

# URBACT II

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## Application Form

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Priority-Operation 1-1

Cities, Engines of Growth and Jobs

Exchange and learning

## WOOD FOOTPRINT

Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors

**Submitted version**

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## - I - PROJECT SYNTHESIS FOR DEVELOPMENT PHASE

### 1. Project identity

#### Identification

Acronym	WOOD FOOTPRINT
Program reference	1328894703
Unique number (for search)	4679
Title	Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors
Lead Partner	Municipality of Paços de Ferreira (PORTUGAL)

#### Length of project

Start date	End date
2012-05-01	2012-10-31

### 2. Summarized description of the issue to be addressed

Manufacturing and selling big items requires big spaces as factories and large showrooms. During the prosperity years of manufacturing sector in Europe, industry dependent cities have witnessed a pop-up of such buildings along the main road axis and suburbs, strongly marking urban development. Nowadays the rapid transformation of these sectors led to the abandon of most of these, leaving a giant urban footprint that is a serious challenge to cities that have inherited it and a warning to others

### 3. Initial partnership (5 cities from at least 3 different Member/Partner States)

	Partner Institution	Type of institution	Convergence / Competitiveness	Country	Area
Lead Partner	Municipality of Paços de Ferreira	Local authority	Convergence Zone	PORTUGAL	Norte
	Municipality of Sternatia	Local authority	Convergence Zone	ITALY	Puglia
	Municipality of Larissa	Local authority	Convergence Zone	GREECE	Thessalia
	Wycombe District Council	Local authority	Competitiveness Zone	UNITED KINGDOM	Berkshire, Buckinghamshire and Oxfordshire
	Municipality of Yecla	Local authority	Competitiveness Zone	SPAIN	Región de Murcia

#### 4. Thematic coverage – Selected Topic

	topic
select one topic among the 8 in the list	Promoting innovation and the knowledge economy

#### 5. Project cost (in €)

ERDF		Swiss Fund		Norway Fund		Other Financing	Total budget
ERDF	Public total financement	Swiss Fund	Public total financement	Norway Fund	Public total financement		
76,750.00 €	23,250.00 €	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €	100,000.00 €

## **- II - PRESENTATION OF PROJECT PROPOSAL FOR IMPLEMENTATION PHASE**

### **1. Definition of the issue to be addressed in relation with the selected topic**

The image of Europe as a manufacturing centre for traditional industries has been decaying over the last 20 years, but Europe and European cities are still home to many of such industries, such as furniture, textile, ceramics, machinery, and others. Furniture, in particular, and more specifically wood furniture, is still a big business in Europe, where the most renowned brand names are located and have their production. All over the world, thinking of wood furniture is thinking first of a particular European brand, and of Europe in general, and this is one of the sectors where Europe keeps a clear “image and recognition” lead above all competitors. The European furniture sector comprises around 150,000 companies, generates a turnover of almost €126 billion and an added value of €38 billion and employs around 1.4 million people (EU27, 2006), with the wood furniture sector being particularly important in countries such as Portugal, Italy, Spain, United Kingdom, Greece and Sweden.

But furniture is also a big business because of the size of its items, something it shares with many other manufacturing sectors in Europe such as ceramics and sanitary, machinery and even the car industry. Manufacturing, but also selling, furniture requires big spaces, often large dedicated showrooms, with ample parking and easy connections. Because of this, and during the prosperity years of the manufacturing sectors in Europe until the late ‘90s, early 00’s, sector dependent cities have witnessed a constant pop-up of such large buildings along the main communication axis to the city centre and all along the suburbs, which have strongly marked urban development. Nowadays, the rapid transformation of most of the manufacturing sectors has seen most of the local industries either being dislocated to cheaper labor regions, converted into suppliers to large world-wide scale distributors or favor online sales to traditional means, in all cases resulting in abandon of the previous showrooms, and sometimes also the factories. These large, purpose built buildings, often accessible only by car, difficult to revamp or reconvert, make a giant urban footprint that poses a serious challenge to the cities that have inherited them, while consisting a sound warning to the other cities where industry has moved to, and that risk to follow the same path. Driving towards the centre of a manufacturing specialized city today often means passing through a continuous sequence of ghost buildings, of doubtful architectural taste and decrepit appearance that immediately create a negative image on any visitor and that call for an urgent urban intervention. At the same time, these buildings represent a potential, and an investment, that cities cannot simply afford to ignore and must address how to make usage of them. To this particular and very visible aspect of the industrial footprint left in many European cities, including all those in this project, should be added the need to deal with other aspects of the ecological footprint left by the manufacturing sector transformations, such as pollution caused by the factories, deforestation of surrounding areas, and unemployment and lack of qualifications of a largely blue collar labor force layoff by the closing of factories and showrooms. All these aspects are a major concern for the cities that have inherited this footprint and that must urgently be addressed through innovative urban policies.

The “WOOD FOOTPRINT” project tackles this urging topic and gathers cities with a common strong influence of a wood furniture sector that now faces a transformation process following production and sales decay, similar to several other manufacturing sectors in Europe: Paços de Ferreira, the “Capital of Furniture” as it is called in Portugal; Yecla, a Spanish city where since the second half of the 20th century, furniture making has become the local trade; Wycombe, the core of the wood and furniture sector in the United Kingdom; Larissa, capital of the Thessaly region of Greece and a country centre for agro-food production and wood furniture industry; and Sternatia in Apulia, Italy, a local wood furniture manufacturing centre.

The networking of these cities creates the conditions for true experience sharing and mutual learning on the aspect of industrial ecological footprints, with an impact not only on the wood furniture sector that the project particularly targets, but extending to several other manufacturing sectors facing similar problems.

The project will try in particular to answer the question of how to conciliate the manufacturing sectors need for, and eventual abandon of, massive suburban space, with the notions of quality urban development, sustainability and economic competitiveness. It will learn on world famous examples such as that of High Point, North Carolina, USA , that has been the “Furniture Capital of the World” for a century but that after delocalization of manufacturing sites has radically restructured its vertically integrated furniture manufacturing complex into a specialized exposition node for the global furniture industry called the High Point Market – with huge economic success but at a high price for its citizens, which now, according to many scholars, feel strangers in their own cities during the large scale events (on this issue see “Guests Only, Locals Stay Out: Visualizing Exclusivity in the Global Furniture Capital”, <http://www.rc21.org/conferences/amsterdam2011/edocs2/Session%2012/RT12-2-Schlichtman.pdf>).

The final project objective will be that of developing urban policies that can both address the manufacturing sectors and the citizen’s priorities in terms of sustainable development. The goal will be to develop and share methods and practices for assessing the industrial ecological footprints of European cities, starting with the wood furniture sector and in particular with its heavy urban inheritance of abandoned showrooms, and sequentially extending to other ecological and sustainability aspects of the footprint and also to other manufacturing sectors. The exchange of visions and experiences should lead to new and innovative ideas for recycling, minimizing or completely erasing the industrial footprints, while continuing to promote, or fostering, both the economic development and the well-being and quality of life of the citizens.

## **2. Starting situation and main challenges faced by the 5 initial partners in relation with the issue**

The manufacturing heritage in Europe is a strong one that can be felt in many European cities. Many of European cities have followed a specialization path along one particular industry – there are the “textile cities”, the “automotive cities”, the “ceramic cities”, the “wood furniture cities”. In these cases, the ties between the sector and the city are intense and can be felt in many ways – not only in terms of economic indicators and employment patterns, but also in aspects of urban development, including construction patterns. This is particularly visible for sectors that require large portions of land, either in order to manufacture their goods or to sell them, or both. The wood furniture sector is one of these cases. While manufacturing often takes place in small or medium sized factories, the size of the goods produced calls for the need of large warehouses to store them and massive showrooms in order to display them and sell them. Such showrooms in particular have strongly affected the urban development pattern of the cities characterized by this sector. They are large buildings, often multi story, more often than not doubtful architectural taste, with large windows to display the merchandise inside and as such normally inefficient in terms of energy consumption, with ample car parking zones and placed along the main roads for easy access by car. As people that wish to buy furniture normally go by car – as they need to carry with them what they will buy – access by public transport to those areas has normally been neglected. Such showrooms are by no means exclusive of the furniture sector. They are common in several other sectors, such as ceramics and kitchen and sanitary equipment, construction material, machinery and

also textile and fashion.

Such buildings have popped-up in many European cities, deeply transforming the urban landscape, between the '70s and the late '90s when purchase power was growing and production and sales were rising. But most of the traditional manufacturing sectors have been hit hard by the crisis and globalization since then, with most of the companies either displacing their production (and consequently their sales) or changing their business model, dropping direct sales to final clients and becoming suppliers to larger companies. In the particular case of furniture, the IKEA phenomena as of course played a key role in this transformation. As a consequence of this, many factories and especially showrooms have been closed down, leaving a giant industrial footprint of "ghost buildings" in many cities. Other factors have added to this footprint: pollution, deforestation of surrounding areas, and unemployment and lack of qualifications of a largely blue collar labor force.

As a result of this transformation process, many European cities tied to a specific sector now face a dilemma: on one side they must enhance economic development and create employment, either by reinforcing the main sector of activity or by diversifying into other sectors; and on the other side they must address the industrial footprint that has remained from the huge investments made until the '90s, and that is seriously jeopardizing their image as well as the general well-being and quality of life of its citizens, creating an atmosphere of decay and decrepitude that is not tolerable with the image of growth, dynamism, innovation and competitiveness that cities must project in order to compete in the modern, global economy and be able to attract investors and qualified people.

But how can cities address this industrial footprint while fostering economic development? Can this abandoned showrooms be used for other sectors and create jobs for the unemployed? How to bring them into a virtuous cycle of urban development and how to mobilize their private owners to join them? How to assess their "sleeping" potential and match it with growth opportunities? How to link them to the sustainable transport network? How to address other aspects of the ecological footprint, and make everything into a coherent development path?

