Panorama of innovative practices
URBAN MAESTRO is an initiative of the United Nations Human Settlement Programme (UN-Habitat), University College London (UCL), and the Brussels Bouwmeester Maître Architecte (BMA).

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www.urbanmaestro.org

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INTRODUCTION

The application of informal quality culture and quality delivery tools can be illustrated through a selection of innovative examples from across Europe and beyond. Urban Maestro’s knowledge platform aims to serve as a resource for the identification, mapping, sharing, dissemination and promotion of examples of best practice in urban design governance that is accessible to everyone.
Innsbruck design advisory board

PLACE Innsbruck, Austria
FULL NAME Innsbruck Gestaltungsbeirat (design advisory board)
REMIT Local
TOOL Rating
KEYWORDS Design review

WHAT

The Innsbruck Design Advisory Board design advisory board is an independent body of experts that provide design advice to the city planning department and to the political decision-makers of the city of Innsbruck. Based on the Local Spatial Planning Law (2002), the design advisory board aims to promote and ensure high quality architecture, urban design and urban development.

WHO

The Innsbruck Design Advisory Board was set up by the city council in 2013.

HOW

In Austria, several cities have established architecture and urban design advisory boards, each of which could be described as an independent body that provides design advice to the city council, namely providing assessments of individual building projects if they may have a significant influence on the local cityscape. The design advisory board of Innsbruck has to examine and assess the quality of the projects submitted to it by the city of Innsbruck according to specified criteria with regard to architecture, urban design and urban development and, if necessary, provide information and criteria for further development and improvement by the project's applicants. In addition, the design advisory board participates in design competitions and, in special cases, in urban planning. Although the advice provided by the design advisory board may or may not be followed by the city council, the official public report has to take into account the design advisory board's advice for their own report or in their own statement to the building authorities. The board is comprised of four independent members, who cannot accept any design or planning assignments from the city council or develop any commercial activities in Innsbruck until they are no longer on the board.

WHY

The Design Advisory Board adds capacity and support to the urban development department in reviewing the design quality of development projects that have a significant impact on the city whilst also influencing subsequent negotiations and drafting reports on formal applications.

https://www.innsbruck.gv.at/page.cfm?vpath=wohnen/planen−einreichen/stadtplanung/gestaltungsbeirat
Be.exemplary Programme

PLACE Brussels-Capital Region, Belgium
FULL NAME Be.exemplary (Exemplary Buildings)
REMIT Regional
TOOL Support (financial) / Information
KEYWORDS Finance / Sustainability

WHAT
The Exemplary Buildings programme (Be.exemplary) consists of an open call for projects that will receive subsidies and support aimed to stimulate and reward exemplary construction and renovation projects in terms of sustainable urban development. The exemplary nature of the projects is evaluated by a panel of experts and publicized on a specific website, which offers a small library of case studies of successful examples of unbuilt projects.

WHO
The organisation of the programme has been entrusted to Bruxelles Urbanisme et Patrimoine, in collaboration with ASBL Homegrade, Bruxelles Environnement and the Bouwmeester (BMA).

HOW
The ‘Be.exemplary’ call for exemplary projects is open to all building owners who wish to build or renovate in Brussels. The programme aims to promote exemplary projects that add value to the urban space by responding to regional issues centred around four crosscutting challenges: promoting quality architecture and urban planning, encouraging social projects, meeting environmental challenges, and projects involving the circular economy. To be eligible, the projects have to be located in the jurisdiction of the Brussels-Capital Region and its construction must have not started yet. A jury assesses the exemplary and innovative nature of the projects, with this jury comprising a representative of the three partners, four external experts and two observers representing the relevant Ministers. The 2017 edition was aimed at individuals and private companies as well as public authorities, where seven projects benefit from a regional subsidy of €100 / m² for an overall budget envelope of €2.2 million, with the amount per project capped at €600,000 per project. In 2019, the subsidies ranged from €150 / m² to €250 / m², with a maximum of €325,000 per public project and €475,000 per private project.

WHY
The Exemplary Buildings programme stimulates and promotes the emergence of projects responding to the challenge of sustainable urban development in the Brussels-Capital Region (RBC) and rewards proposals that synthesize and demonstrate that it is possible to achieve good quality design with excellent energy and environmental performance within a reasonable budget.

http://beexemplary.brussels/
WHAT

The mission of the Bouwmeester Maître Architecte - BMA (Chief Architect) and his team is to ensure the quality of urban space, both architecturally and in terms of urban planning and public space design in the Brussels-Capital Region, thus driving forward Brussels' ambitions in urban development. The Chief Architect is an independent position, whereas his team is employed by the region planning authorities. BMA is responsible for assisting, advising and encouraging public and private clients, using a variety of tools that have been developed since the creation of the role in 2009.

WHO

BMA is financed by the government but remains an independent body and as such is not tied to any particular political party. This allows BMA to work transversely, breaking silos and working both in and outside of the system. There are currently 15 people working on the BMA team.

HOW

Four main soft power tools are used in practice: design competitions, ‘quality chambers’ (design review boards), research by design, and communication.

Over half of the organisation’s time is spent on organising and conducting competition processes: a transparent and qualitative manner for selecting projects and project designers. Well-organised thanks to the triple combination of an efficient programme, procedure and jury, these competitions represent one of the best ways to achieve architectural quality. The competition's selection procedures are organised in two phases with a focus on transparency, as all of the jury's reports are published, including even those for the non-winning projects. These competitions are also used for projects shaped by private developers, as a means of convincing them to opt for better-quality projects.

A formal design review aims to increase the quality of the projects being prepared for permit applications. According to the new version of the Brussels Regional Planning Code (CoBAT/BWRO), the BMA delivers a design review on all projects submitted for a permit application exceeding a surface area of 5000 square meters. However, the BMA privileges support upstream of this application, in particular via professional and transparent dialogue during a project meeting or a ‘quality chamber,’ a form of design review where expert panels review major projects.

As some projects require a preliminary design study, the employed research by design approach supports the definition of the project during the preliminary phases and highlights future possibilities for each particular site, programme or theme. As such, it is an important tool for introducing proactive and creative expertise into the political decision-making on urban policy.

BMA also utilises diverse communication channels to promote and raise awareness about the importance of architecture and urban design quality.

WHY

BMA takes the view that architectural quality is not defined purely in terms of aesthetics but also and above all in terms of spatial quality. Spatial quality is the product of multiple factors: integration into the urban fabric, the functionality and user-friendliness of the building or site, the social interaction generated by the project, sustainability, an economical use of resources, and so on. It is also dependent on an efficient
preliminary process and the support of its users and the population at-large. Thus, spatial quality promotes community life and leads us to re-examine our social values—this is why a properly conducted discussion leading to a common definition of the spatial quality of a project is so important. BMA’s role here is therefore to ensure that this discussion takes place under the right conditions: the discussion must be transparent, well-argued and lasting, so that the definition of spatial quality becomes a value shared by all parties.

Brussels is spatially, socially and administratively complex. It is therefore essential for BMA to build bridges between the various actors involved in urban development, not only at the level of public actors (the administrations, institutional authorities) and private actors (owners, real estate developers), but also at the level of the city’s inhabitants and users, civil society organisations and the engaged citizens working to improve the city. The BMA’s approach is not only to build bridges, but also to encourage coherent urban development, with the BMA’s neutrality being essential to performing this role successfully. As such, they do not support any particular sector, but rather bring together people, services, disciplines and aims in order to take a comprehensive approach. In reporting to the government, the BMA must be able to express their independent views about the projects they handle.

http://bma.brussels/
## Community Land Trust Brussels

<table>
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<tr>
<th>PLACE</th>
<th>Brussels, Belgium</th>
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<tbody>
<tr>
<td>FULL NAME</td>
<td>Community Land Trust Brussels (CLTB)</td>
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<tr>
<td>REMIT</td>
<td>Local</td>
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<tr>
<td>TOOL</td>
<td>Persuasion / Support (finance) / Exploration</td>
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<td>KEYWORDS</td>
<td>Community participation / Partnerships / Financial tool</td>
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### WHAT

The Community Land Trust (CLT) model is a strategy for contrasting speculation and enabling access to property for people with limited economic means, thus providing a possible solution to the constantly increasing housing prices and gentrification of many urban areas. This model is based on the separation of land ownership from the ownership of buildings: the land remains within the ownership of the community, while the apartments are individually owned. Consequently, the increase in a land's value would not affect the price of the dwellings residing on it, which would remain affordable and accessible to low/moderate income households. The aim is to balance the individual's need for land access and secure home ownership with the community's demand to maintain affordability, economic diversity, and local access to essential services.

### WHO

Community Land Trust Brussels (CLTB) is a social real estate developer that applies the CLT model to the establishment of housing projects for people with limited economic means in the Brussels Capital Region. CLTB projects entail high-quality living environments realised through partnerships set up with local organizations that promote the social and economic inclusion of the residents. Community-based initiatives with social and economic purposes often emerge as a result of the philosophy of empowerment that is at the core of the CLT model and facilities such as community centres, sports fields, cooperative markets and restaurants (among others) which are often integrated into the projects and managed by the involved communities. The peculiarity of the CLT of Brussels lies in the intense engagement of future buyers in the design process as well as in their influence on their future cohabitation model and on the contribution of the housing project to the quality of life of the neighbourhood. As a result, the community becomes a hub in which alternative forms of urban mobility, circular economy, intergenerational care or other types of care and reciprocity are addressed and explored.

### HOW

CLTs have a horizontal, democratic governance model, according to which decisions are taken by a tripartite board wherein the public administrations, the inhabitants and future residents, the civil society and community stakeholders are equally represented. In Brussels, such a tripartite governance model works within the framework of a double juridical structure, combining a foundation of public utility and a non-profit association. The Foundation of Public Utility has the purpose of acquiring plots of land through grants and donations, in order to construct its housing projects, while becoming the perpetual owner of the sites. Therefore, the housing is kept affordable by taking the land's value out of the equation and by establishing resale restrictions: when CLT homeowners sell their apartments, the land lease requires them to sell it either back to the CLT or to another low-income household within a limited price (ceiling price). The old owner will receive back all of their investment, but only a portion of the increased value, thus avoiding possible speculation. The development of the property is taken on by the non-profit association, whose tasks are to establish and follow-up the housing projects, as well as to support the future household owners by involving them in a variety of activities aiming to provide information and to engage them while progressively instilling in them a sense of responsibility towards the autonomous maintenance of their living environment. In Brussels, the future owners are involved at a very early stage in the process, becoming members of the association and initiating savings plans before starting the co-design process. Throughout the life of each project, the empowering approach of CLTs enables the people to live, work and express their potential, while contributing to the activities of their CLT and to the well-being of their community.
WHY

CLT is a well-established (especially in the US and UK) model of social shared responsibility, which manages the land as a common good while providing affordable housing in perpetuity and economic opportunities for low- and moderate-income households. In addition to providing housing and making homeownership accessible, CLTs aim at creating inclusive living environments and fuelling social cohesion by actively involving local communities and residents of different generations, cultures, and social backgrounds in the development and governance of their future homes and neighbourhoods.

https://youtu.be/HIJ9uhduSBI
**Petite Île / CityGate II**

**PLACE**
Anderlecht, Brussels, Belgium

**FULL NAME**
Petite Île / CityGate II

**REMIT**
Regional (Brussels-Capital Region), Local (Commune of Anderlecht)

**TOOL**
Support / Exploration

**KEYWORDS**
Partnerships / Competitions / Community participation / Sustainability

**WHAT**

‘Petite Île’ is a new neighbourhood being built on a former industrial site between railway tracks and the canal that will act as a gateway to Brussels. It will offer a programmatic mix of functions: 400 social and subsidised housing units, 15,000 m² of space for economic activities, and a school for 1,200 pupils, which all correspond with the project’s dual objective—providing space to retain industry and productive activities within the city, while at the same time supplying more housing and related amenities in order to respond to demographic pressure.

**WHO**

The project was developed within the framework of the Brussels Canal Plan, an innovative governance model based on four regional administrations working together as part of the multidisciplinary Canal Team. This team encouraged and enabled a collaborative partnership between two further public bodies, Citydev.brussels (the Brussels Regional Development Agency), owner of a portion of the site since 2015, and the SLRB (the Brussels-Capital Region Housing Corporation), which bought the remainder of the plot in 2017. Motivated by a common desire for a coherent approach to the development of the site, the two actors pooled their land and resources together to launch a joint procurement. Following an international competition, a design team was chosen to develop the site. In addition, the Brussels environmental agency, Bruxelles Environnement-IBGE, facilitated and led a co-design platform to ensure that the project was exemplary with regard to the Brussels index for sustainable neighbourhoods.

**HOW**

Utilising the strategic tool of Research by Design at the outset allowed the Canal Team to develop a clear vision of the desired programme and urban quality, within the context of the ZEMU regulatory land-use plan. The two public landowners were convinced to collaborate rather than develop their plots separately by highlighting the opportunity to realise a more ambitious and complex project, which simplified numerous aspects such as logistics and access. As well as allowing for a further provision of support in the definition and ambition of the project, this coordinated approach allowed for further flexibility, improved mixity (both in terms of functions and inhabitants), and delivered higher design quality, since the various collaborations have provided evaluation, discussion and recommendations at every stage of the project. Further partnerships with other external actors, such as Bruxelles Environnement-IBGE and the EU Interreg FCRBE project, have helped ensure that the design team has achieved key goals related to heritage, sustainability and the circular economy.

**WHY**

This project is the result of collaborative and transversal approaches across a number of scales, from the regional, to the local, to the design team levels. The innovative urban design governance model employed by the Canal Team has further encouraged a culture of transferability and collaboration, helping to build trust between the various actors, while allowing for more flexible and exploratory approaches – for example, the experimental, project-based urbanism of Research by Design. This allowed the design team to deliver a project of high urban quality while achieving the stated aim of a mixed, productive neighbourhood; one that integrates a mix of typologies and scales while maintaining a degree of openness and transparency between the various programmes.

[https://www.citydev.brussels/fr/projets/citygate-ii](https://www.citydev.brussels/fr/projets/citygate-ii)
## Platforme Réemploi

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<th>PLACE</th>
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<tr>
<td>FULL NAME</td>
<td>Plateforme des acteurs pour le Réemploi des éléments de construction à Bruxelles (Actors platform for the reuse of construction elements in Brussels)</td>
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<td>REMIT</td>
<td>Regional</td>
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<tr>
<td>TOOL</td>
<td>Information / Persuasion / Support</td>
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<tr>
<td>KEYWORDS</td>
<td>Sustainability / Partnerships / Finance</td>
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### WHAT

The ‘Plateforme des Acteurs pour le Réemploi des éléments de construction’ intends to bring together the actors involved in the development of a circular economy for construction components in the Brussels-Capital Region. The platform was founded in 2017 by twenty entities with varied profiles.

### WHO

The ‘Réemploi Construction Brussels’ is coordinated by the Brussels-Capital Construction Confederation within the framework of the Regional Circular Economy Programme, which benefits from the support of the Brussels-Capital Region and is co-financed by the Interreg North-West Europe Programme (FCRBE). The platform brings together the main actors working on the themes of urban mining, urban metabolism, and the use of reclaimed materials in Belgium: the private sector, semi-public organizations, research centres, universities and public administration.

### HOW

The platform aims to create an integrated chain for the reuse of building components, thus including research activities, implementation tests, definition of the legal framework and the development of tools; part of these results aim to be integrated into future regional policies. The public authority, who serves in different roles at different levels, operates the platform: this created the framework in which the idea originally was developed (initially, a working group on reclaimed materials). It was a direct financer for the first phase, before becoming an indirect research partner for future implementation in regional policies, while being a direct partner of the closely related FCRBE Interreg project. The platform is also in charge of dissemination and conducts a related educational programme for professionals, such as a co-creation process among different actors of the public, private, and the semi-public (universities, research centres) sectors, and a research project with highly direct links to implementation in real practices, while at the same time facilitating timely integration into public policies and experimentation in the tenders for upcoming public calls.

### WHY

The ‘Réemploi Construction Brussels’ addresses the notion of circularity in construction and sustainable buildings promoting an integrated chain of reclaimed material in a variety of forms and involving a wide diversity of partners. The platform is an innovative example of reframing governance to meet the needs of a circular economy in construction.

http://www.reemploi-construction.brussels/
The Practical Guide to Architectural Contracting (fr. Guide Pratique des Marches d'Architecture) is an online tool intended to inform and advise public contracting authorities in the selection of a project author for architectural projects in particular. The aim is to share experience and knowledge on the measures that should be taken in the process of architectural contracting, to provide practical advice, and raise awareness among the public authorities on the importance of architectural quality. The Guide reminds that architectural excellence begins with the implementation of a quality public procurement process.

The Practical Guide to Architectural Contracting was initiated and developed by the Architectural Unit of the Wallonia-Brussels Federation.

The Guide divides the process of contracting a project author into nine stages. Each of these steps provides a detailed explanation that guides the reader through the process. The stages address the definition of the mission, the preparation of the contract, the call for open positions as well as the composition of the jury in that corresponding order. Furthermore, it provides guidance on the drafting of the project's specifications, the qualitative selection of the teams participating in the final stage of the competition, as well as on the implementation of the final stage (in which the teams are to receive the specifications, meet the client, and to participate in a question-and-answer session). The seventh stage involves pre-analysis and the presentations of offers while the subsequent eighth stage includes the proposal of the winning team by the jury while informing all of the other participants. Finally, advice is given on the creation of a steering committee to support the project author and the client so as to ensure development of a quality project. Each stage of the process includes a comprehensive explanation of that stage's duration, its stakeholders, and the measures to be taken. The Guide provides regularly updated, downloadable standard documents for each stage, including model contract notice and a summary on the organization of a jury, in order to enable the readers to keep pace with the changes and developments in the regional legal framework as well as in public procurement and construction sectors.

The Practical Guide to Architectural Contracting is a tool that provides easy access to a vast amount of useful knowledge on contracting in architectural projects for the public administration. It offers exhaustive and up-to-date knowledge as well as a practice-oriented approach which guarantees a quality public procurement process and thus sets an example for an effective tool to foster architectural quality in French-speaking Belgium and beyond.

http://www.marchesdarchitecture.be/
**WHAT**

The Wallonia Public Procurement award ("Prix MOP") is a state prize awarded biennially for excellence in commissioning work in architecture, urban design, landscape architecture and infrastructure. This award intends to enhance good practices in the public procurement of design, through the exemplary process implemented and/or consistency of the approach taken by the public contracting authority. Initiated in 2011, this biennial award for the best public procurement of the Wallonia-Brussels Federation is now in its 5th edition.

**WHO**

The Prix MOP is promoted by the Architecture Unit of the Wallonia-Brussels Federation with the support of the Order of Architects (French-speaking and German-speaking council), the Belgian architectural magazine A+, the Union of Cities and Municipalities of Wallonia, the Association of the City and Communes of the Brussels-Capital Region, and the Association of Regional Directors and Municipal Engineers.

**HOW**

The biennial call is open to the submission of applications that are made by either the project owner or the designer, if they have received the agreement of the contracting authority. A jury then nominates the laureates for processes that clearly stand out from the others in accordance with established quality criteria. The award includes several categories distinguishing different types of architectural projects typically encountered by public procurement. Nevertheless, a category may have several winners while others might only select a single winner.

**WHY**

The Prix MOP is a state award that recognizes good practices in procurement processes, drawing attention to the role of public principals and the importance of setting an example, with the aspiration that the award will motivate policymakers and officials across administrations. In this context, the award seeks to highlight and encourage best practices and to promote them among other contracting authorities, thereby developing a culture of audacious public procurement and fostering a culture of design quality in the region.

[https://cellule.archi/fr/marches/prix-de-la-maitrise-douvrage-publique](https://cellule.archi/fr/marches/prix-de-la-maitrise-douvrage-publique)
Pyblik platform

PLACE  Brussels, Belgium
FULL NAME  Pyblik [La culture de l'espace public (The culture of public space)]
REMIT  Local / regional
TOOL  Information (support)
KEYWORDS Guides / Culture / Public space

WHAT

Pyblik aimed to promote a culture focused on public space among professional stakeholders in the Brussels-Capital region. Created in 2007, it is comprised of a training and knowledge centre piloted by four university architectural colleges in Brussels, and funded by several public entities.

WHO

Pyblik resulted from collaboration among the four architectural colleges in Brussels: LoUIsE (ULB); architectural department (KU Leuven, Sint-Lucas campus), Cosmopolis (VUB) and CREAT (UCL).

HOW

The Pyblik initiative was designed and developed by the Brussels-Capital Region in 2007 with the aim of centralizing know-how and expertise about the public space in Brussels. In its first years, it aimed at the network of actors working on public spaces in the Brussels-Capital Region, mainly public officials from the region and the municipalities, and the designers and private offices, including two core components: a training centre and a knowledge centre. In the former, Pyblick offered thematic days and “Public Space Adviser” training to officials in order to promote the quality of public spaces in the region. In the latter, the knowledge centre offered advice and references to all those involved in public spaces through an online database, which includes a declaration for quality public spaces in Brussels, several publications, a reference bank, etc. The target audience was later enlarged to include the general public as privileged users of public spaces, and the promotion of training programmes, conferences, workshops, study trips and debates on public space.

WHY

Although it concluded its activities at the end of 2017, the Pyblik training centre included an innovative approach to mentoring officials responsible for the coordination of small- and large-scale transformation of public spaces, by offering regular training sessions (mainly exposure to success stories), combined with a peer-to-peer exchange and private mentoring sessions.

http://www.pyblik.brussels/fr
Vlaams Bouwmeester

PLACE | Flanders, Belgium
FULL NAME | Vlaams Bouwmeester (Flemish State Architect)
REMIT | Regional
TOOL | Analysis / Information / Persuasion / Rating / Support / Exploration
KEYWORDS | City architect / Culture

WHAT
The Flemish State Architect (Vlaams Bouwmeester) offers high-level expertise and knowledge across the fields of urban planning, architecture and landscape design in order to support coherent and innovative approaches in Flanders. It seeks to develop a long-term spatial vision, in consultation with the various administrations and external stakeholders, alongside being required to contribute to the preparation and implementation of architectural policy. The goal of this independent body within the government is to deliver a high-quality living environment across Flanders.

