

Urban Maestro

New governance strategies
for Urban Design

online

17 March 2021

Final Conference
Report

Policy Dialogue & Expert Forum

UN HABITAT
UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

BOUWMEESTERMAITREARCHITECTE



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1. INTRODUCTION & AGENDA

Urban Maestro's final event took place on March 17th 2021, online via the Zoom platform. The event stretched across the whole day, structured in two basic parts; the Policy Dialogue in the morning and the Expert Forum in the afternoon. Apart from presenting final (or almost final) results and recommendations, both sessions were also organized with an eye to solidifying the project's networks and, through that, long-term impacts in policy and on-the-ground action.

The Policy Dialogue session focused more on the project's key findings, illustrated via concrete examples on the use of soft power in urban design governance. Higher-level policy implications were addressed via a number of invited speakers linked to EU-wide structures; however, the discussion addressed various levels of urban governance, from (inter-)national to local.

The Expert Forum further emphasized the collaborative aspect of the project and the 'community of practice' it aimed to create; after an overview of investigated practices within the project's developed typology, thematic breakout groups were formed around specific questions and under the guidance of representatives from key case studies. Themes were chosen to reflect upon and further elaborate on topics addressed in previous workshops, while the final roundtable focused on the future -what we've learned and how we can push it forward.

Around 200 participants were present for the morning session and over 100 for the afternoon one. Below is the outline structure for the whole event:

* UM: Urban Maestro consortium, UNH: UN-HABITAT, UCL: University College London, BMA: Brussels Bouwmeester maître-architecte

Morning session - Policy Dialogue

	host / moderator	speaker(s)
Welcome & opening discussion	Frédéric Saliez UM-UNH	<p>Fernanda do Carmo Director-General for Territory, Ministry of Environment and Climate Action, Portuguese Presidency of the Council of the EU, Portugal</p> <p>Luisa Prista Acting Director, EASME, European Commission</p> <p>Raf Tuts Director, Global Solutions Division, UN-Habitat</p>
Introduction to Urban Maestro		Kristiaan Borret UM-BMA
Lessons learned & policy recommendations	Matthew Carmona UM-UCL	<p>Carine Petit Mayor of the 14th Arrondissement of Paris, France</p> <p>Cord Soehlke Deputy Mayor of Tübingen, Germany</p> <p>Monika Komorowska Head of Dialogue in Planning Unit, City of Warsaw, Poland</p> <p>Giovanni Ferrero Project Manager, Co-city Torino, Italy</p> <p>Geert De Pauw Coordinator, Community Land Trust Brussels, Belgium</p> <p>Charlot Schans Advisor, STIPO teams for better cities, Netherlands</p> <p>Heidi Bergsli Researcher, Oslo Waterfront, Norway</p> <p>Esther Kurland Head, Urban Design London, UK</p> <p>Jan Schultheiß Project Manager, Federal Ministry of the Interior, Building and Community, Germany</p> <p>Kristiaan Borret UM-BMA / Brussels Bouwmeester Maître-architecte</p> <p>Tommaso Gabrieli UM-UCL / Associate Professor, Bartlett School of Planning</p>

Policy implications for the local, national and EU level	Paulius Kulikauskas Chief, UN-Habitat Office for the EU	<p>Elisa Vilares Head of Division of Territorial Development and Urban Policy, Portugal</p> <p>Oliver Martin Chief of Section, Federal Office for Culture, Switzerland</p> <p>Anna Lisa Boni Secretary General, Eurocities</p> <p>Xavier Troussard Head of Unit, New EU Bauhaus, EC Joint Research Centre</p> <p>Laura Petrella Chief, Planning, Finance and Economy section, UN-Habitat</p>
Concluding remarks	Frédéric Saliez UM-UNH	<p>Philippe Froissard Head of Unit, Clean Planet - Future Urban & Mobility Systems, European Commission DG Research and Innovation</p> <p>Ugo Guarnacci Urban Maestro Project advisor, EASME, European Commission</p>

Afternoon session - Expert Forum

		host / moderator	speaker(s) / contributor(s)
Introduction	welcome & Tools of Urban Design Governance - a European panorama	Frédéric Saliez UM-UNH	<p>Joao Bento UM-UCL / Researcher, Bartlett School of Planning</p> <p>Cecilia Bertozzi UM-UNH / urban governance Expert, UN-Habitat</p>
meet the expert s-breakout	group 1 - from experimentation to long-term impact?	Johannes Riegler JPI Urban Europe	<p>Marieke Berkers Marineterrein</p> <p>Patrizia Di Monte Esto no es un solar</p>
group discussions	group 2 - how to build quality culture for children and youth?	Jaana Räsänen Arkki	<p>Sohel Rana Participatory designs for child friendly space improvement in Dhaka</p> <p>Vivian Doumpa The City at Eye Level for Kids</p>

<i>group 3 - how to mobilize investments motivated by societal value?</i>	Loes Veldpaus Open Heritage	Joaquín De Santos Community Land Trust Belgium Lucia Scopelliti Milan Reflow Project Michiel Van Balen Miss Miyagi
<i>group 4 - how to measure place quality, and does it lead to better design?</i>	Ahmed Khan ULB University	Marine Gaudron CCRE Inga Glander Biennial Baukultur Reports John Howie & Etive Currie Place Standard Karina Landman The use of soft powers in public spaces in South Africa Alan Mee University College Dublin
<i>group 5 - how to mainstream participatory instruments in public administration?</i>	Elena De Nictolis Collaboration pacts in Italy	Finn Williams Public Practice Marika Frenette Rives vivantes Stéphane Durand Grenoble Public Space Programme Joy Mutai UN-Habitat Public space programme
<i>group 6 - towards a common EU approach for architecture competitions?</i>	Georg Pendl Architects' Council of Europe	David Bravo European Prize for Urban Public Space Ben Dirickx Research by Design, BMA Team Guillaume Poupeau & Evane Brou Ministry of Culture, France Hedwig van der Linden TU Delft Faculteit Bouwkunde
<i>group 7 - masterclass roundtable #1; Co-city Torino (IT) and Petite île /City Gate II (BE)</i>	Simona Paplauskaite UM-BMA	Giovanni Ferrero & Alice Zanasi Co-City Torino Séverine Hermand BUUR Julie Collet Research by Design, BMA Team Nicolas Hemeleers Citytools Oswald Verbergt Arcadis
<i>group 8 - masterclass roundtable #2; IBA Thüringen (DE) and Room for the River (NL)</i>	Colm mac Aoidh UM-BMA	Bertram Schiffers IBA Thüringen Jan Schultheiss Federal Ministry of the Interior, Building and Community (BMI) José Van Campen TU Delft Piet Kiekens Arcadis

<p><i>The future of urban governance - roundtable</i></p>		<p>Simona Paplauskaite, Frederik Serroen UM-BMA</p>	<p>Martyn Evans Creative Director at U+I (U and I Group PLC), United Kingdom Christoph Grafe Deputy Dean of Research at Bergische Universität Wuppertal, Board member of Z33, Editor of OASE journal, Germany Hanna Harris Chief Design Officer, City of Helsinki, Finland Lukas Houser Architect, Prague Institute of Planning and Development, Czech Republic Roland Krebs Urban Planner, Director of superwien architecture & urbanism, Austria Anna Ramos Director of Fundació Mies van der Rohe, Spain Andreas Ruby Director of the Swiss Architecture Museum, Switzerland Marion Waller Urban planner and philosopher, Advisor to Mayor of Paris, France</p>
<p><i>Concluding remarks</i></p>		<p>Frédéric Saliez UM-UNH</p>	
<p><i>Virtual drink - informal gathering</i></p>	<p><i>via the gather.town platform</i></p>		

2. POLICY DIALOGUE

2.1. Opening discussion & introduction to Urban Maestro

The opening discussion framed the Urban Maestro project within the wider institutions where the project sits. **Fernanda do Carmo**, speaking on behalf of the Portuguese Presidency of the EU Council, linked UM to the presidency programme, where the implementation of the Leipzig Charter and the transition to circular economy are key priorities regarding urban matters. There is a national initiative for circular economy, which aims at empowering municipalities and fostering innovation at the municipal level, a focus on promoting innovative participatory processes in all levels of urban governance, and a new national programme for 'local Sustainable Development Goals' derived from the original SDGs. On the other side, the Leipzig Charter highlights the importance of creative solutions to enable cities to deal with environmental challenges and tackle social inequalities. Urban Maestro fits well within all those target areas and makes a key contribution to discussions around urban governance at the international level.

The Portuguese Presidency of the Council of the European Union, through its Ministry of Environment and Climate Action, strongly supported the visibility and promotion of Urban Maestro concluding event by co-hosting the online event and including it in its official programme of activities under the Presidency. Via this collaboration, the place of soft power practices for sustainable urban development can be further consolidated.

Luisa Prista, acting director of the Executive Agency for Small & Medium Enterprises (EASME), then began by introducing the new Horizon Europe programme that runs from 2020 to 2027 - the evolution of Horizon 2020 that also funded this project. Horizon 2020 supported more interdisciplinary and systemic approaches than other programmes, also in its definition of research, beyond the traditional academic structures - breaking down traditional silos. Urban Maestro has exemplified this approach and, furthermore, acted as an 'umbrella project'- joining dots of the wider Horizon portfolio of projects devoted to sustainable cities, currently more than 100 with a budget of more the 550 million euros.

Urban Maestro provided foundations for a good cooperation between cities and gives EASME a good view to create bridges between initiatives. Taking cities to be not just case studies or the end users but rather the active players developing innovative solutions also signals a new way of doing (urban) research. Moreover, the project event at the World Urban Forum provided another strong link, this time to the cultural /innovation agenda while, looking forward, the project is very much

aligned with new initiatives and mostly the upcoming flagship of the New European Bauhaus.

‘Urban Maestro has been a pioneer for the urban future’, she concluded, ‘the kind of project Europe needs’ - supplementing her earlier point on co-hosting the event with the Portuguese Presidency, which underlines the project’s political importance.

Raf Tuts, director of the Global Solutions Division of UN-Habitat, noted how the composition of the Urban Maestro consortium mirrors the UN-Habitat working culture of associating policy processes, the analytical capacity of academia and the realities of local administrations and practitioners. The project managed to mobilize a diverse community of actors and directly contributes to the SDGs and the implementation of the New Urban Agenda. It is an important project for UN-Habitat as it allows a better understanding of strategies that local and national authorities can adopt to improve the quality of public spaces. The need to engage the community is well understood and is at the core of the NUA. However, we need a better understanding how engagement can contribute to this, hence the importance of the research and policy work of the project. It demonstrates the potential of bottom up approaches when combined with official leadership, and the importance of mobilize the capacity of local governments to capture land value. The UN General Assembly will review the New Urban Agenda next year and it is clear that the role of urban design has never before been emphasized so much in any global agenda. Urban Maestro can be seen as an accelerator in that sense, getting national and local administrations in a better position to faster implement the NUA - and in that sense he hopes the work can be extended to the global level.

Following these three overarching views, Kristiaan Borret took the floor to give a brief introduction to Urban Maestro, the initial questions that brought on the project, the objectives and the activities the project organized. Essentially the project begins with the hypothesis that meaningful urban transformations and high quality environments are created not just by official planning and regulations, but something more - it happens in moments where a wider variety of factors combines in a collective urge. Defining this ‘something more’, looking in the direction of tools beyond legislation, is the core question of the whole initiative. This led to a series of steps (the development of a typology, the survey of practices, the development of factsheets and expert papers, the workshops etc.) that are described in much more detail in other deliverables and outputs of this project and will therefore not be repeated here.

2.2. Roundtable discussions

Lessons learned and policy recommendations

The first roundtable of the day, presented and moderated by Matthew Carmona of the UCL team of Urban Maestro, outlined the high-level recommendations of the project, aided and illustrated by specific case studies represented by experts. Prof. Carmona presented the project's overall findings as a set of headlines and a system of six interrelated factors, the "6 C's", that provide a good place to start for administrations at any level of governance.

The screenshot shows a video recording interface with a black header bar containing the text "THE HEADLINES ...". Below the header are three horizontal bars with white text on colored backgrounds:

- 1. Place quality is not produced by accident or overnight
- 2. Informal tools of urban design governance help to establish a local culture of good design and effective tools for delivering place quality, linking to investment processes
- 3. It is always better to do something than nothing, but there is no simple 'recipe'

Below the headlines is a diagram of the "6 C's" model. It features a central circle labeled "... design quality". Surrounding it are six other circles, each with a "C" and a preposition, connected by arrows in a clockwise cycle: "Culture of", "Capacity for", "Coordination of", "Collaboration for", "Commitment to", and "Continuity of".