This is the situation that is at present faced by the 5 partner cities in this project, as well as by many other cities in Europe with a strong presence of manufacturing sectors and that have expressed their interest in joining the project in the second stage (implementation). In the following a quick review of the main challenges presented by each of the 5 cities is given:

-□ Paços de Ferreira is unquestionably the Portuguese capital of furniture. Its very strong network of small producers and qualified labor force, and contributed to attract the investment from Ikea for the setting up of its main production centre in the South of Europe. But while this investment has secured many jobs and ensured the economic viability of many small producers, it has left to the abandon of direct sales models and to the shutdown of a very large number of the purpose built showrooms that have been constructed in the city and its surroundings over the last 20 years. Today more than 100,000 m<sup>2</sup> of space are deserted and waiting for another occupation, a problem that the city council must address while looking for other economic sectors to diversify and lead the city into a sustainable growth path for the future;

-□ Sternatia is a small town in Apulia, highly dependent on the furniture manufacturing sector, and characterized by a high number of small and medium sized companies. The municipality of Sternatia is committed to the field of the SME activities, labor market, social problems and has always shown great sensitivity towards the problems of the SME, labor market as well for social exclusion risk, migrants, refugees. In Sternatia, the economic model of local firms is still highly dependent on direct sales, and most firms are still investing in showroom space, which makes it important to learn from the lessons of other cities.



At the same time, a crucial issue for this city is the absorption of migrants and refugees, since due to its southern location the city receives regularly refugees from the Maghreb, which must be absorbed by local industries.

-□ Larissa, lives the consequences of the general economic crisis Greece is going through last years. The wooden furniture production in which Larissa used to play a major role in Greece has seen its numbers to decline seriously guiding many enterprises to stop or drastically diminish their production and abandon their showrooms. Unemployment of the sector has increased rapidly and many production sites were abandoned. As such, the city must address strategies for diversification, economic revamping and deal with the industrial footprint left.

-□ Wycombe District Council is presently seeking diversification from the traditional furniture sector and economic growth; the city is seeking to make effective and efficient use of land including the development of more sophisticated and flexible employment land policies (including the use of criteria to evaluate existing and allocated employment sites for the suitability for that use). There is increasing pressure from the Government and the market for some employment sites to be transferred to other uses, particularly residential. This is a critical issue for Wycombe at this stage and very well aligned with objectives of the project;

-□ Finally Yecla has a very intense economic activity, based mainly on the manufacture of furniture, which is the object of an important world-famous fair. But Yecla, as the whole of the Murcia region, is also in the main touristic routes for Spain, and the city is considered to be the living image of 'Castilian' Murcia, the area of transition between the coastal zone and the plains of La Mancha. As such, it is crucial for Yecla to conciliate the cycles of its economic development with its tourism vocation, and in special address the industrial footprint, while seeking for new economic development paths.

### 3. Description of the work packages to be developed in Implementation phase

#### 3.1 Work package 1 – Project management and coordination

STARTING POINT: Completion of development phase;

ACTIVITIES:

The work package will include the following actions:

##### 1. Project management

Assistance with all partners, in close relation with their Certifying Bodies, to all administrative and financial issues:

Supervision and assessment of partner contributions, advance of payments for global costs (Experts expenditures, communication, coordination), dispatching of ERDF to partners, assistance to the reporting.

Follow-up contractual relationships with Lead Expert and Thematic Experts.

Global coordination of the project, in respect with specific deadlines. Development of related management tools accessible on the Internet.

Dedicated time in all meeting (conference, workshops, technical visits...) for reporting on the progress of the project, updating collective working-plan and shared-objectives, in an extensive steering committee.

##### 2. Follow-up and reporting

Provision to the Urbact Secretariat of all contractual documents related to project creation, adapted to the WOOD FOOTPRINT project and partnership:

Final Application, Letters of Commitment, Letters of Intend of MA, Subsidy Contract, Joint Convention, Contract with Lead Expert and Thematic Experts, Audit Trails, and all other formal documents.

Provision to the Urbact Secretariat, and compilation through the PRESAGE-CTE Software, of all financial documents: financial tables for provisional budget, financial reports, payment claims, (first level control). Availability in case of specific audit (2nd level control).

Provision to the Urbact Secretariat of all reporting procedures updating the state of the on-going project : one report for Development Phase, four reports for Implementation Phase, one final report

The support for these actions are further described below

DELIVERABLES:

Through this work package, the project will deliver the following:

1. Project reports (x5) (progress + financial)
2. Final Report (progress + financial)

SUPPORT:

The success of the WOOD FOOTPRINT project can only be achieved if the consortium shares the following principles:

- Each partner has an interest in the execution of the project (be it a problem to be solved or an opportunity for improvement);
- Sharing the project objectives, understanding and performing the role of each partner in the success of the project;

- Realizing that cooperation under this project is the best means for achieving each partner's desired results on a knowledge and cost basis;
- That the partners deeply apply and use the project results for an improvement in their activities and local communities, each organization having benefited from the project.

The project management will be implemented through 2 complementary actions: project management and follow-up and reporting, which are described next:

#### Project management:

The Project Coordination shall be oriented towards an optimal rate result/effort that shall not allow any reduction in the quality of results but still maximizing the efficient use of human, financial and equipment resources. Key main points are:

- o□ The diversity of partners shall be used for knowledge improvement, having each partner the same importance and vote;
- o□ Commonly assigning tasks corresponding to each partner's competency and its' own autonomy in resource usage;
- o□ Ensuring fitness to the project objectives and agile communications among partners.

As such, the task shall consist in managing and orienting the following factors in order to produce a successful project and meaningful results.

Specific tasks to be accomplished within this objective include:

- o□ Assistance with all partners, in close relation with their Certifying Bodies, to all administrative and financial issues;
- o□ Supervision and assessment of partner contributions, advance of payments for global costs (Experts expenditures, communication, coordination), dispatching of ERDF to partners, assistance to the reporting.
- o□ Follow-up contractual relationships with Lead Expert and Thematic Experts.
- o□ Global coordination of the project, in respect with specific deadlines. Development of related management tools accessible on the Internet.
- o□ Dedicated time in all meeting (conference, workshops, technical visits...) for reporting on the progress of the project, updating collective working-plan and shared-objectives, in an extensive steering committee.

#### Follow-up and reporting:

Within such organization scheme, the underline purpose of the Project Management Task remains to make sure the project reaches the objectives. As such, effort allocation shall be more focused on technical project work than on management.

A great part of the work shall come from the project coordinator, that shall move, steer and manoeuvre the structure in other to achieve the project results.

#### Project Management Roles:

The management structure of the project will be focused on the partners' needs having in view that their guidance has to be clear and compatible with the technological possibilities. Considering the time frame of the project (30 months) and the size of consortium, the day-to-day management will be conducted at only two levels, namely the local and the overall project management.

Therefore, the type of management structure shall be composed of a Project Manager and Working Groups Leaders.

#### - Project Manager (PM)

The consortium has agreed that the City of Paços de Ferreira is the Lead Partner and appoints the Project Manager.

The Project Manager takes overall responsibility for managing the project. Administrative support from all partners is available to the Project Coordinator to ensure smooth running, and ease of communication for all partners involved in the

project. Each partner will contribute to the co-ordination of the project as requested by the co-ordinating partner.

The Project Manager and its team will be specifically responsible for:

- Provision to the Urbact Secretariat of all contractual documents related to project creation, adapted to the WOOD FOOTPRINT project and partnership -

Final Application, Letters of Commitment, Letters of Intend of MA, Subsidy Contract, Joint Convention, Contract with Lead Expert and Thematic Experts, Audit Trails, and all other formal documents.

- Provision to the Urbact Secretariat, and compilation through the PRESAGE-CTE Software, of all financial documents : financial tables for provisional budget, financial reports, payment claims, (first level control). Availability in case of specific audit (2nd level control).

- Provision to the Urbact Secretariat of all reporting procedures updating the state of the on-going project : one report for Development Phase, four reports for Implementation Phase, one final report.

- Working Group leaders (WGL)

For each Working Group that are at the core of project activities, one consortium partner has been identified as a leader. The Working Group leader is responsible for the co-ordination of the work of the partners collaborating on that Working Group. The Working Group leader also insures that deliverables are being produced with the appropriate quality, on time and to budget.

### 3.2 Work package 2 – Transnational exchange and learning

STARTING POINT: Baseline study completed in the Development Phase

ACTIVITIES:

The work package will include the following actions:

1. Creation and animation of Thematic Groups

On the basis of the Baseline Study to be completed in the Development Phase, the project will define a number of thematic groups, that will each focus on a particular factor related to the industrial footprint addressed. While the exact number and theme of Thematic Groups will obviously depend on the conclusions of the Baseline Study, it is expected to create at least the following Thematic Groups:

- Abandoned showrooms: what urban policy to deal with this issue? (to be lead by Paços de Ferreira)
- Requalification and new employment opportunities for blue collar manufacturing workers (to be lead by Wycombe)
- Urban Transport networks: new solutions for car-dependent sectors (to be lead by Larissa)
- Social factors of manufacturing districts (to be lead by Sternatia)
- Tourism + manufacturing: conciliating strategies (to be lead by Yecla)

Each thematic group, lead and animated by a City Partner, should carry out joint actions in order to arrive at conclusions regarding the necessary steps to be taken within its topic in order to address the industrial footprint. Benchmarking of successful cases, both in Europe and beyond (including High Point in the US) will be a key tool to be used within these thematic groups. The work within the groups will be carried out both by means of physical meetings and also by remote cooperative work, making full use of the online platform to be developed within Action 3.

## 2. Organization of Thematic Events and Missions

Exchange of knowledge and mutual learning is mainly made by gathering people together under a common theme of interest and as such, the project will put a great focus on the organisation of thematic events at the different participant cities and also in the organisation of missions for making contact with relevant success factors and initiatives within the Industrial Footprint context.

Meetings will gather city partners, local support group members (both from the hosting city and from other city partners) with experts, professionals, media representatives and general population interested in the topic, around a specific theme of relevance for the Industrial Footprint concept.