WHO
The Flemish State Architect is an independent position appointed by the Flemish Government.

HOW
Acting as an independent advisor, the Flemish State Architect is a bridge-builder who approaches projects from a cross-sectoral perspective and across policy arenas. One of their core tasks is to provide support and guidance to public officials on development projects and to contribute actively to the development of policy, advice and initiatives related to social challenges and their implications and possibilities in terms of high-quality design and construction. To achieve these goals, the State Architect has several design tools at their disposal. An open call (Open Oproep) is the most important instrument for raising the quality of public buildings in Flanders, helping select designers for public contracts for local municipalities. The State Architect also uses a wide range of other tools to promote and supervise spatial quality, such as the Bouwmeester Scan and Pilot projects. The State Architect strives to raise awareness about topical issues, advising methods to overcome the shortcomings present in regulations, and generally acting to champion architectural quality, including providing opportunities for young designers.

WHY
The Flemish State Architect promotes a high-quality built environment and a placemaking culture across the region. Their work has a direct impact on public administration; improving design practices at the regional and local levels, influencing and fostering debate on the quality of new developments in cities and regions; shaping regional planning strategies; testing different approaches for incentivising quality; developing research, and so on.

https://www.vlaamsbouwmeester.be/
**Sofia City Architect**

**PLACE**
Sofia, Bulgaria

**FULL NAME**
Главния архитект (Chief Architect)

**REMIT**
Local

**TOOL**
Analysis / Information / Persuasion / Rating / Support / Exploration

**KEYWORDS**
City architect

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**WHAT**

The City Architect of Sofia is the director of the city’s Architecture and Urban Planning Department, which is responsible for the spatial development policy of Sofia. In particular, the department is responsible for a wide range of competences such as the development of municipal plans and spatial strategies, supervision of the design quality of building proposals, the organization of competitions, and so forth.

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**WHO**

The City Architect is appointed by the City Council of Sofia.

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**HOW**

The City Architect of Sofia is responsible for Sofia’s urban planning policy, which includes the development and management of the municipal urban planning framework, including detailed urban plans and other studies (e.g. building volumes). Among other tasks, the City Architect provides design advice and support to the city council, namely through the assessment of the design quality of building proposals within the city. This task is supported by a specialized expert Council on Spatial Planning for the consideration of the spatial design of development projects. This department also organizes urban and architectural competitions and promotes several events and conferences, such as public discussions on major projects and a city talk/lecture series. In 2017, the City Architect coordinated a pilot project for the study and analysis of public spaces in the city centre, resulting in a report with analysis and recommendations for the development of such public spaces in Sofia. This study was used to inform city policy on the development of public spaces for pedestrians and cyclists, for limiting vehicular traffic, and for making Sofia a human-scale city. More recently, the City Architect also supervised the long-term development strategy for Sofia, entitled “Vision Sofia,” combining various municipal strategies into one unique, integrated strategy, establishing a vision with 24 long-term goals, measures and indicators for the development of the city until 2050.

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**WHY**

The City Architect of Sofia assumes the role of a local authority design champion explicitly tasked with providing design leadership, cross-stakeholder advocacy and cultivating the conditions under which place-making rises up the urban agenda, enabling better outcomes on the ground.

https://www.sofia-agk.com/
State of the Territory Report

PLACE Zagreb, Croatia
FULL NAME State of the territory report
REMIT Local
TOOL Analysis
KEYWORDS Culture / Guides

WHAT
The City of Zagreb’s State of the Territory Report presents a comprehensive picture of the state of the territory and possible directions for development. The Report also provides an analysis of the current situation and trends in development, outlines problems and spatial development alternatives, from which proposals and recommendations for action are made for the next period.

WHO
The Report on the State of the Territory is developed by the City Council of Zagreb.

HOW
The State of the Territory Report is the main monitoring report of spatial development for the City of Zagreb. Developed every four years, the adoption of a periodic status report is mandatory by the Physical Planning and Construction Law of the City of Zagreb. This ordinance states that the Report shall contain the starting points, analysis and status assessment, implementation and trends of spatial development, analysis of the implementation of physical planning strategies and proposals with recommendations for the next period. The Report includes data from the spatial planning information system, spatial plans, official documents and available data from competent bodies and institutions, as well as information from individual sectoral planning policies that may have an impact on the development of the city. Proposals for improving the urban environment are elaborated containing recommendations for the next period with the aim of deciding on the further status of strategic, programmatic and planning guidelines.

WHY
The State of the Territory Report provides an analysis of the current situation and development trends in Zagreb, informing stakeholders on how the built environment is being shaped during a specific period. The Report also informs policy and guidance, monitors design outcomes from the development process, and evaluates the state of the built environment more broadly.

http://web.zagreb.hr/Sjednice/2017/Big_Attach_2017.nsf/0/FFEAEC8B05D2433C125821F002D1EBE/$FILE/02%20Izvje%C5%A1%C4%87e.pdf
IPR Praha / CAMP

WHAT

The Prague Institute of Planning and Development (IPR) is an arms-length management organisation tied to the City of Prague, with the aim of ensuring the continuation of efforts towards a well-functioning city throughout changes in the political administration. The organisation is funded by Prague and represents the city in spatial planning matters where necessary, as well as being ultimately responsible for developing the principles and guidelines for the city’s urbanism, architecture and development. In September 2017, IPR opened the Centre for Architecture and Metropolitan Planning (CAMP). CAMP is an information centre and exhibition space, tasked with the mission “to improve the current form of public debate on the development of Prague”.

WHO

IPR was established through a transformation of the previous local institutional structures; the Office of the Chief Architect of Prague, established in the 1960s, was divided in 1994 into two organisations: the City Development Authority and the Spatial Planning Section for Prague City Hall, which is mainly responsible for regulations and zoning decisions. In 2013, the City Development Authority was transformed into the IPR. CAMP is not exactly a subdivision of IPR, but the two are very closely linked, with IPR being the “guarantor and implementer” of the Centre.

HOW

IPR drafts and coordinates documents in the following areas: strategic and spatial planning and development, public space, transport, technical matters, and landscape and economic infrastructure. Their key projects include the Metropolitan Plan and the implementation of the Prague Strategic Plan. IPR also handles the processing of geographical data and information, both for research and for analytical documentation of certain aspects such as land use. CAMP is a space that tries to bring together the public, developers, local government, professionals, etc., by offering physical infrastructure as well as curated informational libraries, exhibitions, educational programmes and public events. Various groups of stakeholders, from investors to students, are encouraged to use CAMP’s facilities, as it is the city’s main hub of all things urban- and space-related.

WHY

IPR presents itself as Prague’s effort to follow the lead of other successful European cities by establishing a semi-independent body solely focused on the built environment, one that is closely connected to—albeit not a part of—the local administration. It is an alternative to positions such as city architects, and despite many similarities, it is not truly structured around one key person. It also represents an alternative to the combination of a purely administrative local authority and a largely independent architectural centre, as is often the case. IPR operates in that middle ground, being highly involved in policy and regulations but also placing importance in more public-oriented outreach programmes.

http://www.iprpraha.cz/
http://praha.camp/
**Prague Public Space Design Manual**

**PLACE**  
Prague, Czech Republic

**FULL NAME**  
Public Space Design Manual

**REMIT**  
Local

**TOOL**  
Information

**KEYWORDS**  
Guides / Public space

**WHAT**

The Public Space Design Manual sets out the principles and objectives regarding the design of public space in the City of Prague. It contains rules and recommendations for achieving these objectives and describes the optimal procedures for preparing and executing investments. This manual is intended to be used primarily by local authorities, for whom it is binding; however, it is also intended to serve as a source of information for private investors and the public. It is accompanied by the Public Development Strategy.

**WHO**

The manual was developed by the Prague Institute of Planning and Development (IPR).

**HOW**

One of the key objectives of the manual is to make the city pedestrian-friendly, as well as to balance the coexistence of pedestrians, cyclists and drivers in the city's public spaces. Thus, a central aspect of the recommendations is to make all of the elements/aspects of urban space as comfortable, tangible, and inclusive as possible. The other key consideration is efficiency, both in construction and in long-term maintenance; special attention is paid to measures and design choices that minimise cost and time in all phases of a project while maintaining cohesion and the desired spatial qualities.

The manual also has a reflective dimension, presenting the opinions of relevant professionals on what the value of such a document is or should be. A supplementary document, Incentives for the Action Plan, outlines a list of potential practical objectives to be followed and steps to be taken, that specific agencies can adopt to create/develop a concrete implementation plan.

**WHY**

Out of the many practice guides and design manuals that exist, the Prague example is one of the more comprehensive efforts, taking into account a great number of different stakeholders and dimensions of public space. Consideration has been given to making the manual accessible to everyone, addressing different potential audiences, and tying the document into a wider strategy while planning the next concrete steps to be taken.

Subsidies for architectural and urban competitions

PLACE Czech Republic
FULL NAME Podpora architektonických a urbanistických soutěží (Support of architectural and urban competitions)
REMIT National
TOOL Support (financial) / Rating
KEYWORDS Finance / Competitions

WHAT
A Czech national subsidy programme for supporting architectural and urban competitions for the local procurement of design services of public buildings, public spaces and planning documents, through subsidizing half the costs associated with competition prizes (up to €15,000 per competition). This program aims to promote more frequent use of design competitions by municipalities, which would in turn foster higher quality architectural and urban works.

WHO
This subsidy is coordinated by the Czech Ministry of Regional Development.

HOW
The subsidy program aims to promote the use of design competitions by local authorities in the Czech Republic in the search for future contractors for major projects. By subsidizing part of the costs associated with competition prizes and rewards, which form most of the costs of architectural and urban competitions, would lead to the more frequent use of competitions, which may include the design of public buildings, public spaces or spatial planning documents. Within a five-year period (2018-2023), the ministry planned to launch a call for applications annually. Based on the analysis of the competitions conducted in the previous years, namely the number and types of competitions, the amounts paid out for prizes and rewards, as well as the organizers’ structure and the number of participants in the competition, the program’s conditions have been redefined so that the funds spent will not be concentrated on a select few municipalities, but rather throughout the country. This means that the selection process favours municipalities that have not yet benefited from the programme. At the same time, it also favours smaller municipalities and areas with significant historical values, where the quality of the newly incorporated architecture needs to be particularly taken into consideration.

WHY
Although design competitions are considered one of the best tools for improving design quality, they are rarely used in most European countries. This Czech subsidy program for design competitions encourages the use of design competitions by local authorities through a financial support, which in turn will have a direct impact on the quality of public projects.

Applying land value capture tools: Lessons from Copenhagen and Freiburg

PLACE Copenhagen, Denmark and Freiburg, Germany

FULL NAME Land Value Capture

REMIT Municipal, National

TOOL Support (financial)

KEYWORDS Financial tool

WHAT
The basic principle behind Land Value Capture is that property values are created by rising prosperity, accessibility, and planning consent. Hence, it is only fair that the community enjoys a share, especially when it is the government that funds and provides improved infrastructure. There are three main ways in which government can capture land values (apart from relying on death duties and other forms of general taxation). The first is to tax developers or house builders, which has been estimated to account for about 10-15% of development costs in the UK. However, there is criticism from the private sector that negotiations deter development, with complex viability tests and evasion. A second way is an Infrastructure Levy on the value of completed developments, in order to charge those who benefit after houses have been built. This is similar to the US system of Tax Increment Finance, in which local authorities issue bonds based on the expected increase in property taxes after land is developed. A third, and possibly best, method is to utilize the land and take a share in the development.

WHO
There are numerous examples of Land Value Capture mechanisms around the world. Existing research documents have utilised Dutch, German, French and US experience on acquiring, incentivising and resourcing land assembly with case studies of exemplary projects. Land Value Capture is currently the subject of a major international research project undertaken by the OECD to produce a 'global compendium.'

HOW
In Germany, Unlegung is a process for readjustment in which the municipality retains land equal to the increase in value subject to a cap of 30% on greenfield land and 10% on inner city land. Such a system enabled the City of Freiburg to develop the exemplary urban extensions of Vauban and Rieselfeld on the edges of the built-up area, linked by extensions to the city’s tramways and with extensive greenery and community facilities such as shops and schools.

In 1992, the city of Copenhagen and the Danish state set up a development corporation to take over former military land in Orestad. This linear town has sprouted along a new ‘finger’ of six stations on the city’s first metro line, which has been funded by the uplift in land values. Orestad has spawned some amazing and sometimes intimidating examples of contemporary architecture, such as blocks of apartments integrated with a multi-storey car park, or housing that seems to soar over adjoining land. By limiting plots to between 120 and 150 units, a great diversity of styles and uses has been achieved. As such, social housing is indistinguishable from owner-occupied units.

WHY
Germany offers some of the best mechanisms for land value capture, using an ingenious method of land assembly for major housing schemes, while Copenhagen offers a contrasting model of land assembly which has also resulted in high quality and affordable housing.

Architecture Guide to the 17 UN SDGs

WHAT
A guide that illustrates, for each of the 17 UN Sustainable Development Goals (SDGs), possible methods and inspirational references on how to address each identified challenge. The aim is to make tangible how the built environment interacts with the SDGs, and to inspire architects and stakeholders involved in the built environment to engage with the challenges.

WHO
The guide was created, in collaboration, by the Institute of Architecture and Technology at the Royal Danish Academy of Fine Arts (KADK - Schools of Architecture, Design and Conservation), the Danish Association of Architects and the UIA Commission on the UN Sustainable Development Goals.

HOW
The guide is structured by SDGs, with each briefly explained and then related to the implications each poses to the built environment. Two or three entries of realized architectural or urban projects are presented for each goal, with each identifying the specific challenge and the particular, site-specific solutions that were employed. These are meant to highlight, in specific terms, how the approach related to the relevant SDG.

WHY
Among other similar practice guides, this example is unique in that it creates a direct connection between an abstract charter at the transnational, global level, and specific, down-to-earth, local practices. By displaying and highlighting possible methods for directly translating the SDGs into buildings and urban spaces, and by including several Danish projects, the guide becomes highly palpable for Danish practitioners specifically; new editions are also planned for other remits, with more non-Danish cases.

**By & Havn**

**PLACE**  
Copenhagen, Denmark

**FULL NAME**  
By & Havn (City & Harbour)

**REMIT**  
Local

**TOOL**  
Support / Persuasion / Information / Rating

**KEYWORDS**  
Sustainability / Partnerships / Finance / Public space / Competitions / Guides

**WHAT**

By & Havn is a development and operating company that delivers long-term and holistic city development and takes responsibility for creating coherent and well-functioning urban neighbourhoods, among other tasks. It operates in a coherent high-ambition manner focusing on design quality, economy, social well-being and sustainability. By & Havn uses a diverse array of tools for developing Copenhagen's harbour districts, including innovative competition briefs, funding schemes, and land value capture tools, amongst others.

**WHO**

By & Havn is jointly owned by the City of Copenhagen (95%) and the Danish State (5%), and operates on a commercial basis. This form of ownership gives By & Havn a long-term perspective and the means to ensure that the developments taking place in city are strategic, sustainable and future-oriented.

**HOW**

By & Havn is responsible for the development of the urban neighborhoods, the establishment of roads and canals, parking garages, urban spaces and green areas. It sells building plots to various investors as well as to housing cooperatives and actively participates in urban living initiatives from the initial planning phases until the residents have finally moved in and the neighborhoods have come to life. With a new business strategy for 2020-2023, By & Havn plan to focus their efforts on putting the creation of sustainable Copenhagen neighborhoods at the forefront, following the UN's 17 sustainable development goals. These new development areas must contribute to climate- and energy-friendly solutions and to the continued positive development of the city & port’s economy. By & Havn use sustainability certificates according to the DGNB (global certificate for sustainability) new platinum certificates for urban areas. When they sell building rights, they also require that the buildings are certified to the DGNB gold standard.

By & Havn is equally responsible for the Port of Copenhagen. The port consists of a commercial harbor with a container and cruise terminal operated by Copenhagen-Malmö Port AB, as well as a living recreational harbor with public bathing opportunities, tour boats and other recreational activities.

**WHY**

By & Havn's financial scheme proves to bring new dynamics in city's economy. For example, the revenue from its activities goes towards common goods such as paying for major infrastructure projects in Copenhagen. The examples of these projects include the development of the metro as well as urban spaces, quays, jetties, parks and initiatives in the new urban neighbourhoods.

**RELATED HORIZON 2020 PROJECTS**

- Under the Copenhagen 2025 Climate Plan, studied by the project REFLOW, the city of Copenhagen aims to transform into the first carbon neutral capital in the world through, e.g., co-creation, collaborative governance and urban strategies:  

[https://byoghavn.dk/](https://byoghavn.dk/)
**Danish Architecture Centre (DAC)**

**PLACE**  
Denmark

**FULL NAME**  
Dansk Arkitektur Center (Danish Architecture Centre) - DAC

**REMIT**  
National

**TOOL**  
Information / Persuasion

**KEYWORDS**  
Culture

**WHAT**

The Danish Architecture Centre (DAC) is the Danish national centre for the development and dissemination of knowledge about architecture, building and urban development. DAC was founded in 1985.

**WHO**

DAC was founded through an agreement between the Danish Ministry of Culture, the Ministry of Economic and Business Affairs and the private foundation Realdania.

**HOW**

DAC’s aims and legitimacy consist of promoting co-operation across the professional boundaries of the construction and architectural sectors so that the stakeholders are able to work together and contribute to the development of architecture and construction specifically, and better places in general. In this context, DAC promotes and offers a wide range of professional and cultural activities, including exhibitions, seminars, guided city tours, etc. These activities are directed in two tracks: one a broad, citizen-oriented track, the other a professional sector track. For the former, it offers a continuous programme of cultural activities as well as a wide range of educational courses and materials in architecture and urban development aimed at children and young people. In the latter, it offers specialized debates and conferences as well as professional training courses, such as strategic city management or sustainable construction. Nevertheless, it aims to create cross-cutting and agenda-setting projects that appeal to both citizens and professionals. In addition, DAC also works with partnerships between developmental actors across sectors and industry boundaries. In 2004, DAC’s core funding was reinforced by a public-private partnership between Realdania and the Danish government. More recently, in 2018, DAC moved into the BLOX, a new cultural hub located on the Copenhagen waterfront.

**WHY**

Through an innovative funding model based on a public-private partnership that provides direct grant aid support to its mission, DAC aims to heighten the public’s understanding of what quality and innovation in the built environment mean for quality of life by bringing citizens and professionals together to experience and debate the future of cities and more sustainable development.

https://dac.dk/
## Estonian Centre for Architecture

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### WHAT

The Estonian Centre for Architecture’s (ECA) activities focus on developing an architectural culture in Estonia and promoting contemporary Estonian architecture abroad. It aims to raise awareness about how good quality architecture and urban space can benefit the whole of society through a set of activities, knowledge-sharing platforms, and provided services.

### WHO

The Estonian Centre for Architecture (ECA) is a non-profit institution that was established at the end of the Architecture Year in 2008 by the Estonian Academy of Arts and the Union of Estonian Architects.

### HOW

The ECA works with other similar organisations across the world - Tallinn city, several Estonian ministries, and local governments across the country, alongside companies and entrepreneurs - to synthesise information and a variety of goals when it comes to conceptualising and creating better public spaces. They cater to organisations as well as individuals, and work on a local, national, regional and global level. The Estonian Centre of Architecture is also one of the organisations carrying out Estonian architectural policy.

The ECA promotes architectural entrepreneurship, provides urban development consultation, advocates for the Placemaking and Baukultur movements, and organises architecture-related events at the national and international levels, notably the Tallinn Architecture Biennale (TAB) that encourages greater synergy between Estonian and foreign architects as well as between architects and the general public by way of creating contacts and exchanging ideas. Other activities include the “Wood Works” and “Open House Tallinn” programmes, and participating in international architectural events such as the Venice Architecture Biennale. The ECA is equally proactive in building bridges between the public and private sector, and provides “Business to Business” services for real estate developers looking to find new business opportunities in the region or who are looking for new design partners, and convincing the diverse stakeholders on the value of good design through a database of exemplary projects that have been built across the country.

### WHY

The Estonian Centre for Architecture (ECA) has set a precedent in the Baltic States for the relevance of its activities and its structural approach to the architectural culture and its dissemination abroad. It integrates the knowledge and competence of the architectural sector with other fields in society, thus contributing to the development and innovation of urban design.

https://estonianarchitecture.com/
Arkki

WHAT
Arkki is a Finnish non-profit that offers educational courses in architecture and design for students of ages 4 to 19. They organise regular as well as seasonal courses alongside large events/workshops, produce educational material, provide training for teachers and educators, and collaborate with schools and art institutions. Their work is less about architecture itself, but rather more about developing capabilities to observe, evaluate, and reimagine the built environment.

WHO
Arkki is a non-profit founded by three architects in Finland in 1993. The organization accepts financial aid, donations and bequeathments/legacies, and carries out fundraisers. Via its global arm, Arkki International, it has established local branches in cities in Greece, Cyprus, the Czech Republic and Vietnam.

HOW
Arkki utilizes a range of methods, but emphasises 3D working models and 1:1 scale structures. Their philosophy is that learning occurs through play and planned work on projects; hence, their teaching method revolves around allowing the students to discover and learn on their own through active, personally guided and three-dimensional building. Different programmes are designed for child & parent groups (4-6 years), basic education (7-14 years) and advanced studies (14-19 years), each with age-appropriate projects, engaging the students’ imagination while introducing them to basic spatial concepts such as space, light, materials and structures.

Arkki’s programme has been approved by the Finnish Ministry of Education and Culture as a creative extracurricular education programme. The organisation has put significant effort into building partnerships and cooperation models both locally (with schools, nurseries, and art institutes) as well as nationally (representation in education-related committees, cooperation with museums, city councils and the building industry) and internationally.

WHY
A slightly different example of informational tools yet ones that certainly contribute a great deal to the development of a wider ‘design culture.’ Arkki’s courses, and particularly their events, have a community reach beyond just children and display great potential in getting people more engaged with their (urban) environment. Their work, alongside its endorsement by the Finnish government, is an active investment in basic architectural/urban education, as well as a representing creative method for bringing the built environment in focus for whole communities.

Arkki is also, via its international arm, a ‘brand’ that links different places together via a common pedagogical concept, one that uses design thought as a stepping stone to the development of problem-solving, creativity, communication and collaborative skills—all while putting the next generation into a much better position to participate in and influence the construction of our future environments.

https://arkki.net/en/
https://www.arkkiinternational.com/
Design Helsinki

PLACE Helsinki, Finland
FULL NAME Design Helsinki
REMIT Local
TOOL Information / Exploration
KEYWORDS City architect / Culture / Community participation

WHAT
Design Helsinki is a campaign initiated and led by the City of Helsinki that has made design one of its strategic choices in the field of urban development. It places its focus on human-centred approaches and the perspectives of users, aiming to link design with functionality through a set of experiments, events, research, publications, labs, and educational programmes.

WHO
Design Helsinki is headed by City of Helsinki and the Chief Design Officer Hanna Harris, who was appointed to this position in September 2016.

HOW
In 2012, Helsinki was the World Design Capital, and two years later Helsinki received the UNESCO City of Design title. In order to build on these achievements, the International Design Foundation's Design Driven City project prolonged and sustained the legacy of that Design Capital year through the end of 2015. Subsequently, the municipality of Helsinki established the position of Chief Design Officer in order to better promote architecture and design alongside the opportunities they present for society, as well as to tackle major urban challenges, such as how cities are shaping their climate agendas.

In order to better engage in design-related development activities, Design Helsinki set up the Helsinki Lab in 2016 to make design know-how, digitality, and interaction an even more integral part of the development of the city. In doing so, they have also launched the Urban Academy, a platform and network that brings together multidisciplinary research, teaching and societal impact in the field of urban studies. In addition to a multitude of other activities, Design Helsinki supports the organisation of the Helsinki Design Week, as well as a list of experimental platforms supporting culture and start-up activities.

WHY
Design Helsinki is an exemplary case of the city's leadership in advocating for the culture of quality in all professional spheres. Through its focus on design, it is not solely touching on the quality of urban developments and architecture, but also brings forward human-centred studies, promotes inclusion, and highlights the value of design processes when searching for more transversal solutions to the issues facing cities today and in the future.

https://www.hel.fi/designhelsinki/en
Counicls of Architecture, Urbanism and the Environment (CAUE)

WHAT
Established by the 1977 French Law on Architecture, the Councils of Architecture, Urbanism and the Environment (CAUE) are non-profit organizations that provide design advice, develop didactic materials/publications, and promote public awareness and participation in the field of architecture, urban planning and the environment. Operating at the departmental level, the CAUE offer free design advice to local citizens and public officials, among other tasks, which indirectly contributes to the quality of the built environment.

WHO
In 2016, there were 92 CAUE established, spread across almost all French Departments.

HOW
The Councils of Architecture, Urbanism and the Environment were created on the initiative of local officials and are chaired by a local elected representative. They are invested with the public mission of developing information and promoting awareness and public participation in this field, for which they may use a multiplicity of tools, such as offering free design advice to public and private clients, providing training initiatives for professionals and local authorities, and conducting awareness campaigns about the design quality of the built environment, amongst others. They have been constituted as non-profit organizations aimed to provide support to the various development actors involved in the production and management of the rural and urban space. The main financial source for the CAUE originates from a fixed percentage of the taxes on building permits charged by the municipalities. In addition, they also receive funding from their own services that they may provide to public clients, from cultural events or other type of activities, which in general are sponsored by external organizations.

WHY
The CAUE constitute a decentralized enabling service on the design of the built environment through a network of non-governmental organizations spread across the country. Among other tasks, CAUE provide free design advice and support to the general public and smaller local authorities as well as a continuous awareness-raising programme.

http://www.fncaue.com/
Grenoble Public Space Programme

WHAT
The Grenoble-Alpes Metropole administration promotes an experimental and design-led community participatory process for improving public spaces. To facilitate this, a guide for public spaces has been developed, which includes an evaluation system via a participatory and incremental process that gradually scales up temporary interventions. Citizens define the specific needs and bring these to the city administration, leading to a range of explorative projects over the course of three months. Following an evaluation, each initiative may be expanded for a period of 1 to 3 years. If successful, a final intervention will be carried out utilizing a higher budget.

WHO
The initiative is managed by Grenoble-Alpes Metropole, covering 49 municipalities.

HOW
In 2015, a national law transferred the management of public spaces from the municipalities to the Metropole's administrative body. Through a process of co-creation with the 49 municipal administrations and the Metropole itself, a guide was developed which centres around five main principles and practice sheets, in order to ensure a common understanding and approach to public space throughout the region. This guide also includes an evaluation grid with the aim of developing a common policy on public spaces within the Metropole. This grid works as a roadmap, enabling project leaders to follow a set of defined steps over time, which ensure that the objectives of the initiative are fulfilled. The administration uses an “incremental model” for public spaces projects, allowing for experimentation and testing through temporary projects. This process follows several steps: 1) the specific need/demand is identified by citizens and brought to the administration; 2) the public administration receives a limited budget (3 months/€3,000) and 3 months to deliver a temporary intervention; 3) a subsequent period of evaluation of the first intervention’s results, which may lead to a second project with a higher budget (e.g. €20,000) and a longer testing period (1-3 years); and 4) if successful, a permanent intervention may be put in place, drawing from a much larger budget (e.g. €200,000).

WHY
Citizen-led proposals, incremental implementation, and the related financial model enables practical experimentation in public space projects, with the potential for scaling up opportunities and modifying them to better respond to users’ needs.

https://www.lametro.fr/483-guide-de-l-espace-public-et-de-la-voirie.htm
Les Grands Voisins

PLACE  | Paris, France
FULL NAME  | Les Grands Voisins (The Big Neighbours)
REMIT  | Local
TOOL  | Exploration
KEYWORDS  | Community participation / Partnerships

WHAT

The Les Grands Voisins project encompasses the temporary occupation of the former Saint-Vincent-de-Paul hospital in the 14th arrondissement (district) of Paris while waiting for renovation works to start. Owned by the municipality of Paris, the space is managed by three non-profit organizations that have developed a wide range of activities with the aim of enhancing social inclusion and testing out new cooperative and supportive ways of living. From 2015 to 2017, this temporary occupation offered 600 accommodation spaces to people in vulnerable situations and enabled 250 associations, start-ups, artisans and artists to use this unique environment. Following the success of the project, a second phase was launched to promote new forms of experimentation, on the site and in the 14th arrondissement at-large.

WHO

The site is supervised by SPL Paris & Métropole Aménagement, the planning agency of the City of Paris and the Greater Paris metropolitan area, together with three non-profit organizations - Aurore, Plateau Urban and Yes We Camp.

HOW

The City of Paris temporarily handed over the management of a former hospital (10.000m2 of buildings and 3.500m2 of outdoor area) to three non-profit organisations, which occupied the space with a mix of activities and functions. Their governance model is based on three thematic working groups and a committee for shared decisions as well as a general council. Currently used by more than 2,000 people who either live and/or work on the site, the project includes temporary homes for vulnerable persons, meeting places for neighbours, workspaces for small businesses, associations, craftspeople, artists, and urban farmers, and services such as a social restaurant, a well-being centre, a cultural centre, and so on.

WHY

This project has become one of the most successful examples of temporary occupation across Europe, featuring a diversity of activities that emphasise solidarity, the circular economy, and place-based solutions. Les Grands Voisins demonstrates the possibility to experiment with new ways of living in the city, highlighting the diversity and creativity of uses that can emerge from such temporary developments, and which serves as an example for other projects in France and the rest of Europe.

RELATED HORIZON 2020 PROJECTS

• The REFLOW case study Fab City Grand Paris aims to enhance sustainable development and social integration by increasing the amount of urban agriculture through, e.g., co-creation, collaborative governance and urban strategies:
  https://zenodo.org/record/3588252/files/REFLOW_D4.1_The_REFLOW_Handbook_v1.0.pdf?download=1

https://lesgrandsvoisins.org
Les Parisculteurs

WHAT
The Les Parisculteurs (Eng. Paris-farmers) programme includes a series of informational and support tools for green projects, with the objective of reaching 100 hectares of green roofs, facades, and walls by 2020, of which one third of should be dedicated to urban agriculture. This programme started in 2016.

WHO
The programme is promoted by the City Council of Paris.

HOW
The Les Parisculteurs programme was launched with the signing of the "100 hectares objective" Charter by a wide range of partners originating from the public, semi-public, and private sectors. This programme relies on a communications strategy targeting the owners of roofs/rooftops, potential site managers, and the broader public. In order to do so, the city council launched a dedicated website and database, as well as a LinkedIn group to serve as the foundation for a professional network on urban agriculture. The project also organizes technical workshops on the rules and methods for urban agriculture taking place on rooftops. This programme also includes public calls for green projects that can take place on either public or private areas, for which the city council will provide administrative support in obtaining the necessary building permit(s). The rooftop or wall sites are distributed across and around Paris, and all arrondissements (districts) have at least one urban agricultural project. The calls for projects are dependent on the charter signatories and aim at improving the leverage of public initiative on private action. For city-sponsored urban projects, the city council may provide financial incentives for the incorporation of green wall and roof projects. An “Urban Agriculture taskforce” was established to oversee the calls for projects and to operate the ‘Paris-farmers’ network. The city programme is assisted by consultants and institutional experts for technical and strategic issues. The initiative is open to all Parisians—professionals or otherwise—who are passionate about agriculture.

WHY
The Les Parisculteurs programme addresses the issues of sustainable urban development and social integration through the promotion of green spaces, with the aim of improving citizens' well-being. The programme has been implemented through several informational and support tools, such as technical assistants, enabling networking and advocacy, with the intent to facilitate partnerships among different stakeholders, including public authorities, agricultural associations, landowners and citizens.

RELATED HORIZON 2020 PROJECTS:
• The Reflow case study Fab City Grand Paris similarly aims to enhance sustainable development and social integration by increasing the amount of urban agriculture through e.g., co-creation, collaborative governance and urban strategies:
  https://zenodo.org/record/3588252/files/REFLOW_D4.1_The_REFLOW_Handbook_v1.0.pdf?download=1

http://www.parisculteurs.paris/fr/a-propos/
Nantes Dialogue Citoyen

PLACE
Nantes, France

FULL NAME
Nantes Dialogue Citoyen (Citizen dialogue)

REMIT
Local

TOOL
Exploration

KEYWORDS
Community participation / Partnerships / Public space

WHAT
An online platform for design-led community participation that facilitates dialogue between local authorities and citizens about urban interventions and/or the future of unused spaces across the Nantes metropolitan area. Fostering co-creation and collaborative governance, this web-based platform allows for wider public participation in local decision making over projects for public spaces.

WHO
This web-based platform was developed by the Nantes metropole, which includes 24 municipalities.

HOW
The interactive platform 'Dialogue Citoyen' fosters community participation in urban design projects across the Nantes metropole, wherein citizens can contribute to and participate in the definition of urban areas with ideas about specific places, obtain information about on-going projects, etc. Several debates, discussions, and workshops about new projects in the metropolitan area have been and are announced on the platform promoting collective reflection about local development proposals for specific places, including architectural form, types of services, public spaces, the reception of new inhabitants, the place of nature in the district, etc. In 2018, for example, the residents of Nantes were invited to reconceptualise 15 unused places across the metropole, in order to invent new uses for the sites. Within this process, citizens could put forward suggestions and ideas for the 15 sites, with these suggestions later being grouped in technical specifications for each site. Then, a call for projects was opened, with the public undertaking the first screening based on technical criteria, while the final projects were selected through a public vote on the platform. More than 585 contributions and 1,000 residents of Nantes made it possible to draft the specifications and citizen inspiration for each of the places. From the public call, 81 projects were submitted in January 2018 and 14 projects were finally selected in June 2018.

WHY
The design-led participatory platform 'Dialogue Citoyen' fosters community engagement and public participation in the design process for local places across the Nantes metropolitan area, bringing citizens closer to the decision-making process, namely communities that may be poorly represented in collective bodies due to the precariousness of their social situation.

https://www.nantes.fr/15lieux
Rives Vivantes

WHAT
The Rives Vivantes urban revitalization project aims to reclaim the riverbanks of the Maine River by actively engaging local actors in the decision-making processes. This project covers a large area, from the Baumette Convent to Saint Aubin Island, however current and future projects (up to 2023) focus on four priority areas: the Promenade de Reculée, Boulevar de la Maine, Quais Gambetta and Félix-Faure, and Quai Ligny. After initiating a co-management process for this area and allocating a dedicated budget for the use of “soft skills,” Rives Vivantes was established in consultation with 34 structures (including associations, river stakeholders, private groups, residents, neighborhood councils, planners, landscape architects, elected officials, etc.). It focuses on five main areas of work that have been approached via landscaping, buildings, and street furniture, as well as aspects of economic models, partnerships, and river maintenance, alongside the cultural events and services provided in place.

WHO
The Rives Vivantes project is led by the city of Angers and its public city planner ALTER. At the very start of the project, private consultants were commissioned to facilitate the participatory process and as such have developed an eight-step-methodology to guide the participatory processes.

HOW
The transformation of the riverbanks of the Maine is a result of a series of different participatory phases. The project team organized a consultation in 2015 that aimed to identify the main challenges of the area, while the subsequent second phase focused on engaging and consulting with the area’s main actors (e.g. the neighbourhood and associations that have private facilities located at the river). Meanwhile, a first collaborative workshop was held in 2016 with the aim of reflecting on the potential uses of the banks of the Maine as well as the implicit needs associated with these places. As such, the project took an incremental approach, continuously adapting to emerging challenges and different situations, being finalized in October 2018 in the form of a “program plan.” In 2018, five reflection workshops (including one for feedback) took place with private and public actors and associations on various themes: history, geography, soft continuity, biodiversity, and ecology. In 2019, three other workshops were held on highly targeted subjects, bringing together a small panel of experts to study the management and development of the river, including its tourism. This work resulted in the form of a “place diagnosis” shared between the actors. Building on these experiences, the Rives Vivantes project aims to involve more broadly the citizens in upcoming years. For example, partnerships with various Angevin schools are to be renewed on several projects.

WHY
Rives Vivantes makes a case for a carefully designed and collectively led urban development process that leads to higher urban design quality. It highlights the potential of sustainable change in terms of urban places and exemplifies the dialogue that takes place between the citizens, local institutions, and public bodies when it comes to creating the city together.

https://www.anjouloireterritoire.fr/operation/angers-coeur-de-maine
Samoa Ile de Nantes

PLACE | Nantes, France
FULL NAME | Samoa - Société d'Aménagement de la Métropole Ouest Atlantique (West Atlantic Metropolitan Development Corporation)
REMIT | Local
TOOL | Information / Persuasion / Support / Exploration
KEYWORDS | Partnerships / Finance / Competitions / Community participation

WHAT

SAMOA - SPL Ile de Nantes is the urban development agency in charge of the redevelopment of the Island of Nantes, with a total of 330ha of which more than a third is former industrial area. Samoa is a local public company (SPL) with a dual competence: it is both an urban developer of the island of Nantes and an economic developer in the field of cultural and creative industries. It aims to ensure high-quality environments by using various design governance tools, namely promoting permanent dialogue with different stakeholders alongside experimentation.

WHO

SAMOA - SPL Ile de Nantes is a local public development company established by the Nantes Metropolitan administration together with several local administrations.

HOW

Created in 2003, SAMOA defines the overall development strategy for the island of Nantes in connection with municipal policies, ensuring the renewal of public spaces and the monitoring of the real estate operations being carried out by private and public operators. Since 2011, Samoa has also contributed to the development of the cultural and creative industries as part of a public service delegation. Since its creation, SAMOA has been responsible for the planning and construction of over 7250 housing units, 200k m2 of office space, 86k m2 of commercial space and 100k m2 of public infrastructure. To achieve such undertakings, SAMOA is assisted by a project management team comprised of architects, urban planners and landscape architects, all of which had been selected via competition. Over the years, the daily users and inhabitants of the Island of Nantes have been directly involved in the design of the project, through public participation platforms, workshops, etc. Since 2011, SAMOA has managed the Creative Factory, an integrated economic development agency that offers business support and capacity building to the creative and cultural industries in Nantes, such as, entrepreneurship for creative professionals, prototyping and experimentation in the public space, and advising on the intangible assets of the overall creative “place-making” project. A recent initiative promoted by SAMOA was the ‘Architeliers’ educational workshops in order to raise awareness in young people on urban issues.

WHY

Through the innovative activities of SAMOA, the Island of Nantes has positioned itself as an urban laboratory and one of the emblematic urban redevelopment projects in Europe. It dares to experiment in modes of partnerships, invents new frameworks for architectural competitions, invests in educational programmes and, above all, has a comprehensive take on the value and economy of their urban development schemes.

RELATED HORIZON 2020 PROJECTS

- The URBINAT project Nantes Nord Living Lab aims to involve local citizens in creating a Healthy Corridor to improve the amount and quality of green spaces in the district: https://urbinat.eu/cities/nantes/

https://www.iledenantes.com/
SnCF transitional urban development

**WHAT**

The French National Railway Company (SNCF) is using transitory town planning operations to bring temporarily to life some of its unused properties, to test new uses and activities in order to adapt these places to the current needs of the city.

**WHO**

The initiative is promoted by the French National Railway Company (SNCF).

**HOW**

The French national railway company (SNCF) is using transitional urban planning approaches as part of its real estate strategy in response to the growing interest of artists and cultural and economic actors for the temporary occupation of atypical places. SNCF possesses a vast portfolio of land-based properties, many of them large brownfields. SNCF first began by experimenting with temporary activities on these sites and using them as laboratories to understand their potential and eventual attractiveness. The process of temporary occupation was first initiated by agreeing to the demands (of artists) to use some of the brownfields, which allowed SNCF to discover the potential of sites that had previously been considered as a burden. Temporary occupation programmes were then used in different sites to understand their “potential for attraction” by taking advantage of the “reveal to transform” approach. More recently, the temporary occupation projects have become more oriented towards the prefiguration of future developments by testing functions and assessing needs. Additionally, laboratory projects have been launched on the various urban sites of SNCF across France.

**WHY**

The use of transitional urban development fosters urban innovation and new ways of envisioning and living in the city. In addition, temporary occupations allow for experimentation with different activities that reveal the potential of unused spaces in order to attract new audiences as well as new cultural and economic actors using practices based on collaborative work.

**RELATED HORIZON 2020 PROJECTS**

- The Reflow case study Fab City Grand Paris likewise enhances urban innovation and experiments with new ways of producing and living in the city by focusing on local, circular and distributed production in Paris:

  https://zenodo.org/record/3588252/files/REFLOW_D4.1_The_REFLOW_Handbook_v1.0.pdf?download=1

Biennial Baukultur Reports

WHAT
The Baukultur Reports are official status reports on planning and construction in Germany and focus on a specific topic every two years. Beginning in 2014 these topics range from cities, rural areas, built environment heritage to the Baukultur Report 2020/21 “Public Spaces” – each leading into a set of recommendations for action for practitioners and policy-makers. The report is based on the participation of more than 1000 people in various formats like a series of open Baukultur workshops with citizens and creators of built environments of various disciplines alike, invited expert discussions or commissioned surveys and studies and is eventually submitted to the Federal Cabinet and the Federal Parliament for deliberation.

WHO
The Baukultur Reports are coordinated and published by the German Federal Foundation of Baukultur. It was founded at the behest of private built environment professionals in 2007, who sought to give high-quality in planning and urban design a voice on the political level and promote discussion amongst building professionals of various disciplines. Today it is partially funded by a association of friends with more than 1300 members and the Federal Ministry of the Interior.

HOW
The preparation of the biennial Baukultur Report is a complex process involving a series of activities, such as workshops, thematic focus groups, advisory committees, working meetings with associations, professional chambers, foundations, and numerous individual talks/lectures. In addition, the Federal Foundation of Baukultur undertakes topical surveys among the population, municipalities and professional associations and chambers, which form the basis of the report with updated data. This process culminates in the drafting of a report with specific sets of recommendations for action for all actors involved in planning and construction, which is then submitted to the Federal Cabinet for deliberation. Subsequently, the Foundation promotes a Baukultur convention for public presentations and debate before submitting the report to the Federal Parliament. Finally, the biennial Baukultur Report is widely communicated to professional audiences (e.g. planners, real estate and housing industry, etc.) and the general public, as well as being disseminated in relevant events and distributed to the municipalities themselves.

WHY
Shaping and initiating public and professional discourse towards the goal of higher quality in the built environment is the core mission of the Baukultur Foundation. Accordingly, the Baukultur Report follows an inter-multidisciplinary approach involving various experts and stakeholders across the country. It is comprehensive in its coverage and innovative in its scope and reach. In addition, the preparation of the Reports includes several workshops and meetings with a wide range of institutions, leading to the participation of different parties, thus promoting a learning process among a wide variety of development actors. Communicating high-quality examples and good planning practices from all over Germany plays a key role in the makeup of the reports.

Concept tendering procedures

WHAT

Concept Tendering is an alternative means for municipalities to sell (or rather lease over the long-term) land that is in their direct sphere of influence (typically public land, although in some cases also partially private). Instead of using either a direct award, wherein conditions must be agreed upon with the buyer, or a bidding process, wherein price is the deciding factor, concept tendering brings to the fore the qualities and aspects of design/place by making them a key decision-making factor, equal to or even more important than price. Evaluation matrices are applied to attempt to ensure transparency.

WHO

Concept tendering is a procedure used by several German cities.

HOW

The Concept Tendering procedure was first developed in the 1990s in Tübingen, in connection with the allocation of land to community housing projects. Using this process, cities may use a variety of different and diverse criteria, enabling them to compare the quality of the submitted projects. Some of these criteria are assessed based on complex point matrices, i.e. the individual quality criteria and their relationship to one another are quantified, while others are assessed based on unweighted lists of criteria. Furthermore, certain concept tendering procedures are divided into two sections; the selection procedure and the options phase in which the architectural, legal and financial conditions are clarified. Only once both sides have agreed upon this process, the final change of ownership would take place. Additionally, several concept tendering procedures also make use of a participant application phase prior to the actual selection or a simplified first procedure stage in order to reduce the number of projects that must be compared (see Temel, 2018).

WHY

Concept Tendering is a procedure that is being used more and more frequently across Germany. This means that land is increasingly being awarded not to the highest bidder, but to high quality projects instead. These projects are judged according to whether they contribute to the quality of the district under development, in what form they will take, and by which means will they be developed. As a result, the innovation and creativity of project developers can be prioritised in district development and a more cooperative planning process can be achieved.


NOTES

HafenCity Hamburg is an urban regeneration project where the former inner-city port is being revitalised with new hotels, shops, office buildings and residential areas, with a strong focus on public spaces. HafenCity is considered the largest urban redevelopment project in Europe by landmass (approximately 220 ha) and it is expected to be finalized by the year 2025-2030.

The entire development area of HafenCity is under the full ownership of the City of Hamburg, which named HafenCity Hamburg GmbH (HCH) its trustee in 2004.

The redevelopment project started with the approval of a masterplan by the Hamburg Senate in 2000. Since 2004, the regeneration project is being implemented by HCH that oversees all activities as the city's manager of development, property owner and developer of public infrastructure (roads, bridges, parks, social and cultural developments) based on public investment and revenues from the sale of land.

Since 2010, HCH introduced the regular allocation of urban land for apartment buildings based on concept tendering processes. For each individual housing plots, HCH enforces a strictly competitive bidding process where the crucial factor for awarding the contract is the quality of the concepts submitted (70%) and not the highest bid (30%). After ratification by the City Land Commission, the process is followed by an exclusive option period with an obligation to plan, in which the projects can be refined without the plot having to be sold straightaway.

The investor/user then has to proceed, in conjunction with the HCH, with an architectural competition, where it may commission site surveys and prepare the project submission for approval, since the purchase cannot go through until the building permit is received.

Throughout the whole process, HCH, the local authorities and the investor remain in constant dialog to ensure a high-quality design. The advantage of this process for the developer is that financing of the purchase price is postponed until after the building permit is granted; until then it has enough time to refine the quality of its project, secure finance and acquire potential users.

What sets HafenCity apart from the other major international urban waterfront developments is its high expectations on quality that include, for instance, mix of uses, high standards of urbanity and ecological sustainability, and its innovative development process assuring that the quality criteria is put forward on selling and developing public land. With the city taking the lead, HCH demonstrates how public and private sectors can successfully cooperate in a way that shifts the core of the risk profile to benefit city and investors.

https://newcities.org/cityquest-hafencity-hamburg-germany/
International Building Exhibition (IBA)

WHAT

Originally, International Building Exhibitions (IBAs) were conceived as a way of showcasing architectural achievements. The format, now more than 100 years old, has however expanded beyond its country of origin (Germany). Its fundamental character changed over time, the architectural and urban exhibition has shifted towards the promotion of integrated approaches to urban development. IBAs are area-specific, time-limited programs, usually taking place over a period of 7 to 10 years. They often address several themes, whereas initiative range from housing prototypes and public space interventions to engagement models, alternative educational initiatives, and more schemes to be planned and implemented.

WHO

The IBAs are set up by the city councils.

HOW

The IBAs seek to provide a vision for urban development future. It, therefore, needs to offer more than the format of building exhibitions. Visitors can participate in the process of researching and developing urban concepts, and like an ‘Urban lab’, IBAs focus on an entire area of the city within a given period. This means that today’s building exhibitions become ‘workshops’ spanning over several years, and which focus on social, economic and cultural matters. Each IBA exhibition contains several significant and forward-looking concepts, aiming to inspire others and demonstrate innovation. They represent opportunities to explore models for new urban approaches and to gradually optimise the featured projects, all of which must go through an approval process. One of the main advantages of IBAs is their ability to overcome institutional barriers and establish practical cooperation on specific projects with a wide range of different players.

WHY

The IBAs are based on a non-formal process that aims to enhance horizontal and vertical cooperation through shared work on projects. Using an IBA format can strengthen planning perspectives and help overcome systemic barriers in the formal planning processes. IBAs have included the ambitious projects, which took place in Berlin (1979-1987) and Escher Park (1989-1999), alongside currently ongoing processes in Parkstadt, Hamburg, Basel, Heidelberg, Vienna, Stuttgart and Thüringen.

https://www.internationale-bauausstellungen.de/en/
https://www.worldurbancampaign.org/format-international-building-exhibitions-iba-cross-border-planning-concepts
Biennale of Young Greek Architects

PLACE | Greece
FULL NAME | Biennale of Young Greek Architects
REMIT | National
TOOL | Persuasion
KEYWORDS | Culture

WHAT
A biennial event, including a main exhibition alongside supporting publications and events, showcasing the best examples of architectural and urban projects by Greek architects under the age of 45. The Biennale first started in 1995 and in 2018 held its 9th edition.

WHO
The Biennale is organised by the Hellenic Institute of Architecture, an independent non-profit organisation funded by member contributions, a small amount of governmental and European funds, as well as corporate sponsorships and donations from individuals or private foundations.

HOW
The Biennale is open for submissions of either completed projects or proposals in response to actual commissions (i.e. not speculative or academic work), created by architects registered in Greece. A committee for the final selection to the main exhibition reviews the submissions. The Institute of Architecture also organises a series of parallel events such as public talks and debates.

WHY
When it comes to spatial planning and all issues relating to urban development and design, Greece operates under a highly centralized, and highly formal, bureaucratic framework. Efforts to introduce informal dimensions and to open up discussions focused around the built environment that engage communities beyond the relevant professions are rare, and almost never scaled up beyond limited grassroots initiatives. The Biennale, with its longevity, is an example of one of the simpler, and perhaps more conventional, steps that can begin introducing informal tools into a context that is traditionally not conducive to such initiatives.

https://www.heliarch.gr/events/117
https://theculturetrip.com/europe/greece/articles/9th-biennale-of-young-greek-architects-celebrates-national-design-talent
Budapest City Architect

PLACE  Budapest, Hungary
FULL NAME  Budapest Állami Főépítész (Chief Architect)
REMIT  Local
TOOL  Information / Persuasion / Rating / Support / Exploration
KEYWORDS  City architect / Competitions

WHAT
The Chief Architect of Budapest assumes the role of a local authority design champion responsible for providing urban planning support to lower-level districts, alongside the coordination of national investment schemes, long-term development strategies, and design-related initiatives.

WHO
The Chief Architect works within the City Council of Budapest.

HOW
The city of Budapest is a ‘double-layered’ municipality with one overarching office and twenty-three districts, all with their own district government comprised of an elected mayor and representative body, separate administrations and respective chief architects. In this context, the primary role of the Chief Architect of Budapest is to coordinate and oversee the city’s urban planning policy across the twenty-three districts. The Chief Architect’s main tasks are to provide professional advice about capital and district planning tools, assisting and coordinating the professional activities of the district chief architects; coordinating nationally prioritized investments; chairing the Budapest Council of Architectural and Urban Planning; and performing statutory, professional and other duties as defined by law. Among other activities, the Chief Architect coordinated the TÉR_KÖZ funding programme/competition for interventions in public spaces, which aimed to improve the cityscape and urban environment, preserve cultural heritage and enhance local identity. Financed by the Budapest Metropolitan Rehabilitation Fund, the TÉR_KÖZ funding programme/competition provided the initial funds for interventions in public spaces, established their framework, and called on the districts to submit proposals in the form of consortiums between authorities, private investors & citizen organisations. The proposals were then judged based on multiple criteria including the partnerships built, the complexity and level of innovation, and the economic impact and maintenance. This initiative was repeated four times, with the last edition held in 2018.

WHY
The Chief Architect of Budapest utilises a wide range of design governance tools to promote better places, namely proactive inter-governmental advocacy and working partnerships to encourage a greater concern for design quality in the built environment amongst other governmental departments.

http://www.kormanyhivatal.hu/hu/budapest/szervezeti-egyseg/ALLAMI-FOEPITESZ
RIAI Town and Village Toolkit

WHAT
The RIAI’s ‘Town and Village Toolkit’ is a practice guide containing a set of principles and objectives categorised under six themes that provide a roadmap for local working groups (Town teams) to develop a community-led vision alongside a list of tasks and projects that can be realised for each town concerned. In each chapter, the toolkit explains the challenges and opportunities presented by each specific theme, and identifies several design tools, useful reading material, and case studies of realised projects.

WHO
The Toolkit was developed by the Urban Design Committee of the Royal Institute of the Architects of Ireland (RIAI), with the support of the Department of Culture, Heritage and the Gaeltacht.

HOW
The “Creating Places for People” Toolkit provides a methodology for local ‘Town teams’ to plan and assess the quality of their towns and villages. The working groups should include a variety of local stakeholders, a local authority representative and an architect or urban designer to help with identifying constraints and with making the strategic decisions needed to improve urban areas. The Toolkit contains a set of principles and objectives under six themes: 1. Health, Well-being & Happiness; 2. Connectivity, Accessibility & Movement; 3. Variety & Viability; 4. Environmental Sustainability; 5. A Sense of Place, Urban Form & Character; and 6. Vision, Governance & Management Coordination. For each theme, the Toolkit points out design tools and useful further reading, followed by case studies of realised projects. The design tools should be implemented with the help of an architect/urban designer, including a variety of approaches for improving places, such as: planning compact towns, identifying the most convenient routes and streets for people, improving the quality of public places and streets, analysing and evaluating how people use places, developing a multi-modal movement strategy, and so forth. In the end, if possible, the working groups should attempt to negotiate the commissioning of a Town or Village Design Statement that will influence future development and improve the quality of their area.

WHY
The Toolkit provides a roadmap for local working groups to assess the quality of their towns and villages, aiming to define a common strategy and specific projects, together with members of the community, architects, planners and local council representatives.

Shaping Space educational resource

PLACE Ireland

FULL NAME Shaping Space: RIAI Educational resource on the built environment

REMIT National

TOOL Information

KEYWORDS Culture / Guides

WHAT
Shaping Space is an educational resource designed to help primary and secondary school teachers to encourage young people to consider and explore a wide range of social, environmental, technical and aesthetic issues related to architecture and the built environment.

WHO
Shaping Space was developed by the Royal Institute of the Architects of Ireland (RIAI), with the support of the Department of Culture, Heritage and the Gaeltacht.

HOW
Shaping Space is an educational resource on the built environment comprised of almost 300 pages of lesson plans, worksheets, projects and homework assignments structured around three modules: My Home; Neighbourhood, Village, Town, and City; and Buildings through History. Shaping Space was designed so that a teacher with no prior design knowledge can easily use its different modules by simply downloading the desired worksheets or projects according to the purpose at hand. The Shaping Space programme can be adjusted to suit the needs of individual schools and students, and its format ensures that any school can include a single module or a year-long course within the academic year. Shaping Space is designed for fifteen to sixteen-year olds, but it can also be used for young children or for older students. It also encourages collaboration between teachers from different disciplines, such as teachers of history, geography, art or construction, mathematics, science, languages and literature, social, the environment, and so on.

WHY
Shaping Space offers diverse educational material about the built environment, which focuses on raising young people’s awareness about the value of the design quality in their daily lives so that they will become active and participant citizens in city decision-making processes.

https://www.riai.ie/careers-in-architecture/resources-for-teachers/shaping-space
Co-City Torino

PLACE Torino, Italy
FULL NAME CO-CITY - The collaborative management of urban commons to counteract poverty and socio-spatial polarisation
REMIT Local
TOOL Exploration
KEYWORDS Community participation / Partnerships

WHAT
The Co-city project explored new approaches to the economic crisis and the reduction of public funds through the shared management of “urban commons”, undertaken by public administration and active citizens. Through this project, the City Council of Turin was able to support new forms of citizen participation aimed at the regeneration of deprived neighbourhoods through their collaborative management. This was made possible through the establishment of pacts of collaboration between the city’s inhabitants and the city administration. This project started in 2017 and concluded in 2020.

WHO
Co-City was an initiative of the Municipality of Turin together with the network of the ‘Houses of the Neighbourhoods’ (Case di quartiere), the University of Turin, and ANCI (the association of Italian municipalities).

HOW
The Co-City project worked to regenerate deprived neighbourhoods by transforming abandoned structures and vacant land into hubs of resident participation, with the aim being to foster community spirit as well as the creation of social enterprises that contribute to the reduction of urban poverty. This was achieved through the implementation of ‘pacts of collaboration’ between residents or associations and the local authority, often based on the reuse of abandoned urban spaces and structures. These pacts were legal tools through which the forms the informal cooperation would take were facilitated (i.e. stimulating collective use, management, ownership of urban assets, provision of services, infrastructure, etc.). This process was initiated and facilitated by the City Council of Turin and the network of the ‘Houses of the Neighbourhoods.’

WHY
The project’s approach aimed to foster urban innovation while also tackling social exclusion alongside some of the city’s most challenging urban contexts. The structured process of co-creation and collaborative management of the urban commons enabled the project to proceed, under the initiation by both the city and residents, and formalised in tailored “contracts.” The implementation of these pacts of collaboration have ultimately improved the participation of residents in various parts of the city, fostering the commitment of the citizens towards a more inclusive and cohesive city.

RELATED HORIZON 2020 PROJECTS
• Similarly, Cavallerizza Reale, an 18th century building located in Turin, and studied by the CLIC project, was reconstructed under the pacts of collaboration as part of the Co-City project: https://www.clicproject.eu/deliverables/
• Cascina Roccafranca, a former farmstead in the outskirts of Turin, a case study in the Open Heritage project was also reconstructed under the pacts of collaboration. The regulation on common goods provides to the group a variety of opportunities to institutionalize the management of the site – a matter on which it has not reached an agreement (pacts of collaboration) with the local government: https://openheritage.eu/wp-content/uploads/2020/01/D2.2_Observatory_Cases_Report.pdf
La Matrice della Qualità Urbana di AUDIS

WHAT

The AUDIS ‘Charter on Urban Regeneration’ is a summary of the fifteen years of research, training and consultancy work carried out by the AUDIS organisation, aimed at helping to develop a more effective and widely shared vision of urban regeneration at the national level. The Matrix is an accompanying tool that suggests concrete ways of realising the Charter’s principles.

WHO

AUDIS (Associazione Aree Urbane Dismesse) is a voluntary-based association of public and private actors, founded in 1995. Its aim is to support public and private stakeholders engaged in processes of urban regeneration, in order to increase the quality of the achieved results. They focus on research, training and debate/discussion: as facilitators between local authorities and developers, and advisors for public administrations and independent researchers. AUDIS builds networks, develops research and training programmes, participates in and stimulates discussions on urban regeneration, and monitors projects across Italy.

HOW

The Charter sets out the objectives, strategies and specific tools to be used in urban regeneration, based on experience and successful examples. It defines various kinds of desired urban qualities and the parameters necessary to achieve them, illustrated through examples. The Matrix develops these into concrete steps and action plans that can be further refined or adopted by different stakeholders.

WHY

By combining a principle-based, strategic document with an accompanying analytical, detailed matrix/practice guide, AUDIS has produced a coherent approach that links overarching guidance and concrete implementation tools. Additionally, thanks to the cross-sectoral nature of the organisation, the documents provide a ‘bridge’ between actors usually working in silos/with the silo mentality (public/private). As each defines their own mandate, AUDIS provides an explicit opportunity to align and harmonise their principles and action plans. The documents, alongside AUDIS’s work, form a rather rare example of bottom-up (as in, non-governmental) organisations and processes that include the local administration from the start and each time try to encourage the relevant stakeholders to define the desired role a facilitator can play.

http://audis.it/home
http://audis.it/ricerca/la-matrice-della-qualità-urbana-di-audis
QUA - Quartiere bene comune

PLACE  Reggio Emilia, Italy
FULL NAME  Neighborhood as commons (Italian: Quartiere bene comune)
REMIT  Local
TOOL  Information / Persuasion / Support / Exploration
KEYWORDS  Community participation / Partnerships

WHAT

Until a few years ago, citizen participation in the Italian region followed a decentralised model based on municipal district councils. That model did not prove successful and was eventually abolished; in response, the municipality of Reggio Emilia tried to take this public administration crisis as an opportunity for restructuring, and in 2015 created the Quartiere Bene Comune project. Roughly translated as ‘Neighbourhood as Commons’, the project aims at experimenting with a different administrative model, based on the spatial unit of the neighbourhood and the principle of shared responsibility.

The Quartiere Bene Comune project uses the format of ‘Citizen Agreements’ to create a pact between the local administration and other involved stakeholders (citizens, the private sector, etc., and any other involved actor, depending on the case). This pact is for the design and implementation of specific projects aimed at improving the quality of life at the neighbourhood scale. Additionally, the position of ‘neighbourhood architect’ was created, to function as a facilitator and stable point of contact between the administration and the public.

To date, 160 projects have been implemented via 27 Citizen Agreements, involving a total of around 2400 public & private stakeholders.

WHO

The project resulted from an initiative of the local public administration of the Municipality Reggio Emilia. In terms of who can collaborate and be involved in the process, it adopts a notion of community that is highly open and based on who actually lives and is engaged with a neighbourhood; as such the project is open to individual citizens (regardless of nationality and resident status) as well as associations operating in any field, from entrepreneurial and commercial activities to professional organisations and any other group, either for- or not-for-profit, that may have an active role in the neighbourhood and in the implementation of each project.

HOW

On the municipal side, the organisational change led to the creation of a ‘Department of Competitiveness and Social Innovation’ that offers ‘participatory policies’. This is an organisational unit with the explicit purpose of enabling the development of the ‘collaborative city’ model, via ‘protocols of collaboration’. Included in that service is a new working group of ‘neighbourhood architects’, tasked with being responsible for the overall project in one neighbourhood each, and with being the facilitator between the Municipality and the public.

The operational methodology for the process of each project is also specified by municipal regulations which outline four distinct steps: (i) the ‘neighbourhood lab’, an exploratory phase wherein thematically organised focus groups identify needs, priorities, feasibility and potential solutions, (ii) the ‘neighbourhood agreement’ that assigns and formalises the role of each party, (iii) the ‘project management’ phase, which is actually the period for concrete implementation, and (iv) the evaluation phase, wherein the results are assessed (still, collaboratively) and potential follow-up needs identified for future projects.

WHY

The ‘Neighbourhood as Commons’ initiative is innovative in its focus on shared responsibility between citizens and the local administration. At the same time, it is a good example of a ‘paradigm shift’ of structural changes, whereby a municipality can utilize traditionally bureaucratic tools (department restructuring etc.) to actually foster a more open, collaborative form of administration and citizen engagement. This, in turn, leads
to enhanced social cohesion through active contributions and a sustained feeling of belonging at the neighbourhood level for all involved actors.

This initiative has also already produced concrete results that will likely be long-lasting, such as the case of ‘Chiostri di San Pietro’ (Saint Peter Cloister) for example, a historically significant building complex re-designed to serve as a social innovation hub with a focus on new technological tools; a project produced under the framework of a ‘neighbourhood as Commons’.

https://www.comune.re.it/siamoqua
REFLOW Milan Pilot

**PLACE**
Milan, Italy

**FULL NAME**
REFLOW Milan Pilot: Circular Food Markets

**REMIT**
Local, Municipal

**TOOL**
Support (financial)

**KEYWORDS**
Financial tool / Sustainability / Community participation / Public space

**WHAT**
In recent years Milan has adopted a strategy for the revitalization of the municipal covered markets, a system comprised of 23 buildings built from the 1940s through the 1960s as centres of commerce and as connectors between rural and urban communities. Many of the stalls and stands in Milan’s municipal covered markets now suffer from high rates of vacancy due to low demand. Some municipal markets have undertaken the hard redevelopment of old spaces, thanks to the activation of public-private partnerships and their decision to take advantage of the strategic markets’ locations. For other markets, located in the most peripheral areas of the city, the Municipality of Milan, within the circular-economic approach and the experimental activities of Relflow H2020 project, is developing an urban design-specific governance model. This model focuses on the urban metabolism of these municipal food markets while testing an innovative process of hybridizing actors and the uses of public covered spaces. As such, traditional market traders, fab-labs and space-makers have developed circular economy solutions within the markets, where the solutions’ development process is based on three consequential phases of co-creation, co-design, and prototyping experiments.

**WHO**
Together with 26 other partners across Europe, the Municipality of Milan was the winner of a H2020 call aimed at greening the economy in line with SDGs. The name of the winning project is “REFLOW: constructRuctive mEtabolic processes For materiaL fLOWs in urban and peri-urban environment across Europe. Financed by the Relflow project, the Municipality of Milan had the possibility to launch a pilot with a focus on its urban and peri-urban agri-food systems and the urban renewal of the covered municipal markets’ spaces as its main field of experimentation.

**HOW**
The vision of Relflow is to develop circular and regenerative cities through the re-localization of production and the re-configuration of material flows at different scales. More specifically, it will use Fab Labs and space-makers as catalysts of systemic change in urban and peri-urban environments in order to reduce material consumption, maximize the multifunctional use of (public) spaces, and to envisage regenerative design practices. Milan’s pilot of Relflow started in June 2019 and will end on 31st May 2022, while the pilots’ activities first started in autumn 2019. This pilot aims to support the city’s vision on circular food by providing sustainable solutions at the local market level, with the pilot’s goal being to foster and test sustainable food logistics, develop market laboratories to disseminate circular practices, track the origin and quality of agricultural products and to analyse the interrelations between rural-urban communities.

**WHY**
The Milanese Relflow pilot is strategically part of the urban regeneration governance designed by the city administration and concerns covered municipal markets. The administration has in fact decided to alter the administrative and managerial framework of the 23 markets with the added objective of testing a sustainable business model capable of transferring the costs associated with renovations from the municipality to the new manager. The City of Milan had already implemented various small regeneration projects in the suburban areas of the city, among which is the historical Lorenteggio Covered Municipal Market. In 2013, the traders already present in the market formed a consortium, which was awarded the first “pilot” public tender and enabled the transformation of the market into a hub for the local community, producing significant social impacts and a strong architectural refurbishment project. From the early case of the revitalization of Lorenteggio market, it is expected...
that the REFLOW project will lead to the devising and generation of new business models for circular food systems, new models of public-private market governance, and new effects on the quality of the urban spaces.

https://reflowproject.eu/pilots/milan/
**Free Riga**

**PLACE**
Riga, Latvia

**FULL NAME**
Free Riga

**REMIT**
Local

**TOOL**
Exploration

**KEYWORDS**
Competitions / Community participation / Culture

**WHAT**

‘Free Riga’ is cooperative platform that promotes the temporary use of empty spaces across the city together with building owners and the municipality. Founded in 2015, the Free Riga platform has promoted various temporary projects on vacant spaces and in buildings helping reduce the costs of empty buildings and dynamizing new cultural spaces.

