

EUniverCities

City & university in Aveiro: Heading towards an integrated and sustainable knowledge city?



Results Peer Review Meeting Aveiro (19-22 November 2013)
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1. Introduction

This report contains an analysis of the co-operation between city and university in Aveiro. Also, it suggests ideas and recommendations for improving it, and to turn Aveiro into a full-fledged knowledge city.

Aveiro is located in the Centre Region of Portugal and has around 78,500 inhabitants. It is the centre of an industrially developed region, a city of commerce, services, leisure and culture. Aveiro is surrounded by salt-flats, beaches and lagoons and dominated by the Central Canal laid across town. The University of Aveiro (UA) is a key player in the city: an educational institute, but also a research & development pole and a cultural and innovative agent that promotes entrepreneurship and the creation of new enterprises. Aveiro's reputation as "City of Innovation" is mainly due to its innovative university.

City, city centre and campus



In Aveiro there is a shared understanding that city and university need each other to make the city thrive in the 21st century knowledge-based economy. The city and the university cooperate in many ways and several fields (more details in section 2). At the same time, they are disconnected in some respects. Students at UA feel a strong bond with "their" university, but not necessarily with the city. The campus, despite its location close to the city centre, functions as a city within the city, with all the necessary facilities and amenities, and the students spend most of their time there. Many students live at (or very near) the campus and "use" the city only for the nightlife; Students commuting from the region or beyond come and go everyday by car (or train) and use the city as a transit space. Moreover, the relation between students and citizens in Aveiro is not warm in all respects. Many citizens see students as a nuisance, who bring few benefits.

How to make progress in these respects? In the context of the EUniverCities programme¹, Aveiro hosted a 3-day peer review meeting. The session was intended to obtain views and inputs from “peers” from other cities, in order to learn from each other and help the stakeholders in Aveiro to take next steps in the local support group (see the full programme in the annex). The organising committee² asked the participants to address two key themes related to city-university co-operation:

Theme 1: Building the city together

- How can the university’s human resources (professors and students) address social challenges from our City?
- How to make the city more attractive and cosmopolitan?
- How to eliminate physical and mental barriers between city and university?

Theme 2: Turning ideas into actions

- How can research be translated into or linked with business and community development?
- How to better support the needs and challenges of local enterprises
- How to better foster entrepreneurship and promote/support new companies?
- How can the city and the university implement a method to monitor the strategic alignment that is desired?

During the meeting, the “peers” were informed in more detail about the state-of-the-art and current policies in Aveiro, and the challenges the city and its university face. A number of local stakeholders presented their views to the audience, and there were visits to the university, the incubator, and a science exhibition. The participants shared observations and produced a series of recommendations and ideas for the city and its university, in mixed working groups (with participants from abroad and local participants/stakeholders as well as students).

This report contains the outcomes and results of the meeting. First, it summarizes the basic features of the city, its economy, the relevant policy context³, and current collaborations that are in place (section 2). Next, section 3 provides a number of ideas and suggestions that emerged during the workshops. The results are the fruits of a combined effort of all the people who were involved in the group discussions and the presentations. The author is highly indebted to all the participants in these groups, and in particular to the other workshop leaders, Filipe Teles (University of Aveiro), Andre Cester Costa (City of Aveiro), Patrick van Geel (City of Delft), and Joao Pedro Rosa (Platform for Social Innovation), who did an excellent job in moderating the discussions, and last but certainly not least, the students that took notes and made a film of the event.

¹ The EUniverCities project unites 10 European cities and their universities that want to learn from each other in this respect. The network addresses the issue how to frame co-operation between city and university, and arrive at smart, “next-generation” forms of city-university collaboration. The core idea behind the network is that more comprehensive types of collaboration and “co-creation” will bring significant benefits for both sides, and will strengthen the position of the city as knowledge-based city.

² The meeting was organised by members of the local support group (LSG).

³ This part is partly derived from the “baselines study” made for EUniverCities, for which the author interviewed a number of stakeholders in Aveiro

2 Aveiro: City, University, and their connection

City

Aveiro is located in the Centre Region of Portugal and has around 78,500 inhabitants. The focal point of an industrially developed region, Aveiro today is also a city of commerce and services and a growing centre of leisure and culture offering cinema, theatre, music, arts, sport and night life. Aveiro is surrounded by salt-flats, beaches and lagoons and dominated by the Central Canal laid across town. The city is famous for its moliceiros - typical boats with gaily painted prows. Aveiro has a busy port, with an important function for regional development. The city economy has specific strengths in ceramics and software development (mainly telecom-related; content production as emerging branche), with an important role for the R&D centre of the former national telecom monopolist. Largely thanks to its university, Aveiro is known as a “city of innovation”. The university attracts students through a large variety of undergraduate and postgraduate studies, and it is also a research and innovation partner of many firms, from the region and beyond. The cities’ incubator hosts a dozen of innovative start-ups, and a new science park is planned as an extension of the university campus (construction has not started yet due to the crisis).



Some key economic data

Number of firms: 9.000 + 1.700 self employed

Employment rate: 90% of the working age population (2011)

Unemployment rate: 10% (18,3% of youth unemployment; 2011)

Main Clusters: ICT, Marine-related economy, materials, automotive, agro-industry and forest-related industry

Annual volume of exports: around €755m



University

The University of Aveiro (UA) is relatively young. The first educational and scientific activities of the new university were launched in 1974 with the a degree programme in Telecommunications, for 46 students. From its inception, the UA has focused on undergraduate degrees in innovative areas not yet explored by the traditional universities in Portugal, and in fields of relevance to the regional and national economy. Currently, AU has about 15,000 students, and the number has grown steadily over the last decades. There are 15 Departments and 1 Autonomous Section (Health Sciences) at UA (www.ua.pt).

Some key facts on UA

14,723 students (2013; +6,000 since 2006)

956 teachers

95 researchers

261 Postdoc scholarships

647 employees (non teaching staff)

87% of teaching staff (ETI) hold a PhD (2012)

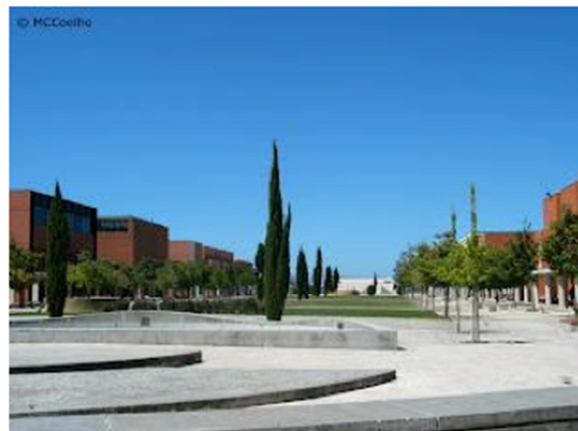
International community: over 1.500

Budget: €100m; R&D contracts with industry and services ~ €12m

UA is a member of European Consortium of Innovative Universities (ECIU). The University of Aveiro is located in three cities in the region: Aveiro, where the main campus is situated, Águeda, and Oliveira de Azeméis.

The main Campus Santiago, overlooking the Aveiro lagoon, is renowned for its buildings designed by famous Portuguese architects. The campus is purpose-built for teaching and research, administrative and technical support, and there are also student homes (100 beds), homes for staff (60 rooms), libraries, a bookshop, canteens, bars and restaurants, sports facilities, laundry, post-office, stores, bank, kindergarten – all this on one campus, surrounded by the natural beauty of the old saltpans and only a short distance from the city centre. The total campus area is 921,500m².

Images of the campus



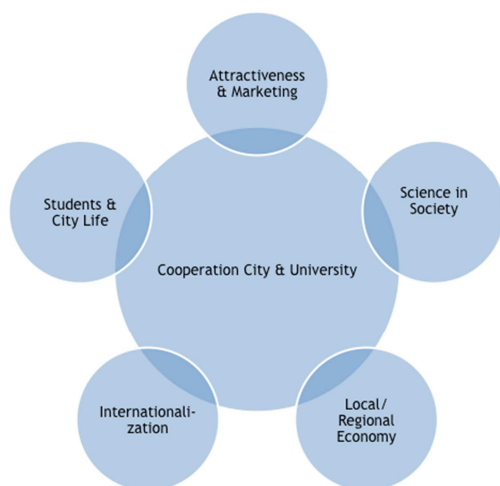
City-university co-operation: an overview

City and university co-operate in several ways in Aveiro. Personal relations between the leaders are good, and there is a large variety of collaborations in a number of fields (elaborated below).

Before turning to the city-university nexus, it is important to note that the impact of UA stretches beyond the city borders, and the university actively collaborates with the region. The UA and the association of the eleven municipalities of the region (representing about 375,000 inhabitants) have set up a common regional development programme. The aim was to mobilise the diversity of knowledge existing in the university to address the regional problems and opportunities, and to create a common view on the dynamics and challenges of the region. The city of Aveiro is one of the partners; it does not play a leading role.

The city-university nexus covers a number of fields. Below is a list of the most important current collaboration activities in the domains as identified in the flower model (Figure 1), and we will discuss them below.

Figure 1. The flower model of city-university co-operation



Local/regional economy

City and university see each other as partners for economic development, and act accordingly in various projects. The city created a programme called “Aveiro Entrepreneurial” (<http://www.aveiro-empreededor.net>) that is charged to help SMEs, to promote and incubate start-ups, to promote entrepreneurship in schools, and to foster an “entrepreneurial culture”; the university is a partner in this programme. The incubator has 19 companies (2013) and the number is on the rise.

The ceramics sector is a traditional strength of Aveiro, and university also has strong competence in this field (UA Centre for Research in Ceramics and Composite Materials). Actors in the “ceramics triple helix” have joined forces to promote innovation, develop training plans, and position the region as centre of expertise in this field.

Internationalization

City and university are often jointly taking part in European exchange projects, to learn from others and to develop common projects in Aveiro. A prime example is the UNIC Project (under URBACT), a network of nine European cities that share a common industrial and cultural heritage in ceramics. Another example is FIN-URB-Act, a network of European Cities for SME's and Local Development. The network addresses support systems for SME's and innovative/high-tech projects. This project led to a Local Action Plan (LAP) defined as "Aveiro Entrepreneurial", with a range of activities to promote entrepreneurship. From the projects' inception, the university was an active partner of the Local Support Group and still is highly active. A third example worth mentioning is Ecosal Atantis, an Interreg project that intends to promote ecotourism in saltworks of the Atlantic.

Student life

Student life in Aveiro is very vivid, but it mostly takes place within the walls of the campus. To connect more to the city, the student union (which is independent from the university management) is taking some actions, in various respects. One example is the lifecycle project (promoted by the City of Aveiro), aimed to promote the use of bikes (rather than cars) by students. Moreover, the student union is organising voluntary work by students for the benefit of elderly people or other citizens in need. A recent plan, promoted by the student union but not yet implemented, is to let students develop solutions for current problems & challenges of the city, during the "extra time" that is embedded in the curricula. The city should thus become some sort of living lab.

Science & society

In Aveiro, the bridge between science and society is actively made. The Science Centre of Aveiro is an important institute in this respect. It is located in the vicinity of the university campus. Through exhibitions, it opens up scientific research and engineering to the general public, and it also has an important educational role (many school visits); one of the aims is to seduce young people to go for a scientific career. Unlike in many similar centres, here, the university plays an active role in the creation of the exhibitions and other contents of the centre (a number of research groups and professors love to collaborate with the Science Centre). The Centre attracts about 45,000 visitors per annum, of which 85% are school excursions. The city works closely with the Science Centre in several projects, and at times city and university develop joint projects. The city is engaging in an area of 2 km² urban renewal project at the Science Centre's premises, and an outside "science garden" is being created as well.

Another recent initiative to marry science and society is the creation of the "park of sustainability", a park between the campus and a distressed neighbourhood. It is intended to develop a range of activities to bridge the gap between university and communities.

3. Room for improvement? Peer review results

The last section highlighted a number of projects and activities in which university and city of Aveiro already co-operate. It made clear that Aveiro does not at all start from scratch regarding city-university collaboration: a solid basis is in place. Nevertheless, during the peer reviews, a number of ideas came up that may further enhance the synergy. Following the flower model again, this section highlights the opportunities that were mentioned. It is clear that in the current difficult economic situation, no “big funding” is available for large projects. “Baby steps” are needed, as one participant put it. But most of the suggestions made are not about large investments but rather about smart collaboration and innovation. And after all, a lot of baby steps can bridge a big distance.

On business & economic development:

UA is an important economic player in the city. It attracts talent, it generates knowledge, it transfers knowledge to the local and regional industries, and it generates new companies (many of which are in the incubator). Indirectly, the university generates a lot of business in retail, the leisure sector, bars, etc. How can the economic clout of the university be further enhanced?

There is the impression that a substantial gap between university and business is still in place, but can be reduced in several ways. First, students could be encouraged to learn about business life during their university career. There seems to be no big tradition of company internships or thesis work in companies, whereas other EUniverCities members have very positive experience in this regard. A cultural change is needed both on the university and on the business side. In this connection, it was suggested to create some sort of “open space” where business people and researchers/students can meet and discuss new ideas and projects in an open and stimulating environment. In Linköping, this concept was introduced successfully. A related suggestion is to set up living labs for co-creation involving students, researchers and enterprises, or to set up an intermediary organisation that connects questions from the industry to student teams that may solve them. Also, city and university of Aveiro may work even more together to link the specific regional strengths and traditions (ceramic industry, opportunities of the sea – salt, aquaculture -, etc.) to new technologies and economic opportunities. We saw little concrete business-generating projects in this promising field.

Second, entrepreneurial skills and actions seem badly needed to fight the crisis and create new economic dynamics in the region. It was widely agreed by the participants that teaching/promoting entrepreneurship is important, and should be not just about promoting start-ups, but also about an attitude change towards more pro-active, dynamic, “opportunity-grasping” behaviour. Current initiatives in this direction (such as Aveiro Entrepreneurial) should be pushed with force.

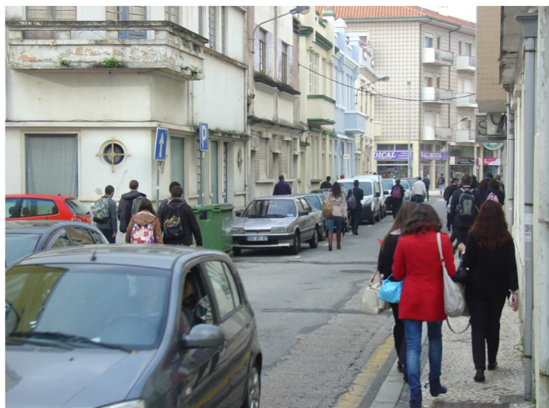
Third, there is also room for a more positive impact of the university on more “mundane” industries (tourism, retail, low-tech business) in Aveiro. As a matter of fact, academic life is contained to the campus area. Students mainly “pass through” the city to reach the campus, they spend little in the city, and thus the economic spin-off of students on the city is limited. A more attractive path from the station to the university could improve this situation. And regarding tourism, it was noted that Aveiro has opportunities to make more out of its unique cultural and natural heritage by developing new concepts and “experiences”. Again, entrepreneurs are needed to make it happen.

Communication is a strong tool to get actions and to promote good relationships and projects that need to be disclosed. It's important to show to the community the good examples, as the successful entrepreneurship. It was suggested to put in place a governance system that systematically and effectively connects the industry sector and the university.

On urban attractiveness:

Aveiro has a lot to offer in terms of cultural and natural amenities; it is a good place to visit, study or live in, in general. But there are problems as well. It was noted that over the last decades, suburbanisation has hit the city of Aveiro. Like in several other medium-sized Portuguese cities, many middle-class and wealthy families have left the city and moved out to suburban developments or attractive smaller communities in the region. This has left the city with a smaller middle class, a degrading housing stock in some areas, a decreasing tax base, a loss of purchasing power (also due to the construction of malls outside the city), and in turn, this has affected the quality of public spaces. A relatively large part of the remaining population is relatively poor people in social housing estates. The crisis has hit hard on these vulnerable groups, entailing rising unemployment and increasing poverty. One can imagine that these tendencies make the gap between the university community and the “ordinary” citizens even larger. Therefore, it is a very big question how to address this gap and prevent further divisions.

Walking to the campus...



Moreover, despite Aveiro's walkable and “human scale” dimensions, the city is very car oriented. Streets are dominated by relatively fast traffic and parking places, public transport is limited, and cycling is not easy either apart from some unconnected lanes. From this perspective, it is strongly recommended to promote soft mobility. For a more liveable and sustainable city, car traffic should be contained, public transport improved. The city is in need of better and more integrated cycling infrastructures, and awareness campaigns are needed to promote cycling as a commuting method and “teach” car drivers about coexistence.

A strong revitalisation of the inner city would help to put Aveiro on the map as an attractive knowledge city. Over the last decade, several European university cities have experienced a healthy and dynamic process of re-urbanisation, with higher educated workers moving back to the city, and giving a boost to the cities' amenities. It is a clear and strong trend that knowledge workers prefer identity-rich, mixed urban environments, where work, leisure and family life can be combined. But to achieve a revitalisation, a coherent, long term and shared vision is needed on mobility, public spaces, economic functions, leisure etc. The big challenge for Aveiro is to set this process in motion and involve all relevant stakeholders. The

municipality and the university should take the lead together, as two biggest drivers of the cities' future. First movers in the re-urbanisation process could be students, artists, creative people and start-ups, and they must be fully involved and mobilised to make it happen.

In this respect, one may criticise the new plan for the Science Park: this new area for innovation is designed as a relatively isolated area, stand-alone, not very mixed, and poorly connected to the urban fabric. In other words, not exactly the design of a 21th century innovation hotspot..

Empty spaces when students are not around



On student life

Student life is thriving in Aveiro with many active student unions. The social bonding and learning that takes place in these communities is invaluable. Some suggestions were made to further enhance student life in Aveiro: one is to promote student mobility, and to better connect international students to Portuguese ones. This would not only be good for its own sake, but could also help to turn foreign students into lifetime ambassadors for Aveiro. Also, the university and the city could do more to “tap” the knowledge and experiences of foreign students regarding innovative education methods, student housing practices etc., and systematically ask them to judge the quality of AU and the city from an outsider perspective. They form a mirror in which city and university can see themselves.

In Aveiro, student life is largely separated from “normal” city life, and students hardly participate in local political life. As such, this is quite normal, as students are adolescents in a transitional stage in their lives, and many are in Aveiro only temporarily. But nevertheless it could be positive if students would be more involved in the political life of the city: their input, energy and commitment could be very valuable for the city council (as is the case in Delft, where student’s political participation is very strong). Also, more could be done by the city to systematically involve students (and university staff) in decision-making.

Also, it was noted that the city could be more active to welcome and integrate (new) students into the city. Unlike in other university cities all over Europe, there are no big-scale welcoming ceremonies or city introductions for freshmen apart from the ones organised by the university (the Students Academy organizes a festival regarding the welcoming of the freshmen and the student community is invited to participate, along with the locals).

Moreover, students could be more connected to city life and urban communities in need, both as part of their curricula as well as in their free time. One idea is to organise “on the job learning” projects, where students learn and practice their skills for the benefit of local communities. This could work in several academic fields: free legal advice (law students), tutoring young children and adolescents (students of psychology, pedagogic), helping small businesses improving their operations (for economics & management students), etc.. This type of projects requires new forms of co-operations between city, community workers, and the university, and also, to make it work, the university should provide study credits. Deep involvement of university teachers is a prerequisite. The University of Applied Sciences in Amsterdam is a frontrunner in these type of projects: they even opened branches in problem neighbourhoods, where students work on this type of challenges.

A gated campus?



On science & society/social issues:

Connecting science to society is high on the agenda in Aveiro, and it's not only words. The Science Centre of Aveiro is impressive, and works great to connect science with society, by letting the public (among which many schoolchildren) experience what science is about, why it is relevant, and how they can be engaged. The centre offers great quality, it boasts high visitor numbers, and the university is closely involved in the design of exhibitions. Many other cities could learn from this example.

At the same time, many barriers and frictions still exist between the world of sciences and the world of the average citizen of Aveiro, and some of them can and should be addressed. One idea is to soften the hard edge by opening the university campus to the community. This could be done by creating programs or events that attract citizens, or to consider the campus more as public space for everybody rather than a ghetto for boffins. This change would require a programming effort from the side of the university.

On city-university collaboration in general:

As already noted, there are manifold contacts between the university and the city, city actors, and the region, on different levels. City and university realise that they need each other, and this was one of the reasons to join the EUniverCities project.

What lacks so far is a strategic, structured type of co-operation that takes place in the context of a grander vision for Aveiro on the long run. And also, in some cases, intentions are good

but implementation and stakeholder management is a problem. Several of the main projects between the university and the city seem to be only plans, e.g. the park of sustainability – most of it is not applied yet. The Sustainability Park was mentioned more than once as a very important project even when there are still some doubts about it and what institutions are/were involved in both, the concept-construction part and the uses of the infrastructure itself. The Science Park is also mentioned as one important project, but who is exactly involved in the debate, and how well is the concept thought through? To address these issues, one suggestion is to create an advisory board with the major stakeholders of the city and some “critical friends” from outside, to keep the bigger picture and have a more strategic alignment of big investment decisions.

Annex 1 Programme of the meeting

Tuesday, Nov 19th

Arrival of European guests

15:00 – 20:00

Check-in @ Hotel

20:00 – 22:00

Official Reception at the City Hall
Dinner in a Restaurant nearby

Wednesday, Nov 20th Presentations, Site Visits and Peer-Review Session

09.00	<i>Registration and Coffee</i>	<i>Fábrica Centro da Ciência Viva</i>
Opening Session. Theme: Building the city together		
09.30	Welcome Words	City Councillor, TBD City of Aveiro
09.35	Welcome Words	Vice-Rector of the University of Aveiro, Prof. Pascoal Neto
09:40	Expectations for the Meeting	Patrick van Geel, Advisor European Affairs, City of Delft
09:45	The Cooperation between Universities and Cities to promote Entrepreneurship and Social Development - A general overview	André Cester Costa, Economic Development City of Aveiro & Filipe Teles, University of Aveiro
10:15	Q&A Session	Lead Expert Willem van Winden
10:30	<i>Coffee-break</i>	
Theme: Building the city together		
11:00	UA@Local Community	Liliana Sousa - Pro-Rector of the University of Aveiro
11:15	A university inside the City: Challenges and opportunities	Maria Angela Cunha - Urban Division of the City of Aveiro
11:30	Q&A Session	Lead Expert Willem van Winden
11:45	How to promote science in the community? Includes guided visit to "Fábrica Centro Ciência Viva"	Ivonne Delgadillo - Science Centre
12:30	<i>Lunch Break</i>	<i>Fábrica Centro da Ciência Viva</i>
Theme: Building the city together		
14:00	A university inside the City: perspective from a student!	João Pedro Rosa - AAUAv / PUIS
14:15	Avenida – a participated project	Frederico Moura e Sá
14:30	Q&A Session	Lead Expert Willem van Winden
Inside View from the EU – Opportunities for EUniverCities		
14:45	Challenges and opportunities for EUniverCities related to the 2014-2020 period, seen from an European perspective	Olivier Brunet (EC DG Research & ITA Zaragoza)
15:00	Q&A Session & Peer-Review methodology introduction	Lead Expert Willem van Winden
1st PR session: Building the city together		
15:15	5 groups of 10 to 14 persons	Moderators and Students
17:15	Presentation of Conclusions	Moderators and Students
17:30	Reflection on the day and plans for tomorrow	Lead Expert Willem van Winden

17:45	EUniverCities Network Session	Only for Project Coordinators
17:45	End of the day - bus transportation to the Hotel (or walking)	
18:00	Arrival at Hotel / Free time or Walking Tour or Boat Trip (reservation in advance needed)	

20:00 – 22.30

Welcoming Dinner hosted at Restaurant “*Sal Poente*”

Thursday, Nov 21st

Presentations, Site Visits and Peer-Review Session

09.00	Registration and Coffee	Congress Centre – Small Auditorium
Opening Session EUniverCities - The Cooperation between Universities and Cities to promote Entrepreneurship and Social Development		
09:20	Opening Words	Mayor of the City of Aveiro
09:25	Opening Words	Rector of the University of Aveiro
09:30	Opening Words	Mayor of the City of Delft
09:35	Introduction about the program for the day and the outputs goals	Lead Expert Willem van Winden
Theme: Turning ideas into actions		
09:50	<i>The University as an innovative platform for the Region</i>	Carlos Pascoal Neto, Vice-Rector University of Aveiro
10:05	<i>Aveiro Entrepreneurial - support small ideas and fostering entrepreneurship</i>	André Cester Costa, Economic Development City of Aveiro
10:20	<i>Knowledge transfer into business and jobs!</i>	Celso Carvalho, Director of the Incubator and some CEOs from companies from the Incubator
10:35	Q&A Session	Lead Expert Willem van Winden
10:55	Coffee-break	Congress Centre
11:10	<i>Transportation to the Incubator</i>	
11:25	Visit to the Incubator	Incubator
12:00	Visit to the University	University Campus
12:45	<i>Transportation to the Congress Centre</i>	
13:00	Market Place Lunch	Congress Centre
Theme: Turning ideas into actions		
14:30	<i>New ideas, new adventures, new ventures...</i>	Joaquim Borges Gouveia, Professor at University of Aveiro
2nd PR session: Turning ideas into actions		
14:50	5 groups of 10/14 persons. Adding new insights to the observations of the first PR session and presenting some conclusions	Moderators and Students
15:20	5 groups of 10/14 persons. Formulating suggestions and recommendations	Moderators and Students
17:20	Presentation of Conclusions	Moderators and Students
17:40	Feedback on the day (plenary) + ‘outlook to tomorrow’s programme’ + practical/organizational issues	Lead Expert Willem van Winden
18:00	End of the day - bus transportation to the Hotel (or walking)	
	Free time and leisure activities to be proposed	

Politicians Meeting

13:00	Politicians Lunch @Restaurante Cafeína	Restaurant Cafeína
14:30	Politicians Workshop at City Hall	Moderation with Willem Van Winden and Luis de Carvalho
17:00	Boat trip (if weather allows) and Free time to visit Aveiro	

20:00 – 22.30

Dinner hosted at Restaurant TBD

Friday, Nov 22nd

Roundtable conference, closing remarks

09:30	Registration at the Venue and Coffee	Auditorium of the Rectory building – University of Aveiro
10:00	Opening Session	Venue: Auditorium of the Rectory building – UA
10:00	Opening Words	Mayor of Aveiro, Eng. Ribau Esteves
10:05	Opening Words	Rector of the University of Aveiro, Prof. Manuel Assunção
10:10	Opening Words	Rector and Mayor from Delft
10:20	Building the city together	Moderator: Lead Expert Willem van Winden
10:25	The City and the Civic University	John Goddard (CURDS, Newcastle University)
10:45	An example of a good practice - Strategic cooperation and partnership between Aalborg University and City of Aalborg	Niels Maarbjerg Olesen, Aalborg University
11:00	Q&A Session	Lead Expert Willem van Winden
11:10	Main Conclusions from PR Sessions	Students
11:20	Main Conclusions from Political Session	Lead Expert Willem van Winden
11:40	Press-conference & Coffee-break	
12:00	Turning Ideas into Actions!	Moderator: Filipe Teles
12:00	Turning Ideas into Actions in Delft!	Sander Peltenburg, YES!Delft Students
12:15	An example of a good practice - Demola	Anne-Mari Järvelin, Tampere University of Technology
12:30	RIS3 Strategy for the Centre Region	Pedro Saraiva, President of the Managing Authority
12:45	Q&A Session	ULSG Coordinator Filipe Teles
13:00	Closing the Conference	Mayor of Aveiro, Eng. Ribau Esteves
13:05	End of Conference	
13:15	Light Lunch	
14:00	Departure of city participants	See you in 2014!

URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants

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