


	<p>The URBACT II Programme</p> <p>2007 - 2013</p>	<p>FINAL APPLICATION FORM THEMATIC NETWORKS - PHASE II¹</p>
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To be completed by Lead Partner:

Acronym of thematic network	
URBACT II Theme	Priority Axe 2 - Attractive and cohesive cities 2.3. Environmental issues Subtheme 2.3.1. Achieving sustainable urban development
TN with the FAST TRACK label (yes/no)	YES (Thematic area 6: Achieving sustainable urban development)
Lead Partner (institution and country)	City of Regensburg, Germany

To be completed by URBACT Secretariat (US):

Project number (serial number/code)	
Received by URBACT Secretariat (date)	
Approved by Monitoring Committee (date)	

Form to be filled in in English, signed and returned by 21 Oct. 2008 latest:

- in an electronic format (with scanned version of all signed documents) to the following address: project.application@urbact.eu;
- **AND** by regular mail (documents must be postmarked no later than 21 Oct. 2008) to the following address: URBACT Secretariat
194, Avenue du Président Wilson
93217 St Denis La Plaine – France

Documents to be annexed (official templates available on URBACT website):

- 5 financial tables
- Baseline study
- Letters of commitment signed by all partners
- Letters of intent signed by all Associated Managing Authorities
- Audit trails signed by all partners
- Joint Convention signed by all partners

¹ Approved by the Monitoring Committee on 10 June 2008.



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1 PROJECT IDENTITY

1.1 Project title and Lead partner

Acronym of thematic network	HerO
Full title (if acronym used)	Heritage as Opportunity Sustainable Management Strategies for Vital Historic Urban Landscapes
Lead partner	City of Regensburg, Germany

1.2 Updated summarised description of project and issue addressed

(max. 100 words)

Facing the various challenges of historic European cities of different size and structure, the HerO Network aims to develop integrated management strategies as well as innovative good practice methods, instruments, policies and action plans to facilitate the right balance between preserving the cultural heritage of historic urban landscapes as element of identity and integral part of European history and enabling a sustainable, future-proof urban development to maintain and to strengthen the attractiveness and competitiveness of the historic urban landscapes (balancing the different demands of "users" and cultural heritage protection – local economy, citizens, tourists, property owners, UNESCO, conservators, etc.).

1.3 Partnership

(Please refer to eligibility criteria listed in Annex 1)

Section I – Full partners				
	Name of institution (precise type of institution)	Region	Member or Partner State	Convergence or Competitiveness ²
Lead Partner	City of Regensburg	Free State of Bavaria	Germany	Competitiveness
Partner 1	City of Graz	Styria	Austria	Competitiveness
Partner 2	Municipality of Naples	Campania	Italy	Convergence
Partner 3	Vilnius City Municipality	Vilnius County	Lithuania	Convergence

² For partners from EU Member States only.

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Partner 4	City of Sighisoara	Region 7 Centre	Romania	Convergence
Partner 5	City of Liverpool (Liverpool City Council)	North West	United Kingdom	Competitiveness
Partner 6	City of Lublin	Lubelskie Voivodship	Poland	Convergence
Partner 7	City of Poitiers	Poitou-Charentes	France	Competitiveness
Partner 8	City of Valencia (Ajuntament de Valencia)	Comunidad Valenciana	Spain	Competitiveness
Partner 9	City of Valletta (Valletta Local Council)	Malta	Malta	Convergence
Partner 10				
Partner 11				
Section II - Associated Managing authorities ³				
	Name of institution	Name of region	Member State	Convergence or Competitiveness
Lead Partner	Bavarian State Ministry of Economic Affairs, Infrastructure, Transport and Technology	Free State of Bavaria	Germany	Competitiveness
Partner 1	Provincial Government of Styria	Styria	Austria	Competitiveness
Partner 2	Campania Region	Campania	Italy	Convergence
Partner 3	Vilnius city partners with the help of the EC DG REGIO had intense contacts to the responsible MA at national level, however so far no signed letter could be forwarded at the time of submitting the application. The partners of Vilnius city will continue the dialogue with the responsible MA in order to associate them in the course of the project phase II.			
Partner 4	Ministry of Development, Public Works and Housing (MDPWH)	Bucharest, Ilfov	Romania	Convergence

³ URBACT II projects are strongly recommended to involve Managing Authorities in their activities, which can be done essentially by: 1) including them as “full partners” in the completed partnership (8 min. – 12 max) or 2) inviting them to take part as “Associated Managing Authorities”, for the participation of which a minimum budget line of 40.000 euros shall be dedicated in each project budget. This budget line is to be included in the project budget and will not be available for other purposes.

Please note that if the relevant Regional or National Operational Programme (ERDF) does not cover the theme addressed by the network, and/or the use of other funds seems more appropriate, the Managing authorities of other relevant implementation programmes (e.g. ESF, Cohesion Fund...) can be associated.

Partner 5	North West Development Agency	North West	United Kingdom	Competitiveness
Partner 6	Marshall's Office of Lubelskie Voivodship	Lubelskie Voivodship	Poland	Convergence
Partner 7	Préfecture de la Région Poitou-Charentes (Regional Chief Executive)	Poitou-Charentes	France	Competitiveness
Partner 8	Generalitat Valenciana	Comunidad Valenciana	Spain	Competitiveness
Partner 9	Office of the Prime Minister (OPM)	Malta	Malta	Convergence
Partner 10				
Partner 11				
Section III - Observer cities ⁴				
	Name of institution	Name of region	State	
Observer city 1				
Observer city 2				

1.4 Project duration for Implementation phase

Project start date	21 November 2008
Project end date	21 May 2011
Duration in months (30 months max.)	30

1.5 Project cost (in €) Implementation phase

ERDF funding	462,150
Public co-financing (EU PP)	172,850
Private co-financing (EU PP)	
Public co-financing (Non EU PP)	
Private co-financing (Non EU PP)	
TOTAL	635,000

⁴ A Thematic network may invite up to 2 cities to participate to the project as observers, at their own cost, coming from non Member/ Partner States.

2 SYNTHESIS OF DEVELOPMENT PHASE ACHIEVEMENTS

2.1 List of activities implemented during development phase (phase I)

	Objectives	Actions implemented in relation to the objectives	Achieved outputs
Objective n°1	Finalising partnership	<p>1.1 Searching and selecting additional partners and contacting them by e-mail and phone in order to extend the initial core group (full network partners)</p> <p>1.2 Providing potential partners the relevant background information of the network</p> <p>1.3 Organizing two meetings with all partners:</p> <p><u>HerO Kick-Off-Meeting</u> Regensburg, June 30th and July 1st, 2008</p> <p>First get-together of all HerO partners to create a common understanding of the objectives and intended results of the project thereby creating a common spirit for the future of the network.</p> <p>More specifically the following aspects have been discussed during the meeting:</p> <ul style="list-style-type: none"> • network objectives, • expected project results and outputs (i.e. policy recommendations, common standards, practical guidelines, etc.), • network activities (i.e. exchange and learning activities on themes, instruments and policies, workshops, seminars, trainings, site visits), • the project's working structure and work plan • key topics, problems, challenges and solutions the partners want to exchange and work on during the life-time of the project, • involvement of and co-operation with Managing Authorities, • organization of base line study, local support groups and local action plans, 	1 partnership of 10 cities organised in a thematic network

		<ul style="list-style-type: none"> organizational issues and financing, communication and dissemination of results on local and project level. <p><u>2nd HerO Meeting</u> Regensburg, September 19th, 2008</p> <p>The overall aim of the meeting was to agree on the work programme and the financial plan of the network and to further discuss the practical involvement of Managing Authorities. The meeting also provided the opportunity to answer questions related to the overall project administration and financial management.</p> <p>1.4 Involvement of Lead Expert to complete the partnership</p>	
Objective n°2	Completion of baseline study	<p>2.1 Visiting all partners to complete local enquiries</p> <p>2.2 Realising the "State of the art" of existing knowledge at EU level and refining the issues addressed of the project</p> <p>2.3 Starting the collection of best practices</p> <p>2.4 Steering meeting with the Lead expert to complete baseline study</p> <p>2.5 Elaboration of baseline study</p>	1 baseline study
Objective n°3	Completion of Final application	<p>3.1 Participation of the Lead partner and the Lead expert at URBACT training sessions and thematic pole meetings to familiarise with URBACT II working methods and capitalisation.</p> <p>3.2 Agreement on a detailed work plan and subsequent elaboration of the work programme with support of the Lead expert</p> <p>3.3 Definition of a common methodology for the network</p> <p>3.4 Elaboration of the final budget and financing plan</p> <p>3.5 Design of a detailed project audit trail</p> <p>3.6 Adapting the draft Joint Convention</p> <p>3.7 Collecting Letters of Commitment from all partners</p>	<p>Final Application Form + relevant documents from 10 partner cities</p> <p>Joint convention signed by all network partners</p>

Objective n°4	Communication and dissemination	<p>4.1 Preparatory work for a virtual office ('mini-site') on the URBACT website</p> <p>4.2 Elaboration of a dissemination plan to be presented within the Final Application</p>	<p>animated HerO mini-website located at URBACT website (→ www.urbact.eu/hero)</p> <p>Dissemination plan</p> <p>HerO network logo and flyer</p>
Objective n°5	Setting up of URBACT Local Support Groups (ULSGs)	<p>5.1 Contact with relevant stakeholders and key players for the creation of the Local Support Group within each partner city</p> <p>5.2 Setting up of the Local Support Groups – 1st meeting (1 per partner city)</p> <p>5.3 First activities of the Local Support Groups (collecting initial ideas for the production of Local Action Plans)</p>	<p>5 URBACT Local Support Groups (set up in each core partner city)</p> <p>+ initial activities of the extended 5 partner cities towards setting up their ULSG</p>
Objective n°6	Involvement of Managing Authorities of Operational Programmes	<p>6.1 Development of strategies to integrate the Managing Authorities</p> <p>6.2 First meeting with the Managing Authorities (1 per partner city)</p> <p>6.3 (additional action compared to original work plan): Participation at discussions with the EC Directorates on the implementation of the Fast Track; active participation at the EC workshop on URBACT and Fast Track during the OPEN DAYS in Brussels (presentation of HerO network and activities)</p>	<p>Managing Authorities of Operational Programmes involved (9 MAs have already signed an LOI to associate to the HerO network)</p> <p>Active participation at EC workshop during the OPEN DAYS in Brussels</p>

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2.2 Definition of issues to be addressed by the project (summary of baseline study outputs)

From the key problems and challenges encountered 3 main issues can be derived, which towns with historic urban landscapes have to deal with to be able to balance and coordinate the different demands and interests on historic urban areas to support a sustainable, future-oriented urban development, which combines the preservation of the historic urban landscape with the sustainable urban development:

- Applying an integrated revitalisation approach which balances and adapts the use of the historic urban landscape assets to the different stakeholder needs
- Protecting the visual integrity
- Development and implementation of integrated cultural heritage management systems

The last issue was identified as useful and innovative instrument to effectively manage and deal with the key problems and challenges mentioned in the baseline-study.

Integrated Cultural Heritage Management Systems

An integrated cultural heritage management system is an integrated planning and strategy instrument. It determines the objectives, actions and management aspects to achieve the coordinated preservation and further use and development of historic urban landscapes and its cultural heritage. It serves as framework document (document of reference; stating the basic rules) for managing historic urban areas with its cultural heritage, supporting an integrated, sustainable urban development. It takes into account, balances and coordinates the different demands and needs of responsible bodies and stakeholders on the historic urban landscape. Characteristics of integrated cultural heritage management systems are:

Proactive approach, not only concentrating on the prevention, but also inducing and influencing needed development and actions;

It intervenes not only when problems come up (structural interventions), it tries to anticipate them to ensure the sustainable "maintenance" of historic urban landscapes: continuous actions instead of only singular actions; integrated approach with specific objectives to pursue instead of sectoral policies.

In general an integrated cultural heritage management plan will be updated each 5 years.

In order to give access to the experience gained in the network to a wider professional audience, the experience will be prepared and disseminated in a guidebook with guidelines for the successful development and implementation of integrated cultural heritage management plans.

Further, due to the lack of EU policies targeting at the further development of historic urban landscapes, a strategy and policy paper will be developed. It will call the EU Commission to include specifically the preservation and development of historic urban landscapes in the next EU funding program period, stating the importance of such landscapes and areas for the Lisbon and Gothenburg goals and giving policy recommendations for the support of such areas.

2.3 Summary of local⁵ situations, partners' expectations and potential contributions (summary of baseline study) – ½ page max. per partner

	Name	Local situation & challenges – Expectations – Potential contributions
LP	Regensburg	<p>Regensburg historic centre is in very good conditions. The major task is the management to maintain its cultural heritage values and balance the development and preservation needs.</p> <p>Concerning "visual integrity" the main challenges are:</p> <ul style="list-style-type: none"> • Proper integration of new architecture/ developments; • Raising the awareness by relevant stakeholders; • Management Plans for historic urban landscapes. <p>Concerning "Integrated revitalisation/ balancing the needs" the main challenges are:</p> <ul style="list-style-type: none"> • Improving (alternative) mobility and accessibility • Securing multi-functionality/ balancing the different needs • Supporting and attracting (local) economy/ balancing traditional and chain stores • Securing the housing function/ social mixture • Improving public and green space/ recreational facilities • Attracting tourism/ dealing with the impacts of tourism • Presenting the historic urban landscape to tourists and inhabitants • Improving energy efficiency of historic urban fabric • Community involvement/ stimulation of cooperation/ PPP • Improvement of institutional/ management structures • Development/ review of Management Plans for historic urban landscapes <p>Regensburg will contribute its profound knowledge in policies and management strategies to safeguard the cultural heritage values and the sustainable development of the historic urban landscape.</p>
PP1	Graz	<p>In Graz exists the conflict between preservation and socio-economic development. On the one hand the historic Old Town has to be preserved; on the other hand the interests of the economy have to be respected in order to achieve a vital Old Town. The challenge for the city is to preserve the historic ensemble, keeping its unique identity, according to the legal framework, but also to enable certain flexibility for the socio-economic development to keep public life and city functions in the city centre.</p> <p>Concerning "Integrated revitalisation/ balancing the needs" the main challenges are:</p> <ul style="list-style-type: none"> • To improve the accessibility and mobility for the inhabitants in the historic centre (often no parking space close to the build-

⁵ To be adapted in the case of partners that are not Local/ Regional authorities but National authorities, Research centers or Universities, etc.

		<p>ings);</p> <ul style="list-style-type: none"> • To keep a good mixture of traditional local stores and chain stores (when a traditional store closes, a chain store moves in because the pay higher rent); • To ease the adaptation of constructive structures to the needs of commercial activities; • To improve public and private open space for non-commercial leisure/ free time activities; • To reduce the disturbance of the inhabitants through events and gastronomy in the historic centre. <p>Graz will contribute to the project its profound experience with</p> <ul style="list-style-type: none"> • bringing new architecture with new needed functions/ space into the historic urban landscape without disturbing the overall value of the existing world heritage protected environment; • grant scheme for private owners to rehabilitate their buildings, preserving the cultural value; • improving the accessibility for handicapped in the historic centre.
PP2	Naples	<p>Naples historic centre is densely populated, mainly with low-income households. This comes along with low level of education going along with an unemployment rate of 17,8%. Naples challenge for the historic urban landscape is its sustainable revitalisation, avoiding gentrification and preserving the cultural identity of the area at the same time.</p> <p>Concerning "visual integrity" the main challenges are:</p> <ul style="list-style-type: none"> • To secure a qualitative rehabilitation and maintenance of historic buildings and monuments, both public and private, which are in decay; • Creation of financial products/ instruments/ programs to stimulate the proper rehabilitation of private historic buildings; • To ensure that the design of new developments (architecture) respects the historic, spatial and townscape characteristics of its setting in a contemporary manner (quality standards). <p>Concerning "Integrated revitalisation/ balancing the needs" the main challenges are:</p> <ul style="list-style-type: none"> • To improve the precarious environmental conditions e.g. high level of acoustic and atmospheric pollution due to high level of individual (car) traffic (lack of good alternative transport means); • To secure traditional shops and retail trade structure as these are struggling to survive (people shop in out-of inner city shopping malls); • To set up new governance structures for a better coordination of the revitalisation activities. <p>Naples will contribute its experience with acts and regulations to preserve and further develop the historic urban landscape to the project.</p>
PP3	Vilnius	<p>Vilnius has a rich cultural heritage. In the early 90s the Old Town became attractive for investors and for economical well off people.</p>

		<p>The Old Town became vibrant and the most attractive part of the city, at the same time neglected parts in remote areas of the Old Town still exist. The rapid change of the economy made an impact on the functional use of the Old Town, too: The growth in number of shops, restaurants, hotels, etc. forced the decline of residential flats and gentrification tendencies take place (social housing is very limited).</p> <p>Concerning "visual integrity" the main challenges are:</p> <ul style="list-style-type: none"> • The development of high-rise buildings close to the historic urban landscape are threatening its integrity; • The new architecture of buildings does not sufficiently respect its historic, spatial and townscape characteristics of the Old Town; • Bad maintenance of historic buildings and their inner yards, whose owners have not the financial capacity and knowledge for the proper rehabilitation and maintenance work; • Improvement of the public funding system for the preservation of monuments, their regular maintenance and the support of private rehabilitation and maintenance work. <p>Concerning "Integrated revitalisation/ balancing the needs" the main challenges are:</p> <ul style="list-style-type: none"> • To improve a multimodal (public) transport in the historic centre; • To stimulate the multi-level exchange with sub-ordinate institutions and public-private partnerships/ cooperation with the private sector (investors) and the local community (citizens and entrepreneurs) in support of the revitalisation process; • To connect the Old Town with the riverside as recreational area; • To attract more cultural and conference tourism; • To secure the housing function for all income households in the Old Town; • To improve the attractiveness of public space and semi-public/private yards for recreational purposes, in particular in remote areas of the Old Town. <p>Vilnius will contribute its profound experience and good-practice example with:</p> <ul style="list-style-type: none"> • Monitoring visual view points; • Assessing the impacts of new developments on the visual integrity; <p>Special Plan Concept for High-rise Buildings Layout (2006).</p>
PP4	Sighisoara	<p>Sighisoara's historic urban landscape has improved in the last years, in particular the improvement of the infrastructure. But there is still a strong need for the rehabilitation of the historic buildings and monuments.</p> <p>Concerning "visual integrity" the main challenges are:</p> <ul style="list-style-type: none"> • To rehabilitate the historic housing and monumental heritage, both public and private, which is in decay; • To incite the qualitative rehabilitation/ maintenance of private owned historic buildings;