**WHO**

‘Free Riga’ is a non-governmental organization composed of a group of urban activists who work with the municipality on temporary projects in Riga.

**HOW**

Following the 2008 crisis, hundreds of buildings were abandoned in Riga. In the context of a growing cultural sector looking for new spaces, ‘Free Riga” has emerged as an intermediary between the owners of the empty spaces and prospective users of vacant buildings, aiming to promote temporary use as a way to deal with vacancy. The Free Riga platform provides for the overall management of temporary projects for a defined period and has been key in several steps in the development of temporary use in Riga:

- Identifying (mapping) vacancy, achieving the recognition of vacancy as a problem and measuring the demand for creative, social and artistic temporary use;
- Serving as an intermediary between owners and users of the spaces;
- Cooperating with the municipality and discovering value proposition in the form of tax reductions;
- Developing a cooperative platform instead of a centralized, vertical organization.

**WHY**

Many European cities are experimenting with the temporary use of abandoned or neglected spaces and buildings. The ‘Free Riga’ platform has been very successful in promoting temporary projects by facilitating the connection between the owners of empty spaces and potential users, helping to solve the problem of vacancy in Riga and in doing so acting as a driver and incubator for urban development.

https://freeriga.lv/

http://remakingthecity.urbact.eu/the-free-riga-model-riga-latvia--65.case


**NOTES**

URBACT REFILL Network final publication, available at: https://refillthecity.wordpress.com/media/final-publication/
Riga City Architect’s Office

PLACE Riga, Latvia
FULL NAME Rīgas pilsētas arhitekta birojs (Riga's City Architect Office)
REMIT Local
TOOL Analysis / Information / Persuasion / Rating / Support / Exploration
KEYWORDS City architect

WHAT
The City Architect Office intends to facilitate and improve the work of the municipality in the supervision of design quality—upgrading the set of administrative instruments and maintaining a regular, open, timely, comprehensive and professional discussion about the ideas and projects that are significant to the community alongside popularising the best achievements in Latvian architecture.

WHO
The City Architect's Office is an agency of the City Council of Riga.

HOW
The City Architect's Office is a municipal agency responsible for the design quality of architecture and urban development in the city. The mission of the City Architect's Office is to promote balanced and sustainable urban development by improving the work of the municipality by monitoring the quality of architecture and maintaining a continuous, open and professional discussion on projects of public interest. Managed by the City Architect, the Office ensures supervision over and control of the quality of architecture and the urban environment of Riga, namely by providing advice on the design quality of new projects and urban development proposals; providing opinions on detailed and local plans; and consulting on the preparation of studies on the quality of the urban environment. In addition, the Office also develops three types of research activities: theoretical studies on urban planning and architecture, in order to explain and elaborate on urban terms and methodologies; empirical research, in order to construct datasets and draw conclusions; and research by design, in order to study urban development proposals and possible variants. The Office also organizes public debates on major new projects for the city and promotes an annual conference on issues relevant to the city's development. Finally, the Office also promotes the annual Architecture Award of Riga.

WHY
The City Architect of Riga assumes the role of a local authority championing design and explicitly tasked with providing design leadership, cross-stakeholder advocacy and cultivating the conditions under which place-making rises up the urban agenda, enabling better outcomes on the ground.

http://arhitekts.riga.lv/
Architecture Fund

PLACE Vilnius, Lithuania

FULL NAME Architektūros Fondas (Architecture Fund)

REMIT National

TOOL Persuasion / Information / Support

KEYWORDS Culture / Community participation

WHAT

Architektūros Fondas is a non-profit that functions as an open and voluntary-based platform, hosting bottom-up initiatives and projects with a focus on community, elements of education that would otherwise remain underdeveloped, as well as debate, amongst both the professional sector and the public. They are a member of the pan-European platform Future Architecture, alongside 25 other institutions from 22 countries.

WHO

The organisation was founded in 2004 by a number of Lithuanian architects and planners, and is financed by the founders and through independent contributions, donations from architects, and commercial sponsorships. The Lithuanian Council for Culture is also currently associated as a strategic partner and sponsor for the 2019-2021 period.

HOW

Architektūros Fondas provides a framework and assistance for a number of initiatives developed on a voluntary basis—currently more than one hundred collaborators are listed on their website as being associated with such projects. The organisation's core programme consists of lecture series and public discussions, a series of thematic tours and excursions, the education programme for children 'Travelling Architecture Workshops,' the Open House Vilnius, as well as curatorial projects and exhibitions. They were also commissioned to represent Lithuania at the Venice Biennale of Architecture with the "Baltic Pavilion" in 2016 and “Swamp School” in 2018.

WHY

A kind of ‘bottom-up’ initiative itself, and founded on the principle of bottom-up/voluntary initiatives, the organisation has managed to scale-up, attract the support of public administration, and to widen its reach/impact by building and developing extensive networks within the country and beyond.

https://www.archfondas.lt/en
WHAT
The Stadmakers Fonds (Eng. Citymaker-Fund) recognises the difficulties that non-conventional place making projects encounter with securing finance from traditional sources e.g. banks. The fund acts as a ‘matchmaker’ between citymakers/placemakers and investors with an emphasis on projects that contribute to creating a lively and inclusive city by investing in initiatives with a clear social as well as economic return.

WHO
The tool is an initiative of STIPO and Stadkwadraat, and in 2019 received its first investment from the province of Utrecht, who invested €1 million in the fund. Following this, the Citymaker Fund made its first investment in December 2019 in the city of Utrecht. A subsequent partnership with the environmentally and socially focused Triodos Bank has exponentially increased the amount of capital available for investment. The aim is to expand the Citymaker-Fund to other provinces and cities, and grow it into a national and perhaps even a European fund for Placemakers and Citymakers.

HOW
The fund assists projects/individuals by either buying property or land, or by helping to finance the construction or renewal of buildings. It charges a low (below market) interest on loans with a rate of between 3-4.5% plus a management charge of 1%. The fund also advises citymakers with establishing a business model and assists them with making a case to the fund. Initiatives under consideration must meet STIPO’s requirements against a range of social indicators and Stadkwadraat’s on the business front. Only when both assessments are positive can the project move forward for funding.

The Citymaker-Fund is a Foundation (Dutch: ‘Stichting’) with an independent board. It also has an advisory board with experts from a range of multi-disciplinary fields. In time, it is hoped that private and other public investors will step in and invest along with private equity, thereby expanding the Citymakers’ scope.

WHY
‘Place-making’ is seen as a major source for good, helping to make cities sustainable, inclusive and attractive. Place-makers also tend to prioritise community participation, helping to place quality on larger public’s agenda. Despite their social impact, a healthy financial model is also necessary if the initiatives are to be sustainable themselves. For new players in the field, it is hard to gain access to financing, particularly from traditional commercial sources who are not immediately interested in social returns. This fund aims to fill that gap.

https://issuu.com/stipoteam/docs/cael_english_integral
Marineterrein Amsterdam

**PLACE**
Amsterdam, The Netherlands

**FULL NAME**
Marineterrein (Navy Yard)

**REMIT**
Local

**TOOL**
Support (financial) / Exploration / Persuasion

**KEYWORDS**
Financial tool / Partnerships / Public space

**WHAT**
Marineterrein is an experimental district, initiated in 2013 on a former naval yard owned by the Dutch Government, with the aim of devising and testing on-site solutions to urban and social issues. The municipality of Amsterdam has collaborated as its intended buyer in order to enable the transformation process of the area. The community working on this area represents a mix of innovative companies and organizations such as start-ups, restaurants, research institutes and organisations addressing urban sustainability issues. The development of the area is not defined by a pre-established plan, but rather continues to evolve and innovate by following an adaptive approach, according to the results and relevance of the experiments and research being carried out, in order to flexibly respond to new insights and emerging urban challenges.

**WHO**
The national government and the municipality of Amsterdam signed a cooperation agreement and established the Bureau Marineterrein as the project bureau to manage and assign the facilities of the area to suitable stakeholders and to plan the activities and projects to be developed on the site. It further informs the public about any developments and maintains an active dialogue with local residents. Several stakeholders are involved in the project, such as local residents, businesses and institutions in the Oosterdok area, the residents of Amsterdam, temporary tenants of the Marineterrein, companies and knowledge institutes in the city, and innovators throughout the Netherlands.

**HOW**
The Marineterrein was conceived as an incubator for innovation, bringing together a community of innovators, scientists and business to research and test on-site solutions to local (and global) issues surrounding pre-defined themes.

An incremental development process based on four phases (exploration of possible directions, feasibility of the projects, and the development and execution phases), will progressively and experimentally evolve the area into an urban district. Research will be carried out to determine which activities make the biggest contribution to the defined goals, and the companies and organizations of the Marineterrein must demonstrate their ability to innovate and willingness to share knowledge in order to be allowed to continue their activities on the site.

As the leader of the process, the Bureau Marineterrein selects the tenants and conducts the site's programming, with the tenants being selected according to their ability to contribute to the research on the pre-defined themes. They are offered temporary contracts, lasting from 1-3 or 5-10 years, depending on the amount of investment required from the organizations. Through temporary programming, Marineterrein aims to ensure that the process remains flexible in responding to rapid changes in societal needs. The Marineterrein community is used as a veritable testbed for experimenting with and implementing innovations. These experiments can be scaled up if enough alignment is found with values of the site and the community. Further responsibilities of the Bureau Marineterrein are to foster and enhance interaction among the community members through diverse activities as well as to introduce initiatives that contribute to the aims of the area's transformation and those of the organizations involved.

**WHY**
With its creative approach, the incremental development process of the Marineterrein has set an example as a territorial innovation and experimentation hub with numerous initiatives having been developed, tested and implemented that, besides influencing the area’s development, have also established prospective policies for Amsterdam at large. Moreover, the Marineterrein offers visitors and locals an
important recreational space in the busy city centre and has had a significant social impact by offering opportunities in the neighbourhood, which has a reputation for several social issues.

RELATED HORIZON 2020 PROJECTS

• Similarly, Halele Carol, a former factory hall turned into a leisure place for creative events in Bucharest, Romania, is studied by the project Open Heritage. Both sites, Marineterrein and Halele Carol, are developed with an adaptive reuse approach in which the process is open for change.


https://www.marineterrein.nl/

Panorama Lokaal

WHAT

Launched in 2019, Panorama Lokaal is a two-phase design competition focused on residential neighbourhoods on the outskirts of cities. In the first phase, local stakeholders can form a coalition and register a location. A maximum of seven locations will be chosen for which local coalitions formulate a design assignment aimed at innovation. In the second phase, creative teams develop design proposals for those locations and a jury selects a winner.

WHO

This tool is an initiative of the Board of Government Advisers of the Netherlands, chaired by the Chief Government Architect (Rijksbouwmeester), who advises the government on spatial quality.

HOW

During the first phase, local coalitions are invited to submit a location which focuses on a residential area built in the 1960s, 70s or 80s, and which is located on the edge of a city. In order to do so, municipalities, housing associations, residents and other local parties form a coalition and jointly register a location. The Board of Government Advisors then selects a maximum of seven locations, and for each, the local coalitions formulate a joint assignment aimed at innovation. This, in turn, provides the basis for the creative teams in the next phase, during which the design teams working on the assignments are required to constitute a multidisciplinary team, of which at least one member must be on the architectural register. An expert jury, led by the Chief Government Architect, selects three teams per location who are then allowed to develop their proposals further. Ultimately, the jury selects one proposal as the winning team. Panorama Lokaal will work to provide a follow-up assignment for this team, aimed at the realization of the plans.

WHY

Panorama Lokaal is an innovative design competition focused on residential neighbourhoods on the outskirts of a city, promoting partnerships among the municipality concerned and local stakeholders, as well as the establishment of multidisciplinary design teams. In doing so, the process goes beyond being merely a simple design competition, instead encouraging a special approach to the design of projects. Although only one project will be ultimately realized, the overall process of the design competition promotes and fosters a place making culture.

https://panoramalokaal.nl/
Q-teams

PLACE The Netherlands (several cities)
FULL NAME Ruimtelijke kwaliteitsteams (Spatial Quality Teams)
REMIT Local (several cities)
TOOL Rating / Support
KEYWORDS Design review / Guides / Partnerships

WHAT
Spatial Quality Teams (Q-teams) provide advice about enhancing the spatial quality of buildings, streets, neighbourhoods, cities, landscape and regions. Q-teams do not design projects but rather use various design governance tools to stimulate and preserve spatial quality.

WHO
Spatial Quality Teams are set up by local, provincial or national authorities.

HOW
Q-teams are multidisciplinary teams of experts that provide independent advice on spatial developments and spatial policy. Assen et al (2018) defined two types of Q-teams: specific and generic. A specific Q-team operates within the framework of a specific planning or developmental area, within the physical boundaries of the spatial assignment, such as an urban development zone or an infrastructural or landscape development. Within this area, the team guides and assesses individual projects on their contribution to the quality of the whole and may last only for the duration of the assignment. A generic Q-team operates within given administrative boundaries (a municipality, a province or even a region) and has no defined end date. Within this framework, the Q-team has a more proactive role as it can bring up topics for discussion, and stimulate, investigate, supervise, assess and evaluate. This means that generic Q-teams are more proactive, have a longer-term duration and provide an advisory role between the spatial vision established for an area and the diverse planned and spontaneous initiatives of private and public actors (Assen et al 2018: 5).

WHY
Spatial Quality Teams provide knowledge and design capacity to the local, provincial or regional authority through formal and informal advisory practices developed by multidisciplinary teams of experts, intervening in the early stages of planning and design processes. Although some of the Q-teams focus on the design review functions of specific urban development plans, several Q-teams are charged with a more proactive role promoting and enabling spatial quality within a defined jurisdiction.

https://www.collegevanrijksadviseurs.nl/actueel/nieuws/2016/10/26/help-een-q-team; http://q-factor.info/?page_id=259

NOTES
Room for the River

WHAT

The ‘Room for the River’ programme represents a paradigm shift in the approach to integrated water management in the Netherlands, both in terms of its attempt to integrate and work with existing natural, spatial and social conditions, and to bridge the gaps between top-down and bottom-up approaches, incorporating the considerations of multiple stakeholders.

A co-management strategy working across different governance scales, it aims to provide rivers with the space to flood safely, while simultaneously improving the spatial quality of their immediate surroundings. This programme encompasses four rivers: the Rhine, the Meuse, the Waal, and the IJssel.

WHO

A total of 19 partners - the provinces, municipalities, regional water authorities and Rijkswaterstaat cooperated in the implementation of the ‘Room for the River’ programme. The Minister of Infrastructure and Water Management was responsible for the overall programme and for the establishment of a Quality Team at the immediate start of the detailed planning process in 2006.

HOW

During the 1990s, the government of the Netherlands changed its policy on flood management, moving away from the continual raising of embankments and towards, in direct contrast, making more room for the rivers. In a so-called ‘Spatial Planning Key Decision’, 39 measures were decided on at the national level, although their implementation was de-centralised to local or regional authorities, or private parties. It was also decided that the measures should achieve a second goal, namely enhancing spatial quality. In order to ensure that this goal was met, a Quality Team (Q-team Room for the Rivers) was established as an independent entity commissioned to coach the planners and designers, to peer review the designs and plans, and to regularly report to the minister regarding the spatial quality achieved so-far. This so-called Q-team was given the assignment to produce independent recommendations on enhancing spatial quality, on request as well as following their own initiative, and was unrestrained by formal governmental or institutional opinions. The team consisted of a landscape architect, an urban planner, a river engineer, an ecologist, and a physical geographer, all of whom had many years of experience and were acquainted with the Rhine river delta.

WHY

The large-scale financial and structural governance arrangements put in place to create the ‘Room for the River’ flood safety programme have enabled a transition towards integrated river basin management in the Netherlands. In terms of approaching multiple objectives and spatial scales, the programme’s design, multi-level governance processes, and Q-team quality control framework largely contributed to spatial quality, which was defined as the balance between hydraulic effectiveness, ecological robustness, and cultural meaning and aesthetics.

https://www.stowa.nl/deltafacts/waterveiligheid/waterveiligheidsbeleid-en-regelgeving/room-river
Stadsherstel

PLACE Amsterdam, The Netherlands
FULL NAME Pakhuis de Zwijger (Warehouse of the Silent)
REMIT Local
TOOL Information / Support (financial) / Exploration
KEYWORDS Partnerships / Financial tool

WHAT
Stadsherstel is a limited liability company and a public housing corporation with a social purpose. It aims to prevent the demolition of heritage assets in the city of Amsterdam by renovating, repurposing, and renting them out. Since its foundation in 1950s the organization has restored over 750 buildings through an operating model that is based on circular business and governance approaches, thus enabling the restoration of an increasing number of monuments and buildings.

WHO
Stadsherstel was founded by locals that aspired to establish an organization to restore local buildings, hence saving them from the municipality's plan to demolish and remove monuments and residential buildings from the city centre. Today, Stadsherstel has the support of the municipality that funds it along with other shareholders; these include Dutch banks, insurance companies, and charities, supplemented by subsidies and contributions from funds and private individuals, as well as the capital of Stadsherstel itself.

HOW
The circular business and governance model with which Stadsherstel operates, involves buying and renovating properties by continuously reinvesting incomes and subsidies into restoring heritage assets and making them available for residential, social and cultural uses. The shareholders receive only a modest dividend, which allows Stadsherstel to invest further in repurposing buildings. Moreover, the organization involves the unemployed, students, and apprentices in its reconstruction processes - a practice that features its social purpose.

One of the several buildings renovated and repurposed by Stadsherstel is Pakhuis de Zwijger, a National Industrial Monument and a former cooled warehouse that today serves as an international centre for the creative industry, hosting a variety of activities. The building is located in the inner harbour of Amsterdam and was renovated through a bottom-up initiative led by local cultural organizations. In 1997, the city administration recognized this activity and formally assigned the monument to cultural use, establishing the Foundation de Zwijger, which was joined by local informal actors. Later, Stadsherstel acquired and renovated the building and remained as its owner in order to guarantee a good state of maintenance. Today, the building is managed through a model in which the Foundation de Zwijger is responsible for the non-profit work of the evening programming, whereas the daily programming is overtaken by other organizations that either rent out the event areas or manage the restaurant. Each of the organizations has an agreement with Stadsherstel.

WHY
With over 750 renovated and repurposed buildings, Stadsherstel is a successful example of the use of circular business and governance models for re appropriating heritage assets. Besides reducing waste and raw material consumption by preventing demolition and instead renovating buildings, it continuously reinvests in order to redevelop and manage significant monuments and buildings in Amsterdam.

https://dezwijger.nl/
http://stadsherstel.amsterdam/
Oslo Architecture Triennale

WHAT
The Oslo Architecture Triennale (OAT) is the Nordic region's largest architectural festival and serves as an arena for the dissemination and discussion of architectural and urban challenges. It was first established in 2000 and continues to be held in Oslo every third autumn for a period of about ten weeks. The 7th edition took place in 2019 under the title of “Enough: The Architecture of Degrowth”.

WHO
The National Association of Norwegian Architects (NAL) initially established OAT. In 2009, it was founded as a non-profit association whose members include the NAL, the Oslo School of Architecture and Design, Design and Architecture Norway (DOGA), the Oslo Architects’ Association, the National Museum of Architecture and the Oslo Business Region. Since 2015, a further nine Associated Members have been added: The Association of Consulting Architects in Norway, the Agency for Planning and Building Services in Oslo, the Bergen School of Architecture (BAS), FutureBuilt, the Norwegian Organization of Interior Architects and Furniture Designers (NIL), the Norwegian Association of Landscape Architects (NLA), the Norwegian University of Science and Technology (NTNU), and ROM for Art and Architecture. OAT is financed through membership fees, state subsidies, funds and grants from private sponsors.

HOW
The OAT programme consists of exhibitions, conferences, debates, competitions, publications and various kinds of events. Contributing to the last edition were around 140 teams including architecture practices, economists, playwrights, fiction authors, and performers. The elements of theatre and fiction were emphasised through media such as immersive installations and performances in an effort to promote broader audiences’ engagement with the future of their cities and to challenge the ways and methods with which architects and planners communicate with the public.

WHY
A strong association bringing together public authorities, professional organisations and non-profits, together making a substantial effort to engage with different audiences and to open up discussion and exploration into how urban environments are designed.

http://oslotriennale.no/en/
Oslo waterfront regeneration

PLACE: Oslo, Norway
FULL NAME: Bjørvika Utvikling (Bjørvika development)
REMIT: Local and national
TOOL: Analysis / Information / Support (financial)
KEYWORDS: Financial tool / Competitions / Culture / Partnerships / Public space

WHAT

Bjørvika is a waterfront district in Oslo, undergoing redevelopment as part of the long-term transformation of the area as part of the Fjord city project, implemented by the municipality since 2008. The area’s public spaces and physical infrastructure are being developed by the company Bjørvika Infrastruktur (Bjørvika Infrastructure limited) and will ultimately be handed over free of charge to the municipality of Oslo, which will become the property owner and takes on the responsibility of maintenance. The quality of the public spaces is secured through a combination of various formal and informal tools that have built on the long-term vision starting as early as 1982.

WHO

The area development of Bjørvika was initiated by the municipality of Oslo in collaboration with state agencies and the national government. It is governed as a collaboration between the Oslo city council, the planning authorities, and Bjørvika Utvikling, which is owned by the private-public companies HAV Eiendom AS, Oslo S Utvikling AS and Entra ASA, alongside the private company Linstow AS.

HOW

The quality of the public spaces delivered in Bjørvika are the result of a combination of different tools and practices, using a networked governance model that has provided a holistic approach to place development and the financial security necessary to produce quality urban design. Bjørvika Infrastruktur develops the public spaces and technical infrastructure on behalf of the property owners, namely the private-public companies HAV Eiendom, Oslo S Utvikling AS and Entra ASA and the private company Linstow AS, that own the parent company of Bjørvika Infrastruktur, Bjørvika Utvikling AS (Bjørvika Development limited). The agreement between the public shareowners established that Bjørvika Infrastruktur would finance and develop the physical infrastructure, whereas Oslo municipality is responsible for the social infrastructure. A clause in the agreement stipulates that each square metre of sold property should yield a certain sum towards the development of public space. A further clause prescribes that HAV Eiendom should provide a loan to Bjørvika Infrastruktur and that the public landowners can then develop housing and office buildings. This means that the municipality of Oslo does not take on any direct financial risk.

Second, the regulation plan of Bjørvika that has been adopted by the Oslo city council as a legal framework for its development and construction, encompasses a range of non-juridical guidance tools that include a cultural programme, a design handbook and an overarching environmental programme; thus, providing for the area’s spatial cohesion, as well as for aesthetic, cultural and environmental quality. These offer extensive guidelines and a set of indicators, allowing the developers and architects to interpret these principles and incorporate them in their projects. Moreover, they secure democratic public space provides accessibility to this otherwise exclusive area of high-cost housing and offices.

Finally, planning authorities have utilised various tools to help inspire the urban developers and to help ensure enhanced outcomes. Such tools include, for example, scenario building, debates and concept competitions that inform stakeholders about urban design quality and its value to the built environment.
WHY

The quality public spaces delivered in Bjørvika are a successful example of a deliberate combination of different formal and informal tools—making a case for the networked governance model—alongside a variety of guidance and analytical tools. It further highlights the importance of vision building and cultural programming that provide the framework within which project stakeholders are able to build essential competencies for delivering holistic quality design outcomes.

https://www.bjorvikautvikling.no/portfolio-item/information-in-english/
Praga Lab

PLACE  Praga district, Warsaw, Poland

FULL NAME  Praga Lab – OpenHeritage Project

REMIT  Local / city district

TOOL  Exploration

KEYWORDS  Partnerships / Sustainability / Community participation

WHAT

Praga Lab is part of the OpenHeritage Project, and focuses on an area of Warsaw that is a classic example of the processes associated with gentrification; significant urban heritage features, an industrial past, a deprived economy, pre-existing stigma, artistic hotspots, incoming private investment, and a large-scale municipal ‘urban rehabilitation’ project. The lab mainly aims to reconnect local communities, NGOs & other actors to the redevelopment process, using heritage to form the link. It was established in June 2019 with a planned timeframe of three years.

WHO

OpenHeritage is a Horizon2020-funded project coordinated by the Metropolitan Research Institute (Budapest). The Praga Lab is one of six Cooperative Heritage Labs set up by the project and is run by the Warsaw branch of the Association of Polish Architects (OW SARP).

HOW

The Lab team’s first step was to conduct research identifying the most relevant values of local heritage and the stakeholders with whom cooperation should be established. This included desk research, a wide range of interviews, following and participating in public debates, relevant artistic activities, and so forth, as well as social media engagement. With that research as a foundation, the Lab is now following three complementary paths of action: (a) constructing a map as part of the online participatory platform of the lab, aimed at revealing the different dimensions of local heritage, (b) launching a call to find artists and creative entrepreneurs whose work could be pertinent to the Praga district and its heritage and (c) planning workshops to develop model solutions for the adaptive reuse of heritage.

WHY

It is the general goal of all OpenHeritage Labs to provide a testing ground for developing methods of involving the local community in the practice of adaptive reuse, as well as to create transferable governance and financial models for the same purpose. The Praga Lab in particular is heavily engaged with the intersection of the built environment and the local economy, moving beyond traditional conservation approaches to heritage and into the territory of local governance and redevelopment processes. In other words, heritage here is simply the intersecting link between an international research project (and EU support) and the specific, local qualities of an area undergoing major change. More importantly though, the Lab is a fixed-time experimental format that has the potential to be integrated into local governance and have a long-term impact, developing models that could be used in a wide range of conditions and not necessarily be heritage-related.

https://ohpraga.pl/?locale=en

https://openheritage.eu/heritage-labs/praga-district-warsaw-pl
Warsaw City Architect

PLACE Warsaw, Poland
FULL NAME Architekt miasta (city architect)
REMIT Local
TOOL Analysis / Information / Persuasion / Rating / Support / Exploration
KEYWORDS City architect

WHAT
The City Architect of Warsaw is the director of the Architecture and Spatial Planning Office, which is responsible for the spatial development policy of the City of Warsaw. The office assumes a wide range of competences such as the preparation and assessment of local municipal plans, the supervision of the design quality of building proposals, and the organization of architectural awards and related initiatives.

WHO
The City Architect manages the Architecture and Spatial Planning Office of the City of Warsaw.

HOW
The scope of the office includes a wide range of competences and uses a range of governance tools for urban design, namely preparing and implementing spatial development policy; assessing the progress of local plans under development; coordinating the implementation and monitoring of key projects under the City Revitalization Programme; conducting projects related to comprehensive transformations of public spaces; operating the Urban and Architectural Commission; preparing and implementing architectural and urban design competitions and prizes, including those for public facilities and public spaces; and handling matters related to the promotion of architecture within the city itself.

WHY
The City Architect of Warsaw assumes the role of the city’s design champion, explicitly tasked with providing urban design leadership, cross-stakeholder advocacy, and cultivating the conditions under which place-making can be prioritised in the city, ultimately enabling the delivery of better outcomes on the ground. This office has a direct impact on the quality of urban areas, as it possesses tools encompassing both the formal and informal sides of the urban design governance toolbox.

https://architektura.um.warszawa.pl/bajpp
BIP/ZIP Programme

PLACE Lisbon, Portugal
FULL NAME The BIP/ZIP Programme - Neighbourhoods and Priority Intervention Zones
REMIT Local
TOOL Exploration / Support (financial)
KEYWORDS Community participation / Public space / Finance

WHAT
The BIP/ZIP programme supports small-scale, community-driven projects in deprived neighbourhoods, allowing bottom-up experimentation in the form of co-governance models, design solutions and cultural initiatives, to name only a few. BIP/ZIP officially started in 2011 and remains active today.

WHO
The BIP/ZIP programme is managed by the City Council of Lisbon.

HOW
The BIP/ZIP programme first appeared in the objectives of the Local Housing Programme (PLH), approved by the city in late 2009. Since 2011, the programme has aimed at implementing small, local interventions that promote the emergence of activities in neighbourhoods and in Priority Intervention Zones able to “make viable responses to social and urban emergencies” as a “challenge to the well-being of the whole community.”
This programme is highly open in terms of partnerships and themes, among which several stand out: the promotion of citizenship, skills and entrepreneurship, prevention and inclusion, rehabilitation and redevelopment areas, and the improvement of life in neighbourhoods. Its philosophy is based on the establishment of local partnerships, together with the parish and local associations, communities and non-governmental organizations, contributing to the strengthening of social and territorial cohesion in the city. The programme’s primary goal is the promotion of active citizenship that will strengthen the integration of these territories in the city (see CRESPO et al, 2016).

WHY
BIP/ZIP has a strong participatory dimension, including participatory budgeting. It has successfully established links between different scales: citywide strategic development and local, small-scale projects.

RELATED HORIZON 2020 PROJECTS
• The site of Marquês de Abrantes, that is included in the project Open Heritage, was reconstructed as part of the BIP/ZIP Programme. The neighbourhood is part of the larger area of Marvila that the ROCK project focuses on. The Lisboa Heritage Lab (established by the Open Heritage) looks into synergies created by the two projects, Open Heritage and ROCK, and explores their potential for both the neighbourhood and the territory: https://openheritage.eu/heritage-labs/marques-de-abrantes-portugal/; https://www.rockproject.eu/replicators
• The cooperative (and building) of Largo Residenciãs, also studied by Open Heritage, has actively participated in the BIP/ZIP Programme and received a grant from it that enables launching Largo’s activities:

http://bipzip.cm-lisboa.pt/
https://cooperativocity.org/2017/05/07/bipzip/
NOTES
Architecture Stamp

WHAT

Timbru de arhitectură (Architecture Stamp) is a cultural fund dedicated to the promotion of architecture and building culture in Romania. This cultural fund is financed by a fixed percentage of the investment value of the construction-taking place across the country, which is collected by local authorities and subsequently delivered to the two Romanian professional organizations of architects.

WHO

The Architecture Stamp is managed by the Order of Architects of Romania (OAR) and the Union of Architects of Romania (UAR).

HOW

The funding of ‘Architecture Stamp’ originates from a tax charged by local authorities when issuing a building permit, with the collected funds turned over to both professional associations of architects. The amount for this tax is comprised of 0.05% of the investment value of any construction project, regardless of the beneficiary or destination. In this context, companies and citizens are obligated to pay this tax when applying for a building permit. The stamp fee is thus added to the value of the investment and is paid by the investor or owner together with the fee for the building permit for any construction where authorization is required. When issuing this authorization, local authorities must calculate and charge 0.05% of the value of the investment, so that they can then transfer these collected amounts to both of the professional architectural associations, the Order of Architects of Romania (OAR) and the Union of Architects of Romania (UAR). These two organizations use this fund to finance the cultural programming of activities, such as, cultural events, debates, publications, exhibitions/expositions, etc. In addition, OAR has created a specific annual funding programme for cultural and editorial projects, through an annual call for projects open to all creatives and professionals (not only architects), associations and organizations whose mission it is to promote architecture and building culture, as well as all publishers/publications concerned with architecture.

WHY

The Architecture Stamp provides financial support for a diversified cultural programme, financed by an innovative funding scheme, aimed at disseminating knowledge among stakeholders and raising awareness about the value of design quality alongside its benefits to the general public.

## CE.ZA.AR Award

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<tr>
<th>PLACE</th>
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<tr>
<td>FULL NAME</td>
<td>Cena za architektúru Slovenskej komory architektov (CE.ZA.AR)</td>
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<td>REMIT</td>
<td>National</td>
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<td>TOOL</td>
<td>Persuasion</td>
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<td>KEYWORDS</td>
<td>Culture</td>
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### WHAT

The CE.ZA.AR Award is an annual prize that aims to emphasize the cultural value of architecture, to promote the excellence of professional performance, and to cultivate public awareness of the value of design quality for improving the quality of the built environment. It also aims to promote the architectural work of the members of the Slovakian Chamber of Architects.

### WHO

The CE.ZA.AR Architectural award is promoted by the Slovakian Chamber of Architects.

### HOW

In its 18th edition, the CE.ZA.AR Award is open for online submissions every April. The prize is awarded by a seven-member panel of judges, including domestic and foreign experts who, in the first round, select a limited number of the submitted entries to move on to a second round. During this second round, the jury will visit the selected works, and subsequently, they will ultimately select the nominations and determine the winning works from six categories through a vote. These six categories are family housing, apartment buildings, civil and industrial buildings, interior design, exterior spaces and architecture phenomena. Besides these, there are two other additional categories: ‘patron of architecture’ and a ‘public award’. The first is intended to reward a person or organization that has made an exceptional contribution to the development of architecture and the building culture in Slovakia. The second is a public award based on the votes received in September in an online vote on the portal of a Slovakian daily newspaper.

### WHY

The CE.ZA.AR award promotes a design culture by rewarding the best practices and raising public awareness on the importance of design quality, as well as the importance of the profession and its impact on the environment.

[https://www.cezaar.tv/nominacie/](https://www.cezaar.tv/nominacie/)
Future Architecture Platform

WHAT
Future Architecture is a pan-European platform of architecture museums, festivals, and producers, bringing ideas on the future of cities and architecture closer to the wider public.

WHO
The Future Architecture platform is designed and coordinated by the Museum of Architecture and Design (MAO) in Ljubljana, Slovenia. It currently includes around 26 European cultural players in architecture who perform specific roles within a complex European architecture program. It connects multi-disciplinary emerging talents to high profile institutions like museums, galleries, publishing houses, biennials, and festivals. It provides talented conceptual thinkers and practitioners in architecture with opportunities to speak up—and be seen and heard.

HOW
The platform is funded by the Creative Europe programme of the European Union. Their programme consists of activities such as the “Call for Ideas,” a competition for ideas to advance and address contemporary issues in architecture, the “Creative Exchange,” an annual gathering of architecture lovers and professionals, the “European Architecture Program,” a series of the most significant and interconnected architectural happenings and events in Europe, and “Archifutures,” an innovative digital/analogue publishing hybrid that brings together the possibilities of critical editorial work, innovative printing and active user intervention.

The platform members are selected through a “Call for Members” process in order to assure that they offer a sufficient level of ambition, experience and dedication in the field.

WHY
Future Architecture joins together a diverse range of high-quality cultural and educational institutions in Europe into an innovative network that allows for better knowledge exchanges on ongoing dilemmas in the architectural field and opens them up to an interdisciplinary audience.

https://futurearchitectureplatform.org/
http://mao.si/
Barcelona Regional

PLACE Barcelona, Spain
FULL NAME Barcelona Regional
REMIT Regional
TOOL Analysis / Information / Support
KEYWORDS Partnerships / Guides

WHAT
Barcelona Regional is a public agency for strategic, urban and infrastructural planning on both a city and metropolitan scale, yet exists outside the formal regulatory planning system. It was created in 1993 based on the experience gained during the urban transformation of the city of Barcelona for the 1992 Olympic Games.

WHO
The Barcelona City Council leads Barcelona Regional, with the participation of nine other public shareholders, including the Barcelona Metropolitan Area, the Port of Barcelona, Barcelona International Airport and the Zona Franca Consortium.

HOW
Barcelona Regional was established as a public institution dedicated to strategic, urban and infrastructural planning to support its members and other public authorities at the metropolitan scale and for major urban projects within the city of Barcelona. Since its establishment, the agency has participated in numerous transformative master plans, such as the environmental recovery of the Besòs river, the urban development management of the area of the Forum of Cultures in 2004, the infrastructural and urban renewal plan for Barcelona's former industrial area of Poblenou (also known as the innovation district of 22@Barcelona), and the planning of high-speed rail infrastructure, including La Sagrera and Sants. These major projects were approached from a comprehensive perspective through an extensive multidisciplinary team of architects, town planners, engineers, geographers, economists, and biologists. Besides functional works, it also develops research activities to collect information and data on urban, economic, social and environmental indicators, which are then analysed and used to feed into didactic manuals and other publications about the city and metropolitan area of Barcelona.

WHY
Barcelona Regional provides strategic urban planning capacity to the City Council of Barcelona and its members by developing studies to promote urban innovation and knowledge about the city and the metropolitan area of Barcelona, a city particularly known for its design excellence. Barcelona Regional conducts these activities outside the formal regulatory planning apparatus. As an urban think-tank, it attempts to think outside the box on proposals that range from a single neighbourhood to the entire metropolitan area, including the development of major transformative projects in the city.

https://www.bcnregional.com/ca/
**Estonoesunsolar**

**PLACE** Zaragoza, Spain  
**FULL NAME** Estonoesunsolar (This is not a vacant lot)  
**REMIT** Local  
**TOOL** Exploration / Support (financial) / Information  
**KEYWORDS** Community participation / Public space / Finance  

**WHAT**

Through the combined employment and urban development strategy titled Estonoesunsolar, the Zaragoza city council aims to implement an employment plan for the area's long-term unemployed by providing them with work cleaning abandoned empty plots of public and private land and thus, in the long run, to rehabilitate the city centre. This strategy enables temporary public use of these sites as squares, children's playgrounds, and community gardens, while clearing the plots for their ultimate purpose: housing construction.

**WHO**

Initiated by two local architects, Ignacio Grávalos and Patrizia Di Monte, and further developed by the Zaragoza City Council, Estonoesunsolar is supported by an independent technical office operating under the municipal housing entity. The establishment of the office was proposed by the architects with the aim to provide effective and quick responses to the social and spatial issues faced by the city. The office is the main actor in the process and is responsible for developing the strategy as well as dealing with the realization, management and maintenance of all interventions.

**HOW**

The temporary interventions are proposed by the technical office and discussed in the relevant municipal district council in several meetings. However, in some cases they are an outcome of a co-design process. Once the final decision is agreed upon by all participants, the proposed intervention is carried out with a group of workers selected though an unemployment plan. The integration of the public and private sites into the city's network of public spaces is accomplished by dismantling the surrounding walls and fences, and hence by cleaning and redeveloping the plots that emerge. The average time spent on one intervention is four weeks, involving the process of obtaining the lot owner's permission, selecting a specific use for it based on various types of citizen participation, designing each intervention, as well as the subsequent construction process. The planning for an intervention is conducted by the technical office architects; the main local actors are involved by consulting them on the neighbourhood's needs through a series of meetings. Moreover, the neighbourhood is invited to supervise the program and design of the plot, although not always following the city's regulations, since most of the planned uses are obsolete. The least successful interventions are modified as necessary, thereby serving simultaneously as a learning experience for improving future interventions. Although these are temporary, all projects have been conceived to yield a long-term impact, leading to the improvement of the public space quality, and an increase in the quantity of public facilities in the city centre. This is achieved by keeping the number of temporary interventions constant through initiating new lots while dismantling existing ones and using the emerging empty spots for housing construction.

**WHY**

With its creative and effective approach, the Estonoesunsolar project represents a successful example of a strategy established by a public-private partnership intended to tackle multiple social and urban issues. By improving public space use through the creation of public areas adjusted to respond to the locals' needs, this project has a significant positive impact on the relationship between locals and the public administration, as well as on the citizens' perception of their city, while also strengthening their sense of belonging. The strategy's temporary and innovative nature promotes experimentation while enhancing learning about the social role that architecture and urban planning can play within the specific context.

[https://estonoesunsolar.wordpress.com/][1]; [https://www.facebook.com/estonoesunsolar][2]; [https://youtu.be/f8Dr_oBF17M][3]
LaFábrika detodalavida

PLACE Los Santos de Maimona, Spain
FULL NAME LaFábrika detodalavida (The Factory of a Lifetime)
REMIT Local
TOOL Support / Exploration
KEYWORDS Community participation / Public space / Partnerships

WHAT
LaFábrika detodalavida is a participatory cultural space established in an abandoned cement factory in a rural region of Extremadura, in the west of Spain. The site was renovated and continues to be managed by, as well as being named after, the collective of LaFábrika detodalavida. The operation is enabled through an agreement with the local town council. Today, the collective represents a space, for locals, as well as a variety of organisations, projects, and initiatives, for economic, social, and cultural experimentation and regeneration with the aim of realising inclusive self-management as well as increasing the number of opportunities and cultural projects in the rural framework.

WHO
 Owned and dismissed for many years by the municipality of Los Santos de Maimona, the site has been informally reappropriated by a group of local citizens and is now managed through an agreement between the town council and the LaFábrika detodalavida collective, that was signed in 2013.

HOW
The initiative to make use of the abandoned factory site was suggested to the municipality by the non-profit organisation LaFábrika detodalavida, founded in 2009. The agreement reached and the resultingly established joint management of the site seek to ensure a successful, long-term partnership by defining clear roles for the municipality and the collective. LaFábrika detodalavida can use the factory’s buildings and the site for free, under the precondition that it renovates the space, manages the activities taking place within its confines, fulfils legal obligations (such as the purchasing of insurance) and promotes local tourism, culture and youth engagement. Moreover, the issuance of an annual report is required. In turn, the town council has taken responsibility for the running costs (such as those for utilities like water and power) and provides support in seeking out assistance for further renovations while allowing the collective access to the materials stored on the premises of the site. In order to improve the cooperation and to ensure the smooth running of the project, the agreement further establishes a monitoring committee comprised of members of both parties that meets every six months. Due to lack of a budget, the reconstruction is entirely self-funded by the collective through crowdfunding and smaller amounts of money from awards and grants, such as the EU-funded INTERREG program. The reconstruction and management processes, however, mainly rely on the social and human capital of the collective as well as on the engagement of the locals.

WHY
The agreement lays the foundation for an innovative public-private partnership that is based on exchange by enabling the collective to use the site for free while charging the municipality with material support. Furthermore, it highlights the power of determined bottom-up initiatives as well as the power of crowdfunding as a means to realise a significant, otherwise no-budget project in a deprived rural area. Above all, LaFábrika detodalavida features the cultural, social, and economic potential of renovating heritage and industrial sites in rural regions and the significance of their revitalisation processes at fostering community engagement centered around the joint management of commons.

https://lfdtv.org/
La Marina de València

PLACE Valencia, Spain
FULL NAME La Marina de València (Valencia’s waterfront)
REMIT Local, regional, national
TOOL Analysis / Persuasion / Rating / Support (financial) / Exploration
KEYWORDS Financial tool / Competitions / Living labs / Partnerships / Public space

WHAT
Valencia’s waterfront area was initially redeveloped for the 32nd regatta of the America’s Cup in 2007. Following the race, the focus of the regeneration efforts in the area was reoriented towards the long-term needs of the city, with the local and regional governments presenting a new plan for the area in 2010. The process that followed included a number of elements, among which an Urban Living Manifesto was used to guide the stakeholder selection and establish key principles for the design and management of public spaces. The decision-making process utilised open design competitions involving a mix of public participatory processes, co-design and urban analysis in order to achieve a greater spatial quality.

WHO
The transformation process of Valencia’s waterfront area was governed and implemented by a joint body, the Consortium Valencia 2007, formed by the national, regional and local governments, and chaired by the mayor of the city.

HOW
The initial stage of the area’s transformation included a masterplan establishing the infrastructural works required for the regatta, as prescribed in the contract with the company handling the regatta, America’s Cup Management, and implemented directly by the Consortium. The project was financed by a loan guaranteed by Spain’s central government, but following the regatta the area returned to a state of being deserted and hence, failed to generate the further income necessary to re-orientate the area toward its post-competition mode. To address this situation, in 2010 the local and regional governments introduced a successful new Strategic Plan for 2017-2021 in order to revive the waterfront area. Two factors led to its ultimate success. First, the historical debt was paid off jointly by the central, regional and local governments, which enabled the Consortium to refocus on delivering high-quality urban design by transforming La Marina into an economically sustainable innovative and productive space. This was also one of the main objectives of the Consortium, as stated in the Strategic Plan. Second, soft governance tools were used to deliver the objectives of the aforementioned Strategic Plan. For this, an urban living lab was established, and its first workshop led to an Urban Living Lab manifesto, which offers guidance to stakeholders involved in the placemaking process as well as regarding the key principles for the design and management of public spaces. Additionally, it is also used as a rating tool for the assessment of tender proposals and design competitions by the Consortium, thereby ensuring that entries to design competitions abide by the Strategic Plan. Moreover, they must include a participatory placemaking dimension as part of their overall design process. Thus, the design governance approach used in Valencia’s waterfront area today is centred around local decision-making, entailing open design competitions that involve a mix of public participatory processes, co-design and urban analysis.

WHY
The use of soft powers in urban design governance, political commitment, as well as a sound financial footing are essential to achieve spatial quality in the given context. Above all, it makes a case for the importance of prioritizing long-term spatial planning over short-term objectives, and for placing urban quality at the centre rather than considering it to be a self-evident outcome of a development process.

**Madrid Architecture Week**

**PLACE** | Madrid, Spain
---|---
**FULL NAME** | Semana de la arquitectura (Architecture week)
**REMIT** | Local
**TOOL** | Information / Persuasion
**KEYWORDS** | Culture

**WHAT**

Already in its 16th edition, the Madrid Architecture Week is an annual event dedicated to the promotion of architecture and urbanism, including a diverse array of cultural activities, such as debates, exhibitions, architectural and urban planning itineraries, lectures and other open events.

**WHO**

The Madrid Architecture Week is organised by the Architects' Association of Madrid (COAM) through its Architectural Foundation together with the City Council and the Community of Madrid.

**HOW**

This Architecture Week usually takes place during the first week of October and encompasses a diversified programme of events and activities in different institutions, including exhibitions, conferences, seminars and training courses. With new itineraries every year, one of the highlights of the event is the opening of buildings of recognized architectural value comprised of guided tours for young and old people. Each year a new theme is defined, which may include an invited city with its dedicated exhibition, alongside a cycle of dialogues and debates about that city. The Architecture Week includes parallel activities, such as, bestowing design awards that recognize the quality of recent architecture, good professional practices and exemplary initiatives that have contributed to the dissemination of architecture; non-specialist training courses about the history and urban transformations Madrid has undergone; and the promotion of children's activities about architecture and heritage in different residential areas with the help of local neighbourhood associations.

**WHY**

The Madrid Architecture Week is an excellent representative example of an integrated event dedicated to promoting design quality. Similar to other architectural and cultural events across Europe, the Madrid Architecture Week aims to raise awareness of the importance of high quality built environments. Its strength lies in the range of tools and cultural initiatives it uses, from events, to awards, to educational initiatives aimed at a diversity of audiences from professionals to children. In doing so, it brings architecture closer to the general public.

https://www.semanaarquitecturamadrid.com/
### National Architect of Sweden

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<th>PLACE</th>
<th>Sweden</th>
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<tr>
<td>FULL NAME</td>
<td>Riksarkitekten (National Architect)</td>
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<tr>
<td>REMIT</td>
<td>National</td>
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<tr>
<td>TOOL</td>
<td>Information / Persuasion / Support</td>
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<tr>
<td>KEYWORDS</td>
<td>City architect</td>
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**WHAT**

The National Architect's mission is to lead and coordinate the implementation of Swedish architectural policy at the national level, both within the National Board of Housing, but also for other public authorities across the country. Among other tasks, the National Architect provides design support to local and regional authorities to foster spatial quality and contribute to the long-term development of sustainable cities in Sweden. The first Swedish National Architect was appointed in 2018.

**WHO**

The National Architect works at the Swedish National Board of Housing, Building and Planning.

**HOW**

The Swedish National Board of Housing, Building and Planning (Boverket) is responsible for the implementation of the national 'Policy on Architecture and Designed Living Environment'. Within this framework, Boverket decided to appoint a National State Architect to provide design leadership and highlight the role of architecture in society in order to promote design quality throughout the country. The National Architect is subordinated to Boverket's Director General. Although it is a recently created position, among other things, the National Architect should coordinate and provide support to public actors at the national, regional and local levels in matters of architecture, design and sustainability in their planning work. Since the role was first created in September 2018, the National Architect has gathered comments and requests from the state authorities, which are specifically designated in the architecture policy, to be able to provide support with guidance, tools, good project examples, inspiration and arguments for high quality architecture. The National Architect also chairs the Sustainable Cities Council established in 2017, which works to implement the government's policy for sustainable urban development and to contribute to the long-term development of sustainable cities in Sweden.

**WHY**

The appointment of a National Architect is a practical way for national governments to provide design leadership and strategic advice across all the different sectors and administrative levels, as well as to contribute to policy and design advocacy. The holder is charged with implementing public policy on architecture and design and with maintaining any form of national momentum focused on improving the quality of the built environment.

[https://www.boverket.se/sv/samhallsplanering/arkitektur-och-gestaltad-livsmiljo/riksarkitekten/](https://www.boverket.se/sv/samhallsplanering/arkitektur-och-gestaltad-livsmiljo/riksarkitekten/)
Baukollegium Zurich

PLACE Zurich, Switzerland
FULL NAME Baukollegium (Design Advisory Board)
REMIT Canton (state) / local
TOOL Rating
KEYWORDS Design review

WHAT
The Zurich Baukollegium is an independent design advisory board that provides spatial design advice to the Zurich City Council. This design advisory board assists the city council in evaluating the design quality of projects by offering recommendations via a peer review system. In this way, the board helps optimise design outcomes through planning and construction regulatory processes.

WHO
The design advisory board is composed of members of the City Council of Zurich and external experts from the fields of architecture, spatial planning and urban development.

HOW
The Design Advisory Board of Zurich advises the city council and the building permit authority on matters of urban planning and architecture. In practical terms, the advisory board helps guide individual development projects that have a significant impact on the cityscape by providing an expert opinion regarding overall design quality, including issues of functionality, visual appearance, mass, scale, and integration with neighbouring buildings and the urban context. The composition and tasks of the advisory board are regulated by the building regulations of Zurich, whose function is further detailed in a city ordinance. The advisory board is composed of external experts and members of the administration, which are elected by the city council every four years.

WHY
The Design Advisory Board of Zurich assists the city administration by providing independent design advice on construction and planning projects that complement those obtained through formal design review functions of the Municipality of Zurich. In doing so, the board adds further capacity to the statutory planning system and supports the urban development department in reviewing the design quality of development projects whilst also influencing subsequent negotiations and drafting reports on formal applications.

https://www.stadt-zuerich.ch/hbd/de/index/ueber_das_departement/organisation/gremium/baukollegium.html
Mehr Als Wohnen housing cooperative

WHAT
The Swiss Housing Cooperatives are set up to secure high-quality living environments with associated economic or social benefits for their members through joint economic operations.

WHO
The Hunziker Areal in Zurich Leutschenbach was the first project for the housing cooperative Mehr Als Wohnen (Eng. more than housing), which was founded in 2007. It is a flagship project that strengthens the identity of the growing district of Zurich North. It has increased awareness of the Swiss cooperative scene and its important role in the construction of affordable and high-quality living and working spaces. As the name suggests, the Hunziker Areal, with more than 40,200 square meters under its management, is much more than a typical housing cooperative: it is an urban microcosm containing 370 apartments, restaurants, guesthouses, shops, studios and more. In addition, the project also offers around 150 jobs and housing for 1,200 people with very different housing requirements and backgrounds.

HOW
Swiss housing cooperatives are well-established, non-profit legal entities—usually a cooperative or a corporation—which owns real estate and which can manage the development of several units to over a thousand dwellings. They are a distinctive form of affordable home ownership with characteristics that distinguish them from other forms of housing such as single-family home ownership, condominiums or renting. In Switzerland, housing cooperatives represent more than 5% of the entire country's housing stock (and nearly a quarter of Zurich). The Mehr Als Wohnen co-operative is financed by a variety of sources: members of the cooperative pay an equity deposit which is refunded (with interest) when they vacate their residence; the state grants special low interest loans; and the co-op issues bonds, and borrows through mortgages from banking institutions. The weight of each of those funding instruments is, respectively, 10%, 10%, 15%, and 65%.

WHY
The project provides a stable long-term living environment for residents across different generations, cultures and social backgrounds, offering a mixture of traditional and new housing types, additional rooms or workspaces to let, large scale flat-sharing communities, satellite homes, and a wide variety of common rooms and recreational facilities. The residents assist in the development of the area by working together in teams, participating in workshops and voting for decisions, and actively engaging in political processes.

RELATED HORIZON 2020 PROJECTS:
• Sargfabrik, a housing cooperative in Vienna, Austria, is another successful example enabling affordable living and social inclusion, studied by the project OpenHeritage. Sargfabrik is similarly governed by the residents in co-determination and financed from different sources:

https://www.mehralswohnen.ch/
https://www.youtube.com/watch?v=5WB90Qgvkbk
Zurich 3D

PLACE Zurich, Switzerland
FULL NAME 3D Stadttmodell
REMIT Local
TOOL Exploration / Analysis
KEYWORDS Guides

WHAT
The City of Zurich is using digital modelling to serve the interests of the city in two ways; to facilitate construction projects, but also to be used as a tool for the exploration of particular urban themes and the evolution of the more formal tools of building and zoning regulation. A detailed 3D model of the city is available for download, offering a comprehensive basis for project visualisations as well as for analysis and simulations (visibility, shadow calculations etc.). At the same time, an online version of the 3D model is being used specifically to explore the impact of high-rise buildings and which serves as the basis for a two-stage procedure aimed at updating the relevant guidelines and bringing together the local authority and external planning teams.

WHO
The 3D model was developed by the Geomatics & Surveying Department of the City of Zurich. The high-rise test plan involves the city's Building Department (whose remit includes town planning) and the Office for Urban Development (STEZ), an interdisciplinary centre under the authority of the Presidential Department with cross-sectional functions.

HOW
As a basis for updating the guidelines for high-rise building and a coordinated adaptation of the construction and zoning regulations, the Office for Urban Development is carrying out a two-stage test plan utilising a selective procedure with the external planning teams. In May 2019, the Building Department announced a study procedure for reviewing and updating the guidelines for skyscrapers and other high-rises. Interdisciplinary joint working groups would be invited to apply. In the first stage, eight selected teams will develop ideas, concepts, and theses for future skyscraper development in the City of Zurich. In the second stage, 1 to 3 working groups will deepen and concretise the proposed ideas. This study process will ultimately be completed in the summer of 2020. The definition of the new guidelines and the adaptation of the high-rise areas in the Building and Zoning Code (BZO) will take place following the completion of the study process. The process is aided by an interactive web application (Hochhäuser Zurich), developed on the basis of a similar previous tool used by Manhattan and available as open-source code.

WHY
Visual communication is a decisive factor for the efficient handling of important construction projects. 3D city modelling offers ideal conditions for the simulation of planned construction projects, with the three-dimensional data also forming the basis for various analyses and calculations such as visibility, noise propagation and solar potential analyses, shadow calculations, flood simulations, etc. Similar 3D models in Bern and Basel have proven that they enable better communication in the development of the projects, facilitate the primary survey, and help estimate its impact on building height/land occupation/ scale/relation to context/etc.

Beyond their use as an aid to development, however, the City of Zurich is taking advantage of 3D modelling to aid its own processes. The ability to model scenarios and trends allows for better control over urbanisation processes and for a more effective improvement of building and zoning codes.

Building for Life 12

WHAT
Building for Life 12 is an industry certification scheme that assesses the quality of new buildings and developments by assessing their designs against specified criteria to be able to be certified. It aims to structure discussions about new, proposed developments between homebuilders, local authorities, communities and other stakeholders with the common aim of creating good places to live.

WHO

HOW
Endorsed by the English and Welsh governments, Building for Life 12 is intended to be used to facilitate discussions on design quality with local communities, local planning authorities, developers and other stakeholders, throughout the design and planning process. The Building for Life tool comprises a set of 12 easily understood questions, or criteria, to assess the design quality of new housing developments. These twelve criteria, taken together, result in a numerical score, which is available to be used by anyone who has an interest in new homes, neighbourhoods, and other residential developments. BfL12 is based on a “traffic light system” where all developments should seek to achieve as many ‘greens’ (meaning go) as possible, while minimising the number of ‘yellows’ and avoiding ‘reds’. Schemes that achieve at least nine ‘greens’ are eligible for a “Built for Life award” immediately after planning approval, which indicates to buyers that the scheme has achieved/possesses the place-making essentials. In addition, it is used by English and Welsh government agencies to assess the design quality of social housing applications whose proposals may not be eligible for funding if they do not reach a certain quality threshold.

WHY
Building for Life 12 is one of the few examples of a design certification tool in Europe developed by non-governmental organizations for assessing the design quality of homes and neighbourhoods, and which indirectly promotes the design quality of new developments.

Quality Charter for Growth

PLACE | The United Kingdom
--- | ---
FULL NAME | Cambridgeshire Quality Charter for Growth
REMIT | Sub-regional
TOOL | Information
KEYWORDS | Guides

WHAT

The Charter sets out core principles for achieving quality new homes and neighbourhoods in new developments in the five authorities that make up the County of Cambridgeshire. There are four themes (Community, Connectivity, Character and Climate Proofing), and each is supported by nine guidelines. The principles are based on what works, with illustrations. The Charter was adopted by the local authorities in 2007, and enables the authorities, developers and landowners to collaborate on meeting higher standards. The Charter is freely available in a short booklet, and has been referred to in national planning guidance.

WHO

The Charter was devised by the consultancy firm URBED following research into building higher density homes and better neighbourhoods for the Commission for Architecture and the Built Environment (CABE). Recognising the need to bring stakeholders together and supplement their knowledge a series of study tours were run to exemplary housing schemes in South East England, the VINEX suburbs in the Netherlands, and Vauban and Rieselfeld in Freiburg, Germany. Findings were discussed at workshops involving over a hundred people representing key stakeholders before the Charter was published in draft and tested out before it was finally adopted.

HOW

The Charter is used by a Quality Review Panel that considers all major schemes and reports back to the developer and the local authority concerned. With experts on each of the themes, the Panel is able to improve design before schemes are approved. It works because it is short, compatible with other plans, drawn up with the active engagement of the different stakeholders, and used to assess major applications for planning permission.

WHY

Cambridgeshire is one of the fastest growing areas in the UK, with a huge demand for housing that is both affordable and sustainable. A Structure Plan and Local Plans had identified the preferred sites for growth, but how was quality design to be secured? The government funded Cambridgeshire Horizons to help progress the plans and URBED were funded to run a series of 'looking and learning' study tours. To apply the lessons workshops debated the main lessons, which were published in a Charter. A subsequent report in 2017 on ‘refreshing the charter’ found that the Charter process was welcomed by developers and professionals alike. However, the importance of community cohesion required greater emphasis as much more affordable housing was required than had been built.

https://www.cambridge.gov.uk/media/2950/cambridgeshire_quality_charter_2010.pdf
Marketizing Design Review

PLACE: England, UK
FULL NAME: Marketizing design review services in England
REMIT: National
TOOL: Rating / Support
KEYWORDS: Design review / Guides

WHAT
Design review is a peer review process for the design of built environment projects, typically, a panel of professionals advising a local authority on the quality of a project seeking formal planning approval. Until 2011, this design governance tool was almost exclusively in the hands of the state, but since the demise of the Commission for Architecture and the Built Environment (CABE), it has increasingly been provided as a service by different non-profit and private actors in England who service a series of local panels.

WHO
The providers of design review in England form a diversified, complex landscape of both non-profit and private actors, in addition to panels run by local authorities themselves.

HOW
Design review has a long history as a government function in England, in various forms; but this design governance tool was brought to the fore with the creation of CABE (the Commission for Architecture & the Built Environment) in 1999. However, with the dismantling of CABE in 2011, and its subsequent merger with the Design Council—an independent non-profit organisation—one of the few tools that remained was design review. Adding to this, regional providers formed a loose alliance of seven further non-profits, under the title of the Design Network. Beyond these, private players have also come into the newly created market while some local authorities maintain their own panels. In this new, diversified system, design review now operates more like a business with the costs being mainly assumed by the developers, either directly or indirectly (e.g. paid to local authorities or directly to providers).

WHY
Research seems to conclude that this transition from a state-led & funded activity to a privatised one has been positive and that design review can, alongside its various other capacities (jury, mediator, educator, etc.), function as a business (Carmona, 2018). There is a higher level of review occurring than was the case prior to 2011, with no apparent diminution in the quality of services provided, all for a price that the market seems willing to pay. It serves a model of an informal design governance tool that has adapted to its new socio-economic context. An important point, however, is that (marketised) design review works best when fully integrated into a larger process of design governance that incorporates in-house design capacity, proactive policy, independent professional review and a rigorous yet creative regulation.

https://www.designcouncil.org.uk/what-we-do/built-environment/design-review
http://placealliance.org.uk/research/design-review/

NOTES
London Festival of Architecture

PLACE | London, UK
FULL NAME | London Festival of Architecture
REMIT | Local
TOOL | Persuasion
KEYWORDS | Culture

WHAT
The London Festival of Architecture (LFA) takes place every June for the entire month. It consists of a diverse programme with numerous parallel events, each exploring some aspect of architecture and the built environment. Every year, the festival has a central theme, however events not directly related to this theme may still take place under the general programme's framework.

WHO
The LFA is organised by New London Architecture (NLA), an independent organisation funded by membership fees, ticket sales and sponsorships. LFA is also funded by supporters in a number of different ways, including a Patrons Programme for architectural practices and Trade Partner and Benefactor programmes for businesses.

HOW
The LFA is open to entries from practically anyone; essentially, it functions as an ‘umbrella platform’ under which a very wide range of events can be hosted. A ‘Curation Panel’ reviews all event submissions, gives final approval for inclusion in the festival, and selects a more limited number of those that are especially relevant to each year's theme to be included in the ‘themed programme.’ The LFA team provides different methods of support for event organisers, from information events to administrative help. LFA also hosts design competitions, primarily for temporary installations.

WHY
In 2017, the LFA was named by the Mayor of London as one of his design advocate organisations that collaborate with City Hall to champion architecture and provide expertise and guidance. Each year, the festival attracts hundreds of thousands of visitors and with this scale of reach, coupled with the highly open and flexible programme, opportunities are provided for practices of all kinds and scales, relating to the urban environment, in order to interact and engage with a very broad audience.

https://www.londonfestivalofarchitecture.org/
Open House Worldwide

PLACE | World
FULL NAME | Open House Worldwide
REMIT | Non-governmental
TOOL | Persuasion
KEYWORDS | Culture

WHAT
Open House Worldwide is a network of 46 cities hosting festivals and dialogue about the built environment across the globe, and which claims to have one of the largest audiences and to be one of the largest free architecture events worldwide, bringing together both professional and non-professional audiences.

WHO
The Open House concept was founded in London in 1992 with the aim of fostering a better understanding of architecture for the public. The core of this idea lays in the direct experience of the buildings themselves, accessible to all for free, with opportunities to learn, discuss and debate with experts and citizens alike.

HOW
Since the new millennium, this unique format of public engagement with the city’s inhabitants has resonated with cities across the globe and this organic growth of the Open House city has led to the creation of the Open House Worldwide Family in 2010. Each member of the Open House ‘family,’ whilst being independent of each other, are all committed to the same values put forward back in 1992, reaching over a million people worldwide participants across five continents. These values relate to the notions of experience, dialogue, empowerment, and advocacy.

Open House fosters understanding about the value of a well-designed city and the role of its inhabitants in its creation. It encourages them to advocate for a well-designed built environment. Open House allows everyone (including government, private organisations, professional institutions, and the public) to exchange their views, comment and engage in the discussion. The debate on place quality also includes questions of how architecture addresses environmental, social and economic sustainability.

WHY
Open House Worldwide advocates and promotes the exemplary cases of architecture and urban design, opening up and improving the debate on the place value and culture of the built environment. They act as an “umbrella” organisation offering structure and advice for any institution that wants to set up a similar architecture event and contributes to strengthening the global network of architectural culture actors.

https://www.openhouseworldwide.org/
https://open-city.org.uk/
Place Alliance

WHAT

Place Alliance campaigns for place quality in England. It was founded on the idea that through collaboration and better communication a culture can be established whereby the quality of place becomes an everyday national and local priority. Established in 2014, Place Alliance is open to all and brings together organisations and individuals who share the belief that the quality of the built environment has a profound influence on people’s lives.

WHO

Place Alliance is hosted by the University College London (UCL) although the alliance extends to over 100 organisations.

HOW

The Place Alliance initially aimed to encourage collaboration, communication and collective leadership in the cause of better place quality. Increasingly it has developed a campaigning role and fulfils this role through direct engagement and the dissemination of targeted research and thought leadership to key governmental, professional and community audiences. The Place Alliance provides a forum for its supporters to come together, debate and work towards raising awareness in the national consciousness regarding the importance of place quality. As a voluntary alliance, it operates in a network sustained by a core supporters group advising the Place Alliance and a management team hosted at UCL. In addition, it has set up working groups to harness the energy and interest surrounding certain topics, albeit these remain independent and are frequently time limited. The major events they organize are a series of “BIG MEETS” with ten having taken place over the last five years. Place Alliance has been working with its partners to deliver a programme focused on generating a knowledge-based line of research about the quality of the built environment and its delivery. Their aim is to better inform the current debate with rigorous empirical (but also digestible) evidence and to encourage its use in practice, with the intention of establishing an ongoing study programme that monitors the capacity of the country to deliver high quality urban environments whilst tracking how this may change over time.

WHY

As a civil movement designed to fill a gap in governmental activity and leadership, the Place Alliance has increasingly taken on a more active campaigning role to better fulfil the core aim of bringing people, evidence and new ways of thinking together as a means to support the case for place quality, and to actively campaign in favour of investing in a high-quality built environment.

https://placealliance.org.uk/
**Place Standard**

**PLACE**  |  Scotland, UK
---|---
**FULL NAME**  |  Place Standard
**REMIT**  |  Regional (national)
**TOOL**  |  Rating
**KEYWORDS**  |  Community participation / Public space

**WHAT**

Place Standard is a formative evaluation tool designed to provide a framework for structuring conversations around places. It includes 14 questions on the physical aspects of a place (buildings, open spaces, transport) as well as the social aspects (for example, whether people feel they have a say in decision-making). Each question is rated on a scale from 1-7. Place Standard was officially launched in December 2015.