## 3. Creation and animation of an online mutual knowledge platform

The objective of this activity is the design, development and maintenance of a website/blog/social network that will be the convergence platform of all the activities and events of the project (a privileged “showroom”). The Web Platform will enable project partners, ULSG members and Target groups (especially professionals, students and job seekers) to interact in a cyclic, collaborative process which will lead to the elaboration of knowledge.

The WOOD FOOTPRINT weblog will be the convergence platform of all the activities and events of the project active in an early stage of the project. Will also include hyperlinks for blogs related to the project, an on-line forum - space of debate for visitors, RSS, register of users (for creation of databases), space for comments, a download area (for promotional material of the project: logos, banners, flyers, reports and materials developed under project ...), among others forms of digital communication.

The web platform should also:

- Encouraging users to return, for which it will have regular mini-polls, surveying various aspects of the WOOD FOOTPRINT thematic;
- Through the creation of personalized accounts in Social Networks on behalf of the WOOD FOOTPRINT project, it will be possible to reinforce the social network of the project and to stimulate the participation of the target groups in the events at the European regional and national level. We will use the following main networks: Twitter, YouTube, LinkedIn, FaceBook, Flickr, tagged with text shares, video, audio and photos. The participation in these forums can be enriched with “posts” of city officers, ULSG members, professionals and industry leaders who regularly can comment the digital communication activities. Through the effect “word of mouth” could be created a chain of information on this event next to bloggers specialized in science, education, research, innovation, several of them students or professionals of these areas.

The weblog will have dedicated areas for city partners, ULSG members and also to business and R&D Community according to their interests they will have access to specific information.

## DELIVERABLES:

Through this work package, the project will deliver the following:

1. Thematic Groups final reports on specific themes
2. WOOD FOOTPRINT Thematic events in Partner Cities
3. WOOD FOOTPRINT missions to relevant sites
4. WOOD FOOTPRINT weblog

**SUPPORT:**

The transnational exchange and learning work package should be coordinated, integrated and aligned with a clear and measurable end goal. That is not to be a set of disconnected activities, but a program of activities which follow a common line capable of encouraging the participation of cities and its actors (citizens and organizations) in presenting ideas and concepts from theory to practice, and that will be more easily assimilated. Each program shall be designed as an integrated program, with various steps to develop a common theme incrementally and appropriately to the age range of the public they are addressed to.

It is intended that the WOOD FOOTPRINT program will allow the creation of integrated, development oriented partnerships (private or/and public), able to offer sustainable solutions in the way of cities towards addressing their industrial footprints. These partnerships will allow the programs developed to further continue their activity once the project is finished, through the commitment of the participants involved.

**3.3 Work package 3 – Impact on local governance and urban policies**

**STARTING POINT:** The results from the Thematic Groups and events, as well as all the knowledge compiled in the online knowledge system.

**ACTIVITIES:**

The work package will include the following actions:

**1. Working with ULSG**

All Partner Cities will implement and animate a Urbact Local Support Group, which shall become the engine for powering the city into mapping and addressing industrial footprints. All cities are required to organise an ULSG local meeting at least once after each major WOOD FOOTPRINT event or activity. Those meetings are organised to feed-back ULSG member on WOOD FOOTPRINT activities and information; to present updated objectives for following activities; to organise the implementation of specific members in some activities (including travel of members to some events).

The method for associating more closely some members of ULSG is pro-active, also depending from the needs and strategy of Thematic Groups. When necessary, some specific tasks could be allocated. For instance, stakeholders are expected to relay information about WOOD FOOTPRINT to their specific networks (professional and media). Working methods are developed during the development phase and set up for all partners during the kickoff meeting for implementation phase .

ULSG members implicated into ULSG are followed-up for attendance to workshops : preparing presentation, contribution into collaborative work, reporting and coordination with other local stakeholders. They will also be encouraged to participate at network events and in particular at the Urbact LSG Summer universities.

ULSG members are closely associated to the definition of LAP's at each key-step of the project.

**2. Defining, approving, implementing and following-up LAPs**

The main outcome of the WOOD FOOTPRINT project will be a set of Local Action Plans (LAPs), one for each participating city, where will be laid the foundations for the actions and initiatives that will address their industrial footprints.

The development of LAPs however, will not be an isolated action at the end of the project, but a permanent activity that will source from the transnational exchange and learning between cities and mobilize local actors, including local organisations and population under a common objective. The "publishable" LAP will mainly be a tool for the implementation and follow up of local policies that will be designed, validated and implemented throughout the whole project.

#### DELIVERABLES:

Through this work package, the project will deliver the following:

1. One Local Support Group for each participating city and associated produced material (events, meeting minutes, etc.)
2. One Local Action Plan for each participating city

#### SUPPORT:

This workpackage will address the following issues:

- Setting-up an integrated program concept as collaboration between participant's actors (city councils, development agencies, managing authorities, transport authorities including airport management societies, other specialized societies, education authorities respectively schools and universities, industries, etc...);
- Define the required support of local organisations and local population for the planned actions; ;
- Arrangement of regional, national or European support schemes for funding the proposed activities;

Within each LAP, each activity of the program it will be defined with detail:

- The central theme driving the Activity;
- The target group (size, age, cultural issues, etc,...);
- The scale of the activity (local, regional, European,...);
- The duration of the activity
- The partners and cooperating bodies involved in the implementation;
- Identification of resources;
- Planning of the activity;
- Results evaluation criteria
- Planning of further developments after the project ends.

### 3.4 Work package 4 – Communication and dissemination

STARTING POINT: Deliverables produced in the Development Phase

#### ACTIVITIES:

The work package will include the following actions:

1. Daily communication

Broad dissemination of the project and its results is one of the key objectives of WOOD FOOTPRINT. In pursue of such objective the following activities will be carried out:

—□ Create a project website - The WOOD FOOTPRINT project website, hosted on URBACT II Internet Platform, will be a place to share top-edge information on the topic of industrial footprints in general. This website will have two areas: one that can be accessed by the general public; and another one that can only be accessed by the project partners. This website will allow the exchange of information between the project's partners and the general public. It will be used to disseminate information generated within this project. It will be used for posting copies of our draft and final reports and for inviting comments on the reports. This will provide stakeholders and the public with an opportunity to review our reports, to become more familiar with identified and selected good practices as well as possible policy issues. The website will also provide an opportunity for stakeholders and others to provide their views and comments. This Web site will be periodically updated with the results of the project that are meant for the public domain. Other features will be added throughout the implementation of the project.

—□ Create a distribution list to disseminate the network findings and conclusions, in the form of a quarterly newsletter. This distribution list will be developed during the development phase of the project.

—□ Make direct contact via e-mail with stakeholders (including local authorities from target regions and cities, programme managers, national governmental institutions, national and regional development agencies, intermediary organisations, companies, universities, research institutes, technological centres, manufacturing companies) to alert them to the project's activities.

—□ Disseminate publications, reports and articles that communicate the detailed activities, results and conclusions of the project.

—□ Prepare and distribute press releases on the project to journalists who specialize in innovation, economic change and competitiveness issues in and policy practices in general. By providing press releases to journalists who specialise in such issues, we aim to make our results more widely known, to those with interests in these issues, with who we were not in direct contact during the course of the project.

—□ Organise network events, of which one event a year will be targeted to external audiences and have a dissemination role.

—□ Make presentations at other conferences, workshops and seminars. The partners will create a PowerPoint presentation summarising the project results which they can use and which could be used by project personnel at conferences, seminars and workshops dealing with innovation policy practices.

The success of our dissemination plans will be measured by the following:

—□ Feedback and comments we receive as a result of posting our draft reports on the project website which will invite comments.

—□ Coverage our project receives from the press, including (but not limited to) local press in covered regions and cities.

—□ Responses we get to our e-mails to which we will attach the newsletter and/or an executive summary which we will direct to various stakeholder groups;

—□ Responses we get to queries posed by stakeholders with regard to their reaction to our proposed practices;

—□ Comments and views articulated by participants at workshops and seminars.

## 2. Targeted communication activities

In addition to the broader and daily communication activities, more targeted communication activities will be directed to particular audiences.



These include:

- the Urbact secretariat: The WOOD FOOTPRINT Lead Partner and Lead Expert will participate to the Urbact Annual Conferences under invitation and organisation of Urbact Secretariat. For such purposes LP and LE will produce all required information and materials for those events (presentations, brochures, animating workshops, etc.). The LP and LE of WOOD FOOTPRINT will also contribute to any other Urbact event that could be initiated in order to exchange some experiences and disseminate the results of the project.
- Thematic Poles of Urbact: The Lead Partner and Lead Expert of WOOD FOOTPRINT will attend to all Thematic Poles meetings organised by the Urbact Secretariat. In this way, the project will be able to establish links with other Urbact Thematic Networks to maximise the opportunities of exchanges on European best practices, and will build on lessons learnt from other projects in order to increase the potential of its own activities.
- Other cities and in particular those involved in Urbact: The task will comprehend the identification and dissemination of good practices through articles, posts, presentations and news both in Urbact dedicated media as in general media. Particular attention will be provided to new tools as social media networks (e.g. creation of LinkedIn WOOD FOOTPRINT group).

#### DELIVERABLES:

Through this work package, the project will deliver the following:

1. Project website within Urbact platform
2. Communication material including newsletters
3. Participation in Urbact events and Thematic Poles meeting
4. Press-releases
5. Specific communication events

#### SUPPORT:

The communication plan will define the targets and list the communication activities to be implemented, as presented below:

**Internal targets:** Manufacturing Specific Cities (i.e. cities with a dependency from a traditional manufacturing sector, including such cities that are not members of the WOOD FOOTPRINT network); relevant players in manufacturing cities; industry, university and associations; These internal targets will be reached by mean of network activities, including events (with 1 annual event being dedicated to internal targets), newsletters, website (internal section) and daily communication within the network;

**External targets:** Policy makers; European institutions, notably the European Commission; National, regional and local governments and authorities; Representatives from national and sub-national development programmes; National and Regional innovation organizations, including Higher Education Institutions and Schools and agencies; Trans-national organisations and networks dealing with economic development; Chambers of Commerce and Industry; RTD and technological institutions; These external targets will be reached by communication and dissemination activities that include network events (1 annual event will be dedicated to external dissemination), newsletters, website (public section), press coverage through press releases and contacts with media and participation in external events.