To the right of the diagram is a video feed of a man speaking. In the bottom right corner of the video frame is the "Urban Maestro" logo.

Framing the lessons and recommendations of Urban Maestro; Matthew Carmona introducing the first roundtable.

The roundtable then followed the 6Cs structure; for each one, the UM team had selected amongst its case studies two examples that most clearly illustrate what that factor means in practice, and the experts representing these chosen cases were invited to contribute to the roundtable. All cases presented have been further documented in the project as factsheets and expert papers. Following the same structure then (statements in *italics* that explain each factor are direct quotes from the presentation):

- *The full value and potential of cities can be released by committing to build a culture of urban design quality.* In Warsaw, the City Architect and the Dialogue in Planning Unit have been experimenting with informal solutions to creating conditions for participation and involving a wider range of stakeholders. Tools that may be common elsewhere but very new to Warsaw were deployed, primarily the use of charrette workshops with the use of external facilitators. While the outdated legal framework puts

obstacles in the path of workshop results implementation, causing reasonable frustration, the core value of the process in the discussion itself and the future of enhanced dialogue and transparency it enables. In the case of the Grand Voisins project in Paris, a strategy of opening up empty spaces and creating a consortium of local organisations responsible for the site allowed for a new community to be created; where inclusivity and trust were the building blocks. The project showed that this trust can lead to the creation of additional social value, but also economic one, via alternative models. Investors were more convinced about the value of temporary uses and grassroots actors became engaged with the longer-term planning process. The whole experiment showcased a different way of creating the 'ecosystem' that is needed to foster good design, as well as functioning as testing ground for pragmatic solutions and tools.

- *Putting in place the right structures and people, in other words building the capacity for design quality, is a key step to realising design quality ambitions.* In the case of the Oslo waterfront regeneration, a complex process was effectively lead and managed by a capable public sector body - the local municipality. Developing a common vision amongst stakeholders from that start was key to moving the project forward - under the guidance of the public office. Public-private partnerships were then built to develop sub-areas, all coordinated under the common vision. Offering a different perspective, Urban Design London explained their particular role in building design capacity across London local authorities. UDL was set up as a networking and support organisation and continue to run training and networking events. They have seen an increasing demand for these sharing/learning sessions, increasing interest in making better places (beyond profit) and a growing desire to overcome disciplinary boundaries in built environment professions.
- *Bringing tools together across hard and soft power categories, in other words a **coordination of design quality mechanisms**, can be particularly effective for influencing the delivery of design quality.* This is particularly evident in the case of Belgian Bouwmeesters (city architects), represented here by Kristiaan Borret, **Bouwmeester maître architecte for Brussels**. Head of an independent office on the side of informal tools, but operating in close coordination with formal mechanisms, the Bouwmeester is in a unique position. Of all the tools and processes in their arsenal, BMA states it is not one tool over the other but the combination and interaction that plant the seeds for better development. A somewhat similar position, but from the private sector, can be found in **STIPO**, a Netherlands-based

interdisciplinary team that works with a variety of urban development actors across all sectors. Unravelling the mechanisms that guide decisions in cities is a key focus of their work, together with the creation of new tools for co-creation in cities - primarily the 'city at eye level' toolbox -, always available as open source resources. They also engage with the creation of new financial mechanisms to support better development, which is the focus of their contribution to Urban Maestro as well.

- *Developers, investors and citizens should be engaged in an ongoing conversation about, and ideally work in **collaboration for design quality**.* Of course power structures and imbalances are a major factor, but design governance structures and soft tools in particular can be very effective in shifting thinking for all sides. **Co-City Torino**, a form of collaboration pacts for urban projects, takes it as a given that in collaborations you have to balance soft and hard tools, but also emphasised a factor we do not often hear mentioned - empathy. Soft power implies empathy, they insisted, because besides the framework of rules you have to rely on, for the collaboration to work you need to understand the people in a given group. Typically, that would mean intermediate bodies representing urban communities in discourse with public administration, and the effort need to steer the group towards creating a collective learning process. **Community Land Trust Brussels**, a non-profit building affordable housing for low-income communities, have representatives of all involved stakeholders seating on their board, and actively engaged in the design process for each project -e.g. in the choice of designer. Training sessions prepare residents to undertake this role and an equal seat at the table with developers, improving not just the design of the homes they will live in but also the long-term cohesion of the communities.
- ***Commitment to design quality necessarily involves the financial aspect. It is essential to consider how to tie design quality aspirations to financial incentivisation mechanisms and to private sector know-how.*** From the **Urban Maestro team, Dr. Tommaso Gabrieli** elaborated on the novelty of the project's approach in integrating the financial and design dimensions from the beginning. Typically, the 'design silo' calls for more funding and the 'economic silo' claims the case for more funding is weak unless there are good economic incentives. Considering design and economics together it became clear that there is 'hidden' economic value in informal and soft-power approaches. Existing models of land value capture and public-private partnerships can be much improved when put together with motivated organisations and individuals through informal tools. In a concrete example of linking financial and design incentives, **the city of**

Tübingen has been a pioneer in the use of **concept tendering**, a way of selling land to developers based not just on price but on design concept. Judging what the best concept is revolves around issues such as contribution to social and functional mixture, the benefits for the whole community, and how realistic the approach is.

- *Finally, **design quality requires continuity** - learning and refining practices in the light of best practices and changing local circumstances is a continuous process.* Soft tools diffuse better across contexts - still, varied design and governance cultures mean that some tools travel well while other less so, and choosing the right mix for local circumstances is key. Creating spaces for experimentation is also very important, and the experience of the **International Building Exhibitions - IBA** are a great example of how much this can achieve. IBA are complex instruments and temporary in nature, lasting for about ten years on average, with a clear spatial and thematic scope. What is more crucial though is what remains of an IBA, the legacy in experimentation but also lessons learned on the specifics of the theme. Efforts are also increasingly made to disseminate experiences beyond the local level. IBA have been adopted also in the Netherlands and Austria, and more initiatives are planned with the aspiration to better connect to the European level.

