143.44 €	986.15 €	663.41 €	0.00 €	1 793.00 €	
Travel and Accommodation						
Staff Travel and Accommodation	976.00 €	6 710.00 €	4 514.00 €	0.00 €	12 200.00 €	
Total Travel and Accommodation	976.00 €	6 710.00 €	4 514.00 €	0.00 €	12 200.00 €	
External Expertise and Services						
External Expertise Project Coordination	720.00 €	4 950.00 €	3 330.00 €	0.00 €	9 000.00 €	
Expertise Meeting Organisation	400.00 €	2 750.00 €	1 850.00 €	0.00 €	5 000.00 €	
Expertise Communication	248.00 €	1 705.00 €	1 147.00 €	0.00 €	3 100.00 €	
Expert and other non-staff Travel	976.00 €	6 710.00 €	4 514.00 €	0.00 €	12 200.00 €	
Expertise First Level Control	288.00 €	1 980.00 €	1 332.00 €	0.00 €	3 600.00 €	
Total External Expertise and Services	2 632.00 €	18 095.00 €	12 173.00 €	0.00 €	32 900.00 €	
Total	6 620.24 €	45 514.15 €	30 618.61 €	0.00 €	82 753.00 €	
Partner financing plan					82 753.00 €	

Sandyford Business District

Only Option 1 relevant to URBACT

	2024	2025	2026	2027	Total	Input budget
Staff costs						
Staff costs	3 027.20 €	20 812.00 €	14 000.80 €	0.00 €	37 840.00 €	
Total Staff costs	3 027.20 €	20 812.00 €	14 000.80 €	0.00 €	37 840.00 €	
Office and Administration						
Office and Administration	151.36 €	1 040.60 €	700.04 €	0.00 €	1 892.00 €	
Total Office and Administration	151.36 €	1 040.60 €	700.04 €	0.00 €	1 892.00 €	
Travel and Accommodation						
Staff Travel and Accommodation	760.00 €	5 225.00 €	3 515.00 €	0.00 €	9 500.00 €	
Total Travel and Accommodation	760.00 €	5 225.00 €	3 515.00 €	0.00 €	9 500.00 €	
External Expertise and Services						
External Expertise Project Coordination	720.00 €	4 950.00 €	3 330.00 €	0.00 €	9 000.00 €	
Expertise Meeting Organisation	480.00 €	3 300.00 €	2 220.00 €	0.00 €	6 000.00 €	
Expertise Communication	168.00 €	1 155.00 €	777.00 €	0.00 €	2 100.00 €	
Expert and other non-staff Travel	760.00 €	5 225.00 €	3 515.00 €	0.00 €	9 500.00 €	
Expertise First Level Control	480.00 €	3 300.00 €	2 220.00 €	0.00 €	6 000.00 €	
Total External Expertise and Services	2 608.00 €	17 930.00 €	12 062.00 €	0.00 €	32 600.00 €	
Total	6 546.56 €	45 007.60 €	30 277.84 €	0.00 €	81 832.00 €	
Partner financing plan					81 832.00 €	

4. 8.4 Expenditure per year and budget category

	2024	2025	2026	2027	Total
Staff costs					
Staff costs	18 658.60 €	128 277.88 €	86 296.00 €	0.00 €	233 232.48 €
Total Staff costs	18 658.60 €	128 277.88 €	86 296.00 €	0.00 €	233 232.48 €
Office and Administration					
Office and Administration	932.93 €	6 413.89 €	4 314.80 €	0.00 €	11 661.62 €
Total Office and Administration	932.93 €	6 413.89 €	4 314.80 €	0.00 €	11 661.62 €
Travel and Accommodation					

Staff Travel and Accommodation	5 104.00 €	35 090.00 €	23 606.00 €	0.00 €	63 800.00 €
Total Travel and Accommodation	5 104.00 €	35 090.00 €	23 606.00 €	0.00 €	63 800.00 €
External Expertise and Services					
External Expertise Project Coordination	8 200.00 €	56 375.00 €	37 925.00 €	0.00 €	102 500.00 €
Expertise Meeting Organisation	2 182.00 €	15 001.25 €	10 091.75 €	0.00 €	27 275.00 €
Expertise Communication	1 682.47 €	11 567.00 €	7 781.43 €	0.00 €	21 030.90 €
Expert and other non-staff Travel	6 232.00 €	42 845.00 €	28 823.00 €	0.00 €	77 900.00 €
Expertise First Level Control	1 008.00 €	6 930.00 €	4 662.00 €	0.00 €	12 600.00 €
Total External Expertise and Services	19 304.47 €	132 718.25 €	89 283.18 €	0.00 €	241 305.90 €
Equipment					
Equipment	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €
Total Equipment	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €
Total	44 000.00 €	302 500.02 €	203 499.98 €	0.00 €	550 000.00 €

5. 8.5 Project cost per budget line

Expenditure budget line	Subcategories	Total
Staff costs	Staff costs	233 232.48 €
	Total	233 232.48 €
Office and Administration	Office and Administration	11 661.62 €
	Total	11 661.62 €
Travel and Accommodation	Staff Travel and Accommodation	63 800.00 €
	Total	63 800.00 €
External Expertise and Services	External Expertise Project Coordination	102 500.00 €
	Expertise Meeting Organisation	27 275.00 €
	Expertise Communication	21 030.90 €
	Expert and other non-staff Travel	77 900.00 €
	Expertise First Level Control	12 600.00 €
	Total	241 305.90 €
Equipment	Equipment	0.00 €
	Total	0.00 €
	Global budget	550 000.00 €

6. 8.6 Project costs per budget category – Justification/Explanation

	Justification/Explanation
Staff costs	Staff costs were estimated based on daily fee rates and the days needed to carry out the activities detailed in the internal implementation plan. Daily fee rates were calculated based on the average salary payments (and other costs directly linked to them) for staff employed by partners and expected to be involved in the project implementation. Staff costs and external expertise related to project management represent only 14.5% of the total budget.
Office and administration	Calculated automatically: 5%
Travel and accommodation	Travel and accommodation costs were calculated based on a detailed plan using the unit costs for travel, accommodation, and subsistence as defined by the Commission Decision of 26.7.2023.
External expertise and services	<p>External expertise was planned for the following tasks:</p> <ul style="list-style-type: none"> - support to project coordination (€56,500) - organisation of meetings (€27,275) - external communication (€21,030.90) - expert and non-staff travel (€77,900) - First-Level Control (€12,600) - tasks related to small-scale actions (€46,000) <p>Within this category, BIB has been allocated a slightly larger budget than other partners to cover costs for externalising the ULG coordination, which also leads to a higher travel budget for non-staff members.</p>
Equipment	Not relevant.

- IX - 9 SIGNATURE

1. 9.1 Signature of the Lead Partner/project coordinator

Signature of the Lead Partner / project coordinator :

Name (capital letters) :

Position :

Date :

Official stamp