Several activities will be developed in the project lifetime in order to ensure the participation of the target audience since the beginning and have their participation and contributions to the project awareness campaign; The messages, tone and visual content will be adapted according to the specific targets already defined.

The success of our communication plans will be measured by the following:

- 
- Feedback and comments we receive as a result of posting our draft reports on the project website which will invite comments.
  - Coverage our project receives from the press, including (but not limited to) local press in covered regions and cities.
  - Responses we get to our e-mails to which we will attach the newsletter and/or an executive summary which we will direct to various stakeholder groups;
  - Responses we get to queries posed by stakeholders with regard to their reaction to our proposed practices;
  - Comments and views articulated by participants at workshops and seminars.

## - III - PROJECT PROPOSAL FOR DEVELOPMENT PHASE

### 1. Lead Partner's experience

The municipality of Paços de Ferreira, within QREN since the beginning of this new community funds application cycle (2007-13), was involved in several tenders as a single lead partner and manager, under the North Region Operational Programme, namely in the following projects:

- ☐☐ Energy efficiency in the Public Street Lighting Network of the Paços de Ferreira municipality;
- ☐☐ Creation of a single help desk in a multi-channel platform;
- ☐☐ Qualification of the business area in Freamunde/Carvalhosa (Fontão/Gandarela/Cachopadre);
- ☐☐ Qualification of the business area in Lamoso/Figueiró/Freamunde;
- ☐☐ Qualification of the business area in Ferreira/Freamunde;
- ☐☐ Qualification of the business area in Meixomil/Penamaior;
- ☐☐ Immaterial actions for the prevention and management of the material and technological risks in the Tâmega municipalities;
- ☐☐ School Centre in Carvalhosa;
- ☐☐ School Centre in Ferreira;
- ☐☐ School Centre in Sanfins de Ferreira;
- ☐☐ School Centre in Frazão;
- ☐☐ School Centre in Penamaior;
- ☐☐ School Centre in Figueiró;
- ☐☐ School Centre in Lamoso;
- ☐☐ School Centre in Meixomil;
- ☐☐ School Centre in Arreigada;
- ☐☐ 1st Primary Education Cycle School in Raimonda;
- ☐☐ School Centre in Eiriz;
- ☐☐ School Centre in Seroa;
- ☐☐ School Centre in Freamunde;
- ☐☐ School Centre in Paços de Ferreira;
- ☐☐ Construction of a Sports Hall associated with the Ferreira School Centre;
- ☐☐ Construction of a Sports Hall associated with the Penamaior School Centre;
- ☐☐ Construction of a Sports Hall associated with the Figueiró School Centre;
- ☐☐ Construction of a Sports Hall associated with the Arreigada School Centre;
- ☐☐ Construction of a Sports Hall associated with the Seroa School Centre;
- ☐☐ Construction of a Sports Hall associated with the Eiriz School Centre;
- ☐☐ Construction of a Sports Hall associated with the Lamoso School Centre;
- ☐☐ Construction of a Sports Hall associated with the Meixomil School Centre;
- ☐☐ Construction of a Sports Hall associated with the Raimonda 1st Primary Education School;
- ☐☐ Construction of a Sports Hall associated with the Freamunde School Centre;
- ☐☐ Creation of the Freamunde Elementary School;
- ☐☐ Management, follow-up and monitoring;

- Paços de Ferreira – Creative Capital;
- Requalification of the mobility and accessibility;
- A passenger terminal for public transport;
- Qualification of the public space and urban environment;
- Qualification of the (Street) Rua de Real (ER209: School Centre – Vila de Carvalhosa Urban Centre);
- Qualification of the route from the Sanfins Museum to the School Centre and the route to the North Bypass;
- Improvement of the route ER 209: Raimonda School Centre – Rua de Groute;
- Requalification of the road network adjacent to the new Freamunde elementary school;
- Requalification of the roads surrounding the Ferreira Monastery (Route from Quintela to the Monastery).

## **2. Political involvement and support within the Lead Partner city**

The WOOD FOOTPRINT project will be supported at the highest political level by the City of Paços de Ferreira, that will be the Lead Partner.

The project is an initiative from, and will be under direct supervision of, the elected Mayor, Mr Pedro Oliveira Pinto which wishes to pursue activities that address the city industrial footprint from the wood furniture sector and consider diversified sectors for economic development.

All these policies will be addressed within the WOOD FOOTPRINT project and will be further developed within the final Local Action Plan, which will become a key strategic document for the City of Paços de Ferreira.

### 3. Partner profiles

	What are the problems and challenges faced by the partner city in relation to the selected topic?	What are the policies and concrete actions developed by the partner city so far in relation to these problems and challenges?	What could be the scope of the Local Action Plan to be developed by the partner city within the framework of the network?	Who will be involved in the initial URBACT Local Support Group to be set up during the Development phase by the partner city?	What is the experience of the partner city in terms of working through transnational exchange in relation to the selected topic?	What is the potential contribution of the partner city to the network activities and what does the partner expect from the network?
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Municipality of Paços de Ferreira	Paços de Ferreira faces two main kinds of problems: on one side it must enhance economic development and create employment, either by reinforcing the main sector of activity or by diversifying into other sectors; and on the other side it must address the industrial footprint that has remained from the huge investments made until the '90s, and that is seriously jeopardizing their image as well as the general well-being and quality of life of its citizens, creating an atmosphere of decay and decrepitude that is not tolerable with the image of growth, dynamism, innovation and competitiveness that cities must project in order to compete in the modern, global economy and be able to attract investors and qualified people.	□ Paços de Ferreira is unquestionably the Portuguese capital of furniture. Its very strong network of small producers and qualified labor force, and contributed to attract the investment from Ikea for the setting up of its main production centre in the South of Europe. But while this investment has secured many jobs and ensured the economic viability of many small producers, it has left to the abandon of direct sales models and to the shutdown of a very large number of the purpose built showrooms that have been constructed in the city and its surroundings over the last 20 years. Today more than 100,000 m2 of space are deserted and waiting for another occupation, a problem that the city council must address while looking for other economic sectors to diversify and lead the city into a sustainable growth path for the future. The city council has started to develop policies to address these issues, but these are at an incipient stage and must be enhanced by mutual learning at transnational level.	The LAP from Paços de Ferreira will focus on the following topics: how can cities address this industrial footprint while fostering economic development? Can this abandoned showrooms be used for other sectors and create jobs for the unemployed? How to bring them into a virtuous cycle of urban development and how to mobilize their private owners to join them? How to assess their "sleeping" potential and match it with growth opportunities? How to link them to the sustainable transport network? How to address other aspects of the ecological footprint, and make everything into a coherent development path?	The Local Support group from Paços de Ferreira will mobilize all the most relevant local stakeholders, including: <ul style="list-style-type: none"> <li>- the national association of wood furniture manufacturers;</li> <li>- the national chamber of commerce</li> <li>- the local manufacturing association</li> <li>- the University of Porto</li> <li>- the University of Minho</li> <li>- the national innovation agency</li> <li>- the local branch of the national institute for Small and Medium-sized Enterprises</li> <li>- the nature institute</li> </ul>	The city of Paços de Ferreira has participated in several transnational cooperation projects, always focused on the wood furniture sector, and in particular INTERREG A and B projects, and Lifelong Learning projects for increase of qualifications of workers from the manufacturing sector.	The City of Paços de Ferreira is fully committed towards the success of the WOOD FOOTPRINT project and expects the project to be a first step towards a permanent and sustainable cooperation between European cities with a tradition in wood furniture manufacturing. For this, the city will commit all the necessary means and resources in the coordination of the project, while it expects to gather good practices and experience from the other partners in addressing industrial footprint ecological and development problems.
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Municipality of Sternatia	They are the development of sustainable and integrated urban policies related to the wood furniture sector.	The partner city has analyzed the local situation in relation with the selected topic and has built collaborative relations. Sternatia has started to develop actions in favour of SMEs and towards the integration of low qualification workers (including refugees) in manufacturing industries.	The scope could be to facilitate and to foster the exchange of experiences among partners and to disseminate good practices in the field of support measures to manufacturing industries, reconversion of brownsites and re-qualification and integration of workers.	The following organisations will be involved: - Local manufacturing association - Citizens association - Association for the development of Sternatia - Apulia branch of ENEA, Chamber of commerce and manufacturing association	Sternatia has experience of participation in national development projects, and at international cooperation level the partner city will foster the impact of transnational exchange on local policies and practises and develop participative action-planning and integrated approaches.	The potential contribution is to ensure communication on the project's activities and to ensure dissemination of the project's results to network partners and to urban practitioners outside the network.
Municipality of Larissa	Our city lives the consequences of the general economic crisis Greece is going through last years. The wooden furniture production in which Larissa used to play a major role in Greece has also seen its numbers to decline seriously guiding many enterprises to stop or drastically diminish their production. Unemployment of the sector has increased rapidly and many production sites were abandoned.	The Municipality of Larissa tried to help all city's enterprises to face the crisis by reducing some of the Municipal taxes, and by promoting several thematic exhibitions especially in the furniture domain.	We think of transferring experiences on better production processes as well as in ameliorating the design ability of local businesses, alongside with helping them to better explore export opportunities and marketing techniques.	First of all we will cooperate with the local businesses through their Chamber so as to gather full and real information on every aspect of the problems of the sector. We also plan to search the consequences of abandoned sites on their close environment and bring up new ideas of tackling similar issues.	The Municipality of Larissa has a well based experience of involving in European programs both Structural Funds Supportive Frameworks, and European initiatives transnational working.	We are planning to bring together major businesses of the sector that are or used to be dealing with furniture production in Larissa area, with their counterparts of the rest partner cities in order to exchange information on implemented solutions that can drive the sector out of the crisis putting it in a better position towards the international market. Main goal will be through the support of the Municipality to enforce the businesses' presence in international exhibitions, marketing seminars, design contest etc.