Across all examples it becomes clearer the *governments that are serious about quality reach for the informal toolbox*; and that is true for all levels of state interventions, whether national, regional or local. These tools require a shift in thinking; rather than demanding action, they are more about nudging stakeholders in the right direction.

Policy implications for the local, national and EU level

The second roundtable of the morning session focused on the policy implications that working with informal tools carry, and was moderated by **Paulius Kulikauskas**, Chief of the UN-Habitat Office for the EU.

On behalf of the Portuguese Presidency and the Division for Territorial Development of Portugal, **Elisa Vilares** again linked the findings produced by urban Maestro to two crucial documents adopted by the EU ministries, the Leipzig Charter and Agenda 2030 for Places. Innovative approaches that can break silos and place-

based governance as highlighted in both documents and will be key in addressing increasing challenges such as the regression on many SDGs and the rise of inequalities. At the local level, there is a need to encourage commitment for community-building and inclusivity, through tailor-made policy and innovation in governance, but also experimentation and idea-sharing. The national level is involved in urban policy at different sectors, which is by definition multi-level. The role of the national level is to ensure policy coherence and integration, to empower, share knowledge, foster innovative solutions, and to understand that there are collective learning processes.

From the Federal Office for Culture in Switzerland, **Oliver Martin** talked about the increasing frustration with the lack of quality in the built environment and the lack of preparedness for future challenges. We need both informal tools and a culture shift in the formal tools and, in Switzerland, this was put high on the political agenda through the Davos declaration. The declaration also necessitated a definition of quality, hence a system of eight criteria / indicators was developed to assess built environment quality and is soon to be published. However, the main issue is that, even though there are many useful informal tools, they can be difficult to access for municipalities; and so the national level needs to work with individual cities, in particular small cities and rural areas, to help them access the tools they need and develop their own processes.

Anna Lisa Boni of Eurocities praised Urban Maestro for creating inspirations for innovative ways forward and representing findings in a format relevant for all cities. The '6 Cs' are adaptable and applicable to many contexts and fit well with Eurocities' strategic goal of 'future-fit city governance and administration'. Continuity and a systemic approach are a big challenge for city administrations when tackling big issues like climate change and the green transition. The question is how to create a stronger drive in the public sector and maintain a continuous learning process. In light of that, there may be a '7th C' to add to the list, "come on!" - an inspirational call to cities to get them going.

On behalf of the New European Bauhaus initiative of the EC Joint Research Centre, **Xavier Troussard** then outlined links between this new initiative and Urban Maestro. The NEB is framed a design challenge in how we can better live together. Besides the old Bauhaus 'form follows function' principle, we now need to factor in planetary boundaries and social challenges. The overall goal is to support transformation of places that can effectively integrate three dimensions; sustainability, aesthetics / the quality of human experience and inclusion. Working on the mindset and the culture to enabled these changes is crucial.

Finally, **Laura Petrella** of UN-Habitat explained how urban design and its quality is a rather new concept for the international discussion, primarily aided by the New Urban Agenda; but the way Urban Maestro approached the subject is very much aligned with the overall role of UN-Habitat, itself a soft-power organisation. The project has highlighted the need for pragmatic solutions, learning by doing, as well as financial dimensions and how that can become inclusive - good design is also about how money is spent. For the international context, it is key to work together with academia and local government to steer urban expansion with a view to better design governance. This discussion needs to be moved from the European to the international policy level, and should be included in the 2022 high-level meeting where the New Urban Agenda will be reviewed.

2.3. Concluding remarks

Invited to offer their remarks and wrap up the morning session were **Philippe Froissard** from the DG Research and Innovation and **Ugo Guarnacci** from EASME / EC, the Urban Maestro Project advisor.

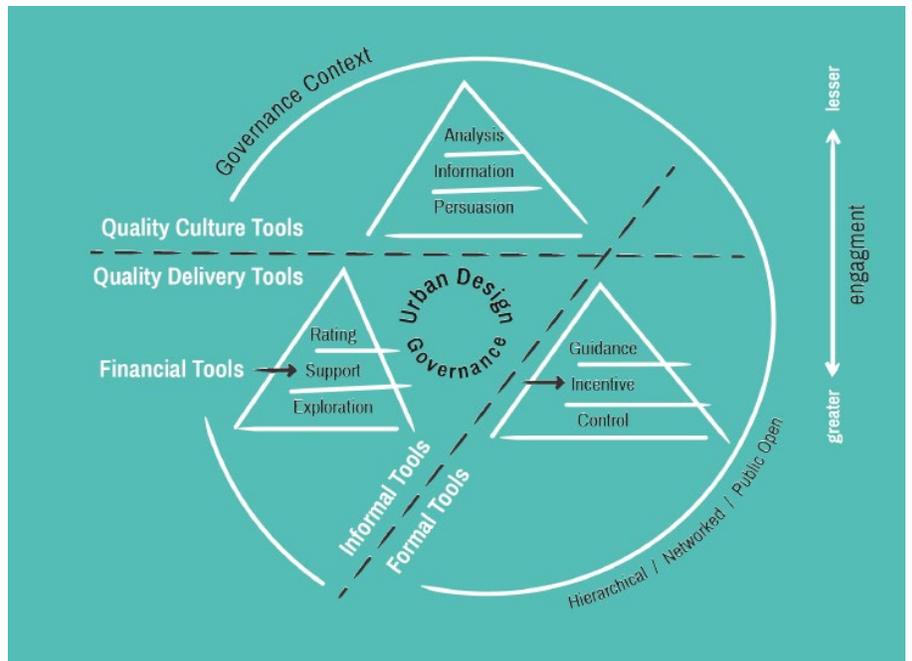
Philippe Froissard's first point was on the link between Urban Maestro and the current efforts around the New Urban Agenda and the SDGs, as well as with the other Horizon 2020 actions. Urban Maestro has been instrumental in showing the role of research and innovation for the implementation of the New Urban Agenda. The integrated and holistic approach promoted by the project is vital for the implementation of the SDGs and in particular SDG 11. Looking to the future, UM also has strong links to the Horizon Europe Cities mission and initiatives like City Science and the New European Bauhaus. Besides these policy links, the framework created by UM provides a new perspective on governance strategies, strengthening the link between urban design, governance and finance. The project's work should continue on to be used in a broader international context, and UN-Habitat can take the lead on promoting, on the global-level debate, the good practices identified here.

Ugo Guarnacci highlighted the understated power of words in policy documents, in the specific example of the paragraph on research and innovation in the New Urban Agenda which enabled the EC to finance actions for and with cities as part of Horizon 2020. Urban Maestro was able to put a spotlight on urban governance, both formal and informal, the link between design and finance, and the role of public-private- people partnerships. In Ugo's view, the project created an important distinction between 'organization' and 'institution', the latter being the set of formal and informal tools. It is via the interaction of formal and informal means that the organization can manage to function differently.

3. EXPERT FORUM

3.1. Introduction

On behalf of the Urban Maestro team, Joao Bento from UCL and Cecilia Bertozzi from UN-Habitat went back to the backbone of the project's analysis, the typology developed to describe the range of tools, formal and informal, that may play into the governance of urban design. Again the details of this are better elaborated on in other outputs of the project but as a quick summary, the typology presents two basic ways of sorting the tools of design governance: quality culture vs. quality delivery tools, and formal vs. informal (figure below). For this final event, this analytical framework was combined with the panorama of European practices, a snapshot of informal tools in urban design governance across Europe as compiled in the first year of the project. Each category in the typology was illustrated by examples identified and investigated by UM and also linked to the breakout groups discussions coming up next.



A typology of tools for urban design governance

3.2. Breakout groups

Group 1 - From experimentation and temporary solutions to long-term impact?

Exploration tools engage directly in the design process through mechanisms that investigate, test out and involve the community in particular design approaches. Temporary solutions, pilot projects and other forms of experimentation are one the most important elements in this toolbox, however long-term impact remains an open question. In that light, this discussion revolved around two main questions: Why don't experiments and temporary projects often contribute to larger scale urban transformation? What changes are required for short-term experimental practices to become more institutionalised?

Invited to contribute were the initiatives Marineterrain from Amsterdam and EstoNoEsUnSolar from Zaragoza. Marineterrain employed experimentation as part of its core developments strategy, with adaptive phases and no masterplan, while local organisations were chosen to work on the terrain and form a community. EstoNoEsUnSolar also put flexibility and indeterminacy as key to the development process, engaging locals in the employment programme but also in the place development strategies.

A menitmeter survey was used to gather ideas from group participants on what is required for experimentation to be transformed into long-term impact. Suggested notions were: trial and error; gradual improvements; feedback on uses; better governance; breaking of silos; user-centred approaches; flexibility and funding. A key element was highlighted in the communication to, and cooperation with, local authorities. The invited projects agreed that governance needs to allow experimentation, be able to work with uncertainty and accept it as part of its process.

The discussion turned to the question of experimental/innovation zones, to which however an important counterpoint was made; innovation should not be the goal but rather used as a continuous mode to solve challenges. Taking away or forgetting the conditions innovation needs to thrive can often lead to counterproductive results (e.g. market-free zones in the 80s). It is the challenges that are the point of connection to people and that should be the lead. Finally, it is important to recognise the importance of experimental modes in engaging local communities; co-designing, working and testing together with the neighbourhoods; engaging all ages including children and the elderly; uplifting places and their meaning for people through experimental uses and reconciliation.

Group 2 - How to build quality culture for children and youth?

Educational strategies can help to raise design awareness and promote a better understanding of the built environment design process, specifically among children and youth, for them to become an active actor to take actions in the future. Engaging the younger ages specifically is still rare as a focus for projects but attention to the new generations is increasing. Representing this growing community of practice for Urban Maestro were Arkki, pioneer organization in architectural education for children and youth, the STIPO initiative City at Eye Level for Kids, and an overseas example in participatory design for child-friendly spaces in Dhaka.

The discussion traversed different topics, from education-based aspects to the inclusion of children in planning and design and to methodological and technical 'tips & tricks' - the latter two closely connected, as for example in the experience of Dhaka, where Minecraft was successfully employed not just to engage children, but also to bridge the gap between ages - 'we had 80- and 12-year-olds working together', said Sohel Rana. Participants agreed that there is no reason why children should be missing from participatory planning and design in general; it might mean additional methodological challenges but that is also a spark for creative solutions that can improve the process for all ages and enhance inclusivity. Besides, given that younger voices are largely not represented in the formal tools of planning, and the informal ones are still in the development phase, it would really be a missed opportunity to miss them in that category of tools too.

More on the educational side, many points were made emphasizing the long-term impact of including spatial and urban considerations in what children are exposed to, and how they learn. Creative problem-solving, for instance, is one of the skills that participants found is significantly enhanced by working on spatial problems. In that sense, it is less about the immediate results and more about the skills and mindset children gain, which will in the future help them see and think about their environment in a more engaged way. The idea was even floated that, alongside History, school curriculums should include a 'Future' subject - or, in other words, engage with the mandatory curriculum rather than with 'optional' activities.

Vivian Doumpa from STIPO/The City at Eye Level for Kids also offered some new perspectives on transferability, by emphasizing the importance of context; it's not so much about working with children but about working with whole families, and differences in parenting cultures were influential more than anything else. Still on the subject of connecting across borders and transferring lessons, participants agreed that there do exist networks for kids- and youth-focused organizations, but they tend to be fragmented and isolated from other discussions on urban issues - and that's where they would see the most potential for efforts such that of Urban Maestro.

Group 3 - How to mobilize investments motivated by societal values?

The public funding gap is a reality that almost all cities, certainly in Europe, have to address and navigate. Private investment is the solution most commonly sought to fill the gap, and that opens up new questions on how urban design quality can still be ensured and how, to what degree and with which exact methods, can public authorities control their direct or indirect contribution (e.g. via land value capture) and attach conditions to development. Informal urban design governance mechanisms present a potential to incentivize the delivery of quality schemes while saving on public funding.

Participating in this group discussion were representatives of Open Heritage, Community Land Trust Belgium, the Milan Reflow Project and Miss Miyagi, an innovative real estate / development company based in Belgium.