		<ul style="list-style-type: none"> • To control and maintenance the invasion of “flora” (green areas) into the historic parts, which threatens the heritage infrastructure. <p>Concerning “Integrated revitalisation/ balancing the needs” the main challenges are:</p> <ul style="list-style-type: none"> • To improve the accessibility of the citadel (for inhabitants!) and to resolve the traffic problem that transits the town centre (pollution); • To combine the urban cultural heritage with the natural heritage attractions around the city; • To keep traditional commercial activities and shops for the daily demand in the town centre; in general they are replaced by handcraft stores for tourists and commercial stores for middle to high income classes; • To secure the housing/ residential function in the town centre; • To link the citadel and its “downtown” area, keeping them together as the town centre; • To sustain the town centre as place for all stakeholders, not only tourists; • To make use of the tourism potential to develop economic activities; • To protect the downtown area from periodical floods.
PP5	Liverpool	<p>Liverpool’s recent increase in public and private investment improved the economy and environment of the historic centre, but there is pressure on the historic urban fabric. Major challenges for Liverpool is to ensure that the regeneration benefits are spread beyond the city centre and that the city’s historic environment is adequately conserved and continues to be a key driver in the city’s regeneration.</p> <p>Concerning “visual integrity” the main challenges are:</p> <ul style="list-style-type: none"> • To preserve historic buildings at risk of deterioration (providing guidance); • To incite owners who are absentee, have unrealistic expectations and/or limited interest in cultural heritage or capacity to carry out repairs; • To control attic extensions and roof-top plant; • To ensure that the design of new developments respects its historic, spatial and townscape characteristics of its setting; • To protect the key views and the views of landmark buildings; • To ensure that the scale of new development does not dominate the historic character of the site; • To animate the redundant dock water-spaces without damaging their visual and historic integrity. <p>Concerning “Integrated revitalisation/ balancing the needs” the main challenges are:</p> <ul style="list-style-type: none"> • To reconnect the city centre with the waterfront and attracting the waterfront; • To create a positive image and identity;

		<ul style="list-style-type: none"> • To find and achieve sustainable new uses for redundant historic buildings, docks and sites (industrial obsolescence). <p>Liverpool will contribute its profound experience within</p> <ul style="list-style-type: none"> • waterside re-development, • working with developers/ investor for the development of derelict sites, • integration of new buildings in the historic urban landscape, • setting up formal as informal partnerships and community engagement projects in favour of the preservation and further development of the historic urban landscape, • celebrating the cultural heritage to improve its understanding within the inhabitants.
PP6	Lublin	<p>In Lublin the upgrading of the historic urban texture has been one of the municipal priorities and is advancing constantly. A major challenge is the re-development of the surrounding historic city centre in accordance with the historic urban texture, using the historic urban landscape as asset.</p> <p>Concerning “visual integrity” the main challenges are:</p> <ul style="list-style-type: none"> • To incite the qualitative rehabilitation and maintenance of private owned historic buildings.; • To regulate the advertisement/ commercial signs in public space in accordance with the historic urban landscape needs; • To implement the visual integrity requirements into plans and regulations; • To raise the awareness and present the cultural heritage values to owners, inhabitants and tourists. <p>Concerning “Integrated revitalisation/ balancing the needs” the main challenges are:</p> <ul style="list-style-type: none"> • Redeveloping the area north of the Old Town for new functions for the historic centre as it has become a site of temporary structures and small businesses.; • To provide a good connection between the railway station and the historic centre; • To provide multimodal public transport and parking space around the historic centre, improving the accessibility and reducing the traffic inside the historic centre; • To involve the stakeholders in the revitalisation process and the maintenance of the cultural heritage; • To support local small and medium sized enterprises as well as attracting new businesses and functions to the city centre; • To secure the housing function in the Old Town and city centre: Often after rehabilitation housing space is turned into commercial space because a higher rent can be achieved; • To secure that former low and middle income households can stay in their apartments after renovation works; • To improve public and green space with recreation facilities; • To set up efficient institutional structures in support of the integrated revitalisation and management of the cultural heritage as

		<p>well as in support of actions from private stakeholders.</p> <p>Lublin will contribute to the project with its profound experience with involving the local community.</p>
PP7	Poitiers	<p>Poitiers has a highly sophisticated economy and a famous university. The close by science, technology and entertainment park 'Futuroscope' attracts 1.5 Mio. visitors/ year. These conditions result in a low unemployment rate. Despite the economic success, the maintenance of the cultural heritage and turning it into a stronger economic asset could be improved.</p> <p>Concerning "visual integrity" the main challenges are:</p> <ul style="list-style-type: none"> • To integrate contemporary architecture without harming the historic, spatial and townscape characteristics. <p>Concerning "Integrated revitalisation/ balancing the needs" the main challenges are:</p> <ul style="list-style-type: none"> • To promote and provide multimodal, alternative public transport in the historic centre (mobility); • To improve the accessibility for handicapped and make them able to experience the cultural heritage; • To develop long-term cooperation between stakeholders and involve them, in particular property owners, in support of the further development of the historic urban landscape; • To maintain the level of economic activities in the historic centre; • To keep the historic centre alive; • To prevent the historic centre from gentrifying; • To present the historic urban landscape in a new way to inhabitants and tourists. • To attract more tourism to the historic centre and prolong their stay by linking the historic centre with the 'Futuroscope' park and natural attraction of the surrounding; • To better manage the historic urban landscape and its development; • To reduce the CO2 emission of the historic centre e.g. through improvement of the energy efficiency of historic buildings. <p>Poitiers will contribute its profound experience within:</p> <ul style="list-style-type: none"> • Lighting concepts to present historic monuments in a new way; • Improving accessibility and the experience of the historic urban landscape for handicapped people (also blind ones); • Providing social housing to secure social mixture in the historic centre; • Involving the local community; • Funding program for private owners to rehabilitate their buildings, preserving the cultural value.
PP8	Valencia	<p>In Valencia historic neighbourhoods suffered for years serious degradation, resulting in the decline of its resident population. Within the historic centre the situation could be improved considerably (80-90% is rehabilitated), but other historic neighbourhoods outside the historic centre are still in need of an adequate revitalisa-</p>

		<p>tion. The challenge for the historic centre is to maintain and manage the achieved improvement.</p> <p>Concerning "visual integrity" the main challenges are:</p> <ul style="list-style-type: none"> • Physical deterioration of the historic buildings because often low-income households own and in-habit these buildings lacking the financial resources for the rehabilitation work. <p>Concerning "Integrated revitalisation/ balancing the needs" the main challenges are:</p> <ul style="list-style-type: none"> • Involvement of stakeholders in the process; • Lack of recreational and green areas; • Loss of positive image and identity; • Diversification of uses in historic urban landscapes, converting historic buildings into attractive areas for economic and social activities; • Change of the neighbourhoods into leisure centres where residential use becomes a secondary use; • Danger of development of ghettos due to immigration of (illegal) foreigners with low-income and increasing delinquency. <p>Valencia will contribute its profound experience in:</p> <ul style="list-style-type: none"> • Protecting the visual integrity through special funds and plans; • Integration of new architecture in the historic urban landscape; • Rehabilitation and adapting functions/ uses of (public) historic buildings; • Rehabilitation of public space; • Grant scheme to incite and support private rehabilitation measures; • Community participation; • Introducing social infrastructure in historic neighbourhoods; • Social housing (balancing the rent in historic neighbourhoods); • Methodology to evaluate possible impacts of new uses on the historic building and the urban environment;
PP9	Valletta	<p>Valletta's rich architectural fabric provides sample scope and opportunity for restoration and adaptive re-use. The conflict between the preservation needs of the cultural heritage assets/ fabric and the development needs is symptomatic. This lies in the very densely populated area inhabited predominantly by a commuter society; a city state, which is an administrative and economic hub and the geographic and morphological conditions.</p> <p>Concerning "visual integrity" the main challenges are:</p> <ul style="list-style-type: none"> • Owners extend their historic buildings with building extensions/ top mounting; • Historic buildings in need for rehabilitation, but inhabitants are often low-income households and/ or predominantly aged (60+; aging society); • new architecture proposals which do not respect the historic fabric and landscape. <p>Concerning "Integrated revitalisation/ balancing the needs" the</p>

		<p>main challenges are:</p> <ul style="list-style-type: none"> • Limited space for development in the dense historic urban area; • Traffic congestions coming along with pollution, increasing health risks and degeneration of the historic fabric, because of high amount of commuters and insufficient public transport system; • Need for integrated management and planning systems; • 7-9 % of vacant houses and dwellings; • Cost of restoring the cultural heritage landscape does not balance out with the adaptive re-use and therefore planning or social gain may be lost in the proposal (feasibility and viability). <p>Valletta will contribute its profound experience and good-practice examples in:</p> <ul style="list-style-type: none"> • Regeneration practices through private-public initiatives; • Working with "Statements of Significance" as part of the development brief for investors, which state the kind of development wanted by the municipality and what the development has to respect; • Regeneration possibilities through the application of events: Several different kind of events which target at locals to visit Valletta during night-time and enliven Valletta through cultural/recreational events; • Results of social inclusion through heritage initiatives on the intangible level: Valletta uses heritage initiatives to promote NGOs and projects, which foster social inclusion; • Alternative mobility and accessibility: e.g. Park and Ride, Electric Mini Cabs and CVA: using less cars through Polluter Pays Principle.
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3 OBJECTIVES, EXPECTED OUTPUTS AND DELIVERABLES

3.1 Synthesis of project objectives

Overall Objective of the network HerO:

“Integrated cultural heritage management systems” as innovative tool to balance and coordinate the different demands and interests on historic urban landscapes to support a sustainable, future-oriented urban development (combining preservation of historic urban landscapes with the socio-economic development).

Objectives and related actions:

1. Ensuring project co-ordination and management

Ensuring proper co-ordination and management of the Thematic Network HerO as foreseen in the Programme Manual, Fact sheet 6B during the whole project period.

1.1 Project coordination and administrative/ financial management of the network activities

Provision of contractual documents to the URBACT Secretariat; day-to-day management of the project according to the timetable and budget forecast; delivering progress reports (activity and financial) to the URBACT Secretariat every 6 months; managing the project in PRESAGE-CTE; setting up and implementing first level control; providing assistance to the reporting of partners; co-ordination of the work of the thematic experts assigned to the network; supervision and assessment of partner contributions; internal handling of programme funding.

1.2 HerO Steering Committee

Composed by the Lead Partner, selected Project Partner representatives and the Lead Expert: consider/assess the progress of the overall project and give appropriate orientations on the working plan and network strategy. On demand the Steering Committee will be assisted by representatives of the EC (Fast Track), thematic pole manager, MA representatives.

1.3 Participation in training measures at Programme level

The LP will assure presence in all relevant training measures and events at URBACT Programme level (e.g. annual Lead Partner meetings, training for project managers on PRESAGE-CTE, etc.)

2. Developing and implementing exchange and learning activities on sustainable urban policies with a focus on methods, approaches and integrated management strategies for vital historic urban landscapes

The Vienna Memorandum on “World Heritage and Contemporary Architecture -

Managing the Historic Urban Landscape" (UNESCO World Heritage Centre, 2005) states that the historic urban landscape cannot be merely seen as an accumulation of significant monuments but rather needs to be considered as a living organism and vital living space for its inhabitants.

However, the rapidly changing basic conditions of modern times pose a big challenge on the management of many historic urban areas, which can no longer be handled by traditional mono-sectoral policies. The imbalance of progress and the preservation of the historic urban fabric often results in either economic stagnancy or the loss of cultural heritage values and with it the loss of identity.

In this context, HerO aims to develop integrated and innovative management strategies and urban development policies to facilitate the right balance between the preservation of built cultural heritage and the sustainable, future-proof socio-economic development of historic urban landscapes and to strengthen the attractiveness and competitiveness of the old town area. Thereby emphasis will be placed on managing conflicting usage interests and capitalising the potential of cultural heritage assets for economic, social and cultural activities (Heritage as Opportunity).

Thus, the project's exchange and learning activities mainly focus on the development and implementation of "Integrated Cultural Heritage Management Plans" in all HerO partner cities. Further topics, which have been conjointly identified by the partners as being the most relevant in terms of a sustainable development of historic urban landscapes and which will therefore be subject to further exchange and learning activities within the network, are the "Visual Integrity of historic urban landscapes" and "Balanced urban functions in historic urban landscapes".

To capitalize on the experiences of other historic towns in Europe and to widely disseminate our project's results, the Hero network will co-operate closely with the "European Association of Historic Towns and Regions (EAHTR)". Representatives of EAHTR will take part into the project's thematic seminars and workshops and will give input to the relevant topics.

2.1 Series of thematic seminars on Integrated Cultural Heritage Management Plans (ICHMP) methodology

Organisational schedule: each PP with 1 expert during 2 days (3 nights);
Presentation debate on the ICHMP topic involving actors of the URBACT Local Support Groups and representatives of associated Managing Authorities as well as EAHTR and the European Commission; in-situ visits in the hosting cities to foster exchange;

- 1st seminar (4th quarter 2008): The Kick-Off-Conference aims to officially launch phase II of the HerO-network. In anticipation of the final approval of our thematic network by the European Commission at the end of November, the event aims to create a common understanding of the project's objectives and the intended outputs while creating a common spirit for the upcoming 30 months. The elaboration on the "Integrated Cultural Heritage Management Plan" (common understanding of an ICHMP, typical contents, etc) will thereby play a major role. This first project meeting with the full partnership is a good opportunity for the Managing Authorities and also the Local Support Group members to gain insight into the project structure and topic, to get to know the other partner cities and to exchange with other Managing Authorities and Local Support Groups. The following aspects/ topics will be discussed during Workshop 1/ 3 on Integrated Cultural Heritage Management Plans:
 - Elaboration of common understanding of an "Integrated Cultural Heritage

Management Plan" (What is it? What is its intention/objective?)

- Typical contents of an "Integrated Cultural Heritage Management Plan" (Which subjects / topics in general should be treated/ examined?)
 - Typical regulations of an "Integrated Cultural Heritage Management Plan" (policies, procedures, rules, etc.)
- 2nd seminar (1st quarter 2009): This next project meeting is planned shortly after the launching event in order to give additional input on the topic "ICHMP" before the partners will have some months time to progress the development of their LAPs on local level. The meeting aims to exchange on ULSG and the involvement of the MAs, to identify priorities for the LAPs, to present the good-practice-compilation and to carry out Workshop 2/ 3 on Integrated Cultural Heritage Management Plans:
- Development/ elaboration/ adaptation of an integrated and implementation-oriented Integrated cultural heritage management plan (How do I develop it? process design; methods, finances, involvement of stakeholders, needed board decisions?)
- 3rd seminar (4th quarter 2009): This meeting mainly aims to exchange on the draft LAPs. All partners will present their preliminary LAP and receive feedback from experts of other cities, the Lead Expert, the European Commission and the Managing Authorities (peer review); discussion and elaboration of the HerO strategy paper: support of historic urban landscapes via EU structural funds.
- 4th seminar (1st quarter 2010): The Mid-Term-Conference aims to present the strategy paper "support of historic urban landscapes via EU structural funds" as a result of the project work and exchange activities. It further aims to present the final Local Action Plans by the partners and to discuss implementation strategies, financial tools and access to financial resources (EU structural funds and others) with the Managing Authorities and the European Commission. Workshop 3/ 3 on Integrated Cultural Heritage Management Plans will give input on the Implementation of the Integrated cultural heritage management plan and allow for exchange on the ULSG:
- Implementation of an integrated cultural heritage management plan (How do I successfully implement it? supporting organisational/ administrative structures for successful, powerful ICHMP; communication to improve better understanding of cultural heritage needs and values; monitoring/ management/ evaluation)
 - Success factors/ preconditions for a successful integrated cultural heritage management plan

2.2 Expert workshops on specific topics of historic urban landscapes

Organisational schedule: each PP with 2 experts during 1-1^{1/2} day (2 nights); 2 workshops on selected topics of specific relevance for all partner cities incl. in-situ visits in the hosting cities; exchange of experience and discussion of urban experts and representatives of ULSGs, associated Managing Authorities, the European Association of Historic Towns and Regions and the European Commission.

- 1st workshop (2nd quarter 2010) on the topic "Visual Integrity of historic urban landscapes" aims to discuss rehabilitation standards/ qualities and their enforcement (i.e. user friendly or easy to use urban design guideline; awareness raising), the integration of new architecture into the historic cityscape (quality

standards and their enforcement; awareness raising) as well as instruments/ methods to protect visual view points. The meeting further aims to discuss the ICHMP Guidebook.

- 2nd workshop (4th quarter 2010) on the topic "Balanced urban functions in historic urban landscapes" aims to discuss how to secure a social mixture in a historic urban landscape (gentrification/ segregation), how to secure housing functions and how to foster the local economy and traditional commercial activities (not just chain stores). The meeting furthermore aims to discuss the draft for the "policy recommendation paper to improve historic urban landscapes".

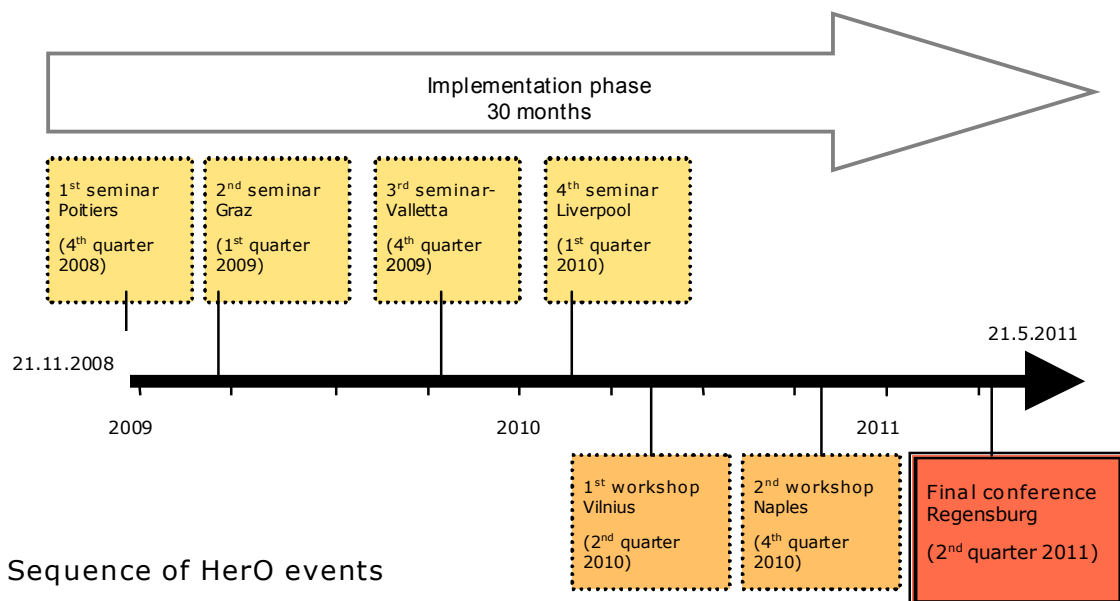
2.3 Compilation of good-practices on sustainable urban management applied in the partner cities

Identification of good practice examples of innovative strategies and tools related to the HerO topic already applied in selected partner cities in order to serve as showcase for the other partners and stimulate the exchange of experience and learning process within the network (and beyond). The paper will already be presented at the 2nd thematic seminar (1st quarter 2009) to foster an early dialogue and exchange among the partner cities on specific topics.

2.4 Final conference

Organisational schedule: each PP 2 members during 2 days (3 nights);

Participation of all project partners and their associated Managing Authorities, selected ULSG members, representatives of the European Association of Historic Towns and Regions, the European Commission and external guests (decision makers, urban experts). The aim of the Final Conference is to present the final network results such as the paper on "Policy recommendations to improve historic urban landscapes" and the guidelines on the "Development and implementation of integrated cultural heritage management plans". Broad media coverage will be assured.



3. Fostering the impact of project activities on local policies

Involvement of relevant partners at local level is a core component of the URBACT II methodology for enhancing urban sustainable development policies. In order to allow for an effective impact of network activities on local policies, each partner in the thematic network HerO will set up an URBACT Local Support Group or use as an URBACT Local Support Group an equivalent existing body.

The URBACT Local Support Group will gather the local key stakeholders concerned with regards to the integrated management of the historic urban landscape in order to balance and co-ordinate the different demands and interests on the old town area and to support a sustainable, future-oriented urban development, which combines the preservation of the cultural heritage assets with the necessary economic growth.

With this integrated approach, the URBACT Local Support Group of each partner city will conjointly develop a Local Action Plan, which in our case is a "road map" for the development and implementation of an "Integrated Cultural Heritage Management Plan".

3.1 Setting up and animation of an URBACT Local Support Group (ULSG) by each project partner

The ULSGs will be organised and animated in each of the participating cities by the individual PPs around a series of meetings on local level. Thereby the ULSGs will take part in the design and follow up of the Local Action Plan, identify and validate network inputs, take part in exchanges and report back to other stakeholders, involving and/or informing the associated MAs.

The activities on local level will comprise (among others) periodical meetings/trainings (annually 4 meetings per PP on average), especially in terms of preparing partner's contributions to project seminars, commenting on final network outputs, testing or piloting certain recommendations, organising local dissemination events, obtaining media coverage. At the beginning the PPs will organise a coaching or training session for the ULSG members to introduce them to the topic by sharing the results of the HerO baseline study. The resources dedicated for the ULSGs will allow animating the meetings, inviting outside speakers, hiring a venue, translating material/results coming from the project level activities, allowing representatives of the ULSGs to attend some of the project seminars, etc.

3.2 Production of a Local Action Plan (LAP) by each project partner

Each partner city will develop its own LAP as a result of exchange and learning activities and as an output of its participation to the network. The LAPs will be produced as a co-production between partners and their Local Support Group.

The single LAPs will present a set of priority actions of specific relevance for the participating historic urban landscapes. The LAPs development will consider peer-review of draft versions of the LAPs by all network partners. A first version of the individual LAPs is aimed to be presented in the frame of the 4th thematic seminar (1st quarter 2010) to enable the PPs to follow-up the implementation of their actions during the 2nd half of network period.

The LAPs will be drawn up in close cooperation with the Managing Authorities so that the opportunity for funding through the operational programmes is maximised. Taking note of the specific local/regional frame conditions the composition, territorial level addressed and format the LAPs will differ between the individual partners.

4. Taking part to the implementation of the Capitalisation process at programme level

Building on the URBACT I experience, URBACT II will strengthen the capitalisation process at programme level by developing additional and complementary activities on issues addressed by several URBACT projects. URBACT II will put a stronger emphasis on capitalisation understood as the production of new knowledge building on existing experience and knowledge coming not only from the URBACT partners but also from similar or complementary European projects/ programmes. Linked to the capitalisation process is the dissemination of this new knowledge in the view to foster mainstreaming of good practices and policy recommendations. This will be implemented through a series of tools such as Thematic Poles and Thematic experts and through the Fast Track labelling by the Commission.

The Fast Track network HerO will contribute to the implementation of the Capitalisation process at programme level by the following actions:

4.1. Participation of HerO Lead Partner and Lead Expert to the Thematic Pole (TP) activities

Participation of LP and LE at Thematic Pole meetings - 4 per year on average, 1 day (2 nights) - organised by the URBACT Secretariat in co-operation with the Thematic Pole managers.

Apart from the TP meetings the LP will assure qualified contribution to the activities of the thematic pole platform 'Cities and integrated, sustainable development' to which HerO is assigned to.

4.2 Participation at URBACT Annual Conferences and Programme events

The LP and all PPs will participate at the Annual Conference of URBACT cities upon invitation of the URBACT Secretariat - each PP with 1 member during 2 days (3 nights).

The LP and PPs will participate upon invitation at other relevant Programme events, organised by the URBACT Secretariat and/or the national/regional authorities of the participating partners (National Ministry, Managing Authority). As for instance in Germany there is planned to hold an annual meeting of German URBACT partner cities organised by the Federal Ministry. Another option is to present the HerO project outputs upon invitation of the MA at the OP (Operational Programme) Monitoring Committee meetings.

Each PP with 1 member during 1 day (2 nights)

5. Developing and implementing communication on and dissemination of project's activities and outputs

HerO's communication and dissemination strategy comprises the elaboration of flyers and brochures to introduce the project partners and to outline the network's main objectives, an online newsletter to inform a broad audience on the project's work and progress, a project website as part of the URBACT website to provide comprehensive information on the network and to link to other URBACT projects as well as the compulsory involvement of local media within the partner cities.

Thereby, emphasis will be put on the translation of the basic information docu-

ments on the project into other languages to ensure that those individuals within the partner cities who can implement new policies are reached and to maximise the target group for the communication materials.

Through HerO's close co-operation with the European Association of Historic Towns and Regions EAHTR, which currently represents approximately 950 historic towns and cities covering 14 European countries, a wide distribution of the HerO communication materials can be achieved.

The HerO communication and dissemination plan will be further elaborated in section 7 of this document.

5.1. Elaboration and dissemination of HerO communication materials

Elaboration, print and dissemination of HerO project materials:

- HerO introductory brochure: describing the project's partnership, its main objectives and the expected outputs (4-page, engl. + translations in local languages).
- HerO Flyer/ postcard (engl. + translations in local languages)
- Periodical HerO newsletter: reporting on the project's progress and disseminating the project's results among interested subscribers and other historic towns in Europe (engl., electronic format, distribution twice a year).
- Final HerO brochure: describing the project's results and main achievements (4-page, engl. + translations in local languages).

5.2 Setting up and updating the HerO project website at the URBACT site

Regular update (every 3 months minimum) of the dedicated space on the URBACT website. Dissemination of project findings and outputs and linking with other relevant websites to increase the audience.

5.3. Dissemination of the network findings to a wider local audience

All project partners will hold a close liaison to their local media and press and will report by means of press releases, press kits, press conferences, etc. on a regular base about the project objectives, events and outputs of the HerO network; local award for best HerO news-article.

6. Integrated historic urban landscape management systems

In order to give access to the experience gained in the network to a wider professional audience, the experience will be prepared and disseminated in a guidebook with guidelines for the successful development and implementation of integrated cultural heritage management plans.

Further, due to the lack of EU policies targeting at the further development of historic urban landscapes, a strategy and policy paper will be developed. It will call the EU Commission to include specifically the preservation and development of historic urban landscapes in the next EU funding program period, stating the importance of such landscapes and areas for the Lisbon and Gothenburg goals and giving policy recommendations for the support of such areas.

6.1. Elaboration of a strategy paper on the topic "Support of historic urban landscapes via EU structural funds"

The "Strategy paper to support the historic urban landscape via EU structural funds" aims to call on the European Commission to incorporate the preservation and sustainable development of historic urban landscapes as an integral part into the program for the next EU funding period. (approx. 10 pages, engl.)

6.2 Elaboration of Guidelines/guidebook on the topic "Development and implementation of integrated cultural heritage management plans"

This „Guidebook for the development and implementation of integrated cultural heritage management plans" - distributed by the European Association of Historic Towns and Regions EAHTR and other networks - will communicate the project's results to a wide range of historic cities in Europe and beyond. Capitalising on the experiences of the partner cities' ULSG and developed with the input of EAHTR, this comprehensible practical guide will serve as a basis for the future sustainable and integrated management of historic urban landscapes. (approx. 50 pages, engl.)

6.3 Elaboration of Policy recommendations "Improvement of historic urban landscapes"

As one of the project's main outputs the "Policy recommendations for the improvement of historic urban landscapes" will contribute ideas for the upcoming funding periods and give input into the political discussion on regional as well as on European level. (approx. 10 pages, engl.).

7. Contribution to the EC's Regions for Economic Change Initiative (Fast -Track)

The European Commission has awarded HerO the "Fast Track Label", a specific instrument of the Regions for Economic Change initiative which aims to get the cities and the Managing Authorities of the European cohesion policy's Operational Programme working together to enhance the impact exchange activities have on local policies. The thematic network HerO will therefore strongly support the "two-way bridge" between the thematic networking activities and the mainstream programmes of the Structural Funds, linking the local, regional and project level.

7.1 Contribution to the EC's Regions for Economic Change Initiative (Fast -Track)

The LP will represent the Fast-Track network in the frame of the EC's 'Regions for Economic Change Initiative' and will participate upon invitation on meetings with the EC in order to exchange with other Fast-Track networks or with related experts in various EC DGs.

The LP will also ensure adequate presence at selected European events and trade fairs focussing on urban development of cities and regions (e.g. OPEN DAYS - European Week of Regions and Cities in Brussels).

Furthermore the LP will contribute on demand to EC publications on Fast-Track and help with the dissemination.

3.2 Concrete outputs and results

1. Ensuring project coordination and management

Result: Efficient project co-ordination and management of the network HerO.

Concrete outputs:

- 6 activity and financial reports (according to the contractual requirements) to be delivered to the URBACT Secretariat
- 3 Steering Group meetings to facilitate a fruitful exchange among the partners
- Presence of the Lead Partner at all URBACT training events to assure a proper project management

2. Developing and implementing exchange and learning activities on sustainable urban policies with a focus on methods, approaches and integrated management strategies for vital historic urban landscapes

Results: Increased capacity of the partners to balance and coordinate the different demands and interests on historic urban landscapes in order to facilitate a sustainable, future-oriented urban development (combining preservation of historic urban landscapes with the socio-economic development); awareness raising about the benefits of integrated development approach based on cultural heritage for historic urban landscapes.

Concrete outputs:

- 4 thematic seminars (incl. thematic reports) with a special focus on the development of "Integrated Cultural Heritage Management Plans"
- 2 expert workshops (incl. thematic reports) on related topics, which have been conjointly identified by the partners as being the most relevant in terms of a sustainable development of historic urban landscapes ("Visual Integrity of historic urban landscapes" and "Balanced urban functions in historic urban landscapes")
- 1 Good-practice compilation of innovative strategies and tools related to the HerO topic already applied in selected partner cities in order to serve as showcase for the other partners and stimulate the exchange of experience and learning process within the network (and beyond).
- 1 Final Conference (incl. final thematic report) with participation of all project partners and their associated Managing Authorities, selected ULSG members, the EC and external guests (decision makers, urban experts); broad media coverage; Presentation of final network results; Presentation of paper: "Policy recommendations to improve historic urban landscapes" and presentation of the guidelines on "Development and implementation of integrated cultural heritage management plans"

3. Fostering the impact of project activities on local policies

Results: Efficient working body (including all relevant stakeholders) to support the development and implementation of integrated cultural heritage management plans in the partner cities with the aim to balance and coordinate the different demands and interests on historic urban landscapes facilitating a sustainable, future-

oriented urban development; Working body to reflect on (cultural heritage) policies in support of their development/ improvement.

Concrete outputs:

- 10 URBACT Local Support Groups (one in each partner city)
- 10 Local Action Plans (one in each partner city)

4. Taking part to the implementation of the Capitalisation process at programme level

Result: Building up a broad network of experts for a fruitful exchange on sustainable urban development and respective policies.

Concrete outputs:

- 10 x Lead Partner's and Lead Expert's participation in Thematic Pole meetings
- Qualified contributions to the activities of the thematic pole platform 'Cities and integrated, sustainable development' to which HerO is assigned to
- 3 x Participation in the URBACT annual conference to present the HerO project work and progress
- 3x Participation at URBACT Programme events (on national/regional level) or OP Monitoring Committee meetings to present the HerO project work and progress

5. Developing and implementing communication on and dissemination of project's activities and outputs

Results: Availability of comprehensive information on the HerO project, its objectives and outputs for different target groups; fostering exchange by disseminating new approaches and innovative strategies for the sustainable development of the historic urban landscape.

Concrete outputs:

- HerO Project Presentation Brochure (in 10 languages)
- HerO Flyer/postcard (in 10 languages)
- 6 HerO Newsletters to inform interested subscribers on the HerO project work and progress and to stay in touch and exchange with more than 30 European cities which were interested in becoming partner to the HerO network
- Final HerO Brochure (in 10 languages) to disseminate the project's results
- HerO project website (updated regularly)
- 10 compilations of press and media articles

6. Integrated historic urban landscape management systems

Results: Balanced and coordinated demands and interests on historic urban landscapes to facilitate an integrated, sustainable, future-oriented urban development in the HerO partner cities; dissemination of the project's results with regard to their influence on future funding programmes, policies and the sustainable management of other historic towns in Europe and beyond.

Concrete outputs:

- 1 Strategy paper on the topic "Support of historic urban landscapes via EU structural funds" to serve as a basis for discussion for the next funding period
- 1 Guideline/ guidebook on the topic "Development and implementation of inte-

grated cultural heritage management plans" (content, organisation structures, processes, etc.) to secure the preservation of the cultural heritage AND the socio-economic development in historic urban landscapes

- 1 Policy recommendation paper "Improvement of historic urban landscapes"

7. Contribution to the EC's Regions for Economic Change Initiative (Fast -Track)

Result: Close co-operation of the partner cities and their associated Managing Authorities of the European cohesion policy's Operational Programme to enhance the impact of the HerO network activities on local policies and to contribute to the Regions for Economic Change initiative.

Concrete outputs:

- Participation at 3 Meetings with EC experts
- Presence in 3 European events/trade fairs

3.3 List of expected outputs/ deliverables

Expected Outputs/ Deliverables	Quantity	Number of participants when relevant ⁶		Achieved by ⁷
		Men	Women	
Seminars/ meetings ⁸				
• HerO Steering group meetings (→ action 1.2)	3			LP, LE, selected PPs
• Presence of the Lead Partner at all URBACT training events (→ action 1.3)	6 (as invited by URBACT)			LP
• Thematic seminars with a special focus on the development of "Integrated Cultural Heritage Management Plans" (→ action 2.1)	4			LP, all PPs, LE, MAS, EC, selected ULSG members, EAHTR
• Expert workshops on "Visual Integrity of historic urban landscapes" and "Balanced urban functions in historic urban landscapes" (→ action 2.2)	2			LP, all PPs, LE, MAS, EC, TE, selected ULSG members, EAHTR
• Final Conference (→ action 2.4)	1			LP, all PPs, LE, MAS, EC, TE, selected ULSG members, EAHTR
• Presence at all Thematic Pole meetings (→ action 4.1)	10			LP and LE
• Participation in the URBACT annual conferences (→ action 4.2)	3			LP, LE, PPs, MAS

⁶ **Remark:** This differentiation is not relevant within our project work as men and women are represented equally in all partner cities.

⁷ **Abbreviations:** LP = Lead Partner, PP = Project Partner ; LE = Lead Expert ; TE = Thematic Experts ; MA = Managing Authority ; ULSG = URBACT Local Support Group; EC = European Commission; TP = Thematic Pole; OP = Operational Programme (Structural Funds)

⁸ Please feel free to detail this item and insert rows according to the different types of meetings you intend to organise (e.g. thematic seminars, workshops, steering group meetings, Thematic Pole meetings, kick-off meeting, closure event, communication event if different, etc.)

<ul style="list-style-type: none"> Participation in URBACT programme events (on national/regional level) or Operational Programme Monitoring Committee meetings to present the HerO work and progress (→ action 4.2) 	3			LP, PPs, MAS
<ul style="list-style-type: none"> Participation at meeting with EC experts within the frame of the Fast Track label (→ action 7.1) 	3			LP, MAS
<ul style="list-style-type: none"> Presence at selected European events and trade fairs focussing on urban development of cities and regions as contribution to the Fast Track label (→ action 7.1) 	3			LP, MAS
Thematic reports ⁹				
<ul style="list-style-type: none"> Activity and financial reports according to the contractual requirements (→ action 1.1) 	6			LP, all PPs
<ul style="list-style-type: none"> Thematic reports as a result of the thematic seminars and expert workshops (→ actions 2.1 and 2.2) 	6			LE supported by LP and all PPs, EAHTR
<ul style="list-style-type: none"> Good-practice compilation (→ action 2.3) 	1			LE supported by LP and all PPs
<ul style="list-style-type: none"> Final thematic report as a result of the Final Conference (→ action 2.4) 	1			LE supported by LP and all PPs, EAHTR
<ul style="list-style-type: none"> Strategy paper on the topic "Support of historic urban landscapes via EU structural funds" (→ action 6.1) 	1			LP supported by LE and all PPs, EAHTR

⁹ Idem, please feel free to detail this item and insert rows according to the different types of reports and written outputs you intend to produce (e.g. seminar reports, thematic reports, final report, etc.)

• Guidelines/guidebook on the topic "Development and implementation of integrated cultural heritage management plans" (→ action 6.2)	1			LE supported by LP and all PPs
• Policy recommendations "Improvement of historic urban landscapes" (→ action 6.3)	1			LP supported by LE and all PPs, EAHTR
URBACT Local Support Groups ¹⁰ (→ action 3.1)	10			All PPs supported by LE
Local Action Plans ¹¹ (→ action 3.2)	10			All PPs supported by LE
HerO project website as part of the URBACT website, updated regularly every 3 months (→ action 5.2)	1			LP supported by LE and all PPs
HerO communication materials				
• HerO project presentation brochure in 10 languages (→ action 5.1)	1 in 10 languages			LP with support of the LE, all PPs, EAHTR
• HerO Flyer/ postcard in 10 languages (→ action 5.1)	1 in 10 languages			LP with support of the LE, all PPs, EAHTR
• HerO Newsletters (→ action 5.1)	6			LP with support of the LE, all PPs, EAHTR
• Final HerO brochure in 10 languages (→ action 5.1)	1			LP with support of the LE, all PPs, EAHTR
• Compilations of press and media articles of each partner city (→ action 5.3)	10			LP, all PPs

¹⁰ Please note that it is compulsory to have one per partner.

¹¹ Please note that it is compulsory to have one per partner.