<p>Wycombe District Council</p>	<p>Wycombe has a long history of wood furniture manufacturing based industry. There are records from the 12th Century that show simple turnery was being produced and by the 13th Century furniture industry was a mainstay. This established High Wycombe as a centre of manufacturing and created the development of 8 Business Parks in the area.</p> <p>In the last 20 years the wood furniture manufacturing industry has seen a decline in High Wycombe. This has created a significant level of unemployment and resulted in vacant space from businesses that have closed or left the area.</p>	<p>The Council has recently agreed a strategy to focus on: supporting the unemployed and under-skilled residents in local deprived parts of the area; ensure businesses that operate in Wycombe remain and help them to grow to create more employment opportunities; attract new businesses to the area. The Council recognises that people who were previously employed in wood furniture manufacturing are a target for this activity.</p> <p>The specific activities support by the Council are:</p> <ul style="list-style-type: none"> <li>• “Job Clubs” where unemployed people can be supported through short skills programmes and matched with vacant jobs in the area;</li> <li>• Residents in Deprived Local Areas will receive dedicated intervention to improve their skills levels (including confidence building);</li> <li>• Business Engagement &amp; working with the 8 Business Parks with a particular focus on helping businesses who have the capacity to grow, to expand and create more local employment opportunities;</li> <li>• Inward Investment to promote Wycombe as a place to do business.</li> </ul>	<p>The Local Action Plan will build on the above actions and develop a specific proposition to promote the wood furniture manufacturing sector in High Wycombe, identify a targeted strategy focussed on those with skills in the wood manufacturing sector to be up-skilled or use their existing skills to transfer to another sector.</p>	<p>The Local Support Group will be led by Wycombe District Council, and closely supported by the following:</p> <ul style="list-style-type: none"> <li>• Bucks New University (delivering under-graduate and post-graduate courses);</li> <li>• Bucks Business First (business membership organisation);</li> <li>• Wycombe Enterprise (local business support partnership);</li> <li>• Amersham and Wycombe College (providing vocational skills to 16-18 year olds)</li> <li>• Private sector (particularly drawn from the existing furniture manufacturing industry in Wycombe, such as Dreams, Ercol, Hypnos etc.)</li> </ul>	<p>Wycombe District Council had a lead role on TIMBER (INTERREG IVC project) regarding viability of small businesses based on crop capacity and market demand which was supported by a nouveau model for consistency of supply, and processing for end users’ needs (small manufacturing companies).</p> <p>There is existing experience in the wider partnership in transnational activity, particularly with Bucks New University who have a National School of Furniture. The University is a leader in providing transnational research derived from development strategies that ensure the future well being of the Furniture Industry in order to satisfy changing types of consumption, considering government targets, such as carbon reduction.</p> <p>This arrangement long term framework is based on the following set of four goals:</p> <ol style="list-style-type: none"> <li>1. To generate new knowledge of furniture manufacturing in both traditional and innovative ways;</li> <li>2. To encourage greater civic engagement and social responsibility following environmental issues;</li> <li>3. To promote increase knowledge and practice of furniture manufacturing through qualitative and quantitative research;</li> <li>4. To protect and cultivate heritage awareness that will enable innovative engagement</li> </ol>
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## 4. Appointed Lead expert

The proposed Lead Expert is Mr Miguel Sousa, included in the list of Urbact Experts.

Miguel Sousa, is the COO of Inova+, which provides innovation services to research centres and companies in Portugal and abroad, assisting them to transfer research results to industry and in developing transnational technological cooperation projects.

He is a consultant of several industrial and public administration organisations for the development, management and implementation of innovation projects, including:

- The European Commission
- Regional Development Agencies in Portugal and abroad
- Universities and technological centres
- Companies, including New Technology Based Firms.

He is responsible of Coordination and supervision of relevant European Commission projects in IT, Transport, and Energy. He is a regular speaker on Innovation, EU policies and Information Technologies topics in conferences at national and international level, having been invited speaker on events organized by the European Commission and the Government of Portugal. He is specialized on Research and Product Development and participated in several research projects in areas like materials innovation and new production processes. He has experience in providing training and mentoring to SMEs.

He is evaluator and reviewer of the European Commission programme Transport HORIZONTAL ACTIVITIES call: FP7-TPT-2008-RTD-1, CIP Eco-innovation programme, Eureka programme in Eurostars projects, Czeck Republic Operational Programme Research and Development for Innovation in 2011, for the topic OP R&DI projects.

He is also, certified expert in R&D+innovation management by NP 4457:2007 and NP 4458:2007 and certified as an auditor by ISO 19011 in May 2009.

## 5. Foreseen framework for the involvement of Managing Authorities of Operational Programmes in the project

Managing Authorities (MA) will play a key role in the WOOD FOOTPRINT project, as they will be key for the future implementation of actions included in the Local Action Plans. MAs should follow-up the mutual learning process and specifically the conversion of its findings into Local Action Plans (LAP) having in view ensuring their alignment with national and regional development and funding strategies and programmes.

In order to do so MAs for all Partner Cities will be invited to all meetings of ULSG already for the Development Phase, while in the Implementation Phase they will be closely associated to the definition of LAPs in each city.

As regards to specific inputs and contributions to be requested from MAs, these will be the following:

— contribution towards defining how Urban Hubs actions have been supported yet within Operational Programmes in the

respective regions, and how is it planned in Operational Programmes for the period 2013- 2020;

—□ contribution towards the definition of the Local Action Plans in each participant city

—□ contribution towards funding of LAP's actions

In addition to these activities, the WOOD FOOTPRINT peer-review in all meetings where they are associated). A strong attention is to be paid to the link between MA and European Commission DG's with an interest in the project.

## 6. Description of the work packages to be developed in Development phase

### 6.1 Work package 1 – Project management and coordination

STARTING POINT: Approval of WOOD FOOTPRINT application for the development phase

ACTIVITIES:

The work package will include the following actions:

#### 1. Project management

Assistance with all 5 partners, in close relation with their Certifying Bodies, to all administrative and financial issues :

Supervision and assessment of partner contributions, follow-up of payments for global costs (Experts expenditures, communication, coordination), dispatching of ERDF to partners, assistance to the reporting.

Follow-up contractual relationships with Lead Expert.

Assistance on management issues to the new partners added to the network during the development phase.

#### 2. Follow-up and reporting

Provision to the Urbact Secretariat of all contractual documents related to project creation, adapted to the WOOD FOOTPRINT project and partnership:

Final Application, Letters of Commitment, Letters of Intend of MA, Subsidy Contract, Joint Convention, Contract with Lead Expert, Audit Trails, and all other formal documents.

Provision to the Urbact Secretariat, and compilation through the PRESAGE-CTE Software, of all financial documents: financial tables for provisional budget, financial reports, payment claims, (first level control). Availability in case of specific audit (2nd level control).

Provision to the Urbact Secretariat of all reporting procedures updating the state of the on-going project : one report for Development Phase;

The support for these actions are further described below

DELIVERABLES:

Through this work package, the project will deliver the following:

#### 1. Final Phase Report (progress + financial)

SUPPORT:

The success of the WOOD FOOTPRINT project can only be achieved if the consortium shares the following principles:

- Each partner has an interest in the execution of the project (be it a problem to be solved or an opportunity for improvement);
- Sharing the project objectives, understanding and performing the role of each partner in the success of the project;
- Realizing that cooperation under this project is the best means for achieving each partner's desired results on a knowledge and cost basis;
- That the partners deeply apply and use the project results for an improvement in their activities and local communities, each organization having benefited from the project.

The project management will be implemented through 3 complementary actions: project coordination, top-up management and reporting and training and monitoring, which are described next:

#### Project management:

The Project Coordination shall be oriented towards an optimal rate result/effort that shall not allow any reduction in the quality of results but still maximizing the efficient use of human, financial and equipment resources. Key main points are:

- o□ The diversity of partners shall be used for knowledge improvement, having each partner the same importance and vote;
- o□ Commonly assigning tasks corresponding to each partner's competency and its' own autonomy in resource usage;
- o□ Ensuring fitness to the project objectives and agile communications among partners.

As such, the task shall consist in managing and orienting the following factors in order to produce a successful project and meaningful results.

Specific tasks to be accomplished within this objective include:

- o□ Assistance with all 5 partners, in close relation with their Certifying Bodies, to all administrative and financial issues;
- o□ Supervision and assessment of partner contributions, follow-up of payments for global costs (Experts expenditures, communication, coordination), dispatching of ERDF to partners, assistance to the reporting.
- o□ Follow-up contractual relationships with Lead Expert.
- o□ Global coordination of the project, in respect with specific deadlines.
- o □ Assistance on management issues to the new partners added to the network during the development phase
- o□ Dedicated time in all meetings (kickoff meeting and final workshop) for reporting on the progress of the project, updating collective working-plan and shared-objectives, in an extensive steering committee.

#### Follow-up and reporting:

Within such organization scheme, the underline purpose of the Project Management Task remains to make sure the project reaches the objectives. As such, effort allocation shall be more focused on technical project work than on management.

A great part of the work shall come from the project coordinator, that shall move, steer and manoeuvre the structure in other to achieve the project results.

The consortium has agreed that the City of Paços de Ferreira is the Project Co-ordinator and that it will appoint the Project Manager.

The Project Manager takes overall responsibility for managing the project. Administrative support from all partners is available to the Project Coordinator to ensure smooth running, and ease of communication for all partners involved in the project. Each partner will contribute to the co-ordination of the project as requested by the co-ordinating partner.

The Project Manager and its team will be specifically responsible for:

- Provision to the Urbact Secretariat of all contractual documents related to project creation, adapted to the WOOD FOOTPRINT project and partnership -

Final Application, Letters of Commitment, Letters of Intend of MA, Subsidy Contract, Joint Convention, Contract with Lead Expert and Thematic Experts, Audit Trails, and all other formal documents.