Open Heritage identified the specific challenges associated with funding for heritage projects. According to their research, the issue is not so much the lack of public funds- there is more available than often thought, however also normally sheltered behind a number of barriers that few have the expertise to overcome. From a different point of view, Miss Miyagi presented their model of targeting private funding, where, they believe, demonstrating financial expertise and professionalism helps narrow the gap between funders' expectations of cash flow and requirements of socially-minded projects. Different yet, Community Land Trust focuses on large charities and municipal grants to fund projects, while beginning to investigate new avenues such as crowdfunding - showcasing financial expertise is still crucial for their work. Milan Reflow also had to try and attract private funding as EU funds did not suffice, and for them the way was to give use concession with a public tender.

The discussion kept revolving around these issues, adding the dimension of whether, and how, it might be possible to reconcile social and economic returns. Financial competency, and the ability to demonstrate that, kept coming up: being clear on feasible returns, not disappointing private investors, carefully choosing projects. New interest in philanthropic moves from REITS (Real Estate Investment Trusts) and other private bodies was also mentioned as an opportunity, as were US tax advantages and Belgian public guarantees on loans.

Group 4 - How to measure place quality and does it lead to better design?

The discussion in this group focused on evaluation tools (indicators, informal design reviews, certification schemes or competitions) and their capacity to influence outcomes and lead to enhanced urban design quality in developments. Five initiatives briefly presented their evaluation strategies: the Reference Framework for Sustainable cities of CCRE, an online toolkit for local European authorities that are involved in or are willing to start a process of integrated and sustainable urban development; Baukultur reports from the Federal Baukultur Foundation, with its own indicator system; Place Standard of NHS Scotland & AD+S, a formative evaluation tool designed to provide a framework for structuring conversations around places; design review panels in South Africa; and research on assessment frameworks coming out of academia.

The five presentations were followed by a small debate about how to measure place quality / the quality of the built environment, with which rating tools, methods and indicators. This was followed by a brief discussion on the value of evaluating place quality and whether this effort is able to lead to better design outcomes.

The value of evaluation systems was highlighted by the facilitator in relation to the increasing need for participation processes - we have yet to see conclusive evidence, Khan stated, that this alone is enough to ensure quality - and do the importance of evaluation should be kept in mind. However, a key question identified was, who speaks on behalf of whom? In other words, when we try and measure quality, we need to consider the questions of 'quality for whom?' and 'as defined by whom?'.

Group 5 - How to mainstream participative instruments in public administrations?

Around Europe, public administrations are experimenting with new ways of doing, developing innovative tools for enhancing civic participation, and new frameworks to enable and enhance bottom-up solutions and support new ideas for city making. This session discussed the solutions tested by some administrations in different contexts, such as new legal frameworks for the co-management of common goods or the integration of short-term uses in long-term planning. Participating in the discussion were the initiatives of Public Practice (UK), Angers Rives Vivantes (FR), Grenoble Public Spaces program (FR) and the UN-Habitat City-wide public space assessment tool.

The discussion mostly revolved around the question of how to use public policy tools, and/but also technological ones, to enable forms of urban co-governance. Public Practice reflected on the impact of austerity on the public sector and in the wider urban landscape; reducing the capacity of local authorities also reduces the capacity of civil society to engage in planning and design. Funding is a big issue, but an even bigger one, in engaging the public in a positive way, is the inability to find the right people for the job. Rives Vivantes added that, while municipalities may be open to different ways of working on projects (i.e. through co-design), they are often less willing or able to explore different ways of internal organization and working. Changing the internal working culture of public administrations is way more challenging, and therefore it is important to work within the administration as well as externally and, where necessary, encourage a certain retreat of the public sector in favour of empowering the citizens. In Grenoble, the format of testing innovative processes and tools also meant a stretching of the 'business as usual' aspect of the job of civil servants, who had to adapt to the requirements of this new, experimental and temporary format. An evaluation conducted in parallel shows some great successes and some great failures, also in terms of accepting change and behavioural change. Other projects are taking aim from this one.

In another context, the UN-Habitat city-wide public space assessment tool is mainly aimed at cities of the Global South that may lack the urban policies required to approach a higher level of inclusivity in public space. The tool provides guides to leveraging community participation in mapping / understanding public space, as well as to updating public administration policies. Overall, the takeaway for public space, participatory interventions was that a context-tailored approach is needed, anchored however within institutional frameworks; and that political support is key, as is the existence of enabling institutions.

Group 6 - Towards a common EU approach for architecture competitions? What role for design as a negotiation tool?

Urban Maestro has emphasized the importance of urban and architecture competitions as tools that can contribute to deliver higher quality projects. The specific format that competitions should take to be more effective in delivering such quality is being debated, and some innovative practices make use of urban design as a negotiation tool, as exemplified by the Brussels Bouwmeester work of “research by design”, or the “concept tendering” approach that exists in Germany.

This session was exploratory and aimed at identifying partners and strategies for supporting the development of a consolidated approach for design competitions at the European level. Reference was made to the work of the Architect’s Council of Europe on Architecture Design Competitions, more specifically to the nine recommendations: Equality of opportunity for all participants; Transparency of the procedure; Independence of the jury; The brief; Anonymity; Prize money and remuneration; Copyright; Dispute resolution; Participation of citizens. Among them, special emphasis on the importance of a well-prepared competition brief, ensuring condition of anonymity and the need to respect the sovereign decision of the jury.

Engaging in design competitions shall preferably not be optional but established by law. In France, Architecture Design Competition has become mandatory for interventions on publicly owned buildings, which was referred to as a unique case within the EU. This is also linked to accessibility questions; restricted competitions do often request applicants to demonstrate prior experience on a similar topic or a similar scale. This is an important barrier to young or emerging architecture and urban planning studios. Several measures to address this were floated, including the possibility to contribute to formulating the design brief, association with more experienced studios as well as admission of individuals who have demonstrated their ability as project lead within a well-recognized studio.

The impact of engaging a process of design competition was discussed, leading to benefits in terms of output but also in terms of citizens’ awareness and commitment. The power of alternative design solutions in private negotiation or public debate was briefly discussed.

Group 7 - Masterclass Roundtable #1 :

Collaborative models for urban design governance at local, neighbourhood and regional level: comparative analysis of Co-city Torino (IT) and Petite île /City Gate II (BE)

During the two presentations on the case studies of **Co-City Torino** and **Petite Île / CityGate II**, both teams outlined their critical analysis and subsequent recommendations for urban design governance. In answer to a suggestion to involve individual citizen inhabitants in order to improve the sense of ownership and mutual trust, the importance of working with organised associations was stressed, since this involves a collective dimension of co-designing not with individuals but with groups of individuals. These intermediate bodies between the public administration and the citizens are democratic tools that ensure a longer term perspective. It was also remarked upon how the Co-City project can become an extension of existing initiatives, giving the opportunity to existing 3rd sector organised groups to become something more through an informal tool.