4 URBACT LOCAL SUPPORT GROUPS (ULSG)

4.1 Composition and functioning of URBACT Local Support Groups at partner level

	Name	Composition of ULSG (list of city departments, institutions, organisms, NGOs, etc. to be included)	Information on the organisation, animation and activities of ULSG at partner level
LP	Regensburg	<p>Regensburg's ULSG is composed as follows:</p> <ul style="list-style-type: none"> • „Amt für Archiv und Denkmalpflege“ (Department for the Preservation of Monuments), Mr. Heinrich Wanderwitz • „Bauordnungsamt“ (Local Building Authority), Mr. Maximilian Raab • „Amt für Stadtentwicklung“ (Department of Urban Development), Mr. Anton Sedlmeier • „Stadtplanungsamt“ (Planning Department), Ms. Ute Hick-Weber • Press Office, Ms. Elisabeth Knott • „Regensburg Tourismus GmbH“ (Tourist Office Regensburg), Ms. Sabine Thiele • „Amt für Wirtschaftsförderung“ (Department for Economics), Mr. Alfred Helbrich • „Umweltamt“ (Department for the Environment), Mr. Wolfgang Schörnig • City Marketing Regensburg, Mr. Bertram Vogel • „Bayerisches Landesamt für Denkmalpflege“ (Bavarian Regional Office for the Preservation of Monuments), Mr. Harald Giess 	<p>The Regensburg URBACT Local Support Group represents all important stakeholders with regard to the development of an integrated cultural heritage management plan for the Old Town of Regensburg.</p> <p>Being responsible for a specific section (e.g. tourism, city marketing, preservation of monuments, etc...), each participant of the LSG can account for the respective expertise and inform the other members on the challenges, objectives and measures undertaken in that special field. Thus, the representatives of the different sectors, whose common aim is a sustainable development of the Old Town of Regensburg, will exchange in an interdisciplinary way. With this integrated approach, the group will conjointly work out the management plan's structure and contents and agree upon management strategies for the Old Town. The LAP will thereby be the "road map" on how to implement the management plan for the City of Regensburg.</p> <p>The Local Support Group plans to meet in regular intervals (e.g. every 3 months).</p>

		<ul style="list-style-type: none"> • "Aktionsgemeinschaft Altstadt" (Action Group Old Town), Ms. Anna Schwan • IHK Regensburg (Chamber of Industry and Commerce), Mr. Reinhard Rieger • „Welterbe Kulturfonds Regensburg" (World Heritage development association Regensburg), Mr. Klemens Unger • The Bavarian Ministry of Economics, Managing Authority, Mr. Armin Rudolph (intermittent participation) 	
PP1	Graz	<p>Graz' ULSG is composed as follows:</p> <ul style="list-style-type: none"> • Bertram Werle, City of Graz, Baudirektor • Christian Probst, City of Graz, Hochbauamt (Buidling Department) • Astrid Wentner, City of Graz, Kunsthistorikerin (Art historian) • Daniela Freitag, City of Graz, Juristin (Lawyer) • Christian Andexer, Architekt (Architect) • Wiltrud Resch, Kunsthistorikerin (Art Historian) • NN, Internationales Städteforum Graz (International City Forum Graz) • NN, Altstadtsachverständigenkommission (Commission of experts for the Old Town) • NN, Altstadtfonds (Old Town Funds) • NN, Bundesdenkmalamt (National Department for the Preservation of Monuments) • Doris Kampus, A16 Land Steiermark (Managing Authority) 	<p>The Local Support Group will meet at least 3 times a year and will be organised by Mr. Ablasser. The activities of the ULSG will be:</p> <ul style="list-style-type: none"> • A general diagnosis of the direction and the particular needs and concerns on city-level in relation to the network. • The coordination of the Baseline Study and the LAP with the relevant stakeholders (also outside the LSG) • To spread the results and the recommendations of the LAP to a wider group of stakeholders. <p>The city coordinator will collect all lists of participants of the ULSG meetings and will write a short summary with the most important issues of each meeting. He will also give a short report of the ULSG meeting at the next operational workshop in order to transfer the comments and information of the ULSG back into the network.</p> <p>It would be good if the Lead Expert attended at least one meeting of the ULSG in order to go deeper into one pre-defined topic.</p>

PP2	Naples	<p>Naples' ULSG is composed as follows:</p> <ul style="list-style-type: none"> • Regione Campania Managing Authority, Mrs Simonetta Volpe • Unesco Organisation, Mr Folin Calabi • "Assessore alle Risorse Strategiche" (Councillor Strategic Resources and member of Steering Committee PIU Europe Project), Mr Enrico Cardillo • "Assessore all'Edilizia e Centro storico" (Councillor of Historical Centre, member of Steering Committee PIU Europe Project and councillors coordinator of the URBACT project HerO) • "Arcidiocesi" (Archdiocese, representing the ecclesiastic premises) • "Direzione regionale del Ministero dei Beni ambientali Regional" (Direction of the Ministry of Heritage Assets), Mr Scala • "Sirena Project", Mr Bernardo Stangherlin • Infrastructures Department, Mr Gianfranco Pomicino • Social Policies Department, Mrs Giuliana Visciola • Employment and Enterprises Department, Mrs C. Mazza • Urban Planning Department, Mr Roberto Gianni • Historical Centre Department, Mr Giancarlo Ferulano • "Servizio Finanziamenti Europei e Finanza Innovativa" (European Funds Department), Mrs Francesca Iacono • "Servizio Edilizia Monumentale" (Historical Buildings Department), Mr Antonio Cirillo 	<p>The local activity will be managed in two different tables of discussion: one at the city council level with the technical operational committee (municipality stakeholders) and one at local support group level (municipality and non, stakeholders)</p>
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		<ul style="list-style-type: none"> • Chamber of arts and crafts and commerce • BEI – European Bank for Investment, Mr. Gennaro Ramazio • University of Naples • Other different councillors involved in the implementation of the local action plan 	
PP3	Vilnius	<p>Vilnius' ULSG is composed as follows:</p> <ul style="list-style-type: none"> • Lithuanian National Commission for UNESCO • Department of Cultural Heritage under the Ministry of Culture • Development Projects Division at the Urban Development Department, Municipality Administration • Cityscape Division at the Urban Development Department, Municipality Administration • Strategic Management Division, Municipality Administration • Tourism Division at the Culture and Development Department, Municipality Administration • Cultural Heritage Division at the Urban Development Department, Municipality Administration 	<p>First meeting of the ULSG took place on July 18th, during the visit of project expert Nils Scheffler. Representatives of the Department of Cultural Heritage, the Tourism Division and the local urban planning enterprise took part in the meeting. They expressed their opinions about issues concerning the baseline study and answered to question of the project expert. Later we continued correspondence by e-mail, and invited to join representatives of other relevant institutions.</p>
PP4	Sighisoara	<p>Sighisoara's ULSG is composed as follows:</p> <ul style="list-style-type: none"> • Popa Adrian, Tourist association-member • Pipas Florin, S.C.Consig S.A.-member • Mihai Maindt, German forum-member • Hans Bruno, Freulich-Evangelish parish-member • Velicu Ioan, City Hall-Urban 	<p>The tourist association represents the interests of owners of hostels and hotels these ones being organised into an association;</p> <p>The Consig company is specialised in the restoration and strengthening (consolidation) of historical monuments. It has 25 years in the field and is certified by the historical building restoration;</p>

		<p>planning compartment-member</p> <ul style="list-style-type: none"> • Dana Burja, Tourist information office-member • Burlacu Adrian, Tourist association-member • Panca Alexandru, S.C. Schuster-Ecosal.S.A.-member • Sandru Cosmin, Transilvania Bank-member • Carmen Ionita, S.C.ATT S.A-member 	<p>Mr. Pipas is a member of Association of the restorers of historical monuments in Romania.</p> <p>The citadel was built by the Transylvanian Saxons. The German community shows a strong sense of ownership as well as the desire of involvement</p> <p>Mrs. Burja from the tourist information office is in touch with the tourists, follows their point of view and draws various statistics.</p> <p>Mr. Panca is the director of the company's waste.</p> <p>Mr. Sandru is the chief of the Transilvania Bank agency</p> <p>Mr. Burlacu is from the tourist association and also a member in the Local Council, like Mr. Popa Adrian.</p> <p>Mrs. Ionita is from the public utility company (water, heat and local transportation).The citadel is also located in the area of action of this company.</p>
PP5	Liverpool	<p>Liverpool's ULSG is composed as follows:</p> <ul style="list-style-type: none"> • Liverpool City Council • English Heritage • North West Development Agency • Liverpool Vision • Merseytravel • Liverpool Chamber of Commerce and Industry • National Museums Liverpool • Liverpool Community Partnership • The Mersey Partnership • Liverpool University • Liverpool John Moores University • Merseyside Civic Society 	<p>The Liverpool ULSG is the already existing World Heritage Site Steering Group, which meets every three months to consider and agree actions connected with the implementation, monitoring and review of the Liverpool World Heritage Site Management Plan.</p>

		<ul style="list-style-type: none"> • Government Office North West 	
PP6	Lublin	<p>Lublin's ULSG is composed as follows:</p> <ul style="list-style-type: none"> • Lublin City Office – Department of Architecture, Urban Planning and Construction • Lublin City Office – Department of Culture • Lublin City Office – Department of Development and European Funds • Lublin City Office – the Unit for Historic Preservation (still under construction) • "Forum for Revitalisation" – country-wide association of professionals and local governments • Cultural centre "Brama Grodzka-Teatr NN" with long term activity called "Forum for Culture of Space" • Centrum Kultury – largest cultural institution in Lublin • Monument Protection Authority for the Lubelskie region • Faculty of Architecture of Lublin Polytechnic • Association of merchants of the Podzamcze market • City District Council (representation of residents) • Association of regional food producers and restaurants owners 	<p>All the members of LSG have been active along the process of revitalising the Old Town since 1995 and in public discussion on the development of Lublin as cultural and academic centre which has been growing since 2003. Most of the contacts between them concerned two, tree partners, with little cooperation, despite increasingly clear vision for common interests. The HerO project shall be the catalyst for wider and more organised cooperation.</p> <p>The representatives of the stakeholders listed above declared their initial interest, though the idea of integrated management for development of historic cities needs to be clarified for most of them. The need for LAP is generally accepted with readiness to discuss it, and that can lead to animation of LSG.</p> <p>The LSG activities should develop through:</p> <ul style="list-style-type: none"> • presentations of assets and information from each partner • definition of the areas of interests and prospects for cooperation • definition of the "deserted" issues and the means for their support • building up the LAP • devising the issues to be addressed to strategic documents of the City and the Region • defining common interests in form of elaborated application to Local Plan for the area of the historic zone (to be achieved)

			<ul style="list-style-type: none"> • participation in public debates on the Local Plan, and in other possibilities discovered along the projects (open attitude)
PP7	Poitiers	<p>Poitiers' ULSG is composed as follows:</p> <ul style="list-style-type: none"> • Regional Direction of Cultural Affairs (depending on the Regional Chief Executive who is the managing authority of Structural funds) • Regional Direction of Tourism (depending on the Regional Chief Executive who is the managing authority of Structural funds) • Regional Council of Poitou-Charentes • County Council of Vienne • Regional Chamber of Commerce and Industry • Chamber of Commerce and Industry • University of Poitiers • Tourist Office of Poitiers • Futuroscope park • Mendes France centre • European School of Visual Arts • Administrative departments of The City of Poitiers: General Direction of Services; Urbanism; Tourism International Relations and Heritage; Culture; Foresight and Territorial Co-operations; Economic Development; Solidarity and Local Cohesion... 	<p><u>Organisation</u></p> <p>As there is already a steering committee for our local project "Coeur d'Agglo" (Heart of City), its meetings will punctually be led within HerO project when it's relevant.</p> <p>We plan to organise from 4 to 6 meetings by year, gathering stakeholders according to the thematic addressed.</p> <p><u>Animation</u></p> <p>Meetings will be chaired by Mrs Gourmaud (Head of Tourism International Relations and Heritage Dept), and Mr. Compte (Deputy Mayor) if necessary.</p> <p><u>Activities</u></p> <p>Discussion subjects should be determined by mutual agreement, as far as possible, by all stakeholders.</p> <p>Stakeholders will also relay the information with private actors, e.g. the Chamber of Commerce and Industry with hotels, restaurants, shopkeepers.</p>
PP8	Valencia	<p>Valencia's ULSG is composed as follows:</p> <ul style="list-style-type: none"> • Jorge Bellver (Town Planning Dpt. Valencia City Council) • Carlos Mundina (Town Planning Dpt. Valencia City Council) 	<p>We are going to organise during the project life several meetings in order to hear the point of view and to enrich our strategies with their proposals. We will also share best practices, methods, experiences and strategies with them in order to</p>

		<ul style="list-style-type: none"> • Patricia Gutiérrez (Town Planning Dpt. Valencia City Council) • Sara Izquierdo (International Relations Dpt. Valencia City Council) • Jorge PARreño (International Relations Dpt. Valencia City Council) • Victoria Gómez (Alias) • Arantxa Muñoz (Dirección General de Paisaje, Regional Government) • M^a Ángeles Ureña (Conselleria de Territorio, Regional Government) • Cesar Jiménez (Riva Office, Regional Government) • José M^a Herrera (Architect, Architects Association) • Pedro Soler (Architect, Architects Association) • José María Lozano (Architect-University lecturer-UPV) • Juan Antonio Altés (Architect-Town Planning Dpt. Valencia City Council) 	<p>preserve cultural and physical heritage values. They will also be invited to the Meetings that may interest them most.</p>
PP9	Valletta	<p>Valletta's ULSG is composed as follows:</p> <ul style="list-style-type: none"> • Valletta Local Council Representatives • Valletta Alive Foundation • Malta Environment and Planning Authority • Managing Authority PPCD • General Retailers and Traders Union • Business Community 	<p>The Local Support Group will spur initiatives in Valletta through the Valletta Local Council bring the Council and the Government to the people. The LSG will give another dimension to local governance.</p> <p>The LSG will involve the major stakeholders involved in the economic and social dynamics of the City and its development;</p> <p>The Valletta LC will lead the LSG as main promoters of the Hero project but also administrators of the City.</p> <p>Valletta Alive is a Foundation (non-profit) which promotes Valletta through Cultural activities namely in the realm of cultural recreational events and</p>

			<p>supports commercial events to boost the city activities.</p> <p>The Malta Environment and Planning Authority are the national authority controlling development and developing spatial development.</p> <p>The Managing Authority and PPCD will have an observer role in delineating and monitoring the activities and channeling these through the OP I and Priority Axis parameters.</p> <p>The GRTU (General Retailers and Traders Union) and the Business community may share the with the LSG the business opportunities and acumen and will fill in the Action Plan on the commercial opportunities and threats for re-generation and redevelopment projects.</p> <p>The Valletta Local Council (VLC) shall invite all stakeholders and community organizations to participate actively in the creation of a Steering Committee which will be directly interested in the value and management of the historic landscape.</p> <p>VLC shall lead the Steering Committee in the interest of all groups and citizens in the City.</p> <p>VLC shall build on the existing work programmes (i.e.UNESCO, URBACT) and work towards improving the overall 'quality of life' for the residents of Capital.</p> <p>VLC shall increase the City's Citizens recognition and sense of belonging in the context of achieving a sustainable historic landscape.</p> <p>The LSG will assist the VLC to develop the parameters for the launching of the Citizens Charter on the Valletta Landscape, the development of parameters for the Social Inclusion Partnership Scheme and the launching of the Community Forum an ex-</p>
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			<p>tended agora for City affairs.</p> <p>The process map to deliver the actions for the LSG follow a stepped approach with a declaration of interest from the Valletta LC part approved by the targeted stakeholders. The stakeholders will be assembled and the process of meetings formalized on a committee level. The LSG will consider the milestones of the project and will establish a process map to carry out the tasks in line with the project definitions.</p>
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4.2 Integration of ULSG activities to project work programme

The involvement of relevant partners at local level is a core component of the URBACT II methodology for enhancing urban sustainable development policies. In order to allow for an effective impact of network activities on local policies, each partner in the thematic network HerO will set up an URBACT Local Support Group by inviting the local key stakeholders concerned with regards to the integrated management of the historic urban landscape. This aims to balance and co-ordinate the different demands and interests on the old town area and to support a sustainable, future-oriented urban development, which combines the preservation of the cultural heritage assets with the necessary economic growth.

With this integrated approach, the URBACT Local Support Group of each partner city will conjointly develop a Local Action Plan, which in our case is a "road map" for the development and implementation of an "Integrated Cultural Heritage Management Plan". The Local Action Plans will be developed on the basis of the input given on project level during the 1st and 2nd thematic meeting, whereas the 3rd and 4th thematic meeting offer a platform to discuss the (draft) LAPs in a peer review together with the other project partners, the associated Managing Authorities, the European Commission, the European Association of Historic Towns and Regions, the Lead Expert and other external experts. Within the HerO project work, a strong link between the local and the project level is therefore guaranteed.

But not only the LAPs and the approach of implementing "Integrated Cultural Heritage Management Plans" in the HerO partner cities will link the ULSGs' work to the project activities. The selected topics for further exchange and learning activities "Visual Integrity" and "Balanced urban functions in historic urban landscapes" (as conjointly defined by the partners as being the most relevant in terms of the sustainable management of the historic urban landscape) are of great importance and an integral part of the daily work of most ULSG members who deal with managing an old town area. The involvement and the active participation of individual ULSG members in the related expert workshops are highly desirable as external views will add additional value to the exchange activities.

The members of the partner's URBACT Local Support Groups are explicitly invited

to attend the HerO project meetings and conferences in order allow them to gain insight into the overall project work and structure, to facilitate the exchange between the different partner's Local Support Groups and to support the important intercommunication between the local and the project level.

The results of the ULSGs' work - reported and discussed on project level - will have a strong influence on the "Strategy paper for the support of historic urban landscapes via EU structural funds" as well as the "Policy recommendations for the improvement of historic urban landscapes".

Also the project's main output, the "Guidebook for the development and implementation of integrated cultural heritage management plans", will follow from the experiences made by the ULSGs on local level and will thus be a practical guide that is comprehensible and easily realisable in any other historic town in Europe and all over the world.

The Local Support Groups or delegations shall take the initiative to undertake site visits to the other partner cities to enrich discussions and to foster mutual learning and benefit. The Good-practice compilation of innovative strategies and tools related to the HerO topic already applied in selected partner cities, which will be elaborated as a project output during the initial months of phase II, will thereby serve as basis and stimulate the exchange of experience and learning process within the network (and beyond).

5 INVOLVEMENT OF MANAGING AUTHORITIES

The HerO Thematic Network has successfully applied for the Regions for Economic Change "fast track" option. The overall aim of this initiative is to achieve "partnership in action" - i.e. not only addressing together some of the core issues Europe is facing, but also and foremost making a stronger link between the exchanges of good practices developed in the urban development network programme (URBACT II) and the main body of funding in the Operational Programmes. In this sense, "fast track" is interpreted by the HerO network as "fast track to concrete outputs" and as "fast track from ideas to their realisation and implementation".

This is the guiding concept which all of the HerO network partners - the Cities, the Experts, the European Commission, the local Stakeholders, the associated Managing Authorities - are following to design and carry out the activities of the network. The European Funds' Managing Authorities associated to the network are of course key actors in this process of delivery of ideas on the ground. They have in-depth, detailed knowledge of the relevant Operational Programme(s) context in which the HerO city partners are operating and are in the best position to guide and advise the city partners on how to design actions relevant to the theme of network, while staying coherent with the Operational Programme itself and integrating the use of potential EU funding in these actions. The participation of the MAs in the HerO network is seen to concur ultimately to maximising the chances of the concrete realisation of the work emerging from the networking activities.

Thus, the HerO network aims to co-operate closely with the associated Managing Authorities in order to enhance the impact the exchange activities have on local policies. During the course of phase I there has already been a strong interest of the partner cities' Managing Authorities to align with the HerO network: as a result all partners have confirmed an active dialogue with their responsible bodies and as proof thereof 9 Managing Authorities have signed a Letter of Intent to associate to the network at the stage of the submission of the final application (signed LOIs are presented in Annex 6).

Based on the initial discussions with their MAs all HerO project partners developed ideas on how to involve their associated Managing Authorities into the project's activities (further information on this is given in Annex 2 'Information on Fast Track').

Summarizing the individual approaches the associated Managing Authorities aim to:

- support the HerO project as a member of the respective Local Support Groups.
- take part in the HerO network activities and especially in milestone meetings on local and European level.
- support and discuss the "two-way bridge" between the thematic networking activities and the mainstream programs of the Structural Funds.
- exchange on possibilities for implementation of actions identified within the Local Action Plans by taking into account possible links to local/regional Structural Funding Programmes.
- get the opportunity to establish links to other MAs and exchange views on the way Structural Funds are managed in other EU countries and regions.

- make the necessary arrangements to include in the Operational Programme the results of the HerO action plans as appropriate.
- allow the presence of the respective HerO partners in the Operational Programme Monitoring Committees in order to present the network objectives and the local action plans with proposed activities resulting from the network.

The Hero project has reserved a solid amount of budget dedicated to allow presence of the MAs in the major events. All associated Managing Authorities will be invited to the HerO project meetings and conferences in order to allow them to gain insight into the project structure and objectives, to get to know the other partner cities and to exchange with other Managing Authorities. Especially after the HerO Mid-Term-Conference in spring 2010, when all partners will have set up final drafts of their Local Action Plans, the Managing Authorities are aimed at co-operating closely with the respective Local Support Groups in order to jointly identify projects and measures out of HerO that could receive operational programme funding. That way, a fruitful exchange between the local and the regional level will be achieved and the impact of the HerO project activities on local policies will be maximized.

During the HerO project meetings, moderated get-togethers of all Managing Authorities could be organised to allow for a fruitful exchange on common approaches and strategies for the implementation of operational programmes with a special focus on urban cultural heritage as well as on the conjoint agreement and definition of the expected local activities by the partner cities and their respective Managing Authorities.

6 METHODOLOGY AND USE OF EXPERTISE

6.1 Methodological framework for project implementation

The Hero project meetings will take place in regular intervals in order to discuss common strategies and approaches in terms of an integrated and sustainable urban development and to exchange on the actions taken at local level in each partner city. That way, a strong link between the project and the local level as well as mutual capitalisation will be ensured. Peer reviews on the Local Action Plans at halftime of the implementation phase will allow for a fruitful exchange between the project partners, the members of the ULSGs, the associated Managing Authorities, the European Commission and the European Association of Historic Towns and Regions and other external experts.

At programme level, capitalisation will be organised by Thematic Poles. Under supervision of the Thematic Pole manager Philip Stein, the Thematic Pole platform "Cities and integrated, sustainable development" to which HerO is assigned to, offers the opportunity for fruitful exchange among URBACT II networks. The creation and coordination of ad hoc working groups of experts, the creation and coordination of thematic files, the organisation of and contribution to dissemination events or the production of studies will thereby serve as useful tools for conjoint activities as well as mutual learning and benefit at programme level. As part of the Thematic Pole activities, the exchange with the project's twin partners (e.g. the URBACT II project REPAIR - Realising the Potential of Abandoned Military Sites as an Integral part of Sustainable Urban Community Regeneration) allows for in-depth discussions on common approaches and strategies.

Furthermore, the project HerO will capitalise on the knowledge and experience the single partner cities could gain from past EU-projects and initiatives. Some of the HerO partners, for instance, took part in the URBACT I network C.H.O.R.U.S - Cultural Heritage Operations for the Regeneration of Urban Sites, which strongly links to HerO network's topic and which can therefore give valuable input. The same applies to the INTERREG IIIC project INHERIT Investing in Heritage - A guide to Successful Urban Regeneration, which will be presented to the HerO partners by the European Association of Historic Towns and Regions EAHTR.

The thematic network HerO - Heritage as Opportunity will co-operate closely with EAHTR, which currently represents approximately 950 historic towns and cities covering 14 European countries. This liaison will add great value to the project work in terms of capitalising on the experiences and expertise of the EAHTR members on the one hand and a warranted wide dissemination of the HerO project results within the historic cities in Europe on the other. In addition to that, HerO intends to involve further external expertise during the course of the project.

The HerO Lead Expert and further URBACT Experts will support strongly the HerO project work by bringing in their knowledge and experience.

Being a Fast Track network, HerO will be represented at different events and trade fairs on European level and thereby foster the exchange with the European Commission's DG Regio, DG Environment and DG Education and Culture.

The HerO project's main outputs "Strategy paper for the support of historic urban landscapes via structural funds" and "Policy recommendations for the improvement of historic urban landscapes" will contribute ideas for the next funding period and give input into the political discussion on regional as well as on European level.

In addition to that, the „Guidebook for the development and implementation of integrated cultural heritage management plans” - distributed by the European Association of Historic Towns and Regions EAHTR and other networks - will communicate the project’s results to a wide range of historic cities in Europe and beyond. Capitalising on the experiences of the partner cities’ ULSG and developed with the input of EAHTR, this comprehensible practical guide will serve as a basis for the future sustainable and integrated management of historic urban landscapes.

The HerO project, its main objectives, its work program and structure as well as its progress and results and its main outputs will be presented in the communication materials, on the HerO project website as well as in the HerO newsletter in order to reach a maximum of interested experts and historic towns, including those who already showed great interest in the HerO topic by applying to become partner to the network and who regrettably couldn’t have been considered. That way, access to the experience gained in the network will be given to a wide professional audience.

6.2 Lead expert and other thematic experts to be involved

LEAD EXPERT (117 days)

Tasks

1. ULSGs and LAPs: Support of project partners – 20 days
 - Support of the project partners implementing their ULSGs and elaborating the LAPs, providing thematic and methodological expertise
2. 1 Good-practice compilation – 10 days
 - Overview about good-practice examples of the partners concerning the HerO topic to support the exchange within the network.
3. Guideline elaboration and support of development of policy recommendations – 12 days
 - Elaboration of guidelines for the successful development and implementation of integrated cultural heritage management plans
 - Support of strategy paper/ policy recommendations to include the preservation and development of historic urban landscapes in the next EU funding program period
4. Support of 7 project meetings – 70 days
 - Preparation: Support by the elaboration of the meeting’s conception and agenda; preparation of workshops and papers
 - Implementation: Participation in the meetings, giving input and moderating workshops
 - Wrap-up: Documentation of the results (Thematic Reports)
5. Project coordination with Lead Partner – 5 days

FURTHER EXPERTS (10 days)

Depending on the needs we will identify during the course of the project, we intend to flexibly involve further experts in the project. Expertise and specific thematic input will possibly be required in regards to the topic "Integrated Cultural Heritage Management Plans" and the respective peer review of the draft Local Action Plans, the topic "Visual integrity of historic urban landscapes" and the topic "Balanced urban functions in historic urban landscapes". Therefore, we will draw on the pool of URBACT Thematic Experts.

7 COMMUNICATION AND DISSEMINATION PLAN

1. Who will be your target groups? (5 lines)

Describe the categories of the audiences you want to reach¹² (e.g.: the political authorities, universities, research centres...)

HerO's main target group:

- Historic urban landscapes all over Europe (e.g. city networks like the European Association of Historic Towns and Regions EAHTR, other cities taking part in EU-funded projects dealing with cultural heritage and urban sustainable development, etc...)

Further target groups:

- URBACT Local Support Groups
- Urban planners and architects
- Urban developers
- Building authorities
- Site managers
- Monument conservators
- Heritage institutions (National Trusts, Heritage Councils, etc.)
- Art historians
- Marketing institutions
- Tourism agencies
- Investors
- Policy makers on local and regional level
- Managing Authorities of the European cohesion policy's Operational Programme
- Local and international press
- Universities
- UNESCO World Heritage sites

¹² Please note that this list will be used as a reference for a coming related contact list to be completed with your local contacts.

2. What are the project identity and its main messages? (15 lines)

Summarize who you are/ what you do/ what are your objectives/ your values and specificities. Describe the main characteristics of the logo and graphics charter you intend to use.

The Thematic Network "HerO - Heritage as Opportunity" consists of the 10 partner cities Graz (Austria), Naples (Italy), Vilnius (Lithuania), Sighisoara (Romania), Liverpool (United Kingdom), Lublin (Poland), Poitiers (France), Valencia (Spain), Valletta (Malta) and Regensburg (Germany) with the latter being the Lead Partner of the project.

HerO aims to develop integrated and innovative management strategies and urban development policies to facilitate the right balance between the preservation of the built cultural heritage and the sustainable, future-proof socio-economic development of historic urban landscapes and to strengthen the attractiveness and competitiveness of the old town area. Thereby emphasis will be put on managing conflicting usage interests and capitalising the potential of cultural heritage assets for economic, social and cultural activities (Heritage as Opportunity).

Thus, the project's exchange and learning activities mainly focus on the development and implementation of "Integrated Cultural Heritage Management Plans" in all HerO partner cities. Further topics, which have been conjointly identified by the partners as being the most relevant in terms of a sustainable development of historic urban landscapes and which will therefore be subject to further exchange and leaning activities within the network, are the "Visual Integrity of historic urban landscapes" and "Balanced urban functions in historic urban landscapes".



The HerO project corporate design has been created in dependence on the URBACT logo in order to link to the "URBACT European Programme for Urban Sustainable Development". Both, the project name "Heritage as Opportunity" and the logo aim to positively encourage cities to regard their cultural heritage assets as an element of identity and to capitalise on the potential of this heritage for economic, social and cultural activities.

3. Who will be the webmaster in charge of fulfilling and up-dating your pages on the URBACT website? (3 lines)

If this person is not your communication officer, explain your working internal organization in terms of management/ information flow between you and the URBACT Secretariat..

The person in charge of fulfilling and updating the HerO project website on the URBACT site will be the HerO Communication Officer Ms. Barbara Buehler at the Lead Partner City of Regensburg.

4. How will you organize your final event? (10-15 lines)

Describe in terms of Communication the organization of the event (e.g.: formal conferences, dinners, other original ideas...) / your targeted guests / the expected participants and global results...

The HerO Final Conference will be the project's major event and will be hosted by the Lead Partner city Regensburg. With regards to the project's topic one of Regensburg's numerous historic halls will be chosen as a conference venue in order to give the participants and idea of the city's cultural heritage values.

The participation of all project partners and their associated Managing Authorities, selected ULSG members, representatives of the European Association of Historic Towns and Regions, the European Commission as well as external guests (such as decision makers, urban experts and planners) in the Final Conference is anticipated. To ensure a wide dissemination of the project's results and outputs, the event will be open to the public.

The aim of the Final Conference is to present the final network results such as the paper on "Policy recommendations to improve historic urban landscapes" and the guidelines on the "Development and implementation of integrated cultural heritage management plans" to a wider audience.

Broad media coverage will be assured. A press release and a press conference as well as a professional photographer will be organized by the City of Regensburg.

5. What will be your communication materials? (3-5 lines)

Describe your main tools (e.g.: brochures, flyers, CD-roms, others...)

- HerO project presentation brochure: describing the project's partnership, its main objectives and the expected outputs (4-page, engl. + translations in local languages).
- HerO Flyer/ postcard (engl. + translations in local languages)
- Periodical HerO newsletter: reporting on the project's progress and disseminating the project's results among interested subscribers and other historic towns in Europe (engl., electronic format, distribution twice a year).
- Final HerO brochure: describing the project's results and main achievements (4-page, engl. + translations in local languages).
- HerO project website (updated regularly)
- Publication of the "Strategy paper to support the historic urban landscapes via EU structural funds" and the "Policy recommendations to improve historic urban landscapes" as main project outputs
- Publication of the guidelines on the "Development and implementation of integrated cultural heritage management plans" as one of the main project outputs

6. How, where, when will you disseminate the URBACT materials? (15-20 lines)

Explain your main quantitative and qualitative objectives. Describe your organization (e.g.: partnerships/ specific places/ event opportunities...)

The HerO project communication materials as well as information on the URBACT programme will be disseminated:

- in the 10 HerO partner cities Graz (Austria), Naples (Italy), Vilnius (Lithuania), Sighisoara (Romania), Liverpool (United Kingdom), Lublin (Poland), Poitiers (France), Valencia (Spain), Valletta (Malta) and Regensburg (Germany); The members of the URBACT Local Support Groups as the local key stakeholders concerned with regards to the integrated management of the historic urban landscape in each partner city will distribute the materials in their respective institutions in order to promote both the project and the programme.
- among the European Association of Historic Towns and Regions' approximately 950 member cities which represent 14 European countries
- among other networks of historic towns in Europe
- at the Thematic Pole meetings
- at different events on European level carried out within the frame of the URBACT programme (URBACT annual conference, etc.)
- at URBACT programme events on national/ regional level (e.g. meeting of the German URBACT partner cities, etc.)
- at the different events on European level where the HerO network will be represented as contribution to the "Fast Track" label
- online through the HerO dedicated webpage and the HerO newsletter

7. Which media are you targeting? How will you reach the media at a local level? (15-20 lines)?

Give the names of (minimum) 5 medias¹³ you will target for each partner. Explain your main methods to reach them (e.g.: press kits, press releases, press conferences or press trips, other...)

LP Regensburg: The local media in Regensburg and the region have already reported on the HerO project and the initial project meetings during the development phase. In close co-operation with the City's press office, we will keep informing the local newspapers and broadcasting on the HerO project work and progress and the results achieved by the ULSG. We will provide press kits, write press releases and organise press conferences in line with the project's milestones. The media we are targeting on local level are - amongst others - The "Mittelbayerische Zeitung", the "Regensburger Wochenblatt", the "Donau-Post", the "Bayerischer Rundfunk", the "Funkhaus Regensburg", the "TVA Ostbayern GmbH & Co. KG", the "Rundschau", "Antenne Bayern", the "Süddeutsche Zeitung" and the "dpa".

PP1 Graz: 1) City newspaper for 130,000 households: prepared text, 2) Local newspapers: Press releases / press conference, 3) Quarterly brochure of "Internationales Städteforum Graz": prepared text 4) Quarterly brochure of "Österreichischer Städtebund": prepared text

PP2 Naples: During the activities of the Local Support Group and specially the events hosted by Naples (seminars), we will have some press conferences to inform about the HerO initiatives, and about an update of the LAP. We will involve this media: local newspapers: Il Mattino; La Repubblica; Il Corriere della Sera; Il Denaro; local broadcasting network: Rai Tre

¹³ Please note that a completed media contact list for each partner of your project will be due to the URBACT Secretariat for phase II.

PP3 Vilnius: List of media: Daily newspaper "15 minuciu" (15 minutes) www.15min.lt, Daily newspaper "Vilniaus diena" (Vilnius Day) <http://vilniaus.diena.lt>, Weekly newspaper "Sostine" (The Capital); - it is a supplement of most popular Lithuanian daily newspaper "Lietuvos rytas" (Lithuanian Morning) www.lrytas.lt, "Kurier Wilenski" (Vilnius courier) www.kurierwilenski.lt - it is a Polish daily newspaper in Lithuania, BNS (Baltic News Service) www.bns.lt BNS is the largest independent news agency in the Baltic states of Estonia, Latvia and Lithuania. The main method to reach the media is through the Public Relations Service of Vilnius City Municipality. The Municipality has an agreement with all 5 listed medias for a regular space for news and articles in the medias, so there is a defined way to distribute the news. The Public Relations Service will help to organise press releases and press conferences on the base of their competence.

PP4 Sighisoara: Broadcasts and reports on local television, Press conference, Public meetings with the citizens, Leaflets advertising, Announcements on the local radio, Billboards, Advertisements written in the public administration's newspaper

PP5 Liverpool: It is proposed that in Liverpool the media that will be targeted will be the local press (The Liverpool Daily Post and The Liverpool Echo) and national press (The Guardian and The Observer), regional radio (Radio City and Radio Merseyside), local community magazines, reports and presentations to neighbourhood groups, through Liverpool First (the community engagement organisation), the People's Panels of Liverpool Vision (the urban re-generation company) and The Mersey Partnership (the tourism and inward investment organisation), public exhibitions in prominent public buildings, a community consultation document and professional journals (Planning, the Institute of Historic Building's Context, English Heritage's Conservation Bulletin). A press release will be issued and a press conference held if re-requested.

PP6 Lublin: Local radio: "Radio Lublin", Local press (3 daily newspapers of regional scale: "Kurier Lubelski", "Gazeta Wyborcza Lublin", "Dziennik Wschodni"), Local TV: "Telewizja Lublin", professional journals: "Urbanista", "Spotkania z Zabytkami", "Wiadomości Konserwatorskie"; Ways to reach them: press conferences, publications (articles) sent to professional journals

PP7 Poitiers: Local level Medias: Press: La Nouvelle République, Centre presse, TV : France 3 (local TV), Radios: France Bleu (Radio France); Accords, Pulsar (associative radios), Regional specific press: Actualités Poitou-Charentes (quarterly newspaper), le Picton (bimonthly newspaper), Municipal: Poitiers Magazine, official websites (www.mairie-poitiers.fr, www.agglo-poitiers.fr); National level medias: cities network: Art and History countries and cities, specific newspapers: Gazette du Tourisme (weekly newsletter), Revue Espaces (monthly newsletter), la Gazette des communes (monthly newsletter), le Moniteur (monthly newsletter), Revue Monumental (bi-annual newsletter), i-télé (national TV channel), Libération (national daily paper), Methods: newspaper, press release, press conference (+press kit), press visits, press trips

PP8 Valencia City Council will send press releases to all media in order to announce the participation of the City in the HerO project and each time there is an event to communicate to the Valencian Population. There will take place a several Press Conferences during the project, occasionally after our Local Support Group celebrating meeting or even after transnational seminars or workshops. Every time all local media will be invited: These are: Local Newspapers: Las Provincias, El Mundo and Levante EMV El Mercantil Valenciano. The City will announce by radio and Television the outcomes of the project: Our local Televisions Channels and Radios are: CANAL 9 and Radio 9.

PP9 Valletta: Valletta will inform both, the local community and the entire Maltese community as well as those Maltese which live abroad through the following local media: "The Malta Independent" (Newspaper), the "Allied Newspapers" (Limited-Newspaper), the PBS (PUBLIC BROADCASTING SERVICES/ Government), the RTK (various media) and ONE Productions Ltd.

8. Please illustrate what practical measures will be implemented to ensure that working methods, progress and outcomes are shared with all interest parties in a transparent way (15-20 lines).

(e.g. publication of minutes on the website, open seminars...)

HerO's communication and dissemination strategy comprises the elaboration of flyers and brochures to introduce the project partners and to outline the network's main objectives, an online newsletter to inform a broad audience on the project's work and progress, a project website as part of the URBACT website to provide comprehensive information on the network and to link to other URBACT projects as well as the compulsory involvement of local media within the partner cities.

Thereby, emphasis will be put on the translation of the basic information documents on the project into other languages to ensure that those individuals within the partner cities who can implement new policies are reached and to maximise the target group for the communication materials.

The HerO newsletter and the HerO project website will allow insight into the progress of the project work and will report on the HerO meetings and the results achieved in regular terms. The thematic reports as output of the project's meetings will be uploaded on the website in order to ensure that a wider professional audience will be reached.

To capitalize on the experiences of other historic towns in Europe and to widely disseminate our project's results, the Hero network will co-operate closely with the "European Association of Historic Towns and Regions (EAHTR)". Representatives of EAHTR will take part into the project's thematic seminars and workshops and will give input to the relevant topics.

Special focus will be put on the dissemination of project's main outputs, which are the "Strategy paper for the support of historic urban landscapes via structural funds", the "Policy recommendations for the improvement of historic urban landscapes" and the „Guidebook for the development and implementation of integrated cultural heritage management plans". Capitalising on the experiences of the partner cities' ULSG and developed with the input of EAHTR, the latter will be a comprehensible practical guide which could serve as a basis for the future sustainable and integrated management of many historic urban landscapes in Europe and beyond.

8 WORK PROGRAMME FOR IMPLEMENTATION PHASE

(Please refer to objectives and actions listed in section 3.1. and to outputs/ deliverables listed in 3.3.)¹⁴

Objective	Action	Month of start	Month of end	Description of activities, components, means	Responsible/ contributing partners ¹⁵	Location when relevant	Expected outputs/ deliverables
1. General coordination and project management	1.1.	Nov. 2008	May 2011	Project coordination and administrative/financial management of the network activities Provision of contractual documents to the URBACT Secretariat; day-to-day management of the project according to the timetable and budget forecast; delivering progress reports (activity and financial) to the URBACT Secretariat every 6 months; managing the project in PRESAGE-CTE; setting up and implementing first level control; providing assistance to the reporting of partners; co-ordination of the work of the thematic experts assigned to the network; supervision and assessment of partner contributions; internal handling of programme	LP, all PPs	n.a.	6 activity and financial reports (according to the contractual requirements)

¹⁴ Please ensure the coherence between the work programme and the budget. Particularly, each action defined in the work programme must have a budget. The budget per action must be indicated in table n° 1.5 "EXPENDITURES PER ACTION" of the project budget (see section 12 "project finance"). Moreover, each budget line in table 1.4 "DETAILED BREAKDOWN OF EXPENDITURE" of the project budget must be linked to a single action of the work programme.

¹⁵ Abbreviations: LP = Lead Partner, PP = Project Partner ; LE = Lead Expert ; TE = Thematic Experts ; MA = Managing Authority ; ULSG = URBACT Local Support Group; EC = European Commission; TP = Thematic Pole; OP = Operational Programme (Structural Funds)

				funding.			
	1.2.	Nov. 2008	May 2011	HerO Steering Committee Composed by the Lead Partner, selected Project Partner representatives and the Lead Expert: consider/assess the progress of the overall project and give appropriate orientations on the working plan and network strategy. On demand the Steering Committee will be assisted by representatives of the EC (Fast Track), thematic pole manager, MA representatives.	LP, selected PPs, LE	location to be defined ad-hoc	3 meetings
	1.3.	Nov. 2008	May 2011	Participation in training measures at Programme level The LP will assure presence in all relevant training measures and events at URBACT Programme level (e.g. annual Lead Partner meetings, training for project managers on PRESAGE-CTE etc.)	LP	Paris et al. (as invited by the URBACT Secretariat)	Presence at all URBACT training events
2. Exchange and learning activities	2.1.	Nov. 2008	May 2011	Series of thematic seminars on Integrated Cultural Heritage Management Plans (ICHMP) methodology Organisational schedule: each PP with 1 expert during 2 days (3 nights); Presentation debate on the ICHMP topic involving actors of the URBACT Local Support Groups and representatives of associated Managing Authorities and the European Commission; in-situ visits in the hosting cities - 1 st seminar (4 th quarter 2008) as a launch event in order to present the re-	LP, all PPs, LE, MAs, EC, selected ULSG members, EAHTR	proposed locations (might be subject to changes): Poitiers (1 st seminar) Graz (2 nd seminar) Valletta (3 rd seminar)	4 thematic seminars (incl. thematic reports)

				<p>sults achieved in phase I and kick-off phase II, outline of network activities</p> <ul style="list-style-type: none"> - 2nd seminar (1st quarter 2009): identification of priorities for LAPs, presentation of good-practice-compilation; - 3rd seminar (4th quarter 2009): LAP drafts presentation and peer review - all partners present their preliminary LAP and receive feedback from experts of other cities, LE; EC, MAs; discussion on the HerO strategy paper elements - 4th seminar (1st quarter 2010): presentation of final Local Action Plans by the partners; discussion on LAPs implementation strategies with the MAs and EC; financial tools and access to financial resources (EU structural funds and others); presentation of strategy paper 		Liverpool (4 th seminar)	
	2.2.	Nov. 2008	May 2011	<p>Expert workshops on specific topics of historic urban landscapes</p> <p>Organisational schedule: each PP 2 with experts during 1-1^{1/2} day (2 nights); 2 workshops on selected topics of specific relevance for all partner cities incl. in-situ visits in the hosting cities; exchange of experience and discussion of urban experts and representatives of ULSGs, associated MAs and EC.</p> <ul style="list-style-type: none"> - 1st workshop (2nd quarter 2010) on the topic 'Visual Integrity of historic urban landscapes'; discussion of the ICHMP Guidebook - 2nd workshop (4th quarter 2010) on the topic 'Balanced urban functions in historic urban landscapes'; presentation of policy recommendations paper 	LP, all PPs, LE, MAs, EC, TE, selected ULSG members, EAHTR	<p>proposed locations (might be subject to changes):</p> <p>Vilnius (1st workshop)</p> <p>Naples (2nd workshop)</p>	2 expert workshops (incl. thematic reports)

	2.3.	Nov. 2008	Feb. 2009	<p>Compilation of good-practices on sustainable urban management applied in the partner cities</p> <p>Identification of good practice examples of innovative strategies and tools related to the HerO topic already applied in selected partner cities in order to serve as showcase for the other partners and stimulate the exchange of experience and learning process within the network (and beyond).</p>	LE with support of all PPs	n.a.	1 Good-practice compilation
	2.4.	Mar. 2011	April 2011	<p>Final conference</p> <p>Organisational schedule: each PP 2 with members during 2 days (3 nights);</p> <p>Participation of all project partners and their associated Managing Authorities, selected ULSG members, EC and external guests (decision makers, urban experts); broad media coverage will be assured;</p> <p>Presentation of final network results; Presentation of paper: "Policy recommendations to improve historic urban landscapes" and presentation of the guidelines on "Development and implementation of integrated cultural heritage management plans"</p>	LP, all PPs, LE, MAs, EC, TE, selected ULSG members, EAHTR	Regensburg	Final Conference (incl. Final thematic report)
3. Impact on local policies	3.1.	Nov. 2008	May 2011	<p>Setting up and animation of an URBACT Local Support Group (ULSG) by each project partner</p> <p>The ULSGs will be organised and animated in each of the participating cities by the individual PPs around a series of meetings on local level. Thereby the ULSGs will take part</p>	LP, PPs, LE, MAs	Regensburg Graz Naples Vilnius Sighisoara	10 URBACT Local Support Groups

				<p>in the design and follow up of the Local Action Plan, identify and validate network inputs, take part in exchanges and report back to other stakeholders, involving and/or informing the associated MAs.</p> <p>The activities on local level will comprise (among others) periodical meetings/trainings (annually 4 meetings per PP on average), especially in terms of preparing partner's contributions to project seminars, commenting on final network outputs, testing or piloting certain recommendations, organising local dissemination events, obtaining media coverage. At the beginning the PPs will organise a coaching or training session for the ULSG members to introduce them to the topic by sharing the results of the HerO baseline study. The resources dedicated for the ULSGs will allow animating the meetings, inviting outside speakers, hiring a venue, translating material/results coming from the project level activities, allowing representatives of the ULSGs to attend some of the project seminars, etc.</p>		<p>Liverpool Lublin Poitiers Valencia Valletta</p>	
	3.2.	Nov. 2008	May 2011	<p>Production of a Local Action Plan (LAP) by each project partner</p> <p>Each partner city will develop its own LAP as a result of exchange and learning activities and an as output of its participation to the network. The LAPs will be produced as a co-production between partners and their Local Support Group.</p> <p>The single LAPs will present a set of priority</p>	LP, PPs, LE, MAs	<p>Regensburg Graz Naples Vilnius Sighisoara Liverpool Lublin</p>	10 Local Action Plans

				<p>actions of specific relevance for the participating historic urban landscapes. The LAPs development will consider peer-review of draft versions of the LAPs by all network partners. A first version of the individual LAPs is aimed to be presented in the frame of the 4th thematic seminar (1st quarter 2010) to enable the PPs to follow-up the implementation of their actions during the 2nd half of network period.</p> <p>The LAPs will be drawn up in close cooperation with the Managing Authorities so that the opportunity for funding through the operational programmes is maximised. Taking note of the specific local/regional frame conditions the composition, territorial level addressed and format the LAPs will differ between the individual partners.</p>		Poitiers Valencia Valletta	
4.Capitalisation process at program level	4.1.	Nov. 2008	May 2011	<p>Participation of HerO Lead Partner and Lead Expert to the Thematic Pole (TP) activities</p> <p>Participation of LP and LE at Thematic Pole meetings - 4 per year on average, 1 day (2 nights) - organised by the URBACT Secretariat in co-operation with the Thematic Pole managers.</p> <p>Apart from the TP meetings the LP will assure qualified contribution to the activities of the thematic pole platform 'Cities and integrated, sustainable development' to which HerO is assigned to.</p>	LP, LE	Paris et al. (as invited by the URBACT Secretariat)	10 x Participation in Thematic Pole meetings Contributions to TP activities

	4.2.	Nov. 2008	May 2011	<p>Participation at URBACT Annual Conferences and Programme events</p> <p>The LP and all PPs will participate at the Annual Conference of URBACT cities upon invitation of the URBACT Secretariat - each PP with 1 member during 2 days (3 nights).</p> <p>The LP and PPs will participate upon invitation at other relevant Programme events, organised by the URBACT Secretariat and/or the national/regional authorities of the participating partners (National Ministry, Managing Authority). As for instance in Germany there is planned to hold an annual meeting of German URBACT partner cities organised by the Federal Ministry. Another option is to present the HerO project outputs upon invitation of the MA at the OP (Operational Programme) Monitoring Committee meetings.</p> <p>Each PP with 1 member during 1 day (2 nights)</p>	LP, PPs, LE, MAs	as invited by the URBACT Secretariat	<p>3 x Participation in URBACT annual conference</p> <p>3x Participation at URBACT Programme events (on national/regional level) or OP Monitoring Committee meetings</p>
5. Communication and dissemination	5.1.	Nov. 2008	May 2011	<p>Elaboration and dissemination of HerO communication materials</p> <p>Elaboration, print and dissemination of HerO project materials:</p> <p>HerO introductory brochure: describing the project's partnership, its main objectives and the expected outputs (4-page, engl. + translations in local languages).</p> <p>HerO Flyer/ postcard (engl. + translations in local languages)</p> <p>Periodical HerO newsletter: reporting on the</p>	LP with the support of the LE, PPs, EAHTR	n.a.	<p>HerO Project Presentation Brochure (in 10 languages)</p> <p>HerO Flyer/postcard (in 10 languages)</p> <p>6 HerO Newsletters</p> <p>Final HerO Bro-</p>

				<p>project's progress and disseminating the project's results among interested subscribers and other historic towns in Europe (engl., electronic format, distribution twice a year).</p> <p>Final HerO brochure: describing the project's results and main achievements (4-page, engl. + translations in local languages).</p>			chure (in 10 languages)
	5.2.	Nov. 2008	May 2011	<p>Setting up and updating the HerO project website at the URBACT site</p> <p>Regular update (every 3 months minimum) of the dedicated space on the URBACT website. Dissemination of project findings and outputs and linking with other relevant websites to increase the audience.</p>	LP supported by all PPs	n.a.	HerO project website (updated regularly)
	5.3.	Nov. 2008	May 2011	<p>Dissemination of the network findings to a wider local audience</p> <p>All project partners will hold a close liaison to their local media and press and will report by means of press releases, press kits, press conferences, etc. on a regular base about the project objectives, events and outputs of the HerO network; local award for best HerO news-article.</p>	LP, PPs	n.a.	10 compilations of press and media articles
6. Integrated historic urban landscape management systems	6.1.	Nov. 2009	Mar. 2010	<p>Elaboration of a strategy paper on the topic "Support of historic urban landscapes via EU structural funds"</p> <p>The paper aims at calling the European</p>	LP supported by LE and all PPs, EAHTR	n.a.	1 Strategy paper

				Commission to include the preservation and development of historic urban landscapes as an important part in the next EU funding program period (approx. 10 pages, engl.)			
	6.2.	Mar. 2010	Mar. 2011	Elaboration of Guidelines/ guidebook on the topic "Development and implementation of integrated cultural heritage management plans" Guidelines for the successful development and implementation of integrated cultural heritage management plans (approx. 50 pages, engl.)	LE with support of all PPs	n.a.	1 Guideline/ guidebook
	6.3.	Nov. 2010	Mar. 2011	Elaboration of Policy recommendations "Improvement of historic urban landscapes" Policy recommendations for the improvement of historic urban landscapes (approx. 10 pages, engl.).	LP supported by LE and all PPs, EAHR	n.a.	1 Policy recommendation paper
7. Contribution to the EC's Regions for Economic Change Initiative (Fast -Track)	7.1.	Nov. 2008	May 2011	Contribution to the EC's Regions for Economic Change Initiative (Fast -Track) The LP will represent the Fast-Track network in the frame of the EC's 'Regions for Economic Change Initiative' and will participate upon invitation on meetings with the EC in order to exchange with other Fast-Track networks or with related experts in various EC DGs. The LP will also ensure adequate presence at selected European events and trade fairs	LP, MAs	Brussels et al. (as invited by the EC)	Participation at 3 Meetings with EC experts Presence at 3 European events/trade fairs

				<p>focussing on urban development of cities and regions (e.g. OPEN DAYS - European Week of Regions and Cities in Brussels).</p> <p>Furthermore the LP will contribute on demand to EC publications on Fast-Track and help with the dissemination.</p>			
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9 ESTIMATE OF THE CARBON FOOTPRINT AND RESOURCE CONSUMPTION FOR IMPLEMENTATION PHASE

A variety of climate control initiatives have been implemented both at EU and national levels. To reach the emission reductions set by the Kyoto Protocol, the European Commission launched the European Climate Change Programme in March 2000. Under this umbrella, the Commission works with industry, environmental organisations and other stakeholders to identify cost-effective measures to reduce emissions.

In order to contribute to these initiatives, the URBACT II programme has included, in the criteria for the assessment of projects, efforts proposed by the partners to mitigate impact on CO₂ emissions. While acknowledging that face to face meetings are important in trans-national exchange and learning activities, a specific attention will be paid to checking if projects show special awareness regarding this issue.

Activity	Estimation of carbon per unit of travel	Nb of journeys*	Carbon consumed
Short flights (1 hour in air)	0.2 tonne	143	28.6 tonnes
Medium length flights (2hours in air)	0.4 tonne	117	46.8 tonnes
Long length flights (3 hours in air)	0.6 tonne		0.0 tonnes
Short Train journeys (up to 300km)	0.01 tonne	35	0.35 tonnes
Medium train journeys (more than 300km)	0.02 tonne	35	0.70 tonnes
Virtual meetings (carbon mitigation)	✓		0.0 tonnes
Other: online-platform etc. (see description below)	✓		0.0 tonnes
Total		330	76.45 tonnes

Efforts proposed to mitigate impact on CO₂ emissions:

Generally we would like to highlight that one of the specific priorities of the URBACT Programme is to enable and initiate exchange of experience and know-how between the participating partners making up the network, in which to a reasonable amount personal meetings are inevitable for the success of the activities.

Nevertheless the HerO network shares the idea in reducing the carbon foot-print as far as possible which is underlined by the below mentioned initiatives.

- Keeping the meetings to a reasonable number in order to allow effective exchange of experience between the experts and stakeholders: on trans-national level 7 major events (with all network partners and associated experts) are planned during the implementation phase; other scheduled meetings, e.g. with the Managing Authorities, are mostly of bilateral nature and will be arranged on a local level.
- Careful selection of meeting locations: the majority of major events is planned to be held at a centralised place in Europe easy accessible by all partners (e.g. Graz, Regensburg, Poitiers); for some of the partners it allows to travel by train.
- As far as possible the lead partner will try to twin network meetings with other scheduled events of interest to the partners (steering meetings, other major events etc.) which allows the partners to participate in both events while benefiting from an added value of experience and saving travel costs to keep the CO₂ emissions to a limited extent.
- In general the network co-operation between the partners will be based on efficient communication flow by using electronic services (e-mail) and telephone (even tel.-conferences, whenever three or more partners are communicating at the same time), as these technical possibilities are all available and well functioning in the partner cities.
- Moreover the lead partner will spend efforts towards setting up of an online-platform (HerO intranet) to enable efficient communication and exchange of working material between the partners.
- Last but not least the lead partner has proposed a lead expert located in the same country (Germany) which will enable a close and intensive co-operation between the main responsible actors of the network (lead partner and lead expert) while at the same time avoiding extensive travel costs and saving CO₂ emissions.

10 PROJECT MANAGEMENT

10.1 Previous Experience of Lead Partner

The city of Regensburg, being located close to the border to Czech Republic and Austria is since many years involved in European transnational activities and networks. The city has previously participated as lead partner (resp. co-ordinator) and partner on several EU-funded initiatives and projects.

Some of the main activities are highlighted in the following descriptions:

- Regensburg maintains 9 town twinning partnerships to European cities in different countries (e.g. Pilsen, Aberdeen, Odessa).
- Partner in the INTERREG IIIB CADSES project Hist.Urban »Integrated revitalisation of historical towns to promote a sustainable urban development« In the frame of this project 19 partners from 9 Central and East European countries have come together to support the development of attractive and competitive small and medium sized historical towns, using the potential of the built-cultural heritage as a development factor for an integrated, sustainable urban development. (<http://www.histurban.net/>).
- Partner in the INTERREG IIIB CADSES project DONAUHANSE. Within the scope of the DONAUHANSE project, German, Austrian, Hungarian, Bulgarian, Romanian, Serbian and Ukrainian cities situated along the Danube co-operate to create a joint benefit for all participating cities and regions. Aim of the project is to set up a well-functioning network between the Danube cities which is characterised by an open, trans-national co-operation culture (<http://www.donauhanset.net/>).
- INTERREG IIIA project TECNOREGION – Sharing of Experiences in the Field of Development of Modern Economic Infrastructure between the cities Pilsen and Regensburg.
- Coordinator of the EU-LIFE Project "Implementation of environmental management systems in middle sized European cities; Lead partner: City of Regensburg, partner cities: Karditsa (GRE), Wels (AT).
- Partner in the APAS-Project "Energy Concepts for large scale Utilisation of solar Energy and Biomass in small and medium sized Cities in Europe (European Commission" , Directorate General XII).
- Founding member of the Working Group of Historical Towns ('ARGE Historische Städte'), a consortium of the historic cities of Bamberg, Görlitz, Lübeck, Meißen, Stralsund und Regensburg.
- Founding member and initiator of the 'ARGE Donaustädte', a cross-border working group of cities located along the river Danube (Regensburg, Passau, Straubing, Deggendorf, Linz).
- Initiator of the Transnational Initiative 'RegioPol', a polycentric transboundary initiative between the regions East-Bavaria, Upper-Austria and Bohemia (Regensburg in close co-operation with the cities Linz (AT), Passau (DE), Pilsen (CZ), Budweis (CZ)).
- The city of Regensburg is full member of the Organization of World Heritage Cities (OWHC), which is an international non-profit non-governmental organiza-

tion, created to assist member cities adapt and improve their management methods in relation to the specific requirements of having a site inscribed on the UNESCO World Heritage List. OWHC encourages, on both regional and international levels, cooperation and the exchange of information and expertise among historic cities throughout the world in close collaboration with other organizations pursuing similar goals while emphasizing action likely to support the efforts of cities located in developing countries.

10.2 General coordination and overall responsibilities

Project team and responsibilities of the Lead Partner Regensburg:

The city of Regensburg as lead partner of the proposed HerO-thematic network will offer its own experienced personnel to guarantee a professional and efficient co-ordination and management of the project.

The project will be co-ordinated by the Planning and Building Division of the city of Regensburg and more specifically by the city's world heritage management sub-department headed by Mr. Matthias Ripp, who is proposed to be the thematic co-ordinator of the network. Mr. Ripp will be supported by Ms. Barbara Bühler, who is responsible for the day-to-day management of the project, which comprises also the financial and administrative management as well as communication issues in the network. Both experts, Mr. Ripp (graduated historical geographer with additional qualification in heritage conservation, building history and urbanism) and Ms. Bühler (graduated architect with Master of Arts in World Heritage Studies) have a solid background in urban development and heritage management. Taking benefit from the long term experience in managing complex transnational co-operation projects Mr. Klaus Grepmeier as the appointed European Officer of the city of Regensburg will assist Ms. Bühler in the management and financial co-ordination of the URBACT network. Mr. Grepmeier has a long track record in project management acquired through co-ordinating international (EC-funded) projects involving multi-disciplinary teams from different organisations and of different nationalities. CVs of all experts have been presented together with the Declaration of Interest.

All proposed experts from the city of Regensburg have excellent social skills and competences, communication skills in English language gained through previous managing of promotion and dissemination actions at European level. All experts are experienced in working in a European dimension and in multicultural environments.

Management and co-ordination activities:

- Project coordination and administrative/financial management of the network activities: provision of contractual documents to the URBACT Secretariat; day-to-day management of the project according to the timetable and budget forecast; delivering progress reports (activity and financial) to the URBACT Secretariat every 6 months; managing the project in PRESAGE-CTE; setting up and implementing first level control; providing assistance to the reporting of partners; co-ordination of the work of the thematic experts assigned to the network; supervision and assessment of partner contributions; internal handling of programme funding.
- Setting up and animation of a HerO Steering Committee (composed by the Lead Partner, selected Project Partner representatives and the Lead Expert): consider/assess the progress of the overall project and give appropriate orien-

tations on the working plan and network strategy. On demand the Steering Committee will be assisted by representatives of the EC (Fast Track), thematic pole manager, MA representatives.

- Participation in training measures at Programme level: the LP will assure presence in all relevant training measures and events at URBACT Programme level (e.g. annual Lead Partner meetings, training for project managers on PRESAGE-CTE etc.)

10.3 Operational management, including administrative and financial aspects

As stated above, Ms. Barbara Bühler from the Planning and Building Division of the city of Regensburg (world heritage management sub-department) will be responsible for the operational management of the project, which comprises also the financial and administrative co-ordination of the actions. She will have access to PRESAGE-CTE and act as focal point to the partners and to the URBACT Secretariat for all project management matters.

Mr. Klaus Grepmeier as the appointed European Officer of the city of Regensburg will assist Ms. Bühler in the management and financial co-ordination of the URBACT network and will act as main contact point to the EC for all aspects related to the Regions for Economic Change Initiative and the Fast Track.

All three experts from the city of Regensburg involved in the project co-ordination and management will contribute also to the dissemination of project results beyond the partnership and will be prepared to give presentations about the project on international workshops or conferences.

11 INVOLVEMENT OF PARTNERS

From the very beginning the project is developed and animated not only based on the initiative of the lead partner and some selected partners it is rather set up by an active dialogue between all the participating cities which are facing similar challenges within their urban landscapes. During the development phase (phase I) of the project all 10 project partners as well as other interested organisations (e.g. the EAHTR - European Association of Historic Towns and Regions) were represented at the meetings in order to develop a common baseline and common objectives to be achieved in the course of the network.

The HerO work plan presented is characterized by a set of exchange and learning activities involving representatives of the project partner cities, members of their URBACT Local Support Groups as well as representatives of the competent MAs. Even if the lead partner has a major role to play as animator and 'think tank' of the network the work programme shows a balanced participation of all network partners especially in view of developing the strategic outputs and policy recommendations expected from the network.

All network partners are involved in the communication and dissemination activities of the project on a European level as well as on national, regional and local

level. With the support of the lead partner the project partners will develop their own promotional materials (brochures, leaflets in their native languages) and assure effective liaison with their local/regional media. All partners will help to distribute the project results to as many as possible stakeholders in their working area and serve as local contact point.

The network will also provide a Steering Committee which is composed by the Lead Partner, selected Project Partner representatives and the Lead Expert. The Steering Committee is set up to consider/assess the progress of the overall project and give appropriate orientations on the working plan and network strategy. As appropriate the Steering Committee will be assisted by advice from representatives of the EC (Fast Track), the thematic pole manager or MA representatives.

Moreover the network has chosen a decentralised financial management system which demands that all partners are also involved to a certain extent in the operational management of the project. By applying the decentralised system the network partners are responsible for their own share of budgets and will have access to PRESAGE-CTE in order to co-ordinate their local activities in the best possible way.

12 PROJECT FINANCE

Please provide the completed 5 separate Excel financial tables with data related to the budget for the Implementation phase (Phase II).

13 DECLARATION OF MAXIMUM AMOUNT OF EXPENDITURE TO BE CERTIFIED AT THE END OF THE DEVELOPMENT PHASE

I hereby, as signing person of this Final Application form and on behalf of the Lead Partner, attest on my honour that the project development phase (phase I) will be closed with a total and final certified expenditure (from the beginning until the administrative closure of phase I) that amounts to maximum¹⁶:

75.000 €

This total amount will correspond to the following breakdown per category of expenditure:

Category of expenditure	Total (in €)
1. Project co-ordination	4.500,00
2. Personnel	35.350,00
3. Meetings organisation	1.750,00
4. Travel and accommodation	12.600,00
5. Communication and dissemination	1.000,00
6. External expertise	10.800,00
7. Equipment	500,00
8. URBACT Local Support Groups	6.000,00
9. Managing Authorities	2.500,00
Total	75.000,00

I am aware that, at the end of the development phase (phase I), my project will not be allowed to declare and certify more than the amounts per category of expenditure as indicated in the breakdown table above. All exceeding expenditure will not be accepted by the URBACT II Managing Authority.

I am also aware that the sum between the maximum amount of expenditure that will be claimed for phase I and the proposed budget for the implementation phase

¹⁶ Please indicate the maximum amount of expenditure that will be claimed for phase I, which includes ERDF, Norwegian/Swiss funds (if part of project funds) and partners co-financing.

(phase II) must not exceed the ceiling established for the maximum budget of a thematic network¹⁷.

The non respect of this condition will cause the rejection of this Final Application form.

Moreover, the sum between the maximum amount of expenditure that will be claimed in categories 8 and 9 for phase I and the budget proposed for categories 8 and 9 for phase II, must respect the ceilings foreseen for the URBACT Local Support Groups and for the involvement of the Managing Authorities of operational programmes¹⁸.

¹⁷ The total budget for a thematic network (phase I plus phase II) shall be no more than € 710 000. Additional information are available in the Programme Manual, Fact sheet 2a.

¹⁸ For thematic networks (phase I plus phase II), category 8 dedicated to the URBACT Local Support Groups must have a minimum financial allocation of € 70.000, and category 9 dedicated to the involvement of the Managing Authorities of operational programmes must have a minimum financial allocation of € 40.000.

14 BANK INFORMATION

Name and address of Lead Partner's bank

Sparkasse Regensburg
Lilienthalstrasse 5
93049 Regensburg

Bank account holder

City of Regensburg

Account number

No. 103 366

IBAN (International Bank Account Number)

IBAN: DE29 7505 0000 0000 1033 66

BIC/SWIFT

BYLADEM1RBG

Internal reference

HHST 0.3007.1780 (as subject matter of the money transfer)

15 DETAILED INFORMATION ON THE LEAD AND PROJECT PARTNERS

LEAD PARTNER - REGENSBURG			
Institution	City of Regensburg		
Contact person	Ms. Barbara Bühler		
VAT number			
Legal status	LA		
Address	D.-Martin-Luther-Str. 1		
Postal code	93047		
Town	Regensburg		
Region	Bavaria		
Country	Germany		
Phone	+ 49 941 507 1768	Mobile	
Fax	+ 49 941 507 4619		
E-mail	buehler.barbara@regensburg.de		
Certifying body	City of Regensburg Division for Economic and Financial Affairs, Finance Department		

Project Coordinator at the Lead partner			
Name	Mr. Matthias Ripp		
Institution	City of Regensburg, Planning and Building Division, World Heritage Management		
Address	D.-Martin-Luther-Str. 1, 93047 Regensburg		
Country	Germany		
Phone (office)	+ 49 941 507 4611	(mobile)	+49 175 2267185
Fax	+ 49 941 507 4619		
E-mail	ripp.matthias@regensburg.de		
Contact Person	Mr. Matthias Ripp Ms. Barbara Bühler		

Person responsible for the financial management at the Lead partner			
Name	Ms. Barbara Bühler		
Phone (office)	+ 49 941 507 1768	(mobile)	
Fax	+ 49 941 507 4619		

E-mail	buehler.barbara@regensburg.de
Contact person	Ms. Barbara Bühler Mr. Klaus Grepmeier, European Officer

Financial Contribution

Source	Legal basis for decision of funding	Amount (in €)
City budget	Letter of Commitment signed by the Councillor for Economic and Financial Affairs	88,350

PARTNER 1 - GRAZ			
Organisation	City of Graz		
Department	Executive department for Urban Development, Construction and Planning; Unit for EU-Programmes and International Cooperation		
Legal status	LA		
Address	Europaplatz 20/5		
Postal code	8020		
Town	Graz		
Region	Styria		
Country	Austria		
Phone (office)	+43 316 872 4200	(mobile)	+43 664 8111 324
Fax	+43 316 872 4209		
E-mail	gerhard.ablasser@stadt.graz.at		
Contact person	Dipl.Ing. Gerhard Ablasser		
Certifying body	Court of Audition of the City of Graz / Stadtrechnungshof der Stadt Graz		

Financial Contribution

Source	Legal basis for decision of funding	Amount (in €)
City Budget	Resolution of the city council and the municipal council	12,600

PARTNER 2 – NAPLES	
Organisation	Municipality of Naples
Department	5 th Central Department of Infrastructures – URBACT project Unit
Legal status	Local Administration

Address	Via Speranzella, 80												
Postal code	80132												
Town	Naples												
Region	Campania												
Country	Italy												
Phone (office)	00390817958932	(mobile)	00393395677396										
Fax	00390817958939												
E-mail	urban@comune.napoli.it												
Contact person	Gaetano Mollura												
Certifying body	Department of Innovative finance and European Funds Francesca Iacono												

Financial Contribution

Source	Legal basis for decision of funding	Amount (in €)
Municipal budget	Letter of intent of Vice Mayor and after the official approval by the URBACT Secretariat, an administrative Act called "Delibera"	7,000

PARTNER 3 - VILNIUS													
Organisation	Vilnius City Municipality												
Department	Vilnius Old Town Renewal Agency												
Legal status	Public Institution												
Address	Stikliu st. 4												
Postal code	LT 01131												
Town	Vilnius												
Region	Vilnius County												
Country	Lithuania												
Phone (office)	+3705 2629646	(+3706 982034 9)											
Fax													
E-mail	otra@lithill.lt												
Contact person	Gediminas Rutkauskas												

Certifying body	The Ministry of the Interior, Regional Policy Department
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Financial Contribution

Source	Legal basis for decision of funding	Amount (in €)
The budget of the Municipality	The LOC signed by the Deputy Director of Vilnius City Administration, responsible for the committing the institution's resources to be engaged in the project (staff, budget, etc.)	7,000

PARTNER 4 - SIGHISOARA

Organisation	City of Sighisoara (Sighisoara City Hall)										
Department	European Integration, Development Projects										
Legal status	Public Administration										
Address	Muzeului Str.7										
Postal code	545400										
Town	Sighisoara										
Region	7 centre										
Country	Romania										
Phone (office)	+40265771280	(mobile)	+40744303774								
Fax	+40265771264										
E-mail	agenda21-sighisoara@elsig.ro										
Contact person	Sandru Ioana										
Certifying body	Ministry of Deveopment, Public Works and Housing(MDPWH) Directorate for the Coordination of the Activity in Territory										

Financial Contribution

Source	Legal basis for decision of funding	Amount (in €)
Local Budget	The local council's decision	7,000Euro

PARTNER 5 - LIVERPOOL

Organisation	City of Liverpool (Liverpool City Council)
Department	Planning
Legal status	Local Authority and Local Planning Authority

Address	Municipal Building, Dale Street												
Postal code	L2 2DH												
Town	Liverpool												
Region	Merseyside												
Country	England												
Phone (office)	44 (0)1512335367	(mobile)	44 (0)7736970396										
Fax	44(0)1512334290												
E-mail	John.hinchliffe@liverpool.gov.uk												
Contact person	John Hinchliffe												
Certifying body	Liverpool City Council, Internal Audit												

Financial Contribution

Source	Legal basis for decision of funding	Amount (in €)
Liverpool City Council's Revenue Budget	Decision of the Executive Member for European Affairs	12,600

PARTNER 6 - LUBLIN													
Organisation	City of Lublin												
Department	Dept. of Culture / Dept. of Development and European Funds												
Legal status	Local government												
Address	Plac Wladyslawa Lokietka 1												
Postal code	PL-20-950												
Town	Lublin												
Region	Lubelskie Voivodship												
Country	Poland												
Phone (office)	+48.81.466 2864	(mobile)	+48.662 015 241										
Fax	+ 48.81.4662801												
E-mail	ekipta@lublin.eu												
Contact person	Ms. Ewa Kipta												

Certifying body	Implementing Authority for European Programmes-IAEP Wspolna 2/4, 00-926 Warszawa; Contact Mrs Sylwia Tyszko, Chief Accountant Tel.: +48.22. 4618 804; Fax: +48.22.4618 722; Email: Sylwia.Tyszko@wwpe.gov.pl
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Financial Contribution

Source	Legal basis for decision of funding	Amount (in €)
City budget	City council act on the City budget	7,000

PARTNER 7 - POITIERS											
Organisation	City of Poitiers										
Department	Tourism International Relations and Heritage										
Legal status	Public body										
Address	Mairie – Hôtel de Ville BP 569										
Postal code	86021										
Town	Poitiers cedex										
Region	Poitou-Charentes										
Country	France										
Phone (office)	+335.49.52.36.04	(mobile)	n.a.								
Fax	+335 49 52 37 69										
E-mail	catherine.gourmaud@mairie-poitiers.fr										
Contact person	Mrs Catherine GOURMAUD										
Certifying body	Municipal Treasury of Poitiers										

Financial Contribution

Source	Legal basis for decision of funding	Amount (in €)
Municipal budget Line 641 (Staff payment): 64111 Incumbent staff 64131 contract workers	Record of decisions of the Executive ("Bureau Municipal) 7 th July 2008	12,000

PARTNER 8 - VALENCIA											
Organisation	City of Valencia (Valencia City Council)										
Department	Town Planning Department										
Legal status	Public Authority P-4625200-C										
Address	Avenida de Aragón 35, 5ª										
Postal code	46010										
Town	Valencia										
Region	Comunidad Valenciana										
Country	Spain										
Phone (of- fice)	0034 96 369 76 02	(mo- bile)									
Fax	0034 963628162										
E-mail	adelurban@valencia.es delurban@valencia.es internacional@valencia.es										
Contact per- son	Patricia Gutierrez: Town Planning Advisor Carlos Mundina: Town Planning Advisor Sara Izquierdo: International Relations Advisor										
Certifying body	Ayuntamiento de Valencia, Intervention Department										

Financial Contribution

Source	Legal basis for decision of funding	Amount (in €)
European Funds	STEERING COMMITTEE VALENCIA CITY COUNCIL DATE: 10/10/2008	12,000

PARTNER 9 - VALLETTA											
Organisation	Valletta Local Council										
Department	Executive Office										
Legal status	Local Authority										
Address	31, South Street Valletta										
Postal code	VLT										
Town	Valletta										
Region											
Country	Malta										
Phone (of- fice)	+35621251397	(mo- bile)	+35679493431								

Final Application Form TN URBACT II

Fax	+35621251397																		
E-mail	simon.a.cauchi@gov.mt																		
Contact person	Mr Simon Cauchi																		
Certifying body	3a Accountants Malta																		

Financial Contribution

Source	Legal basis for decision of funding	Amount (in €)
Valletta Local Council	Local Councils Act	7,300

16 DETAILED INFORMATION ON THE ASSOCIATED MANAGING AUTHORITIES

ASSOCIATED MANAGING AUTHORITY 1 (ASSOCIATED TO PARTNER REGENSBURG) ¹⁹			
Organisation	Bavarian State Ministry of Economic Affairs, Infrastructure, Transport and Technology		
Department	Referat III/1 (Managing Authority for the Operational ERDF Programme Bavaria under the 'Regional Competitiveness and Employment Objective')		
Legal status	Public administration		
Address			
Postal code	80525		
Town	München		
Region	Bavaria		
Country	Germany		
Phone	+ 49 89 2162 2585	mobile	
Fax	+ 49 89 2162 3585		
E-mail	armin.rudolph@stmwivt.bayern.de		
Contact person	Dr. Armin Rudolph		

ASSOCIATED MANAGING AUTHORITY 2 (ASSOCIATED TO PARTNER CITY OF GRAZ)			
Organisation	Amt der Steiermärkischen Landesregierung (Provincial Government of Styria)		
Department	Dep 14 – Economy and Innovation		
Legal status	public		
Address	Nikoleiplatz 3		
Postal code	8020		
Town	Graz		
Region	Styria		
Country	Austria		
Phone	+43 316 877 3154	mobile	
Fax	+43 316 877 3112		
E-mail	gerd.gratzer@stmk.gv.at		

¹⁹ Insert name of corresponding partner.

Contact person	Dr. Gerd Gratzer
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ASSOCIATED MANAGING AUTHORITY 3 (ASSOCIATED TO PARTNER CITY OF NAPLES)	
Organisation	Campania Region
Department	Unit of European Affairs
Legal status	Local Administration
Address	Via S. Lucia, 81
Postal code	80132
Town	Naples
Region	Campania
Country	Italy
Phone	0039 0817962641 mobile
Fax	00390817962109+
E-mail	m.marchetiello@regione.campania.it / fesr,cdc@regionecampania.it
Contact Person	Mariano Marchetiello – head of Unit of European Affairs

ASSOCIATED MANAGING AUTHORITY 4 (ASSOCIATED TO PARTNER SIGHISOARA)	
Organisation	Ministry of Development, Public Works and Housing (MDPWH)
Department	Directorate for Strategy and Programme Coordination
Legal status	Public Administration
Address	17, Apolodor St, North Side, Sector 5
Postal code	050741
Town	Bucharest
Region	Bucharest - Ilfov
Country	Romania
Phone	037 211 1590 mobile 0749 19 62 68
Fax	037 211 1636
E-mail	Ionut.trinca@mdlpl.ro
Contact person	Ionut Trinca, Expert

ASSOCIATED MANAGING AUTHORITY 5 (ASSOCIATED TO PARTNER LIVERPOOL)	
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Organisation	North West Development Agency										
Department	European Policy										
Legal status	Regional Development Agency										
Address	Renaissance House, PO Box 37, Centre Park										
Postal code	WA1 1XB										
Town	Warrington										
Region	Cheshire										
Country	England										
Phone	44(0) 1925400282	mobile	44(0)7810528507								
Fax	44(0)1925400400										
E-mail	Pernille.Kousgaard@nwda.co.uk										
Contact person	Pernille Kousgaard										

ASSOCIATED MANAGING AUTHORITY 6 (ASSOCIATED TO PARTNER LUBLIN)											
Organisation	Marshall's Office of the Lubelskie Voivodship										
Department	Department of Strategy and Regional Development										
Legal status	Regional government										
Address	Spokojna 4										
Postal code	PL-20-074										
Town	Lublin										
Region	Lubelskie Voivodship										
Country	Poland										
Phone	+48.81.4416 738	mobile	+48.667 667 013								
Fax	+48.81.4416 740										
E-mail	mkowalski@lubelskie.pl										
Contact person	Marek Kowalski										

ASSOCIATED MANAGING AUTHORITY 7 (ASSOCIATED TO PARTNER POITIERS)											
Organisation	Prefecture de la Region Poitou-Charantes (Regional Chief Executive)										
Department	General Secretariat for Regional Affairs – Pole of Mission, Studies, Evaluation and Communication										
Legal status	Public body – decentralised service of the State										
Address	7 place Aristide Briand										
Postal code	86021										
Town	Poitiers cedex										


Region	Poitou-Charentes														
Country	FRANCE														
Phone	+335.49.47.24.54	mobile													
Fax	+335.49.47.24.50														
E-mail	jean-marie.audinet@poitou-charentes.gouv.fr														
Contact person	Mr. Jean-Marie AUDINET														


ASSOCIATED MANAGING AUTHORITY 8 (ASSOCIATED TO PARTNER VALENCIA)															
Organisation	Generalitat Valenciana														
Department	Economy Directorate														
Legal status	Regional Government														
Address	Palau 14														
Postal code	46001														
Town	Valencia														
Region	Valencia														
Country	Spain														
Phone	+34 963866342	mobile													
Fax	+34 963866209														
E-mail	Arnau_rob@gva.es														
Contact person	Roberto Arnau González														

ASSOCIATED MANAGING AUTHORITY 9 (ASSOCIATED TO PARTNER VALLETTA)															
Organisation	OPM- Office of the Prime Minister														
Department	PPCD – Planning and Priorities Coordination Division														
Legal status	Division														
Address	12/13 St Paul Street Valletta														
Postal code	VLT1210														
Town	Valletta														
Region															
Country	Malta														
Phone	+35622001142	mobile													
Fax	+35622001141														
E-mail	Maria.farrugia@gov.mt														

17 CERTIFICATION

I hereby certify that the information stated in this application is to the best of my knowledge accurate and true.

Signature Elected representative ²⁰	
Name (capital letters): Mrs. Christine Schimpfermann	
Position: Deputy Mayor / Councillor for Planning and Construction	
Date: 07 October 2008	

Signature Lead Partner	
Name (capital letters): Mrs. Christine Schimpfermann	
Position: Deputy Mayor / Councillor for Planning and Construction	
Date: 07 October 2008	

Official Stamp



²⁰ In case the Lead Partner's Institution has no elected representatives, the signing person must be in the position of committing the institution's resources to be engaged in the project (staff, budget, etc.).

ANNEXES

ANNEX 1 - ELIGIBILITY CRITERIA

ANNEX 2 - ADDITIONAL INFORMATION FOR FAST TRACK LABEL

ANNEX 3 - FINANCIAL TABLES

ANNEX 4 - BASELINE STUDY

ANNEX 5 - LETTERS OF COMMITMENT SIGNED BY ALL PARTNERS

ANNEX 6 - LETTERS OF INTENT SIGNED BY ALL ASSOCIATED
MANAGING AUTHORITIES

ANNEX 7 - AUDIT TRAILS SIGNED BY ALL PARTNERS

ANNEX 8 - JOINT CONVENTION SIGNED BY ALL PARTNERS

ANNEX 1 – ELIGIBILITY CRITERIA FOR FINAL APPLICATION FOR THEMATIC NETWORKS

The Final applications submitted within the deadlines to the URBACT Secretariat will be checked for compliance with the eligibility criteria listed below.

Any Final application failing to fulfil all the eligibility criteria will be declared ineligible.

- 1) the Final application and all required documents are submitted within the deadline set for the Thematic Networks, 21 October 2008 latest.
- 2) the Final application is complete in terms of number of documents required and includes:
 - the Final Application Form signed and stamped
 - the 5 financial Excel sheets
 - one signed letter of commitment for each partner included in the partnership
 - one signed audit trail for each partner
 - one signed letter of intent for each associated Managing Authority
 - the Joint Convention signed by all partners
 - the baseline study
- 3) the Final application is complete in terms of information and data required in the documents (all sections in the Final application form and in all related documents have been properly filled using the official templates provided by the URBACT Secretariat)
- 4) all the documents required are signed, dated and stamped by the Lead partner and Project partners when required
- 5) the Final application refers to a project bringing together
 - 8 partners minimum and 12 partners maximum, which have designated one of the authorities as Lead Partner (plus possibly up to 2 observer cities from non Member/ Partner States)
 - partners from at least 3 Member and Partner States
 - no more than 3 non-city partners, each being from a different Member/ Partner State
- 6) the proposed final partnership is balanced with regard to the participation of partners from Convergence objective regions and Competitiveness objective regions, and includes:

- 50% partners from Convergence regions and 50% partners from Competitiveness regions in the case of an even number of partners (Partners from Norway and Switzerland will not be taken into account when considering this balance);
 - 50% + 1 partners from Convergence regions or 50% + 1 partners from Competitiveness regions in the case of an uneven number of partner (Partners from Norway and Switzerland will not be taken into account when considering this balance).
- 7) all candidate partners are "beneficiaries of the programme" or "other partners" in the sense of the Programme Manual (Fact Sheet 1 – sections 5.2. and 5.3. ; Fact sheet 2a - sections 2.2.a and 2.2.b)
 - 8) the candidate partners are not candidate partners in more than 2 URBACT projects at a time
 - 9) the candidate Lead partner is candidate Lead partner in one proposal only
 - 10) regarding the budget, the sum between the maximum amount of expenditure that will be claimed for phase I and the proposed budget for the implementation phase (phase II) must not exceed the ceiling established for the maximum budget of a thematic network.

ANNEX 2 – ADDITIONAL INFORMATION CONCERNING THEMATIC NETWORKS WITH THE FAST TRACK LABEL

This section is to be filled in by networks with the Fast Track Label only²⁰.

1. FAST TRACK Label and Commission support

Please indicate for which part of the work programme you expect the support of the Commission and indicate what kind of support you envisage

Being a Fast Track network means that HerO is privileged to benefit from the support and assistance of the European Commission acting as a partner to the network. During a first meeting at the EC DG REGIO in Brussels the following Directorates have expressed their interest in the project topic and have offered an active collaboration to the HerO team: EC DG REGIO, DG Environment, DG Education & Culture.

Based on that HerO will invite EC representatives to all major events within the frame of the network in order to enrich the debate on the topic from a European perspective and to contribute to the peer review of the Local Action Plans. Presence of the EC will also give a strong (political) signal on the importance of the network topic to other invited experts on European, national, regional and local level and trigger the involvement of the responsible MAs.

Another important aspect is that by having the EC DG REGIO as partner in the project this will allow the network to express recommendations (bottom-up) on the structure and priorities of the future structural funds programmes and European policies directly to the responsible institutions on European level.

The HerO network's special focus is on the sustainable development of historic urban landscapes through integrated management strategies. This means that the environmental component of the urban development of historic cities is of specific relevance to be discussed with experts from the EC, DG Environment and DG EaC. As part the networking activities for the "Organization of World Heritage Cities", the City of Regensburg recently hosted a big conference on the topic "Earth, Wind, Water, Fire - Environmental Challenges to Urban World Heritage" which addressed natural hazards and environmental influences as a major threat for European cities' built cultural heritage and for the communities' identity. During this conference examples for innovative preventive measures have been presented to the audience and, as a result of the event, a "Regensburg Recommendation" has been adopted by the participants. With a lot of preparatory work already done, the environmental dimension of urban development could be elaborated further in close co-operation with the EC's DG Environment. This would in turn result in new ideas for concrete measures on local and regional level receiving support from the Operational Funding Programmes.

²⁰ For further information please contact DG Regio at the following address: Regio-Urban-Territorial@ec.europa.eu or refer to the Regions for Economic Change website: http://ec.europa.eu/regional_policy/cooperation/interregional/ecochange/index_en.cfm.

2. Two-way bridge

2.1. For Thematic Networks with Fast Track label, the involvement of the relevant Managing Authorities is essential. Referring to section 1.3 of the application form, is information on the associated Managing Authority given for each city partner?

YES

9 city partners have associated their MA to the network, only 1 city partner (Vilnius) is still in discussion with their responsible MA

The HerO network aims to co-operate closely with the associated Managing Authorities in order to enhance the impact the exchange activities have on local policies. Accordingly during the course of phase I all HerO partner cities established contacts with their MAs and developed ideas on how to involve their associated Managing Authorities into the project's activities. In parallel there has also been a strong interest of the partner cities' Managing Authorities to align with the HerO network: as a result all partners have confirmed an active dialogue with their responsible bodies and as proof thereof 9 Managing Authorities have signed a Letter of Intent to associate to the network at the stage of the submission of the final application (signed LOIs are presented in Annex 6).

Regensburg (LOI signed): The Lead Partner's responsible Managing Authority, the Bavarian Ministry of Economics, strongly supports the HerO network from the very beginning of project development. During phase I of the project, an intensive dialogue could be established; representatives of the Ministry participated actively at both network meetings in Regensburg and gave presentations on the possibilities in the spirit of the Fast Track. Moreover the MA gave a shared presentation together with the Lead Partner during the OPEN DAYS workshop in Brussels. During the course of phase II the LP will regularly inform the associated Managing Authority about the topics discussed within the ULSG's meetings and the results worked out. The Ministry agreed to make the necessary arrangements to welcome innovative actions developed out of the HerO network into the Bavarian OP, given the financial and geographical restrictions as well as the priorities of the OP are fulfilled. It was also proposed to hold the next Bavarian OP Monitoring Committee meeting in Regensburg and to allow adequate presence of the HerO network in the meeting.

Graz (LOI signed): The representative of our Managing Authority, which is the "Amt der Steiermärkischen Landesregierung" (Provincial Government of Styria), will be an active member of the Local Support Group and plans to attend all meetings of the ULSG.

Naples (LOI signed): Our Managing Authority, the "Regione Campania" will participate in the various project meetings.

Vilnius (LOI pending): Vilnius partners have contacted the Lithuanian Ministry of Economy and the Ministry of Finance, however they faced difficulties to convince the responsible MAs to co-operate and associate to the HerO network. Ministry of Finance is the OP Managing Authority for the "Convergence" programme (OP III), not related with OP European Territorial Co-operation Programmes (INTERREG,

URBACT, etc). Ministry of Interior is the OP Managing Authority for the European Territorial Co-operation Programmes (URBACT II included). Ministry of Economy is the intermediate body responsible for the support of the cultural heritage, but mainly they work with applications for the programme "The use of the cultural heritage for the tourism needs", main focus on tourism. At the moment there is no definitive confirmation from the responsible MA in Lithuania to associate to the network, however Vilnius partners (with the assistance of the EC DG REGIO) will continue to negotiate and to find the responsible Ministry units to enable their subsequent involvement to the HerO project.

Sighisoara (LOI signed): Our Managing Authority is the Directorate for Strategy and Programme Coordination of the Ministry of Development, Public Works and Housing in Bucharest. We intend to involve the representatives by inviting them to attend the LSG meetings. They already accepted our invitation.

Liverpool (LOI signed): The Managing Authority is the European Policy Team in the North West Development Agency (NWDA). The NWDA is already represented on the World Heritage Site Steering Group by a member of its Planning Team. The NWDA funded the preparation of the WHS Management Plan in 2003 and has funded further work on the implementation of its Action Plan. The European Team will be circulated with all papers connected with the work of the WHS Steering Group and invited to attend the HerO meetings and conferences.

Lublin (LOI signed): We intend to involve our Managing Authority, the Marshall's Office of the Lubelskie Voivodship, by invitation to discussion on the historic areas development (with clear regional context) and regional strategy for tourism development and by participation in revision of regional priorities on the base of project outcomes (through the conferences, research, case studies available).

Poitiers (LOI signed): Our Managing Authority is the Regional Chief Executive who delegates, regarding the concerned policy, to regional headquarters. Each of these policy regional authorities was invited to a first meeting on July 10th. We introduced the HerO project and asked them to be part of the project. They all approved the project and gave a principle agreement. The General Secretary of Regional Affairs (related to the regional chief executive) is competent for the Structural Funds management (Mrs Béatrice LAGARDE). She confirmed her interest to the project and will nominate a unique interlocutor who will work directly on the HerO project.

Valencia (LOI signed): Our intention is to achieve the Integrated Cultural Heritage Management at Local level in coherence with the rest of the partners of HerO project. Therefore we are going to inform to our Managing Authority, the Generalitat Valenciana, about all activities taking place during the Hero project. We will draw special attention in sharing best practices, methods, experiences and strategies with them in order to preserve cultural and physical heritage values, while urban development and changes on population keep on evolving, balancing them both. We wish to implement as soon as possible our plan with ERDF funding therefore we will address our Managing Authorities to tell us how to apply to those funds. We will invite them to come to the seminars and workshops and they will also be involved in the Local Support Group.

Valletta (LOI signed): Our Managing Authority is the Planning and Priorities Coordination Division of the Office of the Prime Minister. The Managing Authority will be involved in the LSG activities and therefore will be involved in the development and monitoring of:

- Awareness raising initiatives,
- Community involvement through cultural sector SIPs,
- Further support to NGO initiatives,
- Cultural programme for adults,
- Persons with special needs (residents and non-residents),
- Motivate residents to own projects,
- Empower residents to implement projects,
- Attract migration in through better quality of life,
- Create healthy leisure for young people.
- It will also have observer status in the compilation of the LAP and will direct the development of the actions and strategy:
- The development of the HERO network and the deliverables and exchanged data,
- Taking stock of the Expert Advice,
- Collation of data and benchmarking exercise,
- Development of Actions through the LAP in correlation with the LSG,
- The Valletta LC with the support of the LSG will launch the initiatives through HERO,
- Compilation and Development of the Policy Document after the consultation phase
- Development and compilation of the Citizen's Charter
- SIP Scheme
- The launching of the Forum and Reward Scheme

2.2. To complement information provided in section 5, do you envisage any further mechanisms to secure the commitment of the relevant Managing Authorities (e.g. Memorandum of Understanding)?

As can be seen from the signed Letters of Intent the associated Managing Authorities have already committed themselves to contribute to the HerO project activities and to facilitate the desired 'two way bridge' in a promising way.

Moreover and in order to further alleviate active involvement of the MA institutions the Hero project has reserved a solid amount of budget dedicated to allow presence of the MAs in the major events and debates within the network. All associated Managing Authorities will be invited to the HerO project meetings and conferences in order to participate at the discussions and get familiar with the EC initiative's objectives and their expected role. On this occasion the MAs will also benefit from the exchange with other Managing Authorities in Europe.

The planned presence of representatives from EC DG REGIO or other European Commission delegates within the network and the corresponding major events will of course have a strong effect on the commitment of the MAs.

According to their role as responsible Managing Authority for the regional OPs all associated MAs are invited to be involved in the development of the strategy paper on the topic "Support of historic urban landscapes via EU structural funds" which is aimed to serve as a basis for discussion for the OP funding period 2014 and beyond.

2.3. Please illustrate what funding could be leveraged (i.e. from the Regional Operational programme or other programmes) based on the 'fast track' activities

Taking the example from the Bavarian Operational Programme ('Operational Programme Bavaria 2007 - 2013 ERDF' under the 'Regional Competitiveness and Employment' objective) relevant for the LP area Regensburg it shows as one of its 6 main priorities a budget line on 'Sustainable urban development' (103 million Euro; 18% of OP total funding) in which specific actions towards the preservation and activation of historic and cultural heritage could be supported. This funding line has a clear link to the activities discussed within the HerO network and it could lead to a considerable leverage of funding for projects in that area. This is also valid for the majority of regions involved in HerO which have defined specific priorities on the urban development and town planning within their OPs 2007-2013.

However not all participating partner regions have involved this topic specifically as one of their main OP priorities in the actual funding period. In that case the partners will look for alternative funding options and sources from other national or regional programmes and initiatives with a focus on urban development and town planning. Thereby the dialogue with their associated MAs serves as an important gateway to access the alternative responsible authorities and financial resources.

As regards the leverage of funding through the structural funds in particular the Convergence regions can benefit from the fast track activities as there is even more funding available compared to the situation in Bavaria (Competitiveness) as presented.

This means by achieving the expected dynamics of co-operation between the cities and their MAs several hundreds of millions Euro could be leveraged by the fast track initiative in the medium to long term. This is of course not only limited to the benefit of the HerO city partners but to the advantage of all European cities which are facing similar challenges in the area of urban development.

ANNEX 3 – FINANCIAL TABLES

ANNEX 4 – BASELINE STUDY

ANNEX 5 – LETTERS OF COMMITMENT SIGNED BY ALL PART-
NERS

ANNEX 6 – LETTERS OF INTENT SIGNED BY ALL ASSOCIATED
MANAGING AUTHORITIES

ANNEX 7 – AUDIT TRAILS SIGNED BY ALL PARTNERS

ANNEX 8 – JOINT CONVENTION SIGNED BY ALL PARTNERS