-□ Provision to the Urbact Secretariat, and compilation through the PRESAGE-CTE Software, of all financial documents : financial tables for provisional budget, financial reports, payment claims, (first level control). Availability in case of specific audit (2nd level control).

-□ Provision to the Urbact Secretariat of all reporting procedures updating the state of the on-going project : one report for Development Phase;

## 6.2 Work package 2 – Project development

Work package 2 – Project development

STARTING POINT: Approval of Urbact application

ACTIVITIES:

The work package will include the following actions:

1 – Establishing the WOOD FOOTPRINT network

Under this main activity the WOOD FOOTPRINT thematic network will be set-up, initially around the 5 applicant cities, and later expanded to include a total of 10 – 12 cities. This activity will therefore encompass the following actions:

-□ Organization of a kickoff meeting to formally launch the network, planned for Paços de Ferreira in May 2012, gathering the partners of Phase I and representatives from Urbact Secretariat (also DG Regio and DG Enterprise representatives will be invited). This meeting will cover the following topics: presentation of project objectives, introducing global working methodology, financial and administrative management, phase I work plan, baseline study planning and objectives, goal and animation of ULSG's, list of potential new partners for phase II, communication issues (including draft of mini-site), coordination of procedures with Urbact Secretariat.

-□ Search for new partners: additional partners will in principle be selected from the list of cities that expressed interest on the WOOD FOOTPRINT project already for stage 1; potential partners will be reviewed at the kick-off meeting and a prioritized list will be established, following which the Lead Partner (LP) and Lead Expert (LE) will immediately start the contacts with such cities. Upon confirmation of their participation, the LP and LE will visit each new partner in order to present the project (URBACT II programme, issue, work plan, ULSGs ...), set up the partnership and assist to build up the ULSGs.

-□ Follow up of Local Meetings for launching ULSGs: the Lead Partner and Lead expert will on a permanent basis follow up this action, that will taken place in each city and is part of Activity 2; City partners shall gather local stakeholders, inform them about the project and their roles (documents will have been prepared by the LP) and invite them to join the ULSG.

-□ Baseline study's visits : LP and LE will visit all PPs (for phase I and phase II), and local stakeholders involved in the ULSG in order to gather information on local contexts; set up administrative and financial procedures ; assist PP in constituting ULSG.

-□ Participation to the URBACT II Thematic Poles (LP + LE) organised by the Urbact Secretariat with Pole managers and other Thematic Networks; participation to Management and Financial Training Sessions and to other events hosted by the Urbact Secretariat as well as in other meetings (European or national level) relevant for the topic of the project. In this regard, the links of the appointed Lead Expert to the ESPON, INTERREG and European Commission (FP7 and CIP) programmes will be exploited, in order to both gather input for the project, and promote the project.

— A final workshop will be organized at the end of the Development stage with partners for Phase I & II, and representatives from the Urbact Secretariat (EC representatives will also be invited); the workshop will be dedicated to the results and synthesis of the baseline study; PP's feedback on the SWOT analysis and agreement on the identified challenge (need). The Final Workshop will also focus on the preparation of the project final application. The LP and LE will train partners on administrative and financial requirements, including preparation of mandatory documents needed for the Final application.

## 2. Local Support Groups meetings

This activity will be carried out at city level in all the participating cities, both those from Phase I and also the new cities that will enter the consortium having in view participation in Phase II.

Each city should put together a Local Support Group, by identifying relevant local stakeholders and mobilizing them to take a proactive role in the project, in support of the City Council acting as PP. At least one initial meeting of the LSG should take place in each PP during the development stage, possibly coinciding with the visit of LP and LE to the city. LSG in all PPs should be fully operational at the time of the application for the Implementation Phase.

## 3. Developing the baseline study

The completion of the baseline study will followed 3 main steps :

— Each partner city will be visited by both the Lead Partner and the Lead Expert (within the scope of Activity 3) in order to gather the first impressions on local policies and practices, meet the most relevant regional players – typically the members of the Local Support Group – and identify the main challenges and projects faced by the city. Such meetings should also often be the occasion for the first meeting of Local Support Groups in each city, and catalyze their constitution and operation.

— On the basis of the gathered information, and further information supplied by the partners, a first analysis (including a SWOT matrix) of where does the city stands in face of the project objectives will be developed for each city by the Lead Expert and shared with the partners.

— An integrated analysis will be later developed, gathering the information from all partners, with the objective to highlight common needs, opportunities and challenges and establish the basis for a cooperation.

## 4. Communication activities

Proactive and dynamic communication of the project achievements and networking with other projects and programmes will be a key objective of the WOOD FOOTPRINT project from the very start of the development phase. As such, emphasis will be made on the production of promotion material, especially in a digital form and making use of social media (Linkedin, Twitter, facebook and other).

The project mini web-site on the Urbact site will be developed at an early stage of the project and permanently update by the Lead Partner with contributions from all partners. Partners will be encouraged to disseminate information to local media and to call such media during the project visits that will be paid to each city by the Lead partner and Lead expert.

Furthermore, the project will make use of the good networking links of the appointed Lead Expert to establish cooperation links with other projects from Urbact, but also with relevant projects and initiatives from Espon, Interreg, Interact and FP7 and CIP programmes. Papers, articles and presentations on the project will be prepared and disseminated at suitable occasions.

Finally, under this activity, the application for the Implementation phase will be prepared and submitted.

## DELIVERABLES:

Through this work package, the project will deliver the following:

1. Kickoff meeting (minutes, press release, press coverage dossier)
2. Final workshop (minutes, press release, press coverage dossier)

3. Local Support Group Meetings (5)
4. Visits to City Partners by LP and LE (10)
5. Baseline study (1)
6. Communication report
7. Project mini web-site
8. Application to Implementation Phase

**SUPPORT:**

This workpackage will be implemented mainly through close cooperation between the Lead Partner and the Lead Expert, that will work as a team in order to achieve the goals within the short time duration. They will benefit from the active participation of the 4 additional partners selected for the development stage, a group that will be enlarged as new cities will be added to the network, being expected that all partners may participate in the final workshop.

Also essential will be the adherence of local stakeholders in all the cities to the project concept and activities, through an active participation in the Local Support Groups that will be created, being that a minimum of 5 LSG meetings (1 per each initial partner) will take place in this phase, with more being possible depending on the pace of selection of the additional partners.

Finally, also the support from the Urbact secretariat will be important for the success of this phase, and the WOOD FOOTPRINT project, through its Lead partner and Lead expert, will be an active participant in all activities organized at central level by the Urbact secretariat, as well as in other capitalization activities that may benefit the project.

## 7. Table of expected deliverables for Development phase

Product	Type	Value	Description
Development Phase Final Report	thematic report	1	Final Development Phase Report, including progress description and financial data, to be submitted at the end of the phase.
First meeting	meeting	1	Star up meeting to formally launch the network, planned for Paços de Ferreira in May 2012, gathering the partners of Phase I and representatives from Urbact Secretariat (also DG Regio and DG Enterprise representatives will be invited).
Final Meeting	meeting	1	A final meeting will be organized at the end of the Development stage with partners for Phase I & II, and representatives from the Urbact Secretariat (EC representatives will also be invited); workshop will be dedicated to the results of baseline.

Local Support Groups meetings	local support group	5	Meetings of the Local Support Groups will be carried out at city level in all the participating cities, both those from Phase I and also the new cities that will enter the consortium having in view participation in Phase II
Visits to city partners	meeting	10	One representative from the Lead Partner (LP) and the Lead Expert (LE) will pay a visit to each and everyone of the original 4 partners, plus all the new partners that will be added to the network during the development phase.
Baseline study	baseline study	1	Integrated analysis, gathering the information from all partners, with the objective to highlight common needs, opportunities and challenges and establish the basis for a cooperation, to be prepared by the Lead Expert.
Project mini website	web site and collaborative tools	1	The project mini web-site on the Urbact site will be developed at an early stage of the project and permanently update by the Lead Partner with contributions from all partners, and including the project communication material (including logo).



## 8. Work plan for the Development Phase

Objective	Action	Start date	End date	Description	Localization	Main partner	Participating partners	Products
Work package 1 – Project management and coordination	Project management	2012-05-01	2012-10-31	Assistance with all 5 partners, in close relation with their Certifying Bodies, to all administrative and financial issues : Supervision and assessment of partner contributions, follow-up of payments for global costs (Experts expenditures, communication, coordination), dispatching of ERDF to partners, assistance to the reporting. Follow-up contractual relationships with Lead Expert. Assistance on management issues to the new partners added to the network during the development phase.	Tâmega - The management of the project will be ensured by the City of Paços de Ferreira	Municipality of Paços de Ferreira	Municipality of Sternatia - Municipality of Larissa - Wycombe District Council - Municipality of Yecla - Lead Expert Other incoming cities	1 Development Phase Final Report

	Follow-up and reporting	2012-05-01	2012-10-31	<p>Provision to the Urbact Secretariat of all contractual documents related to project creation, adapted to the WOOD FOOTPRINT project and partnership: Final Application, Letters of Commitment, Letters of Intend of MA, Subsidy Contract, Joint Convention, Contract with Lead Expert, Audit Trails, and all other formal documents.</p> <p>Provision to the Urbact Secretariat, and compilation through the PRESAGE-CTE Software, of all financial documents: financial tables for provisional budget, financial reports, payment claims, (first level control). Availability in case of specific audit (2nd level control).</p> <p>Provision to the Urbact Secretariat of all reporting procedures updating the state of the on-going project : one report for Development Phase.</p>	Tâmega - The management of the project will be ensured by the City of Paços de Ferreira	Municipality of Paços de Ferreira	Municipality of Sternatia - Municipality of Larissa - Wycombe District Council - Municipality of Yecla - Lead expert Other joining cities	
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Work package 2 – Project development	Establishing the network	2012-05-01	2012-10-31	Under this main activity the WOOD FOOTPRINT thematic network will be set-up, initially around the 5 applicant cities, and later expanded to include a total of 10 – 12 cities. This activity will therefore encompass the following actions: Organization of a kickoff meeting, Search for new partners, Follow up of Local Meetings for launching ULSGs, Baseline study's visits, Participation to the URBACT II Thematic Poles , Final Workshop.	Tâmega - This action will be leaded from Paços de Ferreira, where the first meeting will take place, while the final meeting should take place in another city.	Municipality of Paços de Ferreira	Municipality of Sternatia - Municipality of Larissa - Wycombe District Council - Municipality of Yecla - Lead Expert Other incoming cities	1 First meeting - 1 Final Meeting
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	Local Support Groups meetings	2012-05-01	2012-10-31	This activity will be carried out at city level in all the participating cities, both those from Phase I and also the new cities that will enter the consortium having in view participation in Phase II. Each city should put together a Local Support Group, by identifying relevant local stakeholders and mobilizing them to take a proactive role in the project, in support of the City Council acting as PP. At least one initial meeting of the LSG should take place in each PP during the development stage, possibly coinciding with the visit of LP and LE to the city. LSG in all PPs should be fully operational at the time of the application for the Implementation Phase.	Tâmega - LSG meetings will take place in all 5 participating cities and also in other incoming cities that may join the network during the development phase	Municipality of Paços de Ferreira	Municipality of Sternatia - Municipality of Larissa - Wycombe District Council - Municipality of Yecla - Lead expert Other incoming cities	5 Local Support Groups meetings
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	Developing the baseline study	2012-06-01	2012-09-30	The completion of the baseline study will followed 3 main steps : Each partner city will be visited by both the Lead Partner and the Lead Expert; On the basis of the gathered information, and further information supplied by the partners, a first analysis (including a SWOT matrix) of where does the city stands in face of the project objectives will be developed for each city by the Lead Expert and shared with the partners; An integrated analysis will be later developed, gathering the information from all partners, with the objective to highlight common needs, opportunities and challenges and establish the basis for a cooperation that may facilitate mutual learning and local development.	Tâmega - The Baseline study will be prepared by the Lead Expert based in Porto, Portugal through visits to all partner cities.	Municipality of Paços de Ferreira	Municipality of Sternatia - Municipality of Larissa - Wycombe District Council - Municipality of Yecla - Lead expert Other incoming cities	10 Visits to city partners - 1 Baseline study
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	Communication actions	2012-05-01	2012-10-31	This action will focus on the production of promotion material, especially in a digital form and making use of social media (LinkedIn, Twitter, facebook and other). The project mini web-site on the Urbact site will be developed at an early stage of the project and permanently update by the Lead Partner with contributions from all partners. Partners will be encouraged to disseminate information to local media and to call such media during the project visits that will be paid to each city by the Lead partner and Lead expert.	Tâmega - The communication activity will be led by the City of Paços de Ferreira	Municipality of Paços de Ferreira	Municipality of Sternatia - Municipality of Larissa - Wycombe District Council - Municipality of Yecla - Lead expert Other incoming cities	1 Project mini website
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## 9. Schedule for Development phase

Objective	Action	2012			
Work package 1 – Project management and coordination			P	P	P
	Project management		A	A	A
	Follow-up and reporting		A	A	A
Work package 2 – Project development			P	P	P
	Establishing the network		A	A	A
	Local Support Groups meetings		A	A	A
	Developing the baseline study		A	A	
	Communication actions		A	A	A

**- IV - BUDGET FOR DEVELOPMENT PHASE****1. Financial contribution by partner and source****ERDF**

Name of partner	ERDF	% ERDF	Public contributor							Total	
			EX ANTE	State	Region	Local	Other public financing	Private	Public total financing		
Municipality of Paços de Ferreira	28,000.00 €	80.00 %	0.00 €	0.00 €	0.00 €	7,000.00 €	0.00 €	0.00 €	7,000.00 €	35,000.00 €	
Municipality of Sternatia	13,000.00 €	80.00 %	0.00 €	0.00 €	0.00 €	3,250.00 €	0.00 €	0.00 €	3,250.00 €	16,250.00 €	
Municipality of Larissa	13,000.00 €	80.00 %	0.00 €	0.00 €	0.00 €	3,250.00 €	0.00 €	0.00 €	3,250.00 €	16,250.00 €	
Wycombe District Council	11,375.00 €	70.00 %	0.00 €	0.00 €	0.00 €	4,875.00 €	0.00 €	0.00 €	4,875.00 €	16,250.00 €	
Municipality of Yecla	11,375.00 €	70.00 %	0.00 €	0.00 €	0.00 €	4,875.00 €	0.00 €	0.00 €	4,875.00 €	16,250.00 €	
<b>Sub total</b>	<b>76,750.00 €</b>		<b>0.00 €</b>	<b>0.00 €</b>	<b>0.00 €</b>	<b>23,250.00 €</b>	<b>0.00 €</b>	<b>0.00 €</b>	<b>23,250.00 €</b>	<b>100,000.00 €</b>	
Total	76,750.00 €	76.75	0.00 €	0.00 €	0.00 €	23,250.00 €	0.00 €	0.00 €	23,250.00 €	100,000.00 €	
Total %	76.75 %	76.75 %	0.00 %	0.00 %	0.00 %	100.00 %	0.00 %	0.00 %	23.25 %	100 %	



## 2. Legal basis for decision of funding

### ERDF

Name of partner	Public contributor	Total	Legal basis			
Municipality of Paços de Ferreira	ERDF	28,000.00 €	28,000.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	7,000.00 €	7,000.00 €	Municipality of Paços de Ferreira		
	Other public financing	0.00 €				
Municipality of Sternatia	ERDF	13,000.00 €	13,000.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	3,250.00 €	3,250.00 €	Municipality of Sternatia	2012-02-28	Letter of Commitment signed by the elected representative with authority to sign.
	Other public financing	0.00 €				
Municipality of Larissa	ERDF	13,000.00 €	13,000.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				

	Region	0.00 €				
	Local	3,250.00 €	3,250.00 €	Municipality of Larissa	2012-03-12	Letter of Commitment signed by the elected representative with authority to sign.
	Other public financing	0.00 €				
Wycombe District Council	ERDF	11,375.00 €	11,375.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	4,875.00 €	4,875.00 €	Municipality of Wycombe	2012-03-14	Letter of Commitment signed by the elected representative with authority to sign.
	Other public financing	0.00 €				
Municipality of Yecla	ERDF	11,375.00 €	11,375.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	4,875.00 €	4,875.00 €	Municipality of Yecla	2012-03-14	Letter of Commitment signed by the elected representative with authority to sign.
	Other public financing	0.00 €				

### 3. Expenditures per year and main budget line

Expenditure category	2012	Total	%
Project coordination	1,000.00 €	1,000.00 €	1.00 %
Personnel	51,500.00 €	51,500.00 €	51.50 %
Meetings organisation	10,000.00 €	10,000.00 €	10.00 %
Travel and accommodation	20,000.00 €	20,000.00 €	20.00 %
Communication and dissemination	7,500.00 €	7,500.00 €	7.50 %
External expertise	0.00 €	0.00 €	0.00 %
Equipment	0.00 €	0.00 €	0.00 %
URBACT Local Support Groups	10,000.00 €	10,000.00 €	10.00 %
Managing Authorities	0.00 €	0.00 €	0.00 %
<b>Total</b>	<b>100,000.00 €</b>	<b>100,000.00 €</b>	<b>100 %</b>
<b>%</b>	<b>100.00 %</b>	<b>100 %</b>	<b>-</b>

### 4. Expenditure per year and source

Contributor nature		2012	Total	%
ERDF	ERDF	76,750.00 €	76,750.00 €	76.75 %
	EX ANTE	0.00 €	0.00 €	0.00 %
	State	0.00 €	0.00 €	0.00 %
	Region	0.00 €	0.00 €	0.00 %
	Local	23,250.00 €	23,250.00 €	23.25 %
	Other public financing	0.00 €	0.00 €	0.00 %
	Private	0.00 €	0.00 €	0.00 %
Swiss Fund	Swiss Fund	0.00 €	0.00 €	0.00 %
	State	0.00 €	0.00 €	0.00 %
	Region	0.00 €	0.00 €	0.00 %
	Local	0.00 €	0.00 €	0.00 %

	Other public financing	0.00 €	0.00 €	0.00 %
	Private	0.00 €	0.00 €	0.00 %
Norway Fund	Norway Fund	0.00 €	0.00 €	0.00 %
	State	0.00 €	0.00 €	0.00 %
	Region	0.00 €	0.00 €	0.00 %
	Local	0.00 €	0.00 €	0.00 %
	Other public financing	0.00 €	0.00 €	0.00 %
	Private	0.00 €	0.00 €	0.00 %
	<b>Total</b>	<b>100,000.00 €</b>	<b>100,000.00 €</b>	<b>100 %</b>
	<b>%</b>	<b>100.00 %</b>	<b>100 %</b>	<b>-</b>

## 5. Project cost per budget line

Expenditure category	Subcategories	Total
Project coordination	Project coordination costs	1,000.00 €
	<b>Total</b>	<b>1,000.00 €</b>
Personnel	Personnel costs	51,500.00 €
	<b>Total</b>	<b>51,500.00 €</b>
Meetings organisation	First meeting	5,000.00 €
	Final Meeting	5,000.00 €
	<b>Total</b>	<b>10,000.00 €</b>
Travel and accommodation	Travel to PP cities	20,000.00 €
	<b>Total</b>	<b>20,000.00 €</b>
Communication and dissemination	Communication costs	7,500.00 €
	<b>Total</b>	<b>7,500.00 €</b>
External expertise		
Equipment		
URBACT Local Support Groups	Organisation of LSG meetings	10,000.00 €
	<b>Total</b>	<b>10,000.00 €</b>
Managing Authorities		
	<b>Global budget</b>	<b>100,000.00 €</b>

## 6. Expenditure breakdown per work package and main budget line

	Work package 1 – Project management and coordination	Work package 2 – Project development	Total
Project coordination	1,000.00 €	0.00 €	1,000.00 €
Personnel	9,000.00 €	42,500.00 €	51,500.00 €
Meetings organisation	0.00 €	10,000.00 €	10,000.00 €
Travel and accommodation	0.00 €	20,000.00 €	20,000.00 €
Communication and dissemination	0.00 €	7,500.00 €	7,500.00 €
External expertise	0.00 €	0.00 €	0.00 €
Equipment	0.00 €	0.00 €	0.00 €
URBACT Local Support Groups	0.00 €	10,000.00 €	10,000.00 €
Managing Authorities	0.00 €	0.00 €	0.00 €
Total	10,000.00 €	90,000.00 €	100,000.00 €

## - V - DETAILED INFORMATION ON THE LEAD PARTNER AND PROJECT PARTNERS

### 1. Contact details for the Lead partner and Project partners

Lead Partner Municipality of Paços de Ferreira

Partner Institution	Municipality of Paços de Ferreira
Address	Praça da República, 46
Postcode	4590-527
City	Paços de Ferreira
Area	Norte
Country	PORTUGAL

Contact list

Name	M. Sousa Duarte
Type	Lead Partner
Service	Mayor's Office
Function	Chief of Staff
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Name	Ms Mairos Liliana
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Service	International Department
Function	Project coordinator
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Name	Ms Castro Célia
Type	Certifying Body
Service	Finance and Economy
Function	Economist

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Mobile phone	
Fax	+351 255 860 734
Email	geral@cm-pacosdeferreira.pt

## Partner Municipality of Sternatia

Partner Institution	Municipality of Sternatia
Address	Via B. Ancora, 42
Postcode	73010
City	Sternatia (Le)
Area	Puglia
Country	ITALY

## Contact list

Name	M. Peschiulli Daniele
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Service	
Function	Executive
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Name	M. Mastrolia Eleonora
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Service	
Function	Executive
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Fax	+ 39 0836 666356
Email	e.mastrolia@libero.it

Name	M. Conte Pantaleo Antonio
Type	Certifying Body
Service	



Function	Mayor
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Mobile phone	+ 39 338 3744794
Fax	+ 39 0836 666356
Email	sindaco@comune.sternatia.le.it

## Partner Municipality of Larissa

Partner Institution	Municipality of Larissa
Address	I. DRAGOUMI 1 STREET
Postcode	41110
City	LARISSA
Area	Thessalia
Country	GREECE

## Contact list

Name	M. OIKONOMIDIS GEORGE
Type	Project Coordinator
Service	DIRECTION OPERATIONAL PLANNING
Function	DIRECTOR
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Email	progr@larissa-dimos.gr

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Service	HEAD CASH SERVICE
Function	CASHIER
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Mobile phone	
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Email	

Name	M. KOSTOULAS ARISTOTELIS
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Type	Local coordinator
Service	DIRECTION OPERATIONAL PLANNING
Function	HEAD OF PLANNING DEPARTMENT
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Fax	302410250372
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Name	M. KONSTANTINOS TZANAKOULIS
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Service	
Function	Mayor
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Mobile phone	
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Email	dhmar@larissa-dimos.gr

#### Partner Wycombe District Council

Partner Institution	Wycombe District Council
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Postcode	HP11 1BB
City	High Wycombe
Area	Berkshire, Buckinghamshire and Oxfordshire
Country	UNITED KINGDOM

#### Contact list

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Fax	
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Name	M. Meakings Charles
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Function	Wycombe Project Lead
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Fax	+44 (0)1494 421218
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## Partner Municipality of Yecla

Partner Institution	Municipality of Yecla
Address	
Postcode	
City	
Area	Región de Murcia
Country	SPAIN

## Contact list

Name	Ms GONZALVEZ SORIANO MARIA DOLORES
Type	Lead Partner
Service	

Function	
Phone number	
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Fax	
Email	

Name	M. MUÑOZ MARIA
Type	Lead Partner
Service	
Function	
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Fax	
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Type	Lead Partner
Service	COORDINADORA DEL PROYECTO INTERNACIONAL
Function	Dirección y Gestión y elaboración de proyectos de promoción económica y de empleo.
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Name	M. SORIANO MARIA
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Name	M. Soriano Maria
Type	Lead Partner

Service	
Function	
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Name	M. dfhhhhh hgh
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Service	
Function	
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Mobile phone	
Fax	
Email	

Name	M. dg dg
Type	Lead Partner
Service	
Function	
Phone number	
Mobile phone	
Fax	
Email	

Name	M. dhfdhfd hggfh
Type	Lead Partner
Service	
Function	
Phone number	
Mobile phone	
Fax	
Email	

Name	M. fff fffggfg
Type	Lead Partner

Service	
Function	
Phone number	
Mobile phone	
Fax	
Email	

Name	M. hhhg hghghg
Type	Lead Partner
Service	
Function	
Phone number	
Mobile phone	
Fax	
Email	

Name	M. jh jjhkkhhkhy
Type	Lead Partner
Service	
Function	
Phone number	
Mobile phone	
Fax	
Email	

Name	M. kjh kj
Type	Lead Partner
Service	
Function	
Phone number	
Mobile phone	
Fax	
Email	

Name	M. sad asd
Type	Lead Partner

Service	
Function	
Phone number	
Mobile phone	
Fax	
Email	

Name	M. sdf sdfgfgg
Type	Lead Partner
Service	
Function	
Phone number	
Mobile phone	
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Email	

Name	Ms SORIANO MARIA
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Service	
Function	
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Fax	
Email	intervencion@yecla.es

Name	Ms SORIANO MARIA
Type	Certifying Body
Service	
Function	
Phone number	
Mobile phone	
Fax	
Email	

Name	Ms SORIANO MARIA
Type	Certifying Body

Service	CONTROL FINANCIERO
Function	INTERVENTORA acctal. DEL AYUNTAMIENTO DE YECLA
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Fax	
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Name	Ms Soriano Maria
Type	Certifying Body
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Name	M. a aasdas
Type	Certifying Body
Service	
Function	
Phone number	
Mobile phone	
Fax	
Email	

Name	M. ffg fggf
Type	Certifying Body
Service	
Function	
Phone number	
Mobile phone	
Fax	
Email	

Name	Ms SORIANO MARIA
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Type	Managing Authority
Service	
Function	
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Mobile phone	
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Name	M. SORIANO MARIA
Type	Managing Authority
Service	Financial Control
Function	Municipal Intervention
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Fax	(34)968790712
Email	intervencion@yecla.es

Name	Ms Sonia Maria
Type	Managing Authority
Service	
Function	
Phone number	
Mobile phone	
Fax	
Email	

## 2. Bank information for the Lead partner and Project partners

Partner		Bank info.
Municipality of Paços de Ferreira	Bank name	Caixa Geral de Depósitos
	Adress	Rua Dr. Nicolau Carneiro 4590 - 585 Paços de Ferreira
	Bank code	
	Account number	0576001693730
	IBAN number	PT50 0035 0576 00001693730 80
	SWIFT number	CGDIPTPL
	Internal reference	
	Account holder	Câmara Municipal de Paços de Ferreira
Municipality of Sternatia	Bank name	BancApulia Gruppo Veneto
	Adress	Via Calimera – Martano (Le)
	Bank code	
	Account number	
	IBAN number	IT69S0578779730147570241313
	SWIFT number	
	Internal reference	
	Account holder	
Municipality of Larissa	Bank name	PIRAEUS BANK
	Adress	M. ALEXANDROU 4
	Bank code	2606
	Account number	5606-004883-211
	IBAN number	GR5701726060005606004883211
	SWIFT number	PIRBGRAA
	Internal reference	
	Account holder	MUNICIPALITY OF LARISSA
Wycombe District Council	Bank name	National Westminster PLC
	Adress	High Wycombe Branch, 33 High Street, High Wycombe, Bucks, HP11 1BB
	Bank code	60-11-01
	Account number	83496173

	IBAN number	GB76
	SWIFT number	
	Internal reference	URBACT – Wood Footprint
	Account holder	Wycombe District Council – General Account
Municipality of Yecla	Bank name	BANCO MARE NOSTRUM (CAJAMURCIA)
	Adress	SAN FRANCISCO, 5 - 30510 YECLA (MURCIA) ESPAÑA
	Bank code	0487
	Account number	0007 33 20810000 28
	IBAN number	ES3304870007332081000028
	SWIFT number	
	Internal reference	
	Account holder	Municipality of Yecla

### 3. Contact details of the first level controllers for the Lead partner and Project partners

Name of partner	First Level Controller
Municipality of Paços de Ferreira	Ms Castro Célia - Finance and Economy - Economist - Praça da República, 46 - 4590-527 - Paços de Ferreira -
Municipality of Sternatia	M. Conte Pantaleo Antonio - - Mayor - Via B. Ancora, 42 - 73010 - Sternatia (Le) -
Municipality of Larissa	M. KOUTSIMANIS HERAKLIS - HEAD CASH SERVICE - CASHIER - I. DRAGOUMI 1 STREET - 41110 - LARISSA -
Wycombe District Council	M. Meakings Charles - Democratic, Legal and Policy Services - Wycombe Project Lead - Queen Victoria Rd High Wycombe Buckinghamshire - HP11 1BB - High Wycombe -
Municipality of Yecla	Ms SORIANO MARIA - - - - - Ms SORIANO MARIA - - - - - Ms SORIANO MARIA - CONTROL FINANCIERO - INTERVENTORA acctal. DEL AYUNTAMIENTO DE YECLA - - - - Ms Soriano Maria - Finance Control - INTERVENTORA acctal. DEL AYUNTAMIENTO DE YECLA - - - - M. a aasd - - - - - M. ffg fggf - - - - -

## **- VI - SIGNATURE**

### **1. Signature of the Lead Partner / project coordinator and of the Elected representative**

Signature of the Lead Partner / project coordinator :

Name (capital letters) :

Position :

Date :

Signature of the Elected representative

Name (capital letters) :

Position :

Date :

Official stamp