On the lack of involvement from citizens and final users in the competition and design process that was highlighted by the team investigating Petite Île, it was explained that BMA are convinced of the need to involve civil society right from the competition stage and that they are currently working to invite representatives of civil society to join the competition juries, in order to involve them in the choosing of the final project, to allow them to take part in the debate and to explain the reasons why one project was chosen over another.

Answering the question of whether it would be possible to have pacts of collaboration for new developments that are not part of an existing urban fabric, or if it is necessary to have an existing space that can be made common, it was stated that while the reuse of what already exists is the most important issue on the urban agenda in Turin, pacts of collaboration are a very flexible tool that can be used in many different contexts, including new sites or projects, because it works on the sense of ownership. It was also added that in principle, pacts of collaboration are a legal tool that allow people to make different uses of common and public spaces; it doesn't involve the redesign of the space, but rather creates a different sense of ownership. The collaborative model begins with the people, not with the site – what starts it off is a group of people coming together to organise an initiative.

When it was suggested that, in comparison to the example of Turin, the public authorities in the Brussels case were wary of involving the public too much, it was confirmed that the situation in Turin was in fact the same as with any other public authority, in that there is usually an element of reticence on the part of local

governance regarding public involvement, just as there can be an unwillingness on the part of the citizens to engage with the public authority. Pacts of collaboration represent an experimental approach to dealing with this problem – they try to change the habits of local authorities and citizens who are normally unwilling to collaborate by giving tools to take care of the public space to both groups, thereby sharing the responsibility through a process of co-management. The Brussels government is aware of the need for a collaborative approach and the current lack of participation, and so are trying to recreate the same kind of collaborative, multidisciplinary team as for the Plan Canal, but this time also including actors from civil society.

Perhaps the central question is, who is participating in whose project - do we want citizens to participate in projects of the local authority, or do we want local authorities to participate in the projects of the citizens? Perhaps the latter is how it should be, since we build cities not for the authorities but for citizens. The problem is how to engage them and know what they find important, and while the Co-City model might not be perfect, its strength is that it enables the local administration to participate in projects initiated by the citizens, meaning there is active commitment, involvement and engagement, without having to resort to artificial, old-fashioned participatory processes.

Arguing that enthusiasm can sometimes evaporate over the course of a project, with the good intentions of the beginning being lost by the end – e.g. there might be a lot of involvement during the design process or during the temporary use phase that disappears as the project progresses – it was asked if there might be a way that this initial momentum could be maintained? This depends on the readiness of the public administration to always remain engaged with the users throughout the process, even though this can change at various points. Time lapses between contact cause lack of engagement and momentum, which makes it harder to maintain the relationship between the administration and the citizens.

Group 8 - Masterclass Roundtable #2:

Experimental urban design governance frameworks across multiple scales and contexts: comparative analysis of IBA Thüringen (DE) and Room for the River (NL)

During the two presentations on the case studies of IBA Thüringen and Room for the River, both teams outlined their critical analysis and subsequent recommendations for urban design governance.

With regard to connecting bottom-up and top-down, connecting different levels but also roles for quality teams, Room for the River has made a step in the development of this approach in the Netherlands. For instance, the follow-up programme, called Integrated River Management, touches many more topics and incorporates more co-creation, with all the stakeholders involved at earlier stages of the process. This is because the goal of spatial quality and the Q-teams has been a bottom-up initiative – spatial quality is a way to connect with the local situation, by not only seeing the programme as a technical obligation, but also thinking about what the past of the area has been, how they use it, and how they see their own future, which has the effect of connecting people and government. In the case of RftR, spatial quality has created a situation of interdependence and allowed room for negotiation.

It was mentioned how both teams had spoken about the quality of the built environment, but also of the social and political environments, which is a very interesting way of broadening the scope of how we look at spatial quality. In this regard, this broadened scope means that we cannot talk about quality delivery tools without including quality culture tools, but how should we mix these two types of tools? If you want to stimulate quality, do you use these tools separately, or is it necessary to combine them in this broadened scope of quality?

Both quality delivery and quality culture tools should interact, otherwise you can come up with very theoretically good solutions that don't fit in the local situation, which is always defined by the history and culture, and which in turn defines which discussion you need to have and what solutions can be developed. This fed into another question about different contexts, something which determines the replicability and scalability of these types of frameworks, with a remark that history also has a big influence on how IBA is able to deliver projects of quality. In relation to scalability and transferability, there has to be this combination of quality culture and quality delivery tools, because the notion of the social and the cultural becomes extremely relevant in how you apply these types of approaches in another context.

IBAs contribute to the baukultur in the area where they are operating, and that it is hard to transfer the concept of baukultur from one region to another. The beauty of IBA is its capacity to act as a mediator and as a platform, as a way to bring together those people who initiative a project, and those who can make it happen, getting everyone involved, but at the same time, it has to have an understanding of the context where it's going to be applied. IBA Thüringen is fortunate in having a great team behind it that have a holistic understanding of the context and the history, since the IBA concept is most successfully applied in areas that have concrete structural problems to deal with. Is there a need for quality control mechanisms on the IBAs themselves, to ensure that they are not abused by regions that try to use them other than as tools for innovation (e.g. using them just to acquire new, flashy architecture)?

IBA is an informal instrument that can be set up and implemented by anybody, so every IBA has its own way of dealing with this issue. Previously IBAs were more top-down, but nowadays they are more intermediate or more bottom-up, as regions are emancipating themselves and finding new ways for their development. A competence centre has been established for IBA at the federal level, one of the tasks of which is to enter into a dialogue with people who are considering initiating an IBA to see if it is actually the right format for them, since there might be other urban development programmes that would be more appropriate.

A question was raised related to future scenario planning: Room for the River involved the commoning of land, whereby individual property was appropriated for the common good, something that will become more and more of an essential mechanism with regard to climate adaptation. What political tools can be used to harness consent during future difficult decisions and new coalitions that will have to be built? It was argued that spatial quality again plays a role here in convincing people, making them willing and proud to invest in flood safety measures for their community because the result also benefits them. Also important is that when people invest in their own living environment for the good of their community, the costs should be paid by the community, and not by the individual.

The discussion ended with a possible question for Urban Maestro #2 – we know that a combination of tools works, but further investigation is needed on how and which tools to combine.

3.3. Roundtable: the future of urban governance

Several experts, researchers and practitioners in the wider fields of culture and urban design were invited to formulate a final roundtable taking a critical approach to themes and ideas discussed during the day and key elements of Urban Maestro's work on urban design governance. The roundtable was moderated by **Simona Paplauskaite and Frederik Serroen** of the BMA part of the project team, and was structured around five main questions:

• Which informal tools or combination of tools would you say are the most effective in helping to achieve design quality in your context?

Christoph Grafe (Bergische Universität Wuppertal) drew attention to the actions that started within the civil society: 1. a group of citizens intervening in the regeneration of the Antwerp's police tower and suggesting alternative programme to it; 2. Informal project on turning an abandoned railway track into a cycling lane; 3. Bremen inhabitants' initiative on transforming the inner city. The success of it depends largely on the ways it is upscaled and the ideas are embedded in the larger population. The mix of tools applied; in general, depend on the scale and the specifics of the urban issue. However, the change starts with activating the architectural debate.

Roland Krebs (superwien architecture & urbanism) talked about the remarkable shift in the governance that was largely linked to the popularity of cooperative housing in Vienna. The building code was changed as it went from regular zoning to conditional zoning where the city is making partnerships with the private developers through contracts and include certain quality criteria to fulfil (activating the ground floors, involving the citizens, etc.). There are expert panels supervising that these requirements would be followed. Another tool is land value capture that allows to bring quality ahead the land costs.

• How could we foster the “transferability” of innovative urban design governance methods and approaches between European countries?

Hanna Harris (Chief Design Officer of Helsinki) explained how the role of chief design officer is linked to the strategic cross-platform building and knowledge sharing. It aims to address different user groups and the public structures behind it as design city networks that also links to larger debate on the national architectural policies.

Anna Ramos (Fundació Mies van der Rohe) introduced the biennial EU Mies Award that was created in 1988 and highlighted two most recent winners of the award. First, the project in Bordeaux by Lacaton & Vassal and Frédéric Druot that can be used as an extraordinary mean to export the key points of good architecture. When the building gets an award, it is the moment to talk not about the formal quality of that precise building but the process behind it that last for 10 to 20 years and focusing on explaining the added-value of good design to the quality of life and the role of the architects as mediators.

• How could we navigate between the priority development areas and those who receive less attention and generate a quality culture in every context (may it be peri-urban or suburban housing estates, office developments, production sites...)?

Marion Waller (City of Paris) highlighted that design in itself is actually the end process after making a variety of choices and negotiations. She mentioned that the City of Paris is trying to change the rules of the game in terms of how they city administration interacts with the private sector and with the citizens. This could be illustrated through the “Reinvent Paris” competition where the lad was designated not to the highest bidder but the concept of the project. Other way to achieve positive change is working in smaller neighbourhood scale, called “15 minutes city”, in order to improve the quality of life.

Lukas Houser (IPR Praha) presented the framework of Prague Institute of Planning and Development, that tries to design processes on how to approach and link investment with urban design governance; and CAMP, the Center for Architecture and Metropolitan Planning, an institution that aims to improve public discussion about the urban developments in Prague. Among other tools, used to improve the quality of urban design, he mentioned architectural competitions and land value capture that is being put in place currently.

• How could we ensure long-term stewardship in advocating for quality culture and what are the main challenges to it?

Andreas Ruby (Swiss Architecture Museum) has drawn some lessons from Swiss experience in innovating the ways the cities are designed: 1. Take urban ground out of speculation (better lease the land) and make it a breeding ground for experimentation; 2. We should no longer build mono-functional projects, we need to mix the city to increase diversity on small footprint, increase connectivity and

porosity between private and public users; 3. Empower collective agenda through active economical programme.

• What future steps should be taken in order to innovate the governance of urban design, and who should take the lead for that to happen?

Christoph Grafe talked about the interesting tension between the people taking the initiative to make the change and the wider public and links to the questions of what certain catalyst projects might result with (e.g. gentrification and other social implications). In general, how to introduce a critical court of appeal in your own decisions?

Roland Krebs expressed the importance of unlocking potentials of people and different societal groups and the need to have more of creative bureaucrats in the public sector to facilitate these processes.

Hanna Harris introduced the role of “neighbourhood navigator” in Finland that mediated the participatory processes and drew attention to the importance of basic design education to the society.

Andreas Ruby reminded that very few European countries have laws protecting architecture and urban design as public goods and these laws are actually one of the tools that would be of value for the bureaucrats to use.

3.4. Closing & informal gathering

Running short on time and with a full working day coming to an end, there was unfortunately little room for closing remarks or further discussion. The coordinator brought the session to a close, however the Urban Maestro team and anyone else interested moved on to the gather.town platform for an informal gathering - a videogame-like setting that tries to simulate the main elements of an actual gathering. Participation was understandably much smaller there, with about 30 people remaining - but it was still a good opportunity to more ‘naturally’ end this final Urban Maestro event.

4. CONCLUSION

As Urban Maestro's final event, the Policy Dialogue and Expert Forum both continued the line of all previous workshops and differed from them in certain ways. Different strands of the project work and different parts of its network and audiences were brought together in the same event, in an effort to highlight the different dimensions and levels of impact of informal tools and soft power in urban design governance. Over the course of the whole day, discussion covered high-level policy, hands-on local practice and various levels in between.

The two-part structure of the event outlined a difference in focus, with the morning segment oriented more towards policy at the national and EU / international level. Of key importance, here was the connection to member states and to the directors responsible for territorial matters in each, one of the project's main target audiences. The afternoon session had a slightly different goal, mostly focused on solidifying the network of practitioners created through the project and enabling connections that can live beyond the end of Urban Maestro.

In any case, rather than being the 'end of the line', the event was meant to function as a wrap-up of two years for work as well as a base on which future work on urban design governance can be built - another step in an open-ended process rather than the final sentence. Comments and remarks during the event and the informal gathering provided very positive feedback towards that aspect, although of course, how and whether the discussion will continue and what this actual impact will be remains to be seen.