**WHO**

The tool was developed by Architecture and Design Scotland (A&DS), together with NHS Health Scotland and the Planning & Architecture Department of the Scottish Government.

**HOW**

The Place Standard tool is structured around 14 themes. These themes cover both the physical and social aspects of a place, from movement and traffic to a sense of belonging and having a voice in how things change. Each theme has one central question for participants, aided by secondary questions that highlight particular aspects for people to consider. All questions are phrased in such a way that they always refer to people’s experience of the place. In the end, however, the answer is a simple score based on a scale from 1-7, where 1 means there is a great deal to improve and 7 means that there is little need for change. The scores of all fourteen themes are plotted in a spider diagram, which allows for an immediate visual representation of the perceived strengths and weaknesses of the places being analysed.

**WHY**

Although the Place Standard is a rating tool, it is designed not to simply analyse a site. Rather, it is intended to bring people together, overcoming professional and non-professional boundaries to discuss the values and aspects of places against a structured framework. It provides a flexible model, one that can be adapted to different scales and methods of inquiry, and effectively, it represents a coordinated effort to drive implementation, which has led to the development of a variety of applications both within and outside Scotland.

https://www.placestandard.scot
https://www.ads.org.uk/placestandard
Public Practice

PLACE | London, United Kingdom
FULL NAME | Public Practice
REMIT | Local, Regional
TOOL | Information / Support
KEYWORDS | Partnerships / Community participation / Public space / Guides / Culture

WHAT

Public Practice is a not-for-profit social enterprise founded in 2017 by the Greater London Authority. Its mission is to improve the quality and equality of everyday places by building the public sector’s capacity to deliver homes and growth, shape better places, and share skills and knowledge across local authorities. It offers built environment practitioners an alternative route to working for the public sector through influential placements within forward-thinking local authorities.

WHO

Public Practice has three key user groups: the authorities who offer the placements; associates who take up the placements; and supporters who cross-subsidise the business model. Authorities include the local authorities, city governments, and developmental corporations; associates include planning practitioners, architects, urban designers, and regeneration experts; while supporters include government bodies, grant makers, and developers.

HOW

Public Practice acts as a broker, selecting talented associates and matching them to authorities in need of additional capacity and/or expertise. Associates undergo a rigorous two-stage selection process before being matched to any authorities, with the assessment of the applicants being supported by experienced public sector planning and placemaking practitioners. During their 12-month placement period, associates work as a part of the local authority for 90% of their time, and spend the remaining 10% of their time carrying out collective research overseen by Public Practice, which helps to develop and diversify the ways in which they plan and share emerging skills, knowledge and practice across the sector.

Local authorities pay the associates’ salaries as well as paying Public Practice a placement fee of £5,000 - £7,000 per placement. In addition, Public Practice receives donations from their partners which help to cover the core costs of running the organisation. This allows the fees charged to the public sector to be kept affordable, and means any associates do not have to pay in order to take part, helping to ensure that the scheme attracts as diverse a range of candidates as possible: one-third of the 2019 cohort were from BAME (Black, Asian and minority ethnic) backgrounds, and one-third of applicants were aged over 40. The first two cohorts, which offered 17 and 37 placements respectively, attracted 430 applicants between them.

WHY

Public Practice believe good public planning is fundamental for creating a built environment that is spatially, socially and economically inclusive and sustainable. No role is more influential in shaping the world around us for the public good, yet there has not been enough recognition of the value of public planning or its potential to do more to tackle the challenges facing society.

https://www.publicpractice.org.uk/
The Design Commission for Wales

PLACE Wales, UK

FULL NAME Design Commission for Wales (DCFW)

REMIT Regional (national)

TOOL Analysis / Information / Persuasion / Support

KEYWORDS Culture / Guides

WHAT

The Design Commission for Wales (DCFW) is the Welsh design champion and advisory body endowed with the mission of promoting a wider understanding of the importance of good design in the built environment. DCFW provides design advice and support to private and public clients, promotes awareness of design, and campaigns and carries out research on design and design processes in order to produce evidence for design guides, case studies, and so on.

WHO

Established by the National Assembly for Wales, DCFW is funded by the Welsh Government.

HOW

In order to promote good design across Wales, DCFW has developed a wide range of activities targeting various audiences in four ways: design review, providing training, client support and raising awareness. For the first track, DCFW provides national design review services for early consultation on plans and projects as well as access to independent multi-disciplinary expert input prior to the submission of planning applications. In the second track, DCFW offers specialized training for local authorities, professionals and practitioners, as well as training and accreditation for Building for Life 12 Wales. In the third, DCFW provides design support for commissioned clients by helping and guiding them during the early stages of the brief’s development as well as assistance securing the right design team. Finally, for the fourth, DCFW promotes several events, publications and networks to raise awareness, stimulate wider debate, and communicate the benefits of good design. DCFW also undertakes research focused on understanding the problems and processes associated with design and development, with the resulting material then being integrated into several different types of publications (e.g. training handbooks) in addition to online case studies, which are organized according to several thematic areas, such as public facilities, commercial areas, residential and housing streets, public spaces and infrastructure.

WHY

DCFW champions high standards in architecture, landscape and urban design for enhancing the built environment in Wales. In order to do so, it provides design advice to the public and private sector across the country, promotes and campaigns on the benefits of good design to professionals and the general public, and produces a wide range of publications about design and the design process.

https://dcfw.org/
Urban Design London

WHAT

Urban Design London (UDL) is a not-for-profit organisation established to assist built environment professionals and decision makers create well-designed spaces and places. It was set up to offer professional training to built environment professionals from the public sector across London but has since developed its range of services to include research, the production of guidance, and the conduction of design reviews.

WHO

UDL is formally part of Transport for London, London’s transport authority, but operates with oversight from its own board and advice from a network of ‘Wise Friends’. It consists of a small team of seven and is largely independent from its host organisation.

UDL is funded by subscriptions from the London Boroughs and other public sector organisations such as the Greater London Authority and several non-profits and private companies. Organisations pay a yearly fee to enable their staff to attend UDL events. UDL also benefits from a limited amount of private sponsorship, income from commissions (e.g. work done for central Government), and some core funding from TfL.

HOW

The largest part of UDL’s work remains their training programme. This consists of a wide range of CPD-style events encompassing events that cross the urban design remit, from technical training (e.g. designing cycling facilities), to process issues (e.g. dealing with the planning system), to forward looking trends such as how to achieve greener design. They range in level from introductory to in-depth and advanced. The programme of ad hoc events is accompanied by regular meetings for specific professional groups and networks, such as London’s network of design review managers, local politicians, young practitioners, etc.

UDL also runs a design review service for TfL with a particular focus on the design of public realm / streets. This service is also extended (on a pay per review basis) to local authorities that require occasional design review, and which do not have a panel of their own or who wish to benefit from UDL’s public realm expertise. In addition, UDL regularly advises TfL and others on emerging policies, engages in national debates surrounding design quality, and occasionally commissions small-scale research projects.

WHY

UDL believes that the quality of places has a profound impact on individuals and societies at large; when designed well, they support productive, civilised, humane, and healthy behaviours. They argue, “We want everyone to benefit from inclusive, high quality, well designed places.” They are a unique organisation within the UK and benefit from the sheer size and scope of London and its concentration of professionals needing training, as well as from the growing commitment of London’s local authorities to delivering better design.

https://www.urbandesignlondon.com/about/#undefined
Europan

WHAT

Europan is a biennial competition of ideas open to young professionals under 40 years with a university degree in architecture, urban design and related fields, recognised by the EU Directive 2005/36/EC on the recognition of professional qualifications. It was first set up in 1988 and in 2019 completed its 15th edition, with each edition having its own, different overarching theme. The competition is simultaneously launched for all the sites in different European cities, with identical rules and judging methods for all. After registration on the European website, competitors are free to choose any of the available sites to obtain more information and digitally submit a proposal.

WHO

Europan is organised by a federation of the same name, consisting of national structures in participating countries and aided by cross-national scientific and technical committees.

HOW

Each country proposes their own set of sites, which can be one or several sites, accompanied by specific information about the sites and corresponded project programme. Competitors choose the site(s) for which they want to submit projects, and a national jury of experts preselects the most innovative projects per site. A central Scientific Council then compares and analyses these projects at the European level and organises forums for debate between the site representatives and the jury members. National juries have the final say in decisions.

Beyond all efforts for wide dissemination of the results, the Europan organisers further assist the winning teams with obtaining commissions for theirs projects to be implemented (following the suitable revision processes), by bringing together the designers, city representatives, and juries.

WHY

Europan serves a dual purpose: it provides a launching pad for young designers and offers them the opportunity to turn their ideas into real projects while also offering cities and developers innovative solutions to local urban challenges and complex sites. These two functions combine to create a platform for ongoing debate and research, while, at the local level, cities benefit from cross-national expert assistance structures to help them implement ideas and projects that might otherwise be highly difficult to obtain and utilize. Examples of successful implementation projects include sites like the Neu Stadlau in Vienna, Cité Wagner in Mulhouse and the White & Red project in Seville, to name a few.

https://www.europan-europe.eu
EU Mies Award

PLACE Europe

FULL NAME European Union Prize for Contemporary Architecture - Mies van der Rohe Award

REMIT Europe

TOOL Persuasion

KEYWORDS Culture

WHAT
The Mies van der Rohe award is awarded biennially to acknowledge and reward quality architectural production in Europe. It consists of two prizes, the main Mies Award and the Emerging Architect Prize, both awarded to designers for a specific building. Since 2016, a new category has been introduced, the Young Talents Architecture Award (YTAA), which recognises excellent final degree projects from recent graduates in the fields of architecture, urban design and landscape architecture.

WHO
The Prize was created in 1987 as a partnership between the European Union (specifically the Commission and Parliament) and the Fundació Mies van der Rohe in Barcelona. The initiative is funded by the EU.

HOW
The award is open to works completed in Europe within each edition’s two-year period. Candidates are put forward by a broad group of experts from all over Europe, as well as from the EU Council of Architects and other European national architects’ associations. The jury selects two winners, one for the main award and one for the Emerging Architect prize. Nominated and winning works are widely exhibited, publicised and promoted by the organising institutions.

WHY
The Mies van der Rohe prizes exemplify, at the European level, how an awards scheme can act as an effective persuasive tool for urban design governance. Surrounding the selection of the winning works is a system of promotion and campaigning aimed at highlighting the significance of architecture—linked to the construction market—in its social and cultural impact. The organisers have also set out a few key objectives on fostering quality architecture throughout Europe: to promote transnational architectural commissions, to cultivate future clients and promoters by highlighting the development of new ideas and technologies alongside the cultural role of architecture in European cities, and to support young architects at the very start of their careers.

https://www.miesarch.com/
European Prize for Urban Public Space

PLACE Europe
FULL NAME European Prize for Urban Public Space
REMIT Europe
TOOL Persuasion
KEYWORDS Culture / Public space

WHAT
The European Prize for Urban Public Space is a biennial award established in 2000 to recognise the best works transforming the public space in Europe. The Prize upholds an open, compact city of universal access, guaranteeing harmonious coexistence of citizens, mixed uses, sustainable mobility, preserving the historical memory of places, and favouring the participation of citizens in the design of its shared spaces.

WHO
The prize is organised by the CCCB (Centre de Cultura Contemporània de Barcelona), in collaboration with, currently, five other European institutions: The Architecture Foundation (London), the Architekturzentrum Wien (Vienna), the Cité de l’Architecture et du Patrimoine (Paris), the Deutsches Architekturmuseum (Frankfurt) and the Museum of Architecture and Design (Ljubljana).

HOW
Aside from its partners, the prize is also supported by a team of experts consisting of public space specialists from around Europe, which guarantees a broad geographic scope as well as ensuring the quality of the works presented for the prize. Entries are open to works that have created, recovered or improved public space, that have been realized in the two years following the previous edition. The Prize is jointly presented to both the authors (e.g. designers) of the projects and to the city, branch of public authority or other institution that sponsored/promoted it.

WHY
While the prize does not rule out large-scale interventions, it is particularly encouraging for smaller, more low-key and targeted works that nevertheless play a large role in improving the life of the local citizens, with the prize’s distinctive European focus being another key element. Mostly though, by explicitly recognising both the designer(s) and the responsible local authority, the prize moves away from a purely design-based view and towards the importance of effective partnerships and, indirectly, of the underlying governance processes essential to developing and creating successful places.

https://www.publicspace.org/en/about-the-prize
Sharing Cities

WHAT
Sharing Cities is an international project addressing some of the most pressing urban challenges facing today's cities, such as energy use, low carbon transport and building capital, and the harnessing of data for the benefit of the city. The Sharing Cities consortium brings together six European cities with diverse and complementary profiles in order to enable them to share and prototype innovative urban solutions. Lisbon, London, and Milan – the three 'lighthouse' cities – share common challenges and experiences and are committed to working together in developing and implementing replicable urban digital solutions and models for collaboration. The 'Fellow' cities of Bordeaux, Burgas, and Warsaw play an active role in driving the adoption and exploitation of site-specific solutions.

WHO
On a larger scale, the Sharing Cities programme includes 35 partners and is coordinated by the Greater London Authority. On the city scale, it is often managed by the local municipalities. By promoting public-private partnerships, the project brings together multiple stakeholders such as researchers, citizens, businesses, and non-governmental organisations in order to deliver and implement the Sharing Cities strategy, aiming to engage over 100 municipalities across Europe.

HOW
Sharing Cities offers a framework for citizen engagement and collaboration at the local level, thereby strengthening trust between cities and citizens. The project draws on €24 million in EU funding, through which it aims to trigger €500 million in investment. By engaging with the people, Sharing Cities develops participatory mechanisms for the co-design of smart city solutions.
Sharing Cities demonstrates the significant benefits of smart city concepts and solutions by focusing on the needs of low-energy neighbourhoods: retrofitting buildings, installing integrated energy management systems and smart street lights, and introducing shared-use electric mobility services. The project relies on urban sharing platforms to manage data from a wide range of sources, based on the principles of open data.

WHY
Sharing Cities is a successful example of a citizen-centred urban development strategy. By establishing structures and services for sharing the economy, the project encourages a behavioural shift in terms of sustainability and provides examples of best practices that can be replicated in other cities and contexts. Moreover, the strategy highlights the importance of PPPs in developing solutions for some of today's urgent challenges (e.g. sustainable energy management).

https://www.sharingcities.eu/
Innovative Financing models for Public Private Partnerships (PPPs) in Real Estate Development

WHAT

A Public Private Partnership (PPP) is a public service or private business venture that is funded and operated through a partnership between the public sector (either central or local government) and one or more private sector companies. In a PPP, the private sector is given a greater role in financing, real estate and maintaining public sector facilities, although the government retains a stake in the PPP Company. Under public private partnership arrangements, the government is not liable to a fixed stream of annual payments. PPP is therefore an arrangement that can be financed via both public sector and private company sources. For instance, a partnership contract can be drawn up that recognises agreed government funding as well as private developer contributions to a project.

HOW

PPPs are recognised as a key element in government strategies for delivering modern, high quality public services, and for promoting competitiveness by international agencies such as UN Habitat and the World Bank. The use of private financing in public projects is just one element of PPP business structures and partnership arrangements. Others include joint ventures, outsourcing, and the sale of equity stakes in state-owned businesses. The introduction of private sector ownership into state-owned businesses can have a full range of possible structures. The structure could for instance be brought into existence through floatation or the introduction of a strategic partner. Either public or private sector interests can hold major or minor stakes in the PPP. The importance of PPPs to development finance is seen in the amount of funds and policy support directed at the real estate industry through using this model of partnership.

WHY

Effective utilisation of financing real estate development for PPPs is integral to successful outcomes, particularly in the present climate of limited resources where investors are likely to be cautious. To deal with a more complex economic condition, the reality in financing real estate development has typically been a blending of loans and grants. Innovative finance, in part by blending grants and loans, is intended to share risk, and potentially provides greater flexibility and innovation. This is not always realised, for example the inflexibility of the original contracts during the operational period can result in one sector being burdened with a greater share of risk, potentially resulting in the public sector paying a higher risk premium.

https://unhabitat.org/public-private-partnership-in-housing-and-urban-development
Soft power governance for urban design in emerging, developing and crisis contexts

WHAT
Influencing urban design through soft power goes far beyond the remits of the European context analyzed by the Urban Maestro project. Therefore, in parallel to the inventory work conducted in Europe, the project has sought to identify a few cases that could illustrate the informal dimension of urban design governance in emerging, developing, and crisis contexts.

There is often a strong perception that in developing countries the public authority may not have all the needed capacity or the needed leadership to deliver higher quality urban environments. While this does not fundamentally differ from what is happening in European countries, it is generally exacerbated by the combination of worse economic conditions, weaker institutions, faster-growing cities, and greater exposure to natural disasters or political instability.

Mobilizing informal tools of urban design governance may, under such circumstances, appear as a solution to overcome local limitations in terms of availability of resources or technical capacity. Using the soft powers of the state can also offer greater flexibility in rapidly changing contexts and contributes to building continuity and buy-in as they enable and support the positive initiative from wherever it comes – communities, politicians, the private sector, or universities.

HOW
The community-led city-wide public space inventory and assessment tool that was developed by UN-Habitat Global Public Space Programme is meant to assist local governments and partners to assess the network, distribution, accessibility, quantity, and quality of their public spaces in a cost-effective manner. At its core, the tool mobilizes an open-source application to collect and organize public space data from various sources. Beyond the data collection exercise, the process mobilizes stakeholders and stimulates a debate on public-space-related strategies and policies, often leading to institutional reforms and increased political commitment for higher quality public spaces. Since 2015, it has been implemented in cities such as Dhaka, Bangladesh; Wuhan, China; Ulaanbaatar, Mongolia; Durban, South-Africa; Addis Ababa, Ethiopia; Santo Domingo, Dominican Republic; Khan Younis, Palestine, and others. [https://unhabitat.org/city-wide-public-space-assessment-toolkit-a-guide-to-community-led-digital-inventory-and-assessment](https://unhabitat.org/city-wide-public-space-assessment-toolkit-a-guide-to-community-led-digital-inventory-and-assessment)

Block by Block is an innovative collaboration between Mojang, Microsoft, and UN-Habitat, which integrates the popular computer game Minecraft into public space planning, to get community members more involved and reach out to specific groups of users. Minecraft is a surprisingly effective—and cost-effective—way to visualize a three-dimensional environment, in a format designed for rapid iteration and idea-sharing. The tool is particularly appealing to youth groups and constitutes an effective way to engage them in taking a more proactive role in the policy debate about public spaces design and management. It has been tested and applied in more than 35 cities across all regions of the world. [https://www.blockbyblock.org/](https://www.blockbyblock.org/)

From a more academic perspective, a preliminary analysis of the use of formal and informal tools of urban design governance in South Africa was conducted by prof. Karina Landman, University of Pretoria. The paper reveals how the renewed focus on development in the post-apartheid era has been enhanced using soft-power in the governance of urban planning and design. It goes through all categories of tools identified by project Urban Maestro and provides more details on their use in South Africa, and how they have contributed to improving the urban environment. The analysis emphasizes the key role played by both individuals involved as strong champions, as well as by groups and organisations that are committed to improving the quality of the built environment and through that, the quality of life of the people using it.

The city administration of Kigali, Rwanda, has sought to overcome the limitations of the formal planning system by setting up mechanisms that allow inhabitants to take an active role in both the design process and the proper construction works that it involves.

It is a shared experience of many cities - in both Global South and North - that neither formal nor informal approaches are proving fully effective in addressing the transformation of slums and informal settlements. Alignment of stakeholders' action and continuity in the application of public
Policy are crucial ingredients for success in all contexts but this is often challenged by political changes. Cities that have successfully developed a local culture of urban quality tend to perform better when it comes to implementing longer-term urban transformation strategies, as exemplified by the case of Medellin, Colombia.

Overall, the dominant planning culture of most public administrations throughout the world tends to consider the master and zoning plan as the main legal and technical planning tool. In disasters or post-conflict scenario's, however, in which cities tend to change even faster (in terms of population, urban form, quality of public spaces), and in which public institutions are typically weakened, destabilized, or non-existent, the master plan shows little efficacy in steering urban developments.

In disaster or conflict struck cities, whereas the international relief system proves generally efficient in the quick delivery of material support to affected areas, its ability to address the urban and spatial dimension of recovery is hampered by its organization in sectorial "pillars", as exemplified by the cases of Iraq, Syria or Haiti. UN-Habitat has developed for such contexts a type of soft governance approach, known as the "Urban Recovery Framework" (URF), which enables area-based coordination and programming. Through the URF, the public authority or its partners can engage in actions such as rapid urban profiling, rapid urban planning, or brokering support which are not expressly imposed by law on the local planning system but reveals efficiency in taking strategic territorial decisions within a fast-changing context. This would, for example, apply when it comes to defining the location or design of "temporary" settlements structures, or review laws for territorial development that were taken during the conflict and may require review as part of the national reconciliation process. UN-Habitat experience in Kosovo, Palestine, Nepal, Afghanistan, Pakistan, or Somaliland provides positive examples of post-disaster or post-conflict urban recovery. However, all these cases revealed the need to blend soft- and hard-power governance to generate real and lasting impact and change.

**WHY**

Creating mechanisms of urban design governance that mix soft- and hard-power is a way to mirror the complexity, diversity, and evolution of societies and cities, therefore facilitating the implementation of projects, increasing cities' resilience, and, ultimately, enabling the change towards a more sustainable urban future.

In the analysis of the few examples documented here, the typology developed by Urban Maestro has proved an effective way of organizing a variety of public action into a structured analytical framework, allowing for a better understanding of what is being done, and potentially how it could be improved. However, more research and practice are needed to understand and measure the benefits and limitations of soft-power tools of urban design governance in contexts where informality tends to be the norm. While the 'European' Urban Maestro soft power approach merits a contextualized application outside Europe, a feedback-loop will help to construe and embed adaptive soft-power urban design governance in European development collaboration with other regions, countries, and cities.