BASELINE STUDY

WOODFOOTPRINT | The urban footprint of wood industry

URBACT II

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Author:	Miguel Sousa, Lead Expert
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1. The Project

The "Wood FootPrint" network is one of the 19 projects funded in the third call of the URBACT II programme for Urban Development, on the topic challenge: Promoting innovation and the knowledge economy.

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.

The main added-value of the "Wood FootPrint" project will be that of developing urban policies that can both address the manufacturing sectors and the citizens' 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.

The manufacturing heritage in Europe is a strong one that can be felt in many European cities. Many European cities have followed a specialisation 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 places 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 of 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 who 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 phenomenon has 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, disforestation of surrounding areas, and unemployment and lack of qualifications of a large blue collar labor force.

During the kick-off-meeting held in Paços de Ferreira on the 14th and 15th of June, the partners made a detailed analysis to the project focus and in order to make the project feasible within the limited resources (in time and in budget), it has been decided to maintain the original strategy of involving cities with links to wood industry supply chain but focus the project on what is the main innovative and challenging characteristic ***"Find solutions for empty urban buildings (industry and showrooms) and avoid others to become vacant".*** However, other sub-topics, which are directed linked to the main topic, will be addressed, such as:

- ✓ **Job creation**: Job training and career advice, which facilitates the rapid vocational rehabilitation of unemployed people from wood sector (and others);
- ✓ **Public Funding Management**: Find public funding to move urban industry to industrial parks and identify tools to increase attractiveness of Business Parks and promote business parks to encourage inward investment and new business growth;
- ✓ **Public/Private actions**: Produce a strategy or methodology/consultancy involving the owners of the industrial buildings to make them interested in using their industrial buildings and sites as investment objects now and in the future.

The reasons for choosing the **Case Studies** presented in this document were that they were being carried out in cities across the world that are facing the urban changes that are not too dissimilar to the Wood FootPrint partnership cities. Furthermore, they have all been under way for many years and are widely seen as being successful or being a lesson to learn. The case studies show in some cases potential directions and in others paths that should be avoided.

The Wood FootPrint focus covers the three cross-cutting issues to be addressed by all the project proposals defined by the URBACT II Monitoring Committee:

- ✓ In terms of "Urban development management in the context of the economic and financial crisis" – since its focus stems directly from the economic and financial crisis and its impacts in cities (with declining manufacturing industries) and searches for alternative innovative ways to minimize its effects and re-position European cities in a path of sustainable growth with a social dimension;
- ✓ In terms of "Fostering of integrated and sustainable approaches to urban development" – since the core of the project is at finding new innovative

solutions for empty urban buildings (industry and showrooms) and avoid others to become vacant promoting a sustainable urban development between the public and the private owners;

- ✓ In terms of “Effective partnership and multi-level governance processes” – the problems created by abandoned industrial buildings or vacant showrooms cannot be contained within property boundaries or city limits; they spillover to affect surrounding communities. As abandonment increases in a neighbourhood, property values decline and owners become less willing, and perhaps less able, to maintain their real estate. In turn, more and more properties fall into disrepair and eventual abandonment. It is this self-perpetuating dynamic that makes the word “blight,” with its association of disease and contagion, an apt metaphor for neighbourhood distress. Only effective partnerships (public and privates) and multi-level governance processes can solve such a complex problem for the European cities.

2. The partnership

The initial partnership groups 5 cities. 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 partnership enlargement is in progress being composed at this moment with a total of 10 small and medium sized cities.

Paços de Ferreira (PT), Lead Partner, is unquestionably the Portuguese capital of furniture. It's well known by the strong network of small producers and qualified labor force, which contributed to attract the investment from IKEA for setting up IKEA 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 led to the abandonment 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. **Yecla (SP)** is a town and municipality in eastern Spain, in the extreme north of the autonomous community of Murcia, located 96 km from the capital of the region Murcia. The most important mountains of the locality are Sierra de Salinas (1,238 m), Monte Arabí (1,065 m), Sierra de la Magdalena (1,038 m), and others. Yecla has traditionally had a thriving trade in grain, wine, oil, fruit and other agricultural products produced in the surrounding country. Since the second half of the 20th century, furniture making has become a local trade. Yecla faces similar problems; it has a very intense economic activity, based mainly on the manufacture of furniture, which is the object of an important world-famous fair. **Wycombe District Council (UK)** is presently seeking diversification from the traditional furniture sector to deliver economic growth. There is still a residual wood furniture sector in the area, but typically this is for bespoke quality pieces of furniture rather than mass manufacture which resulted in loss of employment opportunities. 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 property developers 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. Although being an area of relative prosperity, Wycombe has neighbourhoods of deprivation where local residents are unable to find work due to low skills level. This issue is partially a result of the loss of the manufacture (and wood sector) from the area. **Sternatia (IT) and Lecce (IT)** belongs to the same Italian region in Apulia. **Sternatia** is a small town, highly dependent on the furniture manufacturing sector, and characterized by a high number of small and medium sized companies. 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. The city is developing an industrial park that will serve the entire region. Nevertheless, due to small size and economical influence of Sternatia in the region, the city does not represent the full potential or needs of Apulia region, representing in this project the role of Lab-City, texting most of the solutions already validated by the other cities, avoiding this way to make similar mistakes. **Lecce** belongs to the same District of **Sternatia,** the Salento Wood District of the Apulia Region. The enterprises of the Wood District, one of the most important and significant industrial compartments of the Region, had to face in the last years a changed economic and competitive scenario, which is affecting the overall competitive capacity of the District. The involvement of Lecce guarantees a wider coverage of the District. **Lecce** brings to the partnership a better regional representation. **Larissa (GR)** lives the consequences of the general economic crisis in Greece. The wooden furniture production in which Larissa used to play a major role in Greece has seen its numbers decline seriously guiding, many enterprises to stop or drastically diminish their production and abandon their showrooms. Unemployment in 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. **Viborg (DN)** is located in the Central Denmark Region. The business structure is dominated by sectors such as agriculture & food innovation, energy & environment, wood industry, business services, public administration, manufacturing and production. The image of the business landscape in Viborg varies from heavy, traditional export oriented industry to new innovative businesses within clean tech and animation and new media. During the last few years, Viborg Municipality has experienced a decline in the growth. The number of companies and employees in the local businesses has declined and the unemployment rate has increased (from 1.5%, when the unemployment rate was lowest, to now around 5.6% nowadays). There is a real problem of abandoned industrial buildings, which needs to be mapped and find future uses. **Roesalare (BE)** is the capital of Mid-West-Flandres. The region has a population of 237.733 inhabitants and knew a strong industrial development since the end of the 19th century. This development was initiated by the digging of the canal that links Roesalare with the river Lys (1872). Roesalare and its region have great economic importance today, with 32.416 people being employed in companies, factories and services situated in the city. The city and the whole region have known a strong economic growth over the last 20 years and they are widely seen as the economic motor for the whole province of West-Flandres. Complementary to the strategy for the industry and services, the city wants to develop its touristic potential thus stimulating the growth of this sector and strengthening local economy. The economy and its region is divers, it has small, medium and big companies. The agro-alimentary industry plays a specific role in the region and is (when compared to other Flemish regions) very important for Roesalare. Wood sector was also an important sector in the region since it supplies the region brewery with wood barrels. With the decline of the brewery sector, the impact on wood barrels was very high. The city and region find it difficult to attract new, creative and innovative business in other sectors and has some difficulties positioning themselves in other businesses. Key in the production process of the Rodenbach beers is the ripping of the younger beer in the upstanding oak wood barrels. The volume of the brewery and its employment dropped dramatically the last 20 years due to changing taste and consumption habits, together with new health standards leading to the construction of a new and smaller production unit and the redevelopment of the old bottling unit. Leaving the monumental old (situated on the side of the main street) empty and waiting for a new function. The fact that the building is no longer in active use damages the image of the brewery site in the heart of a part of the city that was developed during the economic boom of the city at the end of the 19^{th} century, make it vital for the redevelopment of the whole quarter. **County Monaghan (IR)** is located within the Border Regional Authority Area and is a constituent Local Authority. It is located in the province of Ulster and is one of three Ulster Counties bordering with Northern Ireland. The county shares 108 miles of border with Northern Ireland. Monaghan is one of the country's landlocked counties, characterised by rolling drumlin hills and wetlands, its topography was shaped during the last Ice Age. There are five major towns in the county including Monaghan, Carrickmacross, Castleblayney, Clones and Ballybay. County Monaghan, however, remains a predominantly rural county with less than 30% of its population living in the urban areas (2011 Census). The area that is to be considered within this project is not a city but includes a town which has a strong tradition in wood manufacturing, and in particular the furniture sector, together with a rural hinterland which includes a high density (agglomeration) of small, medium and large manufacturing plants which are generally located north of Monaghan Town and within circa 12km of the town. The clusters that exist outside Monaghan Town are close to the main N2 road and also around the village of Emyvale. For **Tartu (EE),** the typical products are furniture, foodstuffs, clothes, building materials, glass and plastics. The main export target countries are Finland, Germany, Latvia and Russia. 40% of the exports are wood and furniture, other export production includes machinery and appliances, building materials, glass and clothing. Thanks to the fertile lands, there are many big agricultural enterprises in the West of the county. Fishery is an important activity on the coast of Lake Peipsi. There is development potential for knowledge intensive production in the region due to its universities. Some successful spin-offs of Tartu University are operating in the field of biotechnology and biomedicine. The key actors of the region have signed an agreement about the county's development strategy, which is economic and social development through the increase of the knowledge input into production and services. Tartu 2030 is a strategic basic document for city management allowing building a more favourable future for the present and the future citizens of Tartu. The pre-requisite of good governance is a shared vision. The temporal horizon of the vision is 25 years. The document features the activities which provide competitiveness to Tartu. After certain periods, the strategy should be analyzed and updated. The vision Tartu 2030 is the basis for the continuing broad-scale dialogue on the issues of the city's development.

The 10-cities partnership is well balanced in terms of population size (average of 50.000 inhabitants), geographical European coverage (South, Center and North Europe), and tradition in the Wood sector.

The involvement of two Italian cities from the same region (Apulia) is due to the fact that Sternatia (original city for the Urbact development stage) is a city with 2.431 inhabitants that will act in this project as a Lab City. Lecce guarantees a better representation of the project in the Apulia region and together with Sternatia will bring added value for the partnership. The Strategic Plan of the City of Lecce aims to strengthen the role of the city itself as a centre of expertise in urban development.

The Municipality of Lecce, in fact, partners, together with the city of Brindisi (including Sternatia) and Taranto and relevant provincial authorities, the project "Big Salento", an integrated development project of the Ionian-Salento; it is looking at increasing inter-infrastructure, productive, institutional and cultural differences between the three provincial areas and promotes a shared growth path. The project for the development of the Salento is connected on one side with Plans strategic in preparing and/or start their territories concerned and the other with the National Strategic Framework 2007-2013, the Strategic Document for the South and the Apulia Regional Strategic Document 2007-2013. The area of the Great lies in Salento a central position in the Mediterranean that could allow its apparatus production (agricultural, industrial and tertiary), its cultural institutions, to its system logistics and people fulfilling a role of hinge-area in the Mediterranean.

The strategic plan is the tool to outline the city of the future and the Wide Area (including Sternatia) next decade, signifying the opening towards new scenarios of growth, in view of new perspectives and opportunity in the social, economic, urban, employment in view of territorial area wide.

The path of strategic planning enabled by the Municipality of Lecce has been an important exercise of territorial aggregation that has fostered the relationship between the institutional partnership, representative of the municipalities in the pool, and instances from economic-social-oriented modes through dynamic participation of the actors are called to share visions and solutions development, and full sharing social choices.

It’s important to highlight that 6 cities (Paços de Ferreira (PT), Larissa (GR), Lecce and Sternatia (IT), Monaghan (IR) and Yecla (ES)) belong to countries that are facing strong economic challenges and that is evident the focus that this cities would like to give to this project. Due to the economic crisis, all urban policies must be economically based. Sustainable and realistic solutions have to be looked. The identified subtopics (see table below) highlight the economic and social needs of the partnership.

2.1 Added-value of the Network

In order to succeed, and achieve the ambitious impact goals that they have set themselves with the project, Wood FootPrint cities, in addition to a full commitment towards the defined dynamic collaboration model within the network – that will hopefully provide them with the tools and inspiration for better policy action at local level – will need to nurture 3 additional factors:

- ✓ a solid and sustainable collaboration among and between funders and local actors, which within Wood FootPrint will be established through the Local Support Groups, which should become sustainable infrastructures (ex: stakeholder Think Tank) that give local stakeholders space to innovate and propose bold approaches that cut across traditional approaches;
- ✓ a commitment to continuous measurement of impact and to adapting to changing conditions, open to drive public and private sector funding streams away from traditional approaches and applying them to innovative solutions;
- ✓ and resilience, or the capacity to stay focused long enough to transform the problem – which is clearly a long term problem that requires long-term approaches, in lines with the timeframes designed for the Wood FootPrint project.

If Wood FootPrint cities manage to accomplish all 3 while remaining committed to the dynamic collaboration process planned, they will certainly reach the impact they sought. While it is not for the Baseline Study to provide solutions for the problems identified – as solutions should only come through the implementation of the collaboration – it is expected that Wood FootPrint cities will pursue their path towards more economic growth, job opportunities, better urban planning, better dialogue between private and public stakeholders, further decentralisation of power and funding allowing communities greater freedom to shape their own solutions along with shared knowledge, measurement of results and development of peer networks, and promotion of a stronger collaborative schemes bringing together practitioners, policy makers, and social entrepreneurs to discuss new possibilities and changing needs.

The partnership is organized as a result of their accumulated know-how, experience and lessons learnt on the Wood Footprint topics. During the Development Phase cities will be aggregated accordingly to Wood FootPrint topics, as "Leading" and "learning" cities.

Coaching city is a city with matures in implementing new solutions in topics related to Wood Footprint, with strong political commitment and stakeholder support. Forerunners and well-experienced cities in these specific topics can be seen as a source of inspiration for other cities to capture interest, trigger reflection and to support an interactive process. **Learning city** is a city that has or would like to have new solutions related to Wood FootPrint under development, which would like to mature during the project. Demonstrate political and stakeholder support and commitment to the Wood FootPrint topic.

It is expected to create at least 5 Thematic Groups. 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 the ones identified in the state of the art), 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.

Designed as a resource for Wood FootPrint cities, each thematic group has a main contact point, as well as links to other city representatives working on the topic.

The following table presents a matrix of cities engagement with the project topics and the thematic group that each city will lead. The topics were identified during the cities' visits and reflect the main expectations and needs identified.

	Wood FootPrint Topics	Abandoned Showrooms	Abandoned industrial sites	Industrial Parks	Wood Sector	Diversification	Funding management	Public/Private Partnership	Skills and Employment
Paços de Ferreira (PT)	Learning City	👍	👍			👍			👍
	Coaching City			👍	👍		👍	👍	
Yecla (SP)	Learning City	👍				👍	👍		👍
	Coaching City		👍	👍	👍			👍	
Wycombe (UK)	Learning City		👍	👍			👍		
	Coaching City			👍	👍	👍		👍	👍
Larissa (GR)	Learning City	👍	👍	👍		👍	👍		👍
	Coaching City				👍			👍	
Sternatia (IT)	Learning City	👍	👍	👍	👍	👍	👍	👍	👍
	Coaching City								
Lecce (IT)	Learning City			👍	👍	👍			👍
	Coaching City	👍	👍				👍	👍	

Viborg (DN)	Learning City					👍		👍	
	Coaching City	👍	👍	👍	👍		👍		👍
Roeselare (BE)	Learning City				👍	👍		👍	
	Coaching City	👍	👍	👍			👍		👍
Border Region (IR)	Learning City	👍		👍	👍	👍		👍	👍
	Coaching City		👍				👍		
Tartu (EE)	Learning City	👍		👍	👍	👍			👍
	Coaching City		👍				👍	👍	

Note: More detailed information about the cities is presented in the section of Cities Visits.

2.2 The scope

Under the umbrella of "Wood FootPrint" topics and subtopics 5 transnational Working Group will be created:

Thematic Group 1: Abandoned Buildings: the definition that will be used is "any commercial or industrial buildings that post a threat to public safety or that exhibit traits of neglect on the behalf of the property owner". The land use of such properties can range from under-performing commercial properties known as greyfields (such as underleased shopping malls and strip commercial properties) to contaminated industrial properties commonly referred to as brownfields. Vacant properties are detrimental to cities and burden communities in a myriad of ways. Fundamentally, they are costly and wasteful. The resources that compose the properties themselves, including the infrastructure, and in many cases, the abandoned buildings that occupy the lots, put a strain on both the systems and the community that surrounds them.

Leader: City of Viborg.

Other cities involved: All the other cities.

Thematic Group 2: Skills and Employment: addressing the topic of promoting re-qualification and re-integration of lay-off workers from declining sectors into the new sectors with growing potential, through training, advice, incentive measures and pushing the private sector to adopt measures to facilitate the requalification and new employment opportunities. The involvement of the local education system in this Thematic Group is vital to achieve positive outcomes.

Leader: Municipality of Yecla

Other cities involved: All the other cities.

Thematic Group 3: Industrial Parks for entrepreneurs and growth: addressing the topic of promoting industrial parks at international level to support the creation and growth of new companies and new jobs, which may enhance the competitiveness of the cities while contributing to improve the quality of life of its citizens. A further challenge in transforming people and places together is how to raise skills and aspirations in neighbourhoods that have lost large amounts of industrial employment. For many decades, postindustrial towns have also had to cope with population loss as well as economic decline, which has increased polarisation. This has left behind not just brownfield land but also people who lack the skills or opportunities to benefit from the new jobs without considerable support. The continuing decline in manufacturing has only partly been compensated for by the growth of financial and business services in the larger centres.

Leader: Municipality of Wycombe

Other cities involved: All the other cities.

Thematic Group 4: Diversification: 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. The reuse of abandoned structures can represent an opportunity for the economic growth and recovery of a diverse range of urban areas. For a city rapidly growing in population with the ability to expand political borders, or for a city with fixed boundaries that is losing population, vacant buildings remains a key competitive asset for implementing a number of economic development strategies: diversification of economic tissue (Tourism, Renewable energy, etc) creating jobs, increasing tax revenue, improving transportation infrastructure, and attracting residents. For those working on smart growth issues, the strategic reuse of urban vacant structures can represent a key opportunity for encouraging greater density and reducing the push to develop suburban greenfields.

Leader: Border Region Authority (Monaghan)

Other cities involved: All the other cities.

Thematic Group 5: Public Private Partnerships (PPPs): this Thematic Group is considering 2 sub-themes: Legal Framework and Funding Management. The challenge is not just the collapse of traditional industries like furniture, textiles, construction, ceramics, shipbuilding, and other, but also that these places often lack other employers and investors to fill the gaps. Spreading the benefits depends on influencing the private sector and creating a new mood of confidence that will encourage new private investment and break the vicious circle of urban decline. Industrial investors want to invest in the prime locations, where demand is thought to be strongest. Funding Management focus on aspects of company incentives and support programmes across the whole value chain (from producers to final consumers), awareness and promotion campaigns, and linking Horizon 2020 pillars.

Leader: City of Paços de Ferreira

Other cities involved: All the other cities.

The objective of the working groups will be that of analysing good practices in the respective topic and produce suggestions for concrete actions, that once validated within the network and discussed within each city at ULSG level, can make its way into the Local Action Plan that each city will develop within the project.

Working Groups are therefore expected to identify and start the validation for a number of initiatives, actions, measures, case studies, policies,… – past, on-going or planned, from any source, including other cities and regions, even outside Europe. Benchmarking of successful cases, both in Europe and beyond, will be a key tool to be used within these working groups. This is represented in the figure below:

In order to maintain a closer contact between partners, **Wood FootPrint created an on-line platform** where the partnership can exchange ideas, documents, presentations, photographs and various drafts and proposals, available at ***http://woodfootprint.webnode.pt/.***

This is not an official website, it is instead a place to animate the partnership and exchange information on a regular basis. It's used as a free platform, "webnode". It has some limitations, but fit is user-friendly and can be used for numerous forms of communication.

It's possible to use the front page as a blog where we can post ideas, debate themes and update partners. In the section **"About Us"** is available formal information about the Wood Footprint project, to be shared and update anytime. In the **Photogallery** it is possible to upload and copy photographs of all the events and visits. It's available also an **events' calendar** where the partnership can get to know the program for the next months.

But one of the most important sections on this platform is **"Downloads"**, where the partnership shares all sort of files and documents, without having to send them by email.

Sharing online has many benefits. All documents can be easily managed and shared between all the partners. It will be easier to build solutions and implement them. The partnership believes that decision making will also become easier because the platform shortens the distances.

This platform is also an important tool to maintain the Local Support Groups and Managing Authorities informed of the project progress.

3. State of the Art at International level

The Focus

The purpose of the state of the art report is to gather information and evidence that can support the Wood FootPrint baseline study. The report will highlight any gaps in knowledge, and identify significant opportunities and also barriers to carry out project options. An analysis of the State of Art Report will inform an evidence-driven vision and will be used to produce the final baseline study.

The project focus is the wood industry supply chain and the main addressed topic is to ***"Find solutions for empty urban buildings (industry and showrooms) and avoid others to become vacant"***, taking in consideration other sub-topics, such as:

- ✓ **Job creation**: Job training and career advice, which facilitates the rapid vocational rehabilitation of unemployed people from wood sector (and others);
- ✓ **Incentives management**: Find incentives to move urban industry to industrial parks and identify tools to increase attractiveness of Business Parks and promote business parks to encourage inward investment and new business growth;
- ✓ **Public/Private actions:** Produce a strategy or methodology/consultancy involving the owners of the industrial buildings to make them interested in using their industrial buildings and sites as investment objects now and in the future.

The Definition

There is no standardized definition of abandoned structures and the definitions imposed by municipalities vary greatly. For example, some cities contend that a structure is abandoned (and therefore presents an "imminent danger" to the community or threatens the city's "health and safety") if it has been unoccupied for 60 days; others use 120 days or longer as the threshold. In addition, much of the difficulty in obtaining an accurate count of abandoned structures resides in the rapid turnover of properties and the city's administrative capacity to count - and therefore to know about – abandoned structures. Finally, a lack of reliable, comprehensive local data often translates into inconsistent definitions with the same kinds of structures being considered abandoned in one city and not in another.

For the purpose of Wood FootPrint, the definition that will be used is "any commercial, or industrial buildings that post a threat to public safety or that exhibit traits of neglect on the behalf of the property owner". The land use of such properties can range from under-performing commercial properties known as greyfields (such as underleased shopping malls and strip commercial properties) to contaminated industrial properties commonly referred to as brownfields. Vacant properties are detrimental to cities and burden communities in a myriad of ways. Fundamentally, they are a costly and wasteful. The resources that compose the properties themselves, including the infrastructure, and in many cases, the abandoned buildings that occupy the lots, put a strain on both the systems and the community that surrounds them.

Vacant properties—dilapidated showrooms, abandoned industrial buildings, and vacant industrial lots—present communities with a complex problem and a compelling opportunity for neighbourhood revitalization. In some cities, the problem may be an isolated showroom or industrial building that deteriorates to the point where the property owner decides to evict the tenants yet fails to board up the windows.

Derelict dilapidated showrooms, abandoned industrial buildings, and vacant industrial lots, however, can quickly become havens for crime and squalor. According to the broken-window theory, a few abandoned buildings can trigger a spiral of decline and disinvestment that strains local budgets and encourages businesses and residents to flee inner-city neighbourhoods and declining suburbs.

A growing number of cities are pioneering holistic and policy strategies to abate and rehabilitate their vacant or underutilized industrial buildings. Most conversions are taking place in industrial buildings located in industrial cities[1], as “furniture cities”. A few cities have gone even further by making the adaptive reuse of vacant industrial buildings an integral part of their infill development. The opportunity to reuse obsolete facilities in the urban core supports sustainability and smart growth initiatives designed to focus redevelopment in cities in an effort to decrease urban sprawl. Adaptive reuse offers a sustainable building site with existing infrastructure and materials.

Adaptive reuse is the act of finding a new use for a building. It is often described as a “process by which structurally sound older buildings are developed for economically viable new uses”[2]. Industrial buildings and big showrooms are especially well suited to adaptive reuse due to their large, open spaces. Many of those buildings are significant primarily for their architecture, as vernacular relics from the industrial age, and may be less so for their association with prominent people and events. Adaptive reuse should be the preferred strategy for an industrial when no other industrial option is available, and should always be favored over demolition and redevelopment. There are countless reuse options available for industrial buildings. Some of the more popular conversions of industrial building and showrooms are to museums, art studios, live-work units, offices, residential units, schools, retail, and increasingly more are combining several uses together.

The Context

Since the early 1960s European cities have experienced shrinkage in population and a rapid increase in wasteland and contaminated land. As human activities have spread over

[1] Joseph M. Schilling, “The Revitalization of Vacant Properties: Where Broken Windows Meet Smart Growth” (2002) International City/County Management Association, 4

[2] Austin, Richard L. *Adaptive Reuse: Issues and Case Studies in Building Preservation*

territories of unusual dimension, huge industrial zones, former military installations, and outdated infrastructure—the sites of nineteenth- and twentieth-century modernity— are suddenly empty.

The change has been particularly acute with regard to sites of industry. Many small factories within old areas of dense urban fabric have been abandoned, their activities spread to more peripheral areas or relocated outside Europe. Today many quarries, harbors, railways and canals—much of the infrastructural network accumulated over more than two centuries—have fallen into disuse.

Such abandonment has had important impacts on employment, demographic growth, and the social, functional and symbolic geography of cities. This story is not new. Again and again through history, European cities have been partially abandoned by their inhabitants and their activities. But each time a rebuilding has taken place that has made selective use of the old.

Indeed, the Wooden European city and its countryside is a good example of the changes that European cities are facing. Wooden businesses could cut costs by moving to less expensive labor markets. At the same time, the technology base and the geopolitical framework of the European metropolis were changing. The world economy was restructuring, and the rise of new countries was creating a global market, creating ruptures with Europe's urban and social past.

Methodology: 5 steps action before the problems can be effectively addressed

1. The most immediate public safety need is a program to compel the securing of buildings that are open to trespass (by boarding if necessary).

2. The city needs to establish defensible standards for declaring properties a "public nuisance." Vacancy alone is usually not a sufficient reason. However, criminal or drug activity, an extended period of boarding, and severe fire damage are examples that have been upheld in some jurisdictions as triggering the process. Typically, the process must give the owner an opportunity to correct the situation and an avenue of appeal, when a determination has been made that the property is a public nuisance. Once this determination is made, the city can take steps to abate the nuisance.

3. In theory, the cost of boarding properties and abating nuisances can be recovered from the owner, or at least assessed, then collected with the property tax. In reality, owners in distressed neighbourhoods often disregard city bills, fail to pay property taxes, and effectively abandon the property, except to collect rent where they can. Therefore, the city needs to dedicate sufficient funds to accomplish the goals, using municipality grants when possible. Equally important, the city must work with the county officials, encouraging them to use the applicable state laws to foreclose on tax-delinquent properties.

4. Programs are needed to provide below-market lending assistance for property owners seeking to renovate their buildings.

5. The last essential step is to assure that zoning and housing code standards are up-to-date and have a practical enforcement mechanism. If the local courts are swamped with business, the establishment of an administrative program that imposes a civil penalty should be sought.

www.vacantproperties.org

During the 1980s many European cities started to react to their decline and look for answers to the social and economic problems caused by the growing wastelands they contained. In particular, they began to compete against each other to employ newly vacant land to attract substitutes for lost functions. Museums, theatres and exhibition halls; office buildings and sports facilities; congress halls, airports and shopping malls were proposed as ways to fill these urban voids. But their construction has frequently led only to further fragmentation of urban territories. Such urban restructuring has also given rise to a redistribution of monetary and symbolic value.

The world of global consumption is built on the skeletons of former global production sites. As manufacturing has left Europe, the deindustrialized sites have become points of specialised and spatialized consumption in order to survive. In many cities, this may result in little more than a museum for the former product in the location of the former factory. 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.

The image of Europe as a manufacturing centre for traditional industries has been decaying over

Case Study 1: Gothenburg, from shipyards to knowledge center

Gothenburg (population 500,000) is Sweden's second city, an industrial centre and Scandinavia's main port. It is, however, a long way from Europe's main centres of population. Norra Älvstranden, across the river from the city centre, was the home of Gothenburg's world-famous shipyards up until the 1970s. About 15,000 people were employed in the yards (and another 30,000 jobs depended on them). Foreign competition, and the effects of the 1973 oil crisis, led to the closure of the yards, and all shipbuilding in Norra Älvstranden had ceased by the end of the decade. The yards were nationalised and run down in an orderly way. Older employees were allowed to retire early. Other employers rallied round to create new jobs, and extensive education and retraining schemes were provided. Compulsory redundancies were avoided. The redevelopment of the derelict site, however, took many years to get off the ground. Successive early visions proved unviable.

Nevertheless the public sector confirmed its faith in the area by investing in a range of educational and research facilities and by holding major events (such as pop concerts) there to change its image. Eventually, when the city council gained control of the whole site in the late 1990s, a stylish mixed-use quarter began to be created under the direction of a proactive city-owned development agency. Although the regeneration is far from complete, Norra Älvstranden already provides more jobs, more housing and a much better environment than it did in its industrial heyday, even though there is more to be done to make it a complete community. What makes the scheme special, however, is the exemplary way in which the city, the universities and leading companies (such as Ericsson and Volvo) have worked together to create a cluster of knowledge-intensive firms there, along with the facilities and environment to help them flourish. This is a key part of a plan to establish Gothenburg as a world leader in some niche sectors, and to attract and retain the talented people needed to sustain such businesses – and the prosperity of the city – into the future.

Regeneration in European cities, Christopher Cadell, Nicholas Falk and Francesca King.

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.

Manufacturing and selling big items requires big spaces such 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.

The case study 1 is evident the following aspects:

- ✓ the strategic economic view taken by the city council in conjunction with other key players, especially major businesses and the universities;
- ✓ the decisive role of the city council in leading the regeneration process;
- ✓ the way in which all the parties were prepared to work together for a common long term goal, although this was not always in their short-term interest;
- ✓ the strong incentive for the city council to promote the economic success of the city as much of its income is derived from a tax that is directly linked to local prosperity;
- ✓ the realisation that making the city attractive and user-friendly was an indispensable part of the regeneration and economic development strategy;
- ✓ the stress on quality in all aspects of the development, including the business environment;
- ✓ the commitment to education (particularly technical education) and job-related training, so that all the city's residents would have access to good jobs.

The Public role

The best way to solve a problem is asking the right questions. Asking the question 'what has this building been?' in addition to 'what could this building become?' will result in a conversion that does not hide the building's past. A successful adaptive reuse project of industrial building or unused showrooms can bring redevelopment, tourism, and new life into a community.

The problems created by abandoned industrial building or vacant showrooms cannot be contained within property boundaries or city limits; they spill over to affect surrounding communities. As abandonment increases in a neighbourhood, property values decline and owners become less willing, and perhaps less able, to maintain their real estate. In turn, more and more properties fall into disrepair and eventual abandonment. It is this self-perpetuating dynamic that makes the word "blight," with its association of disease and contagion, an apt metaphor for neighbourhood distress. In the worst cases, the downward spiral of deterioration and abandonment continues until entire blocks and neighbourhoods are rendered virtually uninhabited.

Vacant and abandoned commercial buildings (greyfields), unlike brownfields, these sites generally do not have any or only insignificant amounts of environmental contamination. Yet they can still create a blighting influence on an entire neighbourhood. Unfortunately, local governments do not always have the same legal tools to abate commercial structures, and different standards and procedures often apply. Moreover, the economics of the regional market place comes into

Case Study 2: Revitalization of Industrial Buildings in Hong Kong

The change of economic structure in the past 20 years in Hong Kong had caused the traditional manufacturing industry to wind down and triggered almost all major factories to relocate to the mainland. Shortly after, industrial buildings in Hong Kong became vacant or under-utilized, thus wasting valuable land resources. As a result of Hong Kong's economic restructuring and relocation of traditional manufacturing activities to the Mainland, many private flatted industrial buildings are now vacant or under-utilized. The Hong Kong Town Planning Board (TPB) has then adopted a two-pronged approach to promote optimum use of land resources: broadening the permissible uses in industrial buildings and rezoning surplus and suitable industrial land for non-industrial uses.

Despite the large scale rezoning and relaxation of uses by the TPB over the years, not too many owners of industrial buildings have responded by redeveloping or converting their industrial buildings for higher value-added uses. The owners of industrial buildings in non-industrial zones are reluctant or unable to carry out redevelopment, wholesale conversion or even temporary change of use for these buildings. The pace of this redevelopment or building conversion is still lagging behind due to the following reasons:

(a) fragmented ownership in multi-storey industrial buildings makes it difficult for all owners to reach a decision to convert or redevelop the buildings;

(b) the owners are deterred by the requirement to pay full market premium for lease modification for redevelopment to other uses, or full waiver fees in the event of conversion to other uses;

(c) the building owners may be reluctant to be the "first mover" to convert or redevelop their buildings for non-industrial uses before similar uses emerge in the neighbourhood;

(d) the owners may find it difficult to raise finance for redevelopment.

(e) unauthorized change of the use of industrial buildings for commercial activities is common as Government has difficulty to track unauthorized conversion of industrial buildings;

One the basis policy initiative, the Government encourage the conversion of the entire existing industrial buildings in "Industrial", "Commercial" and "Other Specified Uses". The change of use of these industrial buildings is for the lifetime of the existing buildings or until expiry or determination of the current lease, whichever is earlier. In the interim review made between late 2010 and September 2011, stakeholders reinforced their willing in extending until 2016 the program and suggested some possible areas of refinement that might encourage more and better quality conversion projects. Though the final outcomes is clear that revitalization of old industrial buildings helps to create job opportunities and increase competitiveness, and is beneficial to Hong Kong in the long run. The public can also be benefitted by having more affordable usable floor space.

Edward Shau Revitalization of Industrial Buildings in Hong Kong play more with commercial buildings, thus, local governments have to modify their negotiations and other compliance strategies. Few local governments have actively engaged in acquiring these sites and doing the redevelopment on their own.

The stabilization of vacant properties is an important part of the revitalization cycle and infill development process. The cleaning up of debris and graffiti can have a positive effect on the blight caused by vacant properties. In addition, it is important to prepare these sites for rehabilitation or redevelopment. It is especially critical to stabilize buildings which might be rehabilitated, so that all deterioration is halted. It is apparent that local governments must have the ability to take a variety of actions in order to tailor the remedy to the facts of a particular property. More importantly, local governments need to build consensus with the community about their vacant property programs and the specific applications of these legal remedies. Certain properties demand more aggressive actions, while other properties may only need a simple notice to the owner or some financial assistance.

The challenge is not just that the collapse of traditional industries like furniture, textiles, construction, ceramics, shipbuilding, and other, but also that these places often lack other employers and investors to fill the gaps. Spreading the benefits depends on influencing the private sector and creating a new mood of confidence that will encourage new private investment and break the vicious circle of urban decline. Industrial investors want to invest in the prime locations, where demand is thought to be strongest. Hence secondary locations, such as industrial areas, often lose out in attracting new offices or residential development, and there is no way that current levels of public funding can close more than a few of the gaps.

A further challenge in transforming people and places together is how to raise skills and aspirations in neighbourhoods that have lost large amounts of industrial employment. For many decades post-industrial towns have also had to cope with population loss as well as economic decline, which has increased polarisation. This has left behind not just brownfield land but also people who lack the skills or opportunities to benefit from the new jobs without considerable support. The continuing decline in manufacturing has only partly been compensated by the growth of financial and business services in the larger centres.

With certain problem properties and complex cases, a city may pursue demolition or force the transfer of the vacant property to industrial parks. Cities generally view demolition as last resorts and property transfer to industrial parks as a suitable solution, however, would prefer to work with the existing owner to perform the necessary repairs and rehabilitation.
Beyond the abatement and rehabilitation of individual vacant properties, cities should integrate vacant properties initiatives with relevant community-wide revitalization efforts. Instead of working one vacant property at a time, cities could achieve greater neighbourhood stability through these traditional planning strategies. Vacant property

prevention programs present the best hope of permanently addressing the problem of vacant properties.

Cities are facing this challenge and a few have even made vacant properties an integral part of their smart growth approaches to infill development. Even successful communities, however, continue to battle against vacant properties in relative isolation.

Vacant Properties Revitalization Cycle is a strategic framework for revitalization[3]. The cycle can serve as a self-assessment tool for local vacant property programs as a gauge of how to best allocate resources. Involves the following actions:

- ✓ Prevention: Work with property owners, buildings inspection, pro-active code enforcement, etc.;
- ✓ Assessment: Know the territory and understand particular local conditions affecting abandonment;
- ✓ Stabilization: For most cities, the immediate goal is to stabilize the site or neighbourhood. Cities generally use a wide array of abatement powers and code enforcement strategies to get the owners to clean up and secure these properties. A major objective is to attract private reinvestment back to these blighted neighbourhoods by using city resources to stabilize a few target sites;
- ✓ Abatement: The first responsibility is to abate those unsafe and unhealthy conditions that create public nuisances on the property and for the surrounding neighbourhood.
- ✓ Investigation and owner's profile: A critical step during the preliminary investigation is to find out why the property owner let the property deteriorate. Does he or she have the interest and the commitment to make the necessary repairs to bring the property back up to normal conditions of use;
- ✓ Neighbourhood inventories: Vacant properties tend not to exist in isolation. Municipalities should routinely inventory vacant properties throughout the city to assess possible patterns within neighbourhoods and among property owners. Such inventories also can provide a list for possible investors.
- ✓ Rehabilitation resources: After stabilizing the site, cities often provide property owners with a wide variety of resources to encourage them to rehabilitate eligible vacant properties: Financial resources: CDBG funds, rehabilitation loans, tax credits, tax abatements, waiver of municipal liens; Technical assistance: permit streamlining, flexible rehabilitation codes, referrals to private sector consultants and contractors, coordination with nonprofits and other local agencies;
- ✓ Property transfer or demolition: With certain problem properties and complex cases, a city may pursue demolition or force the transfer of the vacant property to industrial parks;
- ✓ Long-term revitalization policies and prevention programs: Beyond the abatement and rehabilitation of individual vacant properties, cities should integrate vacant properties initiatives with relevant community-wide revitalization efforts.

[3] "The Revitalization of Vacant Properties: Where Broken Windows Meet Smart Growth," Joseph Schilling

The growth opportunity

Much of the story of globalization is a tale of winners and losers. Older manufacturing sites such as some western European cities deteriorate physically, socially, and economically and return to the prairie from which they developed. Those cities with old manufacturing and showrooms sites could have been abandoned in face of globalization or courted a new industry to occupy its downtown, but instead its leaders took a unique path: fully investing in the service sector of its former manufacturing industry, not analyzing what that choice looks like and the consequences it has on urban space. Globalization is happening, but local actors can shape the relationship. Local growth coalitions can sacrifice cultural and economic particularities to grab a piece of global capital.

The reuse of abandoned structures can represent an opportunity for the economic growth and recovery of a diverse range of urban areas. For a city rapidly growing in population with the ability to expand political borders, or for a city with fixed boundaries that is losing population, vacant buildings remains a key competitive asset for implementing a number of economic development strategies: creating jobs, increasing tax revenue, improving transportation infrastructure, and attracting residents[4]. For those working on smart growth issues, the strategic reuse of urban vacant structures can represent a key opportunity for encouraging greater density and reducing the push to develop suburban greenfields.

It’s not that cities have failed to do anything to deal with vacant property. In fact, many cities, regardless of size and geographic location, expend tremendous resources trying to “abate” public nuisances associated with vacant and abandoned properties. However, this attention to regulating and managing vacant land has often resulted in short-term fixes rather than long-term solutions. No one really knows the depth of this resource. It still remains unclear how much urban vacant or abandoned industrial and showrooms buildings exist in European cities, as there have been no comprehensive, systematic studies assessing these conditions. Consequently, recent national data on the amount of vacant or abandoned industrial and showrooms buildings do not exist.

The reuse of such structures is critical to the economic growth and recovery of older areas. For any city to take advantage of this resource, its public and private decision-makers must first know how much vacant property exist within its borders, where they exists, and the condition of their supply.

[4] Michael Hough, “Design with City Nature: An Overview of Some Issues.”

Case Study 3: How globalization –the furniture market– expresses itself on a local scale

High Point, North Carolina, USA, has been the "Furniture Capital of the World" for a century but after delocalization of manufacturing sites has radically restructured its vertically integrated furniture manufacturing complex into a specialised 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.

The High Point case is a remarkable story of a city whose leaders have exerted their energies to keep it linked to the industry of its manufacturing heritage. Through "spatialized consumption" the city re-tailored its existing infrastructure. This spatialization has fended off competition from Cologne, Tokyo, Guadalajara, Milan, São Paulo, and –most recently– Las Vegas. As furniture manufacturing migrates to industrializing nations, the central furniture exposition node has remained in North Carolina. This parallels the fashion world: New York, London, and Paris are the key high-end fashion consumption sites, even as apparel manufacturing migrated to China.

This is, of course, the urban logic of globalization: consumption and production are delinked spatially, local space is segregated to serve global clients to the exclusion of local residents.

The global furniture industry places a large new footprint on High Point. New buildings designed explicitly for the presentation demands of furniture market color the landscape. The specific space allocations –dedicated showrooms and flexible office space– for the industry lead to new construction. This new construction consists of large, glass conference halls and standalone structures. High Point shifts its architecture from a furniture producing center filled with multi-block factory and warehouse spaces to rededicating those spaces for market consumption. In the urban literature, the focus on redevelopment has centered around repurposed industrial space for 'loft living'. High Point takes furniture production space and converts it to furniture consumption space.

High Point's downtown landscape reveals how one global industry depends on the control of space for its needs. Globalization does not flatten the world; there are nodes for production and – as High Point shows– for specialised consumption. This specialisation and control is illustrated by the ways in which the downtown comes to a stop during the off-season.

High Point's leaders have rezoned downtown areas for furniture showroom development only, priced out alternative community-based land uses, and made public activities such as rollerblading, skateboarding, and biking illegal on downtown sidewalks so that the downtown will not incur any deterioration in between expositions. An emerging cadre of local activists in High Point argues that the city must have public spaces where users of different backgrounds have a common or at least partly-linked sense of belonging, what one local thinker calls the community's "living room." Yet "our downtown," he laments, "belongs to the world."

http://www.rc21.org/conferences/amsterdam2011/edocs2/Session%2012/RT12-2-Schlichtman.pdf).

The sustainable transport network

The manufacturing heritage in Europe is a strong one that can be felt in many European cities. Many European cities have followed a specialisation 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 and transport corridors. 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 places 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 and transport development pattern of the cities characterized by this sector. Since 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.

Because of this, and during the prosperity years of the manufacturing sectors in Europe until the late 90s, early 00s, 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 labour regions, converted into suppliers to large world-wide scale distributors or favour 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 specialised 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, disforestation of surrounding areas, unemployment and lack of qualifications of a large blue collar labour force layoff by the closing of factories and showrooms, and reduced used of public transports. 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.

To follow and Learn

Wood Footprint will build the cities approach on top of existing knowledge. For example: ***SUPER, or Sustainable Urban Planning and Economic Redevelopment (http://cordis.europa.eu/search/index.cfm?fuseaction=proj.document&PJ_RCN=6158179)*** is a cluster of four projects helping city planners to make decisions about economic (commercial or industrial) developments. It provides decision-making tools such as software that helps optimise the benefits and costs of new or redeveloped sites while avoiding political conflict. Masurin (http://www.masurin.net/) is assisting five European cities to develop strategies for regenerating inner-city industrial sites, at the same time devising a management guide and a package of software tools to aid decision-making. Ecopadev (http://www.uninova.pt/website/index.php%3Fid=234.html) is working on the sustainable management of industrial parks on city outskirts, which often have their own waste, transport and pollution problems. Its tools include guidelines on what should be expected of companies, procedures for consensus building, and sets of indicators for assessing effects on the quality of life of workers and local residents. Zamudio in Spain, Tampere in Finland, and Almada in Portugal will test the new tools.

HQE2R (http://www.suden.org/en/european-projects/the-hqe2r-project/) has worked with 14 urban municipalities – including the Lindevang District in Frederiksberg, Denmark, whose run-down blocks of flats lack bathrooms or kitchens, and where unemployment and crime are high, and Milan's Cornaggia suburb, a densely populated neighbourhood broken up by busy roads and with little green space. The project has developed a method of integrating sustainable development into neighbourhood regeneration that actively involves residents in decisions about their area.

4. Conclusions of the state of the art

The state of the art of the Baseline Study for the Wood FootPrint project helps to define the focus of the project and presents examples of relevant initiatives and practices within the chosen topics, which are routes for further exploitation. All these aspects, presented in the state of the art, will be further developed within the full baseline study, and their potential relevance for the Partner Cities will be tested during the city visits to be done by the Lead Expert. Some paths may be meaningless for some cities, or even for all, while new paths may be discovered during the visits and the desk analysis that will be done afterwards by the Lead Expert.

The **Method** that will be used for **mapping the urban passive** and build the baseline study is based on visual sociology and is being used by several urban researchers, such as Schlichtman 2009. Besides the information that will be collected from local partners and members of LSG, photography is "an information-gathering process" that allows to re-think assumptions and reach conclusions. So, a visual examination of vacant building will be made in the cities and presented as a project outcome.

As a result of this exploitation work, the baseline will clearly identify the common routes that the City Partners wish to do together during the Implementation Phase. While the journey will be common, results at the end of the project will be individual, in the form of a Local Action Plan for each city, and may reflect in addition to the lessons learnt along the way, also the specific resources and characteristics of each city. In all case, it is expected that this state of the art is a useful starting point for the project.

Wood FootPrint is one more action to contribute for the new Europe 2020 strategy (under Horizon 2020), which offer a vision where Urban Environment is important for European citizens. The European Commission recognises the role that cities play in the lives of so many Europeans and has committed itself to act in this area. Urban environments directly influence the lives of millions of European citizens and, in turn, have a substantial impact on the wider environment. Europe’s cities need more than ever to be sustainable and should offer the kind of quality of life and opportunity that make people want to live in them and make businesses want to invest.

There is a contradiction in the urban equation, however. Urban areas drive economic development and deliver many public services, such as education, healthcare and transportation; but they are also associated with environmental degradation, congestion, economic and social exclusion. Many of the Wood FootPrint cities share this contradiction.

To improve the quality of the urban environment has therefore become a major objective for policy makers. But making sure that urban policies are coherent is a challenge. There are many institutions – both sectoral and territorial – with different aims, and policies are often carried out independently and with conflicting effects. The fact that urban issues are implemented locally while having a European or even global impact is also a big challenge. Wood FootPrint represents one more input for this effective co-ordination in all directions and at all levels: regionally, at member state level and in Europe.

5. Wood FootPrint Cities Overview

In the following chapter, a more detailed overview of each of the cities and of the challenges and opportunities faced in the Wood FootPrint project is presented based on the city visits organized between June and October 2012. During this period the Lead Partner and Lead Expert made the visits to the entire partnership.

The visit was an opportunity to work with the local partner and members of the Local Support Group in order to gather information for the city profile and have a direct contact with local needs and expectations related to Wood FootPrint project. The visit plan was organised in close cooperation with the local partner. During the visit the used methodology allowed the participants to share ideas and produce scenarios during the cooperative events.

The Lead Expert used a cloud of Trigger Questions that change from city to city, to raise discussion.

How do we fit best in the project?

How to address this industrial footprint while fostering economic development?

How to stimulate the interest of Industry and Commerce in the new industrial park?

How to create jobs for the unemployed?

Can this abandoned industries and showrooms be used for other sectors?

How to bring vacant buildings into a virtuous cycle of urban development?

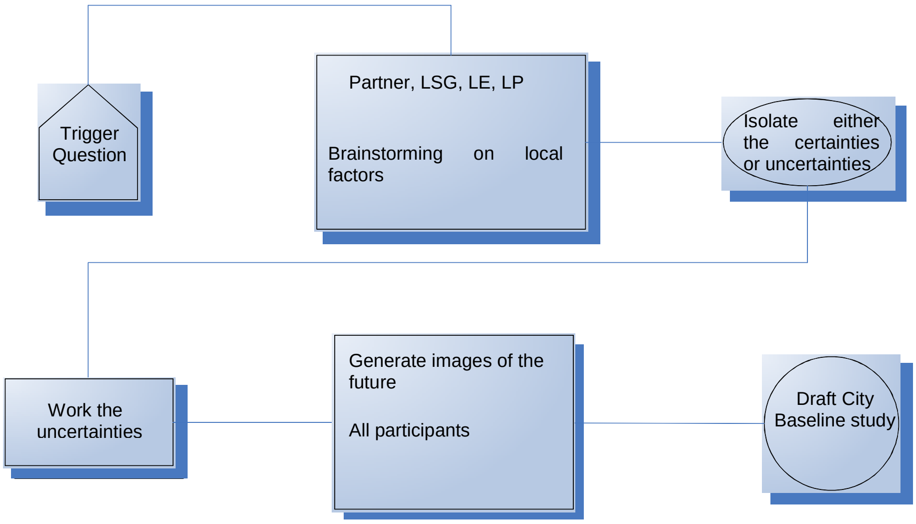
How to mobilize the private owners and community?

How to assess their "sleeping" potential and match it with growth opportunities?

How to link them to the sustainable transport network?

The Lead Expert acted as moderator of the workshop and for moderating the discussion to ensure that all environmental factors are discussed. It urges the participants to think creatively about the environmental factors in relation to the trigger questions. Some of the groups of environmental factors linked with Wood FootPrint were discussed.

The **method** is illustrated in this way:



The approach used to aggregate information about the cities is different from the typical SWOT analysis. SWOT analysis does not provide a structural way to determine the relative importance of the city factors. Given this, the information gathered follows the following structure:

<u>City overview:</u>

Advantages	***Weaknesses***
To improve and update	***What is missing***

<u>Scope of Local Action Plan:</u>

Needs	***Ideas***

5.1 City of Paços de Ferreira

5.1.1 City Context

Internationally known as the "Furniture Capital", Paços de Ferreira has a dynamic industrial activity that has made a significant contribution to increase the local demographics. With a wide range of products and companies (of different sizes), local industries have been positioning themselves through their quality, ability to fulfill orders and aggressive marketing strategies. It's well known by the strong network of small producers and qualified labour force, which contributed to attract the investment from IKEA for setting up IKEA main production centre in the South of Europe.

With a growing and increasingly younger population, Paços de Ferreira is the 8th youngest municipality of Portugal. The age group 0-65 represents over 90% of the total population, with particular emphasis on the younger population, which means that the municipality has a skilled and available workforce. With an industrial and business tradition, Paços de Ferreira's population is now increasingly qualified. To this contributes the strategic partnership with Oporto Polytechnic Institute and the closeness to Porto and Minho University.

The city has a global business location solution, with two special locations for your business: Technology City and Business City. Two different realities which combined create the right location for competitiveness and success.

The City Council is developing an integrated strategy to keep upgrading the qualifications of Paços de Ferreira population, from basic school to university degrees, from professional training to technical skills. With the construction of 15 new basic schools completed in 2012, the municipality combines excellent schools with great sports facilities.

But while this investment has secured many jobs and ensured the economic viability of many small producers, it has led to the abandonment 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^2 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 faces several challenges, such as:

✓ Unemployment vs Economic Growth – unemployment rate is growing since June 2008 but, at the same time, the Municipality has doubled its local GDP and registered an increase of 125% in exports;

✓ Unemployment vs Education: – the education level within the municipality and the Region has grown significantly; nevertheless, there is the need to close the gap between the job profiles that the economy needs and the education profiles our schools are teaching;

✓ Unemployment vs Demographic Growth – the "key factor" that keeps or attracts people to the city is employment; there is the need to keep on growing the population ("too big to be small; too small to be big");

✓ Demographic Growth vs Urban Sustainability: – the city keeps growing, there is the need to revitalize urban spaces and create responses to new urban challenges (environment, culture, sports, social inclusion, etc).

City overview:

Advantages	***Weaknesses***
— Strong and recognizable city brand "Furniture Capital"; — Multipark industrial solutions for all kind of industries, Technology City and Business City; — Perfect localization for industry implementation, with good transport infrastructures (road, rail, waterborne and air); — Professional structure to capture industrial investment in the region and high level support services to receive industry (ex: IKEA factory – SWEDWOOD is a good example) — Good experience in managing public investment and public/private partnerships; — Good Quality of Life, considered the 9th municipality of the country with better quality of life; — There is an International Fair and Congress Centre;	— Unemployment rate is growing since June 2008; — The number of vacant showrooms is growing in the urban area since 2009. Today more than 100,000 m^2 of space are deserted and waiting for another occupation; — Reduced openness of showrooms private owners to cooperate on finding new uses for their real estate; — Education gap between companies and schools; — lack of the city European visibility as good business location and good quality of living; — New Local Government Regulations, which limits public investment.

To improve and update	***What is missing***
— Redefine the City Council strategy to keep upgrading the qualifications of Paços de Ferreira population, from basic school to university degrees, from professional training to technical skills; — Open the International Fair and Congress Centre to other business sectors, such as: ICT, mechanics/metals, textile, automation; — Update the city strategy for the	— Creating hubs of discussion, where it is possible to involve private and public under the same urban planning strategy. The vacant showrooms is seen by the privates as an individual problem, not a city and community problem; — Public/private partnerships to address the vacant showrooms problem; — More and better quality accommodations to increase business tourism in the region.

Technology City with the new urban challenges; — There is a City thinking at City council level, nevertheless, there is room to improve city thinking with business actors and community; — Education gap between companies and schools and redefining a global local education offer.	Budget Design Hotels is a concept that is not being explored in the city. — European communication strategy at city level; — European knowledge about good practices implemented in other European cities.

5.1.2 Scope of the Local Action Plan

The Local Action Plan will be the axe of the political strategy for the urban development of the city that will create economic and social growth in the coming years. Nowadays Paços de Ferreira is involved in a phase of deep change with an overall strategic plan defined and being implemented by the City Council over the last 4 years. Therefore, the Local Action Plan will be built on top of the Strategic Plan of the City.

The scope of Local Action Plan will be on the topics where the city has the profile of Learning City. The Local Action Plan will be the focus of the following dilemma: 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. The images below illustrate the Paços de Ferreira problem:

Abandoned Showroom during construction

Abandoned showroom after years of use

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.

Funding sources will be looked for, to finance actions to be developed, and European Programmes will be identified, to support each action or initiative.

The Municipality of Paços de Ferreira will be the leader of **Thematic Group 5: Public Private Partnerships (PPPs):** this Thematic Group is considering 2 sub-themes: Legal Framework and Funding Management, and will participate actively on the other 4 thematic groups. Paços de Ferreira faces itself as a Learning City in topics like: "Abandoned Showrooms; Abandoned Industrial Sites; Diversification; and Skills and Employment" and as a Coaching City in topics like: "Industrial Parks Management; Wood Sector; Funding Management and Public/Private partnerships"as presented in the table below:

Wood FootPrint Topics		Abandoned Showrooms	Abandoned industrial sites	Industrial Parks	Wood Sector	Diversification	Funding management	Public/Private Partnership	Skills and Employment
Paços de Ferreira (PT)	Learning City	👍	👍			👍			👍
	Coaching City			👍	👍		👍	👍	

The strategies and actions included in the Local Action Plan will consider the following needs and ideas:

Needs	***Ideas***
— Public incentives to stimulate urban revitalization, economic growth and job creation; — Simplifying procedures and reducing bureaucracy for private building owners that needs licenses to use the buildings for other purposes; — Closing the gap between companies and	— Mapping abandoned and vacant showrooms in the city and create a building fiche with relevant information about the building, owner and potential use. Put information online for potential investors; — Build on top of IKEA factory success and international success case, which could

schools and redefining a global local education offer. — Identify good practices in similar problems that can be customized to the city needs.	contribute to attract the investment of other multinational industries (not only from wood sector) for setting up their main production in the city; — Creation of networks linking enterprises, administration and citizens, based on the work of the LSG, to address the problem at community level; — Generation of a pole of specialised enterprises in the city: analyzing the main weakness and strengths of the city, learning from the experience of other cities and rising infrastructures investment; — Creation of services to promote enterpreneurship, paying special attention to local youth.

5.1.3 Local Support Group

Organization name	Profile (short description)	Contacts		Why joining the LSG
PFR Invest	Is a municipal company from Paços de Ferreira, 100% owned by the municipality, which manages general interest services and it is in charge of the promotion of local and regional development. It is a professional “one-stop-shop” agency and its core goals are to build, develop and manage business and industrial parks, to develop adequate strategic policies in order to attract and support private investment; manage the Investment Incentive System; support local businesses and entrepreneurship.	Phone	255860707	PFR Invest is the leader of LSG of the city. The Wood FootPrint project goals will contribute for urban revitalization, economic growth and job creation, which is in line with the companies’ mission of supporting all investment in the municipality.
		Email	pfrinvest@cm-pacosdeferreira.pt	
		skype	l_mairos	
Swedwood	The Swedwood Group is part of IKEA Industry Group. Swedwood’s primary task is to ensure production capacity for IKEA. This is accomplished by establishing and operating sawmills, component and furniture	Phone	961706653 (Jorge Ferreira)	As the main industry of the City, the company intends to contribute for the LS with their global knowledge and contribute for finding solutions for the Wood FootPrint topics.
		Email	jorge.ferreira@swedwood.com	
		skype		

	production units' strategically located relative markets and/or raw materials supply. Swedwood has more than 33 production units and offices in 10 countries in three continents.			
Paços de Ferreira's Business Association	AEPF develops, since 2000, projects concerning the local companies' internationalisation, as: Business Missions; Group participation in trade fairs abroad; Invitation to importers to visit Paços de Ferreira. AEPF assures several regional projects, such as: Youth Vocational Training; Professional Training for SME and businessmen; Competitiveness Forum for the Tâmega region.	**Phone**	937774488 (José Ribeiro)	As the city chamber of commerce, AEPF will play relevant role in linking the project activities to the business community and will be one of the main communication channels with showrooms' owners**.**
		Email	jribeiro@capitaldomovel.pt	
		skype		
Polytechnic of Porto (IPP)	A Public Polytechnic Higher Education Institution that prides itself as a socially responsible community that seeks excellence in the education of highly competent citizens professionally, scientifically, technically and artistically, within an ample diversity of qualification profiles, the development of research and transfer of applied technology and knowledge, the creation and dissemination of culture and commitment to the sustainable development of the surrounding region, within an international framework of reference"	**Phone**	925562909 (Carlos Ramos)	IPP is known in Portugal by its close relationship with the industry. IPP will actively contribute for closing the gap between companies and schools and helping redefining a global local education offer.
		Email	csr@sc.ipp.pt	
		skype		
CCDR-N	Regional authority for the North of Portugal – managing authority of EU Regional Operational Plan.	**Phone**	Dra. +351 2254339 52 (Cristina Guimarães)	The involvement of the managing authority since the beginning in the LSG will facilitate the link of Wood FootPrint with public incentives and
		Email	lucia.reis@ccdr-n.pt	
		skype		

				regional and national initiatives.
PROFISOUSA	Professional Training School at Paços de Ferreira. Offers a diversified set of training to young students and professionals.	**Phone**	937774484 (Paulo Dinis)	PROFISOUSA will actively contribute for closing the gap between companies and schools and helping redefining a global local education offer.
		Email	pdinis@profisousa.pt	
		skype		

5.2 Region – Border Regional Authority – City of Monaghan

5.2.1 City Context

The Border Regional Authority is one of eight Regional Authorities established in 1994 to provide a regional tier of government level in Ireland. The aim of the Authority is to achieve sustainable, balanced regional growth and development whilst ensuring that quality of life, the environment and our unique culture and heritage are protected and enhanced. The function of the Authority is to promote the co-ordination of the provision of public services at regional level.

The Border Region is one of 8 NUTS III Regions in Ireland. It includes the counties of Cavan, Donegal, Leitrim, Louth, Monaghan and Sligo. The Border Regional Authority is a Government Body which employs four staff and has thirty eight members, who are elected representatives of constituent local authorities/county councils. The region had a population of 514,891 persons in 2011 which is an increase of 9.9% from the previous census in 2006.

The Authority does not directly provide either infrastructural or other mainstream public services as the responsibility for such matters lies with the existing local and public authorities. Rather, it has an umbrella role in relation to public services, i.e. the promotion and co-ordination of services.

The Authority is assisted by two committees namely an Operational Committee and an EU Operational Committee:

- Operational Committee: 24 members drawn from senior management from Local Authorities and other public service agencies in the region. Assists and advises the Authority on matters relating to its functions.
- EU Operational Committee: Assists the Authority in matters relating to EU Assistance and various EU Operational Programmes applicable to the Region. 52 members drawn from Local Authority Representatives (County Managers, Cathaoirligh) and senior management from other public service agencies in the region

The Wood Footprint focus in the region will be in the traditional **county town of Monaghan**. Number of inhabitants County Monaghan 60,483 persons (8% increase from 2006) and the Monaghan Town 7,452 persons (11% inc. from 2006). Figures obtained from the 2011 Census show that County Monaghan has a predominantly younger population, with the highest proportion of Monaghan’s population in the 0-4 age bracket, followed by the 30-34 age bracket.

During the recent boom years many young skilled persons left skilled and semi-skilled jobs to go and work in the construction sector due to the attractive salaries being offered. Many of these people are now on the social welfare as all these jobs ceased with the collapse of the construction sector. As a result of the above, very few young people in recent years have either been trained or entered the wood manufacturing sector.

County Monaghan is located within the Border Regional Authority Area and is a constituent Local Authority. It is located in the province of Ulster and is one of three Ulster Counties bordering with Northern Ireland. The county shares 108 miles of border with Northern Ireland. Monaghan is one of the country's landlocked counties, characterised by rolling drumlin hills and wetlands, its topography was shaped during the last Ice Age. There are five major towns in the county including Monaghan, Carrickmacross, Castleblayney, Clones and Ballybay. County Monaghan, however, remains a predominantly rural county with less than 30% of its population living in the urban areas (2011 Census).

The area that is to be considered within this project is not a city but includes a town which has a **strong tradition in wood manufacturing**, and in particular the furniture sector, together with a rural hinterland which includes a high density (agglomeration) of small, medium and large manufacturing plants which are generally located north of Monaghan Town and within circa 12 km of the town. The clusters that exist outside Monaghan Town are close to the main N2 road and also around the village of Emyvale.

County Monaghan possesses extensive natural resources and an environment of considerable scenic value. This, coupled with its attractive towns, cultural heritage and a wide range of recreational activities makes Monaghan an attractive location to live, work, visit and invest.

County Monaghan has a strong agricultural base and depends heavily on the sector. Mushroom farming is a particular sector in which agglomerations and clustering occurs within the county, although the market for such products fluctuates greatly and the businesses experience significant fluctuations as a result. The most important industries in County Monaghan are in the areas of food processing, wood and metal products. Forecasts from the Economic and Statistical Research Institute (ESRI) indicate a significant drop in those employed in the construction and manufacturing sectors and a continued shift towards the services.

Unfortunately, many of the manufacturing and agri-food businesses are confined to low skilled manual workers. Much of the production is based upon high volume and low margins and this is reflected by the fact that the county's gross output per person is approximately one third of the national average. Although there are major international agencies operating throughout the country, to date, inward investment levels in County Monaghan have been low relative to other regions throughout the country.

County Monaghan has a particularly entrepreneurial population with 34% of the workforce self-employed, with many of these employed in the furniture and food sectors (Census 2006). Indeed many of the leading industries in the county are locally owned indigenous businesses including Monaghan Mushrooms, Silver Hill Foods, Combi Lift and the Town of Monaghan Co-op. Given the rural nature of the county, agriculture remains important to the county's economy, but is in decline and people working in this industry would benefit from diversification into other sectors.

City overview:

Advantages	***Weaknesses***
— strategically located at a central point on the island of Ireland; — Good quality of life; — Tradition on the furniture sector; — The local governance is open to cooperate with privates to find solutions for vacant buildings — County Monaghan has a particularly entrepreneurial population with 34% of the workforce self- employed — Good aesthetic aspect of the buildings in urban areas	— The declining role of traditional industries such as manufacturing represents — Lost important infrastructures to neighbourhood cities; — The manufacturing tissue is composed of small size industry; — Not dedicated conferences or trade shows in the region for the furniture — unemployment rate higher than the national average — migration of the youth; — non existing experience of co-competition and public/private partnerships

To improve and update	***What is missing***
— Linkage to neighbourhood cities, mainly to Cavan – extension of by-pass onto N54 Cavan Road; — Promotion of the region abroad as collective strategy, not individually; — More engagement of the Business association in the manufacturing problems; — Legislation bureaucracy – main barrier for finding new uses of the buildings; — Create conditions to engage the youth in the county strategy — Business costs very high when compared with other countries — Rethink the size and scope of the furniture in the region — Scepticism about European solutions — Bank loans does not exist	— Strong industry that can create jobs but also act as a flagship for the region — International fairs hall to promote local business; — Strategy for a regional branding; — Education on furniture design, as R&D structures and incubators for young entrepreneurs; — Cooperation between stakeholders Individual view, not common approach

5.2.2 Scope of the Local Action Plan

The project Focus in Monaghan:

Traditionally, Monaghan's manufacturing industries were significant employers in the county. However, due to the current economic recession coupled with the cheaper cost base of many eastern European economies, many of these important manufacturing businesses have been forced to close. This trend has been most pronounced in the furniture industry. Two such businesses include Rossmore Furniture and John E. Coyle Furniture, who occupy considerable town centre and urban fringe locations and were traditionally major employers within and around the town.

The Rossmore example represents a good example of the reuse of a vacant manufacturing plant. Following the economic slowdown, Rossmore Furniture in Monaghan Town was re-opened as a factory outlet/showroom within the former factory floor which displays all types of furniture and textiles including dining, bedroom, mattresses, bespoke sliding wardrobes, leather, fabric and custom made sofas in their previously vacant 10,000 sq ft. factory space. This new show room provides a unique location within an urban area where many of the satellite wood manufacturing businesses that operate within the rural area can display their goods to a critical mass of people that they would not otherwise be exposed to. This factory showroom has been given great acclaim in promoting innovation and economic competitiveness.

This example provides a success story as to how former factory buildings may be reused however, there are many other examples of vacant buildings, both in the urban and rural areas which are now a 'blot' on the landscape and detract from many of the scenic rural areas in which they exist. They are considered a material asset and part of the history of the county however, there is little vision or plan as to how these assets could be developed into a useful resource, as they once were.

The changing role of the local manufacturing sector towards the promotion of skills and processes that marry skilled labour with profitable employment requires a gradual change, but also represents a valuable opportunity for the county, particularly in terms of the reuse of empty urban buildings for future development.

The following images illustrate the problem in the city of Monaghan:

Abandoned Industrial Site - external view

Abandoned Industrial Site - internal view

The declining role of traditional industries such as manufacturing represents a key challenge for County Monaghan. More importantly however, is the opportunity that these material assets (buildings) provide in that they are existing buildings that provide a link with our past and would cost less to bring back into use than new-builds. The manufacturing industry has seen a huge decrease in employment and in some cases the businesses have ceased trading which often leaves behind vacant industrial buildings and showrooms. The reuse of these vacant spaces and the diversification of its uses present an opportunity for County Monaghan to encourage new enterprise development within vacant buildings where infrastructural facilities are readily available. The promotion and encouragement of new start-up enterprises represents an opportunity for Monaghan to return to the self-starting progressive and independent economy that it once was. This is a quality that differentiates Monaghan from other counties and should be encouraged.

Migration - There is a history and legacy of education and employment driven migration leading to a statistically lower level of educational attainment amongst the regional population. This represents a challenge in seeking to build a skilled labour force and a knowledge-based economy. This situation has been further exacerbated in recent years, where many young people were employed in the manufacturing and construction industry and now their only options are social welfare or migrating to other countries in search of work.

Transport corridors - Monaghan is strategically located at a central point on the island of Ireland and yet its transport infrastructure has not developed sufficiently to allow it to maximize its potential. Like other counties along the border with Northern Ireland, this lack of joined up thinking in planning and delivery of services, and legacy of back to back planning has meant that the island has not be developed as a unit. County Monaghan relies on its road network and thus cars and buses as the main modes of transport available to serve the county. Rail services are not available in county Monaghan. The national road and motorway network provide the County's towns with fast and efficient access to Dublin and other principle towns, airport, sea ports and Northern Ireland. The N2 is identified as a

Strategic Radial Corridor in enhancing North/South road linkages through the Midlands and into Northern Ireland. The N2 is well served by national bus routes, from both public and private bus operators. However, east-west routes and local inter-village routes are not well served by the national bus service. The promotion of an integrated land use and transport system represents a key challenge in achieving sustainable economic, social and cultural development within the county.

The Border Region will be the leader of **Thematic Group 4: Diversification**, and will participate actively on the other 4 thematic groups. The Border Region faces itself as a Learning City in topics like: "Abandoned Showrooms; Industrial Parks; Wood Sector; Diversification; Public/Private partnerships; and Skills and Employment" and as a Coaching City in topics like: "Abandoned Industrial sites and Funding Management" as presented in the table below:

	Wood FootPrint Topics	Abandoned Showrooms	Abandoned industrial sites	Industrial Parks	Wood Sector	Diversification	Funding management	Public/Private Partnership	Skills and Employment
Border Region (IR)	Learning City	👍		👍	👍	👍		👍	👍
	Coaching City		👍				👍		

The strategies and actions included in the Local Action Plan will consider the following needs and ideas:

Needs	***Ideas***
— Find new business for the existing wood furniture plants — Open discussion and forum groups between privates and publics — Create jobs	— Strategy to cover education in furniture, incubation, gaining spaces, sharing machines, sharing markets — Exploring the existing plants for the Food processing sector — Exploring the existing plants for renewable energy plants

5.2.3 Local Support Group

Name	Organisation/Company	Profile of Company	Why he should be represented on the LSG
Mr Dermot McNally	Owner of Rossmore Furniture Ltd	McNally & Finlay, trading as Rossmore Furniture, have built a reputation as one of Irelands leading manufacturers of dining room, living room and bedroom furniture. Rossmore Furniture has a long standing tradition of supplying quality produce to suppliers and retailers across the UK and ROI.	Dermot has significant experience in the local, regional, national and international furniture scene. His role in the opening up of a new factory retail outlet in his vacant factory makes him a key player for this project.
Mr Gareth Sherry	Owner of Sherry Brothers Ltd	The Sherry Family have been making furniture under the Rossmore brand name for generations. Our head office is located in a village in Co. Monaghan, approximately X km from Monaghan Town.	Gareth has a background in furniture manufacturing and has worked for many years at his family business. Gareth is enthusiastic about finding a solution to the problem of vacant factory premises, like his own and is excited about the potential of this project.
Mr Paul Treanor AND/OR A	Owner of Drumbriston Furniture	Paul is a co owner of his family run furniture business located in the rural north Monaghan area. Recently, Drumbriston Furniture have opened a new showroom space in the Rossmore Furniture Outlet and business appears to have benefitted.	Paul was instrumental in the move to modernise their business and would be a valuable representative on the Local Support Group.
Mr Killian Coyle	Owner of John E. Coyle Ltd	John E Coyle is a family run business located in Monaghan Town Centre. For almost 70 years John E. Coyle were committed to the manufacturing furniture. Operations at the factory have now ceased and the company now operate a retail outlet in Co. Galway	Killian is the son of John E. Coyle Ltd and worked in the factory for 12 years. Like Dermot, Paul and Gareth, Killian is very interested in the project and would like to get involved in discussion surrounding the reuse of vacant furniture factories.
Mr John McEntaggert	Monaghan County Enterprise Board	Monaghan County Enterprise Board was established in October 1993, with the primary objective of promoting economic and entrepreneurial activity in the county and to develop local indigenous enterprise potential in the micro-business sector through the creation of an enterprise culture, the provision of advice, management training, mentoring and a range of financial supports. Monaghan County Enterprise Board is one of 35 Enterprise Boards established in 1993 under the programme for Local Urban and Rural Development 1994-1999. The Board is currently funded by the Irish Government and the EU structural Funds under the National Development Plan. www.mceb.ie	John is the CEO of Monaghan County Enterprise Board and has a wealth of experience in promoting, supporting and developing new and existing enterprises in Co. Monaghan. John is familiar with financial and other supports that may be available to business owners wishing to start a new venture.
Councillor Brian McKenna and/OR Councillor Sean Conlon	Monaghan County Council		Both Councillors are long standing members of Monaghan County Council and have a wealth of local knowledge and experience with regard to the furniture sector
Peter Ronaghan	Monaghan Chamber of Commerce	Current Chairperson of the Monaghan Chambers of Commerce	Martin is a long standing member of the Chambers of Commerce and brings a wealth of professional business experience to the group
Adge King	Monaghan County Council	Director of Commnity and Enterprise in Monaghan County Council	Adge has been Director of this section for a long number of years and has also been Town Manager in Monaghan
Martin O Brien	Monaghan VEC (Education)	CEO of Monaghan VEC and is the main person behing the development of the new VEC Campus on the Armagh Road	Martin has a wealth of life long experience from working in the education sector at all levels

5.3 City of Roesalare

5.3.1 City Context

City overview:

Roesalare is situated in the heart of the Flesmish province of West-Flandres. It is directly connected with the provincial capital of Bruges (north) and the city of Kortijk (south) by the E403 motorway. It has direct train connections with both cities as well. The parts of Zeebruges, Dunkerque and Ghent are 55 km away. Ghent and Dunkerque are directly linked with Roeselare and via Kortrijk is possible to reach in 1 hour.

Roesalare is the capital of Mid-West-Flandres. The region has a population of 237.733 inhabitants and knew a strong industrial development since the end of the 19th century. This development was initiated by the digging of the canal that links Roesalare with the river Lys (1872). Roesalare and its region have great economic importance today with 32.416 people being employed in companies, factories and services situated in the city. The city and the whole region have known a strong economic growth over the last 20 years and are widely seen as the economic motor for the whole province of West-Flandres. Complementary to the strategy for the industry and services, the city wants to develop its touristic potential thus stimulating the growth of this sector and strengthening local economy.

The economy and its region is divers, it has small, medium and big companies. The agro-alimentary industry plays a specific role in the region and is (when compare to other Flemish regions) being very important for Roesalare. Wood sector was also an important sector in the region since it supplies the region brewery with wood barrels. With the decline of the brewery sector the impact on wood barrels was very high. The city and region find it difficult to attract new, creative and innovative business in other sectors and have some difficulties positioning themselves in other businesses.

In contradiction to the economic growth of the city, region and the good reputation of Belgian beers, one of the companies that had difficulties in the last few years was the emblematic Rodenbach brewery. Roesalare and Rodenbach are historically strongly linked and many people identify the city with the brewery and its beers. One of the founders of the brewery was the mayor’s and forced the decision to build the canal linking the city with the river Lys and starting the economic development of the city.

Key in the production process of the Rodenbach beers is the ripping of the younger beer in the upstanding oak wood barrels. The volume of the brewery and its employment dropped dramatically the last 20 years due to changing taste and consumption habits, together with new health standards leading to the construction of a new and smaller production unit and the redevelopment of the old bottling unit. Leaving the monumental old (situated on the side of the main street) empty and waiting for a new function. The fact that the building is no longer in active use damages the image of the brewery site in the heart of a part of the city that was developed during the economic boom of the city at the end of the 19th century make it vital for the redevelopment of the whole quarter.

Advantages	*Weaknesses*
— the existence of a good Master Plan and a strong legal framework; — clear identification of the problem to be addressed; — success stories about finding new uses for empty buildings; — strong experience in managing industrial parks and incubators; — Low unemployment rate; — Experienced organizations for skills requalification	— City and region find it difficult to attract new, creative and innovative business in other sectors and has some difficulties positioning themselves in other businesses. — Wood sector highly dependent of the brewery sector; — Reduced engagement of local stakeholders — City grew around the brewery factory and now is struggling with the decline of brewery business
To improve and update	***What is missing***
— Visibility and communication links to potential investors in the region — The role of business associations as pro-active actors	— New business opportunities for the wood sector after the decline of brewery business — Creating hubs of discussion, where is possible to involve private and public under the same urban planning strategy.

5.3.2 Scope of the Local Action Plan

Making inhabitants of the quarter proud of the brewery and its rich history is a major challenge for the redevelopment of the old brewery. People living near the brewery should become once again the ambassadors of the brewery, thus creating a positive image and atmosphere around the brewery site.

There is a real commitment of the brewery on searching for solutions and engage the population in the process. Getting people leaving nearby involved in the redevelopment of the old brewery is a key challenge.

The old brewery needs functions to become an important economic partner once again. The ideas of the brewery, city and province go towards a mix between the strengthening of the touristic role of the brewery site and creation of offices that can be used by local and regional organizations with an added value for the touristic function of the brewery site. In the following images is possible to see that the building is in good conditions:


External view of the old brewery


Internal view of the old brewery

Situated in the heart of a large 19th century quarter, developed during the economic boom period of the city, the old brewery is an emblematic building for the whole area. The building dominates the surrounding area and is part of the city's landscape. Spatial development for the area at the moment is very incoherent and is threatening the physical space of the quarter. The lack of fine tuning between public and private plans, investments and joint planning is one of the most important problems that need to be sorted out within the project.

Roeselare will participate actively on the 5 thematic groups. The city faces itself as a Learning City in topics like: "Wood Sector; Diversification and Public/Private partnerships" and as a Coaching City in topics like: "Abandoned Showrooms; Abandoned Industrial sites; Industrial Parks; Skills and Employment and Funding Management", as presented in the table below:

Wood FootPrint Topics		Abandoned Showrooms	Abandoned industrial sites	Industrial Parks	Wood Sector	Diversification	Funding management	Public/Private Partnership	Skills and Employment
Roeselare (BE)	Learning City				👍	👍		👍	
	Coaching City	👍	👍	👍			👍		👍

The strategies and actions included in the Local Action Plan will consider the following needs and ideas:

Needs	***Ideas***
Getting people leaving nearby involved in the redevelopment of the old brewery is a key challenge.	— Complementary to the strategy for the industry and services, the city wants to develop its touristic potential thus stimulating the growth of this sector and strengthening local economy.

5.3.3 Local Support Group

Organization name	Profile (short description)	Contacts		Why joining the LSG
City of Roeselare	Mayor, Luc Martens; Alderman for spacial planning, tourism, economy and culture Kris Declercq; Head of Urban Development Services, Bart De Witte; Head of Tourism Office, Nick Demets	Phone	0032 498 91 14 47	The city of Roeselare is the lead partner and has a clear own policy concerning spacial planning, urban development, tourism and heritage.
		Email	bdewitte@roeselare.be	
		skype		
Palm Breweries	Site Manager Roeselare, Rudy Ghequire	Phone	0032 476 41 55 41	Palm Breweries is the owner of the brewery site including the ancient brewery building that is the subject of this project.
		Email	Rudi.ghequire@palmbreweries.com	
		skype		
Westtoer	Head of Tourism Development, Josephine Fassaert; Lys Valley Area Manager, Dieter Depraetere; Project Coördinator, Anne Mouton	Phone	0032 499 93 69 87	The city of Roeselare has a long term agreement for piloting large scale tourism development project and has a great expertise in this field.
		Email	anne.mouton@westtoer.be	
		skype		
Regional Social and Economic Comité	Coordinator, Brigitte Smessaert	Phone	0032 494 53 54 74	The Regional Social and Economic Comité is a platform where economic and social partners meet and draw up a regional
		Email	brigitte.smessaert@west-vlaanderen.be	
		skype		

				development strategy. This comité has piloted the development of an incubator for starters and an experience centre on the food and agro industry in the ancient bottling building of the brewery.
TERF (Regional Heritage Associatation)	Coordinator, Kim Van Belleghem	Phone	0032 496 80 82 85	The regional heritage association TERF has a great expertise in regional heritage and plays an active role in enhancing public awareness about the potential of industrial heritage sites.
		Email	kim@projectvereniging terf.be	
		skype		

5.4 Viborg

5.4.1 City Context

Viborg Municipality (94.000 citizens which makes it the 9th largest in Denmark) is located in the Central Denmark Region. The main city in Viborg Municipality is Viborg. Viborg is an educational city with 35.000 citizens. The city is a driver in the regional business development in the Central Denmark Region. The local business structure is dominated by sectors such as agriculture & food innovation, energy & environment, business services, public administration, manufacturing and production. The image of the business landscape in Viborg varies from heavy, traditional export oriented industry - including Grundfos, one of the world's leading pump manufacturers - to new innovative businesses within clean tech and animation and new media.

Viborg City Council has 31 members from 5 political parties. Viborg Municipality's Mayor is Mr Søren Pape Poulsen (Conservative) who took up office on 1 January 2010 and will be in office until 31 December 2013, following the next local elections in November 2013. As elected Mayor, he is the head of both the political and the administrative organisation and thus has the overall responsibility for the management and operation of Viborg Municipality.

Over the last half decade, Viborg Municipality has experienced a decline in the growth pace. The number of companies and employees in the local businesses has declined and the unemployment rate has strongly increased (from 1.5% on the summer of 2008 when the unemployment rate was lowest to now around 5.6%). The total number of jobs has decreased from 53,500 in 2008 to 48,600 in 2011, a decline of approximately 9 % and across all sectors, but especially manufacturing, trade and public service. Furthermore, 25% of active population (18-65 years of age) is under some sort of social scheme protection and not actively on the job mark. The greatest part of unemployed consists of both unskilled as well as skilled labour with only few years of education. Therefore the city is challenged with the need for evolving more labour mobility and the need to lift the educational level for the unemployed and the workforce with only few years of education. Furthermore, Denmark is usually pictured as a nation with a lot of innovators but very few entrepreneurs, and it necessary to stimulate innovators in order to make them initiate start up businesses.

The main business sectors in Viborg are: energy & environment, agriculture & food innovation, business services, manufacturing and production (including furniture sector) and public administration.

City overview:

Advantages	***Weaknesses***
- Viborg Municipality has, with local	- A growing problem of unemployment due

partners, started to drawn up a common business policy that addresses existing and coming challenges. The policy is followed by an action plan describing specific measures that has at least a yearly evaluation - The Business Development Center (the business association) in Viborg, as well as the Municipality's job centre (unemployment agency) draws up yearly action plans as a way of being updated to challenges. - The Viborg Municipality is seen as a reliable partner for business stakeholders. - Long experience in managing business parks, incubators and high education schools. - City with an increasing population, well educated workforce and over the last years attract workers from other regions	to the financial crisis, so there has been a decrease in job opportunities for especially people occupied in industry. - The majority of the unemployed are unskilled or they have only few years of education. - Furthermore there is an increase in the number of youths without any education or job. - Too heavy burden in social costs supported by the City Council, due to a large share of active population which is out of the job market and benefiting from social protection schemes (the overall impact of these benefits in the city exceeding 20% of its year budget). - Concerning the industrial abandoned buildings the dialogue with private owners does not exist. - There is a financing available for the area that will be the scope of the action
To improve and update	***What is missing***
- The municipality has experience in working with business stakeholders but there is no forum dedicated to discuss the problem of vacant industrial buildings in the city. - A low entrepreneurship rate, in spite of very high educational levels. The challenge to be faced is in particular to stimulate students to create new companies and newly educated academics' employment in new (and small) businesses; - Update the municipal plan with data about the existing empty buildings in urban area - Align the existing buildings with the needs of groups in emerging business sectors, i.e. green sectors (bio energy, agro technology, sustainable production e.g.), with ample growth potential; - Attraction of new businesses, both industrial and non-industrial.	- Investigating industrial areas in order to identify the industrial buildings that are not being used and are in risk to raise problems to the city - Viborg Municipality has not before actively engaged in cooperation with the owners of unused industrial buildings in order to make them investment object for either the municipality or other investors. - Stimulate entrepreneurship rate by putting available working spaces; - Engage private investors in the open discussion about the need to find new uses for vacant buildings - Business investors - A strategy whose main goal is the conversion of unused industrial buildings/areas. Likewise Viborg Municipality lacks experience in cooperation with both property owners and property developers in large scale projects.

5.4.2 Scope of the Local Action Plan

The scope of the project will provide European scale to Viborg Municipal plan 2009-2021 already in course, in cooperation with the main local actors. The main focus will be on finding new uses for un-used industrial buildings in urban areas. Also, the creation of jobs and a sectoral (wood and furniture) approach is favoured.

The unused industrial buildings that are often not taken care of are a signal of decay that affects the suburban neighbourhoods and potential new investors as well as new citizens in our municipality.

There is no overview of the unused industrial buildings and no indication whether or not buildings could be an environmental risk. The decay of unused industrial buildings signalizes crisis and low or no growth possibilities at all. The rapid growth in unused industrial buildings has meant that Viborg Municipality are obliged to see whether industrial buildings near suburban areas could be used for residential purposes or used for other industrial purposes when the financial crisis is over. The dialogue with private owners is not effective and Viborg Municipality has not before actively engaged in cooperation with the owners of unused industrial buildings in order to make them investment object for either the municipality or other investors.

In 2012, Viborg City Council held a city plan competition for an older industrial area with many empty buildings and buildings which are being used temporarily on the edge of Viborg city centre. The purpose of the competition was, among other things, to get new ideas and strong images of how to use the area in the future and thereby promote the conversion of the area for other purposes. Viborg Municipality will, in the Wood Footprint project, focus on this area, 'Viborg Baneby'. Existing businesses in the area hinder to a certain point the conversion of the area for other purposes. It is expected that the municipality, in the course of the project, will gain knowledge about new approaches to city conversion which can be used in relation to drawing up a strategy for the regeneration of the industrial areas in Viborg that have a large number of empty industrial/commercial buildings.

The following figures illustrate the scope of the actions plan:


Vacant wood industry in urban area


Vacant building near the rail

The master plan of Viborg Municipality tries to secure best possible terms for living and for the environment in urban areas. A challenge is, though, to develop abandoned industry areas or brown fields from being deprived or depriving the neighbouring residential areas.

In the course of the project, it will be investigated where the current owners of industrial/commercial building in 'Viborg Baneby' experience barriers to converting their buildings and how these barriers can be overcome. This can, for example, be done through information about new ways to use the building, co-operation with relevant profession within property development and planning, meeting with potential property developer, dialogue about the development and setting up of a company which is to move, etc.

The main focus for the Implementation stage and for the future Local Action Plan in Viborg will be to find new uses for abandoned industry areas that can be used to new businesses; this stopped any process of eventual deprivation. A lot of the unemployed are unskilled or they have only few years of education. Furthermore there is an increase in the number of youths without any education or job. These groups would benefit either from the creation of new jobs or through business oriented education aimed at new jobs in emerging business sectors.

There is the need to involve private owners and investors in the process. Spreading the benefits depends on influencing the private sector and creating a new mood of confidence that will encourage new private investment and break the vicious circle of urban decline. Industrial investors want to invest in the prime locations, where demand is thought to be strongest. Also, the legal framework will be revised to create friendly conditions for private owners that would like to find new uses for their buildings.

It is expected that potential property developers experience that it is more difficult and more uncertain to build a regeneration area than on virgin soil in the periphery of the city. The advantages of being close to the city do not always outweigh this. This can for example also be part of the case.

Finally, the project can always include the setting up and development of a network of property owners, stakeholders and decision makers who all interdependently contribute to the development with an economic incentive for all.

The Municipality of Viborg will be the leader of Thematic Group 1: Abandoned Buildings, and will participate actively on the other 4 thematic groups. Viborg faces itself as a Learning City in topics like: "Diversification; Public, Private Partnerships" and as a Coaching City in all the other topics as presented in the table below:

Wood FootPrint Topics		Abandoned Showrooms	Abandoned industrial sites	Industrial Parks	Wood Sector	Diversification	Funding management	Public/Private Partnership	Skills and Employment
Viborg (DN)	Learning City					👍		👍	
	Coaching City	👍	👍	👍	👍		👍		👍

Needs	***Ideas***
- to develop abandoned industry areas or brown fields from being deprived or depriving the neighbouring residential areas; - the focus of the project will be an industrial area near the rail station. This area will act as a pilot and after validation of the used methodology it will be extended to other industrial areas that in the near future that will face the same problems. There is a need to have a local success case to extend the solution to other areas and get the involvement of private stakeholders. - Find solutions for the industrial factories that will move from the area; where to go? Which impact in their business? In the employees?, etc.	- In the master plan of the municipality some ideas are considered for the deprived areas, like: tourism facilities (exploring the heritage characteristic of some of the buildings); business offices; commercial area; residential; business incubator, etc. - The municipality launched an open consultation to professionals to collect ideas for the area

5.4.3 Local Support Group

Organization name	Profile (short description)	Contacts	Why joining the LSG
Viborg Business Development Center	Viborg Business Development Center has the primary aim of promoting business development opportunities in the region	**Email:** ver@ver.dk **Phone** +45 87 25 51 51	Is the voice of Viborg businesses and can advise in relation to business related questions
Bach-gruppen*)	A large property owner in the area	**Email:** info@bachgruppen.dk **Phone:** +45 87 27 09 00	Could be very interested in the conversion of the area as their property could be an investment object.
Gardit*)	A business as well as property owner. Their business is located in the area	**Email:** gardit@gardit.dk **Phone:** +45 86 62 44 99	Could be very interested in the conversion of the area as their property could be an investment object.
Freja Ejendomme*)	A property owner in the area	**Email:** info@freja.biz **Phone:** +45 33 73 08 00	Could be very interested in the conversion of the area as their property could be an investment object.
DSB Ejendomme*)	Danish Rails property development company. A state owned property owner in the area (as it is close to the railway).	**Email:** ejendomme@dsb.dk **Phone:** +45 33 55 33 55	Could be very interested in the conversion of the area as their property could be an investment object
Local association of estate agents and lawyers	Not appointed yet	**Phone** **Email** **skype**	Can contribute with experience from their respective area and through their network increase the focus on conversion possibilities in Viborg
Viborg Municipality	Both the political and the administrative level	**Phone** +45 87 87 87 87 **Email** viborg@viborg.dk **skype** Wfp_viborg	Project owner – carries out tasks relating to business development, responsible for areas such as planning, environment, roads including the municipality's overall development, etc.

5.5 Wycombe

5.5.1 City Context

Wycombe is the centre of the furniture manufacturing industry in the UK. Dating back to the 12th century with simple turnery the production of furniture had started in earnest by the 13th century making this industry a key activity in the area. From this development, furniture education and training became part and parcel of the town’s heritage.

High Wycombe comprises a number of suburbs including Booker, Bowerdean, Castlefield, Cressex, Daws Hill, Green Street, Holmers Farm, Micklefield, Sands, Terriers, Totteridge and Wycombe Marsh, as well as some nearby villages: Downley, Hazlemere and Tylers Green.

Although situated in the county of Buckinghamshire which is one of the most affluent parts of the country Wycombe contains some considerably deprived areas. In 2007, a GMB Union survey ranked the Wycombe district as the 4th dirtiest in the South East and the 26th dirtiest in the whole UK. The survey found litter on 28.5% of streets and highways.

The town has just finished a large redevelopment of the centre, including the development of the town's existing shopping centre and the completion of the new Eden Shopping centre and the redevelopment of the Buckinghamshire New University with a large student village and new building on Queen Alexandra road.

These two developments have brought new life to the town and caused an influx of interest in the town, with larger apartment buildings and a new multi-million pound hotel being built in the centre and a new Sainsbury's store on the Oxford road next to the Eden shopping centre and bus station.

This established High Wycombe as a centre of manufacturing and played an important part in the development of 9 Business Parks in the area. In the last 20 years, the wood furniture manufacturing industry has seen a decline in Wycombe. This has created a significant level of unemployment and resulted in vacant space from businesses that have closed or left the area.

Wycombe still houses major furniture makers (including Dreams, Ercol, Hypnos, Hands, Stewart Linford, Greengate, Evans etc.) and a number of smaller furniture makers who are emerging from the National School of Furniture at Bucks New University. There are records from the 12th Century that show that simple turnery was being produced and by the 13th Century furniture industry was a mainstay.

The Living Chair Museum is sited at Stewart Linford's premises displaying many antique Windsor chairs and the tools that made them. Antique Windsor chairs and the tools used to create them are displayed in the environment in which they were created. Most of the chairs exhibited are offered for sale by their owners. Situated amidst the workings of Stewart Linford's workshops, the museum displays a collection of some examples of the history of chair design and making skills in the living environment of hand crafted chair making. A special feature is made of the Windsor Chair for which the town is known.

Some headline facts about Wycombe:

- 170,000 residents;
- 9 Business Parks;
- 9,325 businesses;
- 90,000 jobs;
- University Town well known in UK and abroad;
- excellent location, 25 min from London, 20 miles to Heathrow;
- 70% designated Area of Outstanding Natural Beauty;
- unemployment - 2,600 people claim unemployment benefits;
- fewer jobs available - in 2004 Wycombe had 104,000 jobs;
- Business Survival Rate - 890 businesses started in 2010, but 1,070 closed;
- deprivation - 3 neighbourhoods in bottom 25% nationally, with significant levels of child poverty.

City overview:

Advantages	***Weaknesses***
- Wycombe is located in Buckinghamshire and part of the Thames Valley a prosperous and growing economy. - It is the second largest District in the South East (in terms of resident population). - The area has a strong business base in the District's 3 towns and the 9 business parks. - High Wycombe has a University – Bucks New University, Abbey Girls School and excellent grammar schools and a renovated campus of Amersham & Wycombe College. - Wycombe is 20 miles from London, has a national motorway running through the area, 5 trains an hour run into London Marylebone (taking less than 30 min) and the Chilterns runs through the District.	- Although Wycombe is situated in an area of prosperity, there are pockets of high level of unemployment and low skills, higher than the national average. - Since 2004 we have seen a decline in the number of jobs, a trend that has slowly started to recover, but we are well below the 104,000 jobs level of 8 years ago. - Wycombe has a very high number of start-up businesses, but not many survive after 2 years. - Some neighbourhoods feature highly in the most deprived wards nationally, against indicators of deprivation (child poverty, low skills and long periods of unemployment).

To improve and update	***What is missing***
- Wycombe has a long history of wood furniture manufacturing based industry and is needed to bring innovation to the sector;	- Wycombe District Council is focused on helping to create the conditions for new jobs to be created, so it is missing measures to fill the gap between

- The establishment of High Wycombe as a centre of manufacturing stimulating 9 Business Parks in the area. - In the last 20 years the wood furniture manufacturing industry has seen a decline in Wycombe. This has created a significant level of unemployment and resulted in vacant space from businesses that have closed or left the area. New skills are needed. - Increase the communication with existing major furniture makers (like Dreams, Ercol, Hypnos, Hands, Stewart Linford, Greengate, Evans amongst others and many smaller bespoke furniture makers.	education and business; - Open discussion forum to: help residents to develop and improve their employability skills; retain the businesses we have in the area, and help them grow; attract new business to Wycombe; support new start businesses to survive and grow.

5.5.2 Scope of the Local Action Plan

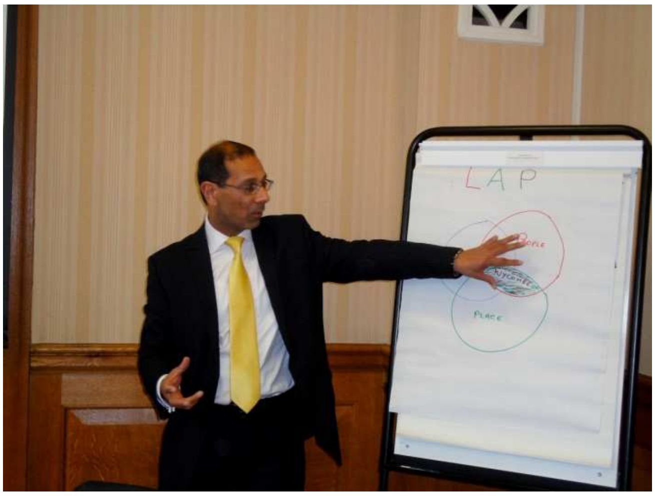
Wycombe has a long history of wood furniture manufacturing based industry. There are records from the 12th Century that show that simple turnery was being produced and by the 13th Century furniture industry was a mainstay. This established High Wycombe as a centre of manufacturing and played an important part in the development of 9 Business Parks in the area. In the last 20 years the wood furniture manufacturing industry has seen a decline in Wycombe. This has created a significant level of unemployment and resulted in vacant space from businesses that have closed or left the area.

Wycombe focus the project on the animation of the existing 9 Business Parks. The definition of a strategy and tools addressing the promoting of industrial parks at international level to support to the creation and growth of new companies and new jobs, that may enhance the competitiveness of the cities while contributing to improve the quality of life of its citizens.

A further challenge for Wycombe is transforming people and places together, raising skills and aspirations in neighbourhoods that have lost large amounts of industrial employment. For many decades post-industrial towns have also had to cope with population loss as well as economic decline, which has increased polarisation. This has left behind not just brownfield land but also people who lack the skills or opportunities to benefit from the new jobs without considerable support. The continuing decline in manufacturing has only partly been compensated for by the growth of financial and business services in the larger centres.

The scope of the project was discussed in detail during the Lead Partner and Lead Expert visit to Wycombe. The exercise “Marketing your City” was useful to highlight the main strengths of the city to attract foreign investment. Also, the second exercise dedicated to focus the project was important to find the main key words that will guide Wycombe strategy in the Implementation stage, namely, PEOPLE (skills and qualification), PLACE (advantageous location – near London) and TOOLS (9 business parks, universities and incubation facilities). The following images present the work done during the workshop:

Strategy to attract investment



The scope of the project is People; Place and Tools

The focus of Wood Footprint project will help to identify actions that will help support the following economic needs:

- unemployed residents improving their skills by access to craft programmes such as furniture making;
- looking at new developments in the furniture sector (such as automation); innovation (in new tools, materials for finishing effects, software for Computer Numerical Control machines etc.), and cross sector linkages (such as advanced engineering with furniture manufacturing); sourcing materials (such as timber) from local suppliers (such as woodlands);
- regeneration of business parks. Some of Wycombe's business parks are aging and in need of development to prevent the loss of businesses and buildings becoming vacant. This will also help to attract new businesses into the area.
- Increase engagement between education and industrial production through enhancing design activities within the Furniture based SMEs

The challenges are:

- To help residents to develop and improve their employability skills;
- To retain the businesses we have in the area, and help them grow;
- To attract new business to Wycombe;
- To support new start businesses to survive and grow, especially those that are started by students from the National School of Furniture.

The Municipality of Wycombe will be the leader of Thematic Group 3: Industrial Parks for entrepreneurs and growth and will participate actively on the other 4 thematic groups. Wycombe faces itself as a Learning City in topics such as: “Abandoned industrial sites” and “Funding management” and as a Coaching City in all the other topics as presented in the table below. For Industrial Parks, Wycombe will act as Coaching City sharing the 20 of experience in managing industrial parks and as Learning City in terms of new business models for business parks.

Wood FootPrint Topics		Abandoned Showrooms	Abandoned industrial sites	Industrial Parks	Wood Sector	Diversification	Funding management	Public/Private Partnership	Skills and Employment
Wycombe (UK)	Learning City		👍	👍			👍		
	Coaching City			👍	👍	👍		👍	👍

Needs	***Ideas***
- The Wood Footprint project will help to identify actions that will help support the following economic needs: unemployed residents improving their skills by access to craft programmes such as furniture making; looking at new developments in the furniture sector (such as automation); innovation (in new tools, materials for finishing effects, software for Computer Numerical Control machines etc.), and cross sector linkages (such as advanced engineering with furniture manufacturing); sourcing materials (such as timber) from local suppliers (such as woodlands); regeneration of business parks. Some of Wycombe’s business parks are aging and in need of development to prevent the loss of businesses and buildings becoming vacant. This will also help to attract new businesses into the area; Increase engagement between education and industrial production	- The Wood Footprint project will aim to focus on three main strands: Skills development – build on the skills offer from BNU’s National School of Furniture and link to youth unemployment in deprived wards with AWC; Business support – helping businesses to explore new areas to grow their business. There is a connection here with vacant properties and the work underway with business parks (like Globe Park) to help regenerate the business areas and prevent buildings becoming vacant; Urban Planning – linking with Planning Policy as part of the 2031 Local Plan for Wycombe understanding the demand for employment land and growth of local businesses.

through enhancing design activities within
the Furniture based SMEs

5.5.3 Local Support Group

Organization name	Profile (short description)	Contacts (Name, Phone, Email, Skype)		Why joining the LSG
WDC	Local authority responsible for the economic development strategy of the area.	Warren Ralls	Warren.ralls@wycombe.gov.uk	Local Authority seeking to improve the economic development growth of the area.
BNU	Higher Education institution with a National School of Furniture.	Lynn Jones	Lynn.jones@bucks.ac.uk	Higher education institution that houses a National School of Furniture
BBF	Strategy, business support and the business influence behind the Local Economic Partnership for Buckinghamshire.	Jim Sims	jim@bbf.uk.com	Business support, networking and membership, supporting the Local Enterprise Partnership for Buckinghamshire.
AWC	Further Education institution, member of the National Skills Council with a focus on craft skills (textile, fashion etc.)	Robin Chisholm	rchisholm@amersham.ac.uk	Further education institution providing skills support to local residents
Business	The business community has been introduced to URBACT and this project. If permission is granted to continue with this project, business representation will be included in the LSG.	tbc	tbc	The business community will benefit from the actions identified in the implementation phase and they need to be part of the group that drives this project forward.
Chilterns Conservation Board	The public body established to conserve and enhance the Chilterns Area of Outstanding Natural Beauty.	Steve Rodrick	Srodrick@chilternsaonb.org	Involved in previous projects to support furniture in this area, the Conservation Board is keen to address the supply of timber to local furniture companies from local woodlands.

5.6 Tartu

5.6.1 City Context

Tartu is a university town and a city of youth! The time-honored university, museum-rich and hanseatic city of Tartu lies on the banks of the River Emajõgi. The capital of Sothern Estonia is the second largest city in the country (but the largest in terms of student population!) and the oldest in the Baltic States. Tartu is a modern city with a rich historical heritage and culture. It is the cradle of the Estonian Song Festival, Estonian theatre and the Estonian state; Tartu is the intellectual capital of Estonia where national awareness and the culture of Estonia was born.

There are 6000 companies and 2000 self-employed persons registered in Tartu County. More than 80% of the companies employ 10 or fewer people, only 5 companies in the whole region have more than 250 employees.

Service sector provides 2/3 of the employment in the county. The City of Tartu is the service and logistics centre for the whole of South Estonia. A significant part of these jobs are in the public sector – especially education and medicine – and the biggest employer in the county is Tartu University Clinics with around 3000 employees, incl 455 doctors. The biggest private sector employer is Tarmeko, producing furniture and components, with 900 employees. Unemployment rate in the county has been 2–3% in the recent years.

The key economic sectors are Metal Processing and Machine Building Sector, IT Sector, Wood Sector, Biotechnology sector and Food Industry. Tartu County is an integrated economic system and labour area with its centre in the City of Tartu.

Typical products of Tartu County are furniture, foodstuffs, and clothes, building materials, glass and plastics. The main export target countries are Finland, Germany, Latvia and Russia. 40% of the exports are wood and furniture, other export production includes machinery and appliances, building materials, glass and clothing. Thanks to the fertile lands, there are many big agricultural enterprises in the West of the county. Fishery is an important activity on the coast of Lake Peipsi.

There is development potential for knowledge intensive production in the region due to its universities. Some successful spin-offs of Tartu University are operating in the field of biotechnology and biomedicine. Since 2004, several ICT companies, orientated on the international markets, have been growing fast.

In order to facilitate innovation and technology transfer, Tartu Science Park is offering incubation and consultation services to research-based and high-tech oriented companies, and promoting cooperation between research institutions. Tartu University Institute of Technology is a research and development institution, which aims to facilitate the generation of new technological solutions. The R&D centres have been established in the areas of material and chemical technology, biomedical technology, environmental technology and information technology.

The key actors of the region have signed an agreement about the county's development strategy, which is economic and social development through increase of the knowledge input into production and services.

Tartu 2030 is a strategic basic document for city management allowing to build a more favourable future for the present and the future citizens of Tartu. The pre-requisite of good governance is a shared vision. The temporal horizon of the vision is 25 years. The document features the activities which provide competitiveness to Tartu. After certain periods the strategy should be analyzed and updated. The vision Tartu 2030 is the basis for the continuing broad-scale dialogue on the issues of the city`s development.

City overview:

Advantages	***Weaknesses***
- Wish of co-operation from the sight of the land-owner; - Wish of the city to make the city-area better; - Large part of the previous manufacturing has been moved out from the city-territory to the business parks; - The surrounding area has gained business and residential functions; - Neighbourhood of the river and closeness of the city-centre are good presumptions for creating an active and attractive residential and business area; - Political agreement between coalition and opposition that makes long-term solutions possible; - City of education; - Favorable geographic position; - Good development of suburban areas - Tartu is a city that promotes innovation via competitive enterprises, being attractive to investors and facilitating entrepreneurship and knowledge-based production and services. - City with economic freedom and low taxes - Advanced network of communication	- Lower public investment in certain areas that were affected by the pre-existent socialist government; - Neighborhoods asymmetries both economically and urban development - is a city with high ambitions and good thoughts about the future –but, Tartu need more short/medium-term actions to achieve long-term changes and improvements. - traffic flows, car ownership, emissions and risk on health impacts are increasing.
To improve and update	***What is missing***
- Defining in the strategic city plan the use for abandoned industrial buildings - Making the detail plan of the areas with abandoned industrial buildings and solving the additional access for the area	- The new buildings use function has not been fixed; - The lack of the detail plan does not give possibility to change the use of the abandoned buildings to different

- Elimination of the Safety-risk - Raising the mentality of the area engaging privates in the changing process - Improve the support of entrepreneurship and start-ups, increase of knowledge input to the production, in particular for wood furniture sector; - improvement of living environment and social infrastructure of regional centre's in the rural areas; - Enhancement of international availability by roads, transport and communications networks. - Update the plan for Tartu 2030;	purposes; - Good access to depressed areas; - Strategy to the Internationalization of universities; - Cohesion plan between neighborhoods

5.6.2 Scope of the Local Action Plan

As mentioned in the city the biggest private sector employer is Tarmeko (Tarmeko is a large furniture manufacturing group, established in 1947 in Estonia. They have produced rotary cut birch veneer, molded plywood and upholstered furniture for over two decades and selling it mainly to Western Europe), producing furniture and components, with 900 employees. This company moved from urban area to industrial parks their production facilities. In terms of business it was the right decision, but the urban footprint left by the company is visible and is generating problems in a space that is strategic for the city grow-up. The surrounding area has gained business and residential functions.

There is the need to engage the population in the process, getting people leaving nearby involved in the redevelopment of the old furniture factory.

The old furniture factory needs functions to become an important economic partner once again. The ideas Tarmeko, city and province go towards a mix between the strengthening of public investment in infrastructure and public equipment's (school, sports park, conference center, etc) and private investment. In the following images is possible to see that the building conditions:

External view of the industrial building


Abandoned wood storage building

The area is attractive for several uses. Neighbourhood of the river and closeness of the city-centre are good presumptions for creating an active and attractive residential and business area, considering a considerable improvement in the communication infrastructures.

The Local Action Plan will contribute for the definition of the Tartu 2030 strategy, contributing this way to the competitiveness to Tartu and for an open dialogue with local stakeholders via the ULSG.

The Municipality of Tartu will participate actively in all the Thematic Groups, contributing as Learning City in topics such as: “Abandoned showrooms”, “Industrial Parks”, “Wood Sector”, “Diversification” and “Skills and Employment” and as a Coaching City in all the other topics as presented in the table below.

Wood FootPrint Topics		Abandoned Showrooms	Abandoned industrial sites	Industrial Parks	Wood Sector	Diversification	Funding management	Public/Private Partnership	Skills and Employment
Tartu (EE)	Learning City	👍		👍	👍	👍			👍
	Coaching City		👍				👍	👍	

Needs	***Ideas***
- Fixing a new land-use function for the area	- Find the well-balanced land-use function for the area between residential, business

- Making the detail plan of the area. - Solving the additional access for the area - Elimination of the safety-risk - Raising the mentality of the area	and public functions. - Fix the rules of building that fits the city development - To implement pre-investments-studies for planning the additional access. - Need for public development in certain areas that were affected by the pre-existent socialist government

5.6.3 Local Support Group

Organization name	Profile (short description)	Contacts		Why joining the LSG
MTÜ Karlova Selts Silver Urbas	The NGO Karlova Selts units the inhabitants of Karlova district in the purpose of developing it.	**Phone**	+3725146920	NGO Karlova Selts is interested to take part in the process of area development and the detail plan of the area.
		Email	silverurbas@gmail.com	
		skype	-	
Maailma Arhitektuurisõprade Selts Uku Põllumaa	Society of the Friends of World Arcitecture (SFWA), who supports its members and communicates the architectural ideas to the public. The SFWA stands for implementing good architectural solutions through the competence of the members of the SFWA taking active part in architectural life.	**Phone**	+3725093572	The SFWA stands for implementing good architectural solutions through the competence of the members of the SFWA.
		Email	uku@arhidee.ee	
		skype	-	
Planeerijate Ühing Heiki Kalberg	The Estonian Planners Society (EPS) aim is to create and deliver the best planning practice. EPS also changes experiences and trains the members of EPS. The EPS communicates the information important for the members of the Society and delivers information about plannings for the public.	**Phone**	+3725091874	Take part in the planning process and gain new experiences from it. Communicate new ideas and experiences to the members of the Society and to the public.
		Email	heiki@artes.ee	
		skype	-	
Tartu Linnavalitsus Urmas Ahven	Local Authority. Responsible for the spatial development of the city.	**Phone**	+372 7361258	Responsible for the spatial development of the city
		Email	urmas.ahven@raad.tartu.ee	
		skype	-	
AS Tarmeko	Furniture manufacter	**Phone**	+3725016653	Furniture manufactory

Jaak Nigul		**Email**	jaak.nigul@tarmeko.ee	who owns the area of the project.
		skype	-	

5.7 Lecce

5.7.1 City Context

The city of Lecce, the capital of the province and central hub of the Salento Peninsula, by virtue of its geopolitical position, is at the centre of a system of relations and strategic territory, representing an outpost south of the European Union (hence the name Lecce - port of Europe), aimed to phase in the broader European development project, at local level with the Balkans and the Mediterranean Countries.

The Wide Area consists of the Province of Lecce, Lecce and the municipalities of Lecce, as leader, Arnesano, Calimera, Fields Salento, Lecce Caprarica, Carmarthen, Castri di Lecce, Cavallino, Cupertino, Guagnano, Galatina, Galatone, Lequile, Leverano Lizzanello, Martignano, Melendugno, Lecce, Novoli, Nardo, Porto Cesareo, Salice Salentino, Sogliano Cavour, Squinzano, Surbiton, San Cesario di Lecce, San Pietro in Lama San Donato di Lecce, Trepuzzi, vigils, Vernole, Union of Municipalities of Northern Salento and Union, as can be seen in the following map, which shows the relationship between the City - Wide Area System, Puglia and the international dimension.

(Source: Graphic design Office Strategic Plan)

The Municipality of Lecce, as Lead Agency of the area of the Immense Leccese, specifically established by the Memorandum of Understanding signed on 04.05.2005, approved the project proposal called the Strategic Plan of the Immense Lecce 2005/2015 - "A bridge to economic development and social and cultural" with DG n° 266 of 05/05/2005, the order to participate in the call ref. BURP n. 51 of 7 April 2005. On 16 June 2006, the mayors of the municipalities of Great Lecce took note of the new document "Strategic Plan of the Immense Lecce 2005/2015 - A bridge to development socio-economic and cultural", to act as an addition to a Memorandum of Understanding signed on 04/05/2005.

In terms of the number of companies operating in the year 2011, the industry in Puglia (in particular wood and furniture) is the most important primary sector with a 10.45% rate compared to Italy. It is followed by the mining sector (8.4%) and the commercial sector (7.26%), confirming a certain importance of the tertiary sector also at regional level. However, if you look at the values at the provincial level rather than national, they confirm the prevalence of the mining sector (1.99%) and the retail sector (1.64%) over the agricultural sector, highlighting the marginalization of this sector more than the service one, which is well developed. With regard to the analysis at the municipal level, it can be seen that the common Lecce dominates with about 55% of the Immense in education and with an approximately 53% in real estate activities. The education sector is certainly influenced by the University of Salento. The University Institute of Education Interdisciplinary (ISUFI) is able to enhance and support the services' system for companies, by selecting the Italian and foreign young people to be included in advanced training and pre-graduate in the four areas that it specialises in: Nanoscience and Grid Computing, e-Business Management, Euromediterranean School of Law and Politics and Culture.

The town of Lecce attracts the majority of the population of the Immense, about 22%. Specifically, the town of Lecce has a growth rate of the total population, between 2001 and 2011, amounted to 13.3%. With regard to the analysis of the birth rate and the rate of old age, during 2011, the municipality Lecce shows a decline in the birth rate, while showing an ageing index of 163.8% higher than those of the Immense, confirming that the population is ageing and the number of births is lower and is necessary to ensure generational change.

The balance and the migration rate of the town of Lecce show a high ability to attract. In fact, in 2002, the municipality of Lecce has an input rate of 10 units higher than the rate in output, while in 2011, the rate of migration decreases by about an incoming net output.

The unemployment rate in the city of Lecce in agriculture, in industry and in the services sector in the period between 2001 and 2008 showed a significant decrease in the rate of employment in all sectors. In particular, the employment rate has a negative variation of approximately 0.39%, mainly due to the sharp fall in the employment rate in industry. The town of Lecce is confirmed as the most important town of the territory in terms of services but also in terms of industry sectors, since the work units per year represent 31.4% compared to the entire Wide Area.

The consistent growth of the value added of the Apulia region is mainly due to the common Lecce, which influences negatively the last period between 2004 and 2008. The municipality of Lecce, in fact, recorded a decrease of 13.55%. In terms of value added per employee, the province of Lecce shows an improvement in GDP per capita compared to 2004. In fact, the ranking improves in both 2009 and especially in 2010. It is also verified by a good labour productivity of the town of Lecce.

Regarding the credit system, although in Puglia the number of banks has remained essentially unchanged, in the province of Lecce, there was a gradual process of expansion. In particular, in the period between 2000 and 2007 in the town of Lecce, the rate of loan growth was 93.3%, while the rate of growth of deposits amounted to 76%. This reduced ability to collect savings is confirmed by the indicator uses of deposits, in 2011, in the town of Lecce is equal to 1.54, stressing the riskiness of the system credit as the financial and credit institutions lend out more than they are able to collect.

As for the tourism sector, there are several critical issues, such as the small number of visitors, Italian but especially foreigners. Furthermore, the curve of seasonality in the complex shows a high concentration of expenditure incurred during the summer months. Reception facilities are deficient because they are not able to satisfy a request for availability of intermediate quality. In 2011, the wide range of accommodation of the entire area of Lecce is of 477 units, of which 87% of the structures (of 416 structures) are non-hotel and 13% (61 facilities) are hotel.

The following sets out, for the different sectors analysed, the municipal economic areas show more traits of specialisation:

- Agriculture, hunting and forestry: show a strong specialisation the towns of Carmarthen, Cupertino, Guagnano, Melendugno, San Donato Lecce and vigils;
- Hotels and restaurants show high performance in terms of specialisation the territories of Melendugno, Nardo, Porto Cesareo and Vernole;
- Fishing, fish farming and related services: the municipalities which have high values of the ranks are as follows: Salento fields, Cupertino, Galatina, Galatone, Guagnano Novoli, Salice Salentino, Trepuzzi, and Lecce;
- Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household: no territory area shows a particular characterization in this sector.

<u>City overview:</u>

Advantages	***Weaknesses***
- The city has a Strategic Plan for the period of 2005-2015; - Strong involvement of the society in the Strategic Plan. - The Strategic Plan is helping to create and/or strengthen a sense of local identity in citizenship, applying new forms of governance through which the whole city, and no longer the one local government, at the centre of decision-making and territorial transformation strengthening a shared vision of the common future. - Lecce as a strong impact in the entire region of Apulia	- The Apulian economy (Lecce in particular) recorded a slowdown in economic growth, which is started at the beginning of the decade and continued throughout the past years; - The Puglia region must be placed in a broader context as it had to operate in very close symbiosis with other Italian regions and in an international context has become increasingly globalized; - Another important aspect is the decrease or stagnation in the number of enterprises active in manufacturing (wood and furniture); - Poor use of past urban experiences; - Excessive localism policies; - Lack of assistance measures by the Institutional Higher Levels
To improve and update	***What is missing***
- The development of shared visions and scenarios Wide Area Lecce aims to make a profound and radical transformation of the territory by combining public and private energy and therefore the strategic	- limited supply of public-private cooperation with the consequent need to strengthen the involvement and participation of private capital to the stage of promotion and implementation of

planning process cannot be separated from the involvement, cooperation and the participation of all local stakeholders. - A low entrepreneurship rate, in spite of high educational levels. The challenge to be faced is in particular to stimulate students to create new companies and newly educated academics' employment in new (and small) businesses; - Tourism offer and tourism education - Requalification of industry workers from the wood sector;	projects; - More and better quality accommodations to increase business tourism in the region. - Diversification of the economic tissue in order to stimulate jobs

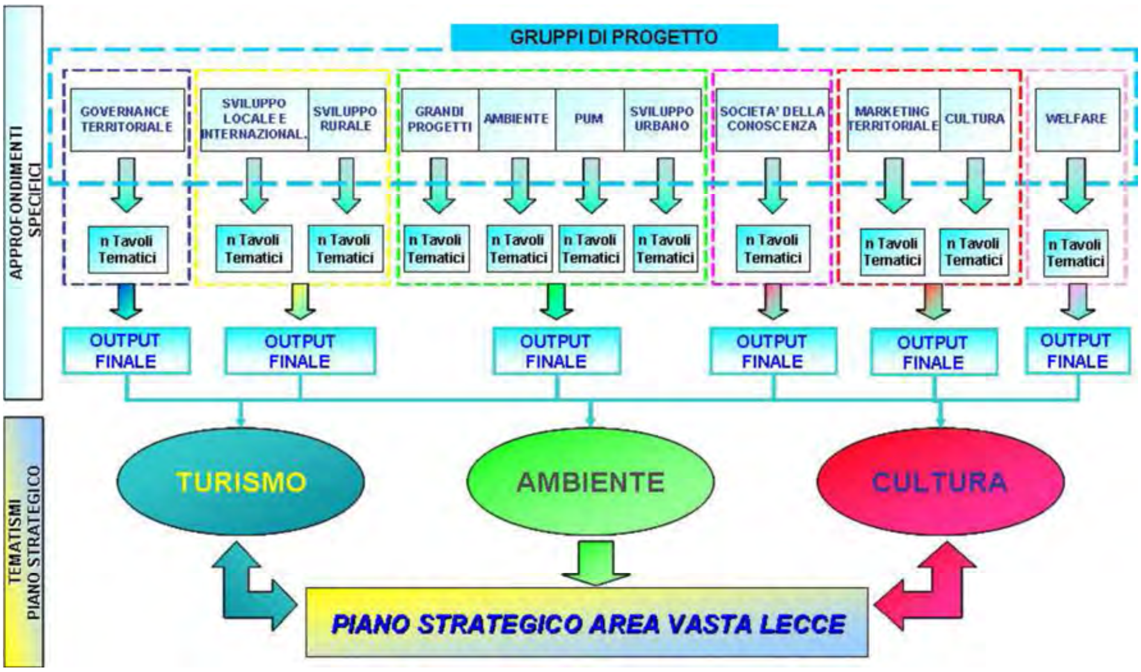
5.7.2 Scope of the Local Action Plan

The scope of the Action Plan will be aligned with the municipality relation to its policy planning and will target the following priorities:

- Increasing competitiveness of the productive systems and employment;
- To promote the competitiveness and attractiveness of the city;
- Enhancing the attractiveness of the area for tourism purposes;
- To promote the attraction of investments for industrial parks and for existing incubators.

The scope of the Local Action Plan will be in line with the Strategic planning, which is a tool to address and support processes for local economic development. It is clear, however, that the activity of support to economic and concrete actions to promote development refer to the ordinary powers of the various parties' institutions that make up the group of Wide Area and correct finalization of the economic resources which the territory is able to attract within the instruments programming national and regional policies.

The Lecce team that will work on Wood FootPrint is part "Grande Progetti" team which is one of the 11 project groups that make part of the Strategic Plan.



And here, as a result of this process, takes shape and substance the relationship between the dimension of Tourism, Environment and Culture and the strategic dimensions sized in a process of "Governance side" and the method of the Evaluation of Social Sharing (VCS). The direction is a sustainability management of the industrial heritage in urban space for the benefit of future generations.

The city of Lecce is at the heart of a profound debate on the development of Apulia as a whole. The objectives pursued in the last decade have been inspired by concentric reading, starting with the major issues of strategic-planning and descending to the local level.

To give new uses in the tourism sector to abandoned industrial buildings is the city goal. The current Tourism Marketing Plan is a tool for the understanding of the competitive opportunities of the territory and it has many areas of weakness and the 'design of an effective strategy aimed at strengthening the culture industry - tourism - environment and the role of the territory in the provinces of Lecce, Brindisi and Taranto for any repositioning on the market and the national tourist one internationally. A few actions to be considered:

- The recovery and rehabilitation of weak areas, marked non-use (brownfield and "wait"), by phenomenon of degradation (margin, structural and infrastructural deficiencies, inadequacy of underground utilities and services, etc.), characterized by distorted types of use (industry in urban areas) and constructive lawlessness (illegal suburban and above coastal, generated by speculative land and building, in absolute variance with the zoning and area constraints). In the latter circumstance, it should not be excluded abatement efforts without reconstruction;

- Completion and reassessment of the structures already in the process of restructuring and restoration of structures still in decline, also through intervention solutions: Public and Private Palace Vernazza, former Institute Margherita, former Convent of the Augustinians, Officine Cantelmo, Apollo Theatre, Palace Turrisi, former Convent of the Teatini;
- The completion of the main works for the establishment of the archaeological park "Rudiae", after the acquisition of other areas and other industry properties in order to provide the Park the necessary infrastructure and equipment, enhancement and public enjoyment of the park, by undertaking education for schools and scientific activities in collaboration with the University of Lecce and the School of Archaeology in Cavallino;
- To exploit the potential of Lecce City of Art: strength starts from the idea significance that the baroque architecture is at the local level to reach characterization and a contextualization of the tourist-cultural PIS Apulian Baroque;
- The development of an integrated management of the project area that allows reconciling sustainable development and quality of the tourism product, in view of the achieving/maintaining high quality standards.

This path leads into a Local Action Plan aimed at concerted identified targets and to generate decisions and actions to be implemented in the short, medium and long term to achieve the vision of the future commonly desired.

The Municipality of Lecce will participate actively in all the Thematic Groups, contributing as Learning City in topics such as: “Industrial Parks”, “Wood Sector”, “Diversification” and “Skills and Employment” and as a Coaching City in all the other topics as presented in the table below.

Wood FootPrint Topics		Abandoned Showrooms	Abandoned industrial sites	Industrial Parks	Wood Sector	Diversification	Funding management	Public/Private Partnership	Skills and Employment
Wycombe (UK)	Learning City			👍	👍	👍			👍
	Coaching City	👍	👍				👍	👍	

Needs	***Ideas***
- Create more and better jobs by attracting more people to the labour market and entrepreneurial activity, improving	- Support the creation of spin-offs of research and business development in high-tech sectors and tourism;

adaptability of workers and enterprises and increasing investment in human capital. - An active network in the region to stimulate seed and venture capital assistance; - Mapping abandoned industrial and housing buildings in the city; - The completion of the main works for the realization of the archaeological park "Rudiae"	- Tourism Marketing Plan is a tool for the understanding of the competitive opportunities of the territory, which has many areas of weakness, which need to 'design of an effective strategy aimed at strengthening the culture industry, tourism and environment'; - To exploit the potential of Lecce City of Art.

5.7.3 Local Support Group

Organization name	Profile (short description)	Contacts		Why joining the LSG
Studio Legale Crastolla	Thanks to its engaged activity and the experience acquired, The Crastolla company has given aid and legal advice to a lot of qualified clients. So the presence of our Law Firm has been necessary in different Italian cities.	**Phone**	0039 06 39737063	Studio Legale Crastolla is the leader of the ULSG and is deeply involved in the implementation of the Strategic Plan of Lecce city.
		Email	studio.roma@crastolla.com	
		skype		
University of Salento	University of Salento, with its approximately thirty thousand students, in the panorama of Italian universities, is a structure of medium size.	**Phone**	+39 0832 294624	The university will provide assistance in the implementation of the ULSG and advice when needed.
		Email	Prof. Mario Signore (mario.signore@unisalento..)	
		skype		
Innova Spa	INNOVA S.p.A. is the holding company of the INNOVA GROUP and operates in a market niche in highly competitive and fast moving sectors where growth and success strongly depend on technological innovations.	**Phone**	+393281004847	Strong experience in industrial diversification and business innovation
		Email	Dr. Alessio Gugliotta e-mail: a.gugliotta@innova-eu.net	
		skype		
Furniture Atelier	Furniture Atelier is a place - but also an exhibition venue and a virtual gallery - where furniture makers and furnishing	**Phone**	+39.031.3355233	Representing the wood and furniture sector in the ULSG
		Email	Verdano Gasco (Vgasco@furnitureatelier.it)	

	manufacturers may put their finest creations on display. Furniture Atelier is aimed at professionals, architects, interior designers, and retailers who are out to seek the cream of Italian design.	**skype**		
Lecce Chamber Of Commerce And Industry	The Chamber of Commerce of Lecce has a long history and tradition. The historical antecedent is represented by the Society of Agriculture sort by Royal Decree 10 March 1810 with jurisdiction over the entire Land of Otranto (which then included the present-day provinces of Lecce, Brindisi and Taranto). After the unification, with r.d. of 16 October 1862 n. 829, was established the Chamber of Commerce and Arts of Lecce, whose district was the province of Terra d'Otranto, as it were detached the province of Taranto (1923) and Brindisi (1927).	**Phone**	+39 0832-684111	Will act as a link to local business and will facilitate networking activities at local level
		Email	cameradicommercio@le.camcom.it	
		skype		

5.8 City of Sternatia

5.8.1 City Context

Sternatia is a small town in Apulia (2,433 inhabitants), 16.5 km away from the provincial capital to the south, it is part of the Greek Salento, linguistic island of Salento where people speak a dialect of Greek origin, the griko. The territory of Sternatia, which covers an area of 16.51 km ^{2} in the middle of the Salento peninsula, lies between 65 and 101 meters above sea level. This village is situated in a hollow of the ground tuff 75m above sea level, is bounded on the east and west sections of greenhouses with slight salting ("Serra Martignano" and "Serra Soleto and Litarà") characterized by a rugged terrain with rock outcrop and evergreen vegetation of the Mediterranean. The south-west area of Sternatia presents instead expanses of red earth of the underlying rock, although a thin layer. It is bordered to the north by the municipalities of San Donato di Lecce and Caprarica of Lecce, on the east by the municipality of Martignano, south-east with the municipality of Zollino, south and west by the municipality of Soleto.

The economy of Sternatia, mainly guided by agriculture with a good production of extra virgin olive oil and livestock, has experienced in recent decades, the gear up the service sector related to food and the development of tourism. Another feature characterizing the territory sternatese is the presence of quarries.

There is an important share of the industrial sector that is 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.

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.

Sternatia take advantages of the main road links, which are:

- SS 16 Adriatica Lecce-Maglie, output Sternatia;
- Former Highway 664 Median Salento hours Jerseys-intersecting Highway 101 Salento in Gallipoli, exit Soleto North Sternatia;

The center is also accessible from the main roads inside:

- Provincial road Sternatia-Martignano
- Provincial road Sternatia-Soleto
- Provincial road Sternatia-(Galugnano) intersection SS16
- Sternatia-SP244 provincial road intersection Soleto-San Donato di Lecce

The town is served by a railway station located on the line Lecce-Otranto Railways South East. The nearest civil airports are: International Airport of Salento based in Brindisi and Airport Taranto-Grottaglie "Marcello Arlotta", which performs scheduled services for passengers on charter flights.

Sternatia in this Strategic Plan for the region open opportunities to business to integrate land management from the point of view economic, social, environmental, cultural tourism, through the application of logistic clusters, through projects and integrated urban development interventions aimed at all institutional actors, economic and social.

City overview:

Advantages	***Weaknesses***
- Good communication infrastructures and strategic positioning the Apulia region; - Managing Authority approval and funding to build a new Industrial Park; - Good quality of life; - Tradition on the furniture sector; - The local governance is open to cooperate with privates to customize the industrial parks to privates needs	- High unemployment rates both at youth level, and in particular the female component; - Insufficient innovation capacity of the socio-economic development; - Increasing difficulties of the production system; - Insufficient production of energy from renewable sources; - Low capacity to create networks of cooperation between towns and between more prominent cities of; - Lack of assistance measures by the Institutional Higher Levels
To improve and update	***What is missing***
- Underdevelopment of firms in terms of size and facilities (industrial and commercial); - Increase the SMEs capability to be international; - Synergies with Higher Level educational system in the region; - Tourism offer and tourism education - Requalification of industry workers from the wood sector; - crucial issue for this city is the	- European knowledge about good practices implemented in other European cities; - District will also promote and structure the dialogue between companies, an essential element of integrated production strategies able to grasp, interpret and even influence the trend commercial. The aim is to find new ways to enhance the size of the company and promote answers internationally competitive.

absorption of migrants and refugees	-

5.8.2 Scope of the Local Action Plan

The economic model of Sternatia 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. The city is developing an industrial park (with approval from Managing Authority) that will serve the entire region. Nevertheless, due to small size and economical influence of Sternatia in the region, the city does not represent the full potential or needs of Apulia region, representing in this project the role of Lab-City, texting most of the solutions already validated by the other cities, avoiding this way to make similar mistakes.

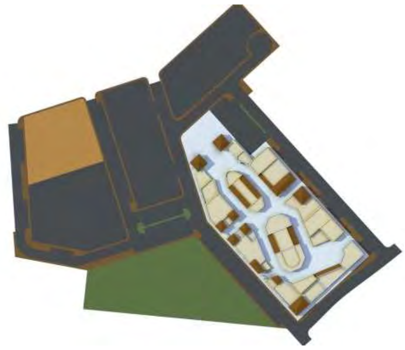
The industry in Sternatia is represented by companies operating in the sectors construction, mining, textile, wood, furniture and engineering sectors. The service industry is made up of the commercial network (of size but not relevant enough to meet the basic needs of the community) and the set of services, which include banking.

The economic infrastructure Sternatia city is an important factor in promoting and supporting the economic development of the Apulia region. The freedom to move on the region is a fundamental right that every national and local institution must be able to promote and pursue. The development of infrastructure has always favored the economic development of territories where there are roads, streets navigable water, railways and airports (just to mention the main modes of transportation), companies can extend their markets and supply both sales and may specialize and increase in size, taking advantage of economies of scale. These infrastructures already exist and are in good shape.

However, it is therefore essential to move to the formation of "agglomeration economies" to increase the productivity of firms already localized and encourage the location of new investments abroad. The Puglia region as a whole has a sharp increase in imports, thus presenting a commercial imbalance market, this kind of "agglomeration economies" will contribute to obtain a balance commercial market.

The objective of the Local Action Plan, is to identify the factors that INCREASE COMPETITIVENESS of the region by creating a strong commercial and industrial area for the most competitive sectors in the region, such as: agri-food sector, wood and furniture, fashion, tourism and renewable energy sources, by focusing on the priorities of the transfer of knowledge, innovation, quality and investment in human and physical capital.

Commercial area



Industrial area around commercial buildings

The manufacturing districts, in fact, established as part of the policy actions related to the directions Strategic Competitiveness, Development and Sustainability, aim to rationalize and focus its expenditure through the implementation of projects and supply chain network aimed at creating collective goods in logistics, innovation, training and internationalization, and are necessarily linked to the interventions provided for under of this policy action related to Innovation, for the development of the talents stimulate a strategic territorial planning for the creation of collective goods of nature especially intangible able to make the area more attractive investment businesses.

The Local Action Plan of Sternatia is in line with Apulia region strategy, in fact, partners, together with the city of Lecce, Brindisi and Taranto and relevant provincial authorities, the project "Big Salento", an integrated development project of the Ionian-Salento, is looking at increasing inter-infrastructure, productive, institutional and cultural differences between the three provincial areas and promotes a growth path shared. The strategic plan is the tool to outline the city of the future and the Wide Area (including Sernatia) next decade, signifying the opening towards new scenarios of growth, in view of new perspectives and opportunity in the social, economic, urban, employment in view of territorial area wide.

The Local Action Plan of Sternatia contributes for the important exercise of territorial aggregation that has fostered the relationship between the partnership institutional, representative of the municipalities in the pool, and instances from economic-social-oriented modes through participation dynamics of the actors are called to share visions and solutions development, and full sharing social choices.

Sternatia will participate actively on the 5 thematic groups. The city faces itself as a Learning City in all the identified topics as presented in the table below:

Wood FootPrint Topics		Abandoned Showrooms	Abandoned industrial sites	Industrial Parks	Wood Sector	Diversification	Funding management	Public/Private Partnership	Skills and Employment
Sternatia (IT)	Learning City	👍	👍	👍	👍	👍	👍	👍	👍
	Coaching City								

The strategies and actions included in the Local Action Plan will have the following objectives:

Needs	***Ideas***
- More integration in the "Big Salento" project; - Attract business from new sectors able to promote a gradual increase in the current model of specialization;	- Develop a business model for the industrial park focus on sustainability, innovation and internalization; - Test and validate initiatives from other regions in Europe.

5.8.3 Local Support Group

Organization name	Profile (short description)	Contacts		Why joining the LSG
Studio Legale Crastolla	Thanks to its engaged activity and the experience acquired, The Crastolla company has given aid and legal advice to a lot of qualified clients. So the presence of our Law Firm has been necessary in different Italian cities.	**Phone**	0039 06 39737063	Studio Legale Crastolla is the leader of the ULSG and I deeply involved in the implementation of the Strategic Plan of Sternatia city.
		Email	studio.roma@crastolla.com	
		skype		
University of Salento	University of Salento, with its approximately thirty thousand students, in the panorama of Italian universities,	**Phone**	+39 0832 294624	The university will provide assistance in the implementation of the ULSG and advice when needed.
		Email	Prof. Mario Signore (mario.signore@unisalento..)	

	is a structure of medium size.	**skype**		
LEADRI Srl	Wood IDM, Home Repair and Improvement, General Contractors, Concrete	**Phone**	0832.3315289	The company expressed the willing to join the industrial park.
		Email	info@leadri.com	
		skype		
Serafini Pietro	Wood IDM, Picture Frames and Art Galleries.	**Phone**	+39 0832784123	The company would like to establish a business in the commercial area of the Sternatia business area.
		Email	spietro@serafini.it	
		skype		
Lecce Chamber Of Commerce And Industry	The Chamber of Commerce of Lecce has a long history and tradition. The historical antecedent is represented by the Society of Agriculture sort by Royal Decree 10 March 1810 with jurisdiction over the entire Land of Otranto (which then included the present-day provinces of Lecce, Brindisi and Taranto). After the unification, with r.d. of 16 October 1862 n. 829, was established the Chamber of Commerce and Arts of Lecce, whose district was the province of Terra d'Otranto, as it were detached the province of Taranto (1923) and Brindisi (1927).	**Phone**	+39 0832-684111	The chamber of commerce will link the ULSG of Sternatia will Lecce and give visibility of the Industrial Park to local industries.
		Email	cameradicommercio@le.camcom.it	
		skype		

5.9 Larissa

5.9.1 City Context

Larissa is the capital and biggest city of the Thessaly region of Greece and capital of the Larissa regional unit. It is a principal agricultural centre, wood furniture supplier and a national transportation hub, linked by road and rail with the port of Volos, the city of Thessaloniki and Athens. Larissa's population, within its municipality, has 163,380 inhabitants, while the regional unit of Larissa reached a population of 284,420 (in 2011). The urban area of the city, although most of it contained within the Larissa municipality, also includes the communities of Giannouli, Platykampos, Nikaia, Terpsithea and several other suburban settlements, which bring the wider urban area population of the city to about 220,000 inhabitants. Today, Larissa is a major commercial and industrial centre in Greece.

The city lives the consequences of the general economic crisis Greece with unemployment are of 21%. 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 following table presents some figures about the city.

	LARISSA prefecture				
	BOTH SEX	MEN		WOMEN	
	Total	Total	%	Total	%
Age Groups	279.305	138.333		.972	
0-14	45.265	22.918	50,63%	22.347	49,37%
15-24	39.880	20.336	50,99%	19.544	49,01%
25-39	60.643	30.837	50,85%	29.806	49,15%
40-54	54.648	27.279	49,92%	27.369	50,08%
55-64	32.945	15.890	48,23%	17.055	51,77%
65+	45.924	21.073	45,89%	24.851	54,11%
PARTICIPATION	155.171	78.452		76.719	

OF AGES 15-24 IN TOTAL resident population	55,56%		56,71%		54,42%
Index of Ageing 65+/0-14	1,01	0,92		1,11	

The municipal unit of Larissa is divided into four city-districts or municipal communities (29 city areas) plus 2 suburban communities (Amphithea and Koulourion). The Municipality includes also the Community of Terpsithèa (with the suburban community of Argyssa).

Larissa has good connections in Greece and to Europe. There are a number of highways including E75 and the main railway from Athens to Thessaloniki (Salonika) crossing through Thessaly. The region is directly linked to the rest of Europe through the International Airport of Central Greece located in Nea Anchialos a short distance from Larissa. Larissa lies on the river Pineios.

There is a history and legacy of education and employment driven migration leading to a statistically lower level of educational attainment amongst the regional population. This represents a challenge in seeking to build a skilled labour force and a knowledge-based economy.   This situation has been further exacerbated in recent years, where many young people were employed in the manufacturing and construction industry and now their only options are social welfare or migrating to other countries in search of work.

<u>City overview:</u>

Advantages	***Weaknesses***
- The city is the Greek wood furniture supplier and a national transportation hub; - Good communication infrastructures which makes the city one of the major commercial and industrial centre in Greece. - The city has a strategic plan for 2007 to 2013	- Unemployment rate of 21% - Migration of youth and qualified population; - 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; - many production and commercial sites were abandoned; - Skills and qualification of regional population - New Local Government Regulations, which limits public investment.

To improve and update	What is missing
— to reduce municipal tax on big showrooms — ovaid migration of youth — The role of business associations as pro-active actors — Update the municipal plan with data about the existing empty buildings in urban area	— International Fair and Congress Center to other business sectors, such as: ICT, mechanics/metals, textile, automation; — Public/private partnerships to address the vacant showrooms problem; — Strong industry that can create jobs but also act as a flagship for the region — Map of abandoned industrial and commercial sites.

5.9.2 Scope of the Local Action Plan

The declining role of traditional industries such as manufacturing represents a key challenge for Greece and in particular for Larissa. More importantly however, is the opportunity that these material assets (buildings) provide in that they are existing buildings that provide a link with our past and would cost less to bring back into use than new-builds. The manufacturing industry has seen a huge decrease in employment and in some cases the businesses have ceased trading which often leaves behind vacant industrial buildings and showrooms. The reuse of these vacant spaces and the diversification of its uses present an opportunity for Larissa to encourage new enterprise development within vacant buildings where infrastructural facilities are readily available.

The Municipality of Larissa is engaged in supporting private sector to face the crisis by reducing some of the Municipal taxes, organize thematic exhibitions especially in the furniture domain, 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.

The scope of Local Action Plan by one side it must enhance economic development and create employment, either by reinforcing the main wood furniture sector of activity or by diversifying into other sectors. The municipality 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. It also plans to search the consequences of abandoned sites on their close environment and bring up new ideas of tackling similar issues.

The municipality 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 an 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.

The Municipality of Larissa will participate actively in all the Thematic Groups, contributing as Learning City in topics such as: “Abandoned showrooms and Industrial sites”, “Industrial Parks”, “Diversification”, “Funding Management” and “Skills and Employment” and as a Coaching City in all the other topics as presented in the table below.

	Wood FootPrint Topics	Abandoned Showrooms	Abandoned industrial sites	Industrial Parks	Wood Sector	Diversification	Funding management	Public/Private Partnership	Skills and Employment
Larissa (GR)	Learning City	👍	👍	👍		👍	👍		👍
	Coaching City				👍			👍	

Needs	***Ideas***
— Find mechanisms to support traditional industries in overcoming their challenges; — Support the definition of strategies to find new uses for vacant spaces — Facilitate the diversification of its uses present an opportunity for Larissa to encourage new enterprise development within vacant buildings where infrastructural facilities are readily available. — enhance economic development and create employment	— The Municipality of Larissa is engaged in supporting private sector to face the crisis, for example: reducing some of the Municipal taxes, organize thematic exhibitions especially in the furniture domain, 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.

5.9.3 Local Support Group

Organization name	**Profile (short description)**	**Contacts**		**Why joining the LSG**
LARISSA CHAMBER OF COMMERCE &	The Chamber aims to enhance and enlarge the relations in the economic and business field, to	**Phone**	+30-2410-536.452-3	The chamber is committed in contributing for the
		Email	info@Larissa-chamber.gr	

INDUSTRY	promote the growth of trade and investment and become a reliable business center for communities.	**skype**		stimulation of wood furniture business in Larissa.
Technological & Educational Institute (TEI) of Larissa	The Department of Wood & Furniture Design and Technology,	**Phone**	30 2410 684200	Share knowledge in Furniture Design and Technology,
		Email		
		skype		
Falco Wood Industry	As a low-cost, advanced technology manufacturer of wood based panels, we have pioneered many of our industry's top advances and will continue to lead product development into the future.	**Phone**	+36 94 516-600	A leader in the furniture sector, the company are interested in joining the discussions promoted by the ULSG.
		Email	office@falco-woodindustry.com	
		skype		
Larissa Furniture Industries	Is a manufacturer and exporter of handcraft and rattan furniture, founded by solid team which consist by experience and progressive young entrepreneur in rattan industrial manufacturer field and represent third generation from long tradition of rattan manufacturer industries family.	Phone	+62 231 490165/231 490123	This group initiated a few years ago a diversification strategy inside the furniture sector. They are willing to share their experience with others.
		Email	momo@larissafurni-industries.com	
		skype		

5.10 Yecla

5.10.1 City Context

Yecla is city with 34,945 inhabitants in 2011. The town of Yecla has an area of 607.7 km². It is located at the northern end of the Region of Murcia, with land bordering the provinces of Albacete and Alicante. Yecla is governed by a local authority composed of 21 councilors elected every four years by universal suffrage , which in turn elect a mayor .

Midway through the twentieth century a new sector points to the expansion of Yecla. The coopers and carpenters are turning to the furniture industry. Note the Furniture Fair , the first of the sector in Spain.

The Murcia Region has excellent accessibility by virtually all means of transport, which makes Yecla an excellent business location, in general:

- Transportation: access to two major road networks of communication, the A-30 that connects the capital of Murcia, Spain, and the A-7 motorway/highway Mediterranean axis between France and Africa through the Levant and the Eastern Andalucía respectively. Furthermore, a section of the AP-7 crosses the region by the easternmost part. These two ways of CARM give a privileged geographic location featuring a high absorption potential of national and international flows of goods. In fact, the region has the largest fleet of road transport nationally of controlled temperature, and the fourth in terms of other goods' transport.
- Maritime transport: the port of Cartagena, commercial port, passenger, fishing and sports, in the year 2008 exceeded 25 million tons of cargo and 35,000 passengers as part of the 38 international cruise stops;
- Air: international and critical tool for tourism development in the region, the airport San Javier in 2004-2008 has more than doubled its passenger volume to nearly 2 million passengers per year in 2008. Almost 90% of the passengers are from the UK and Ireland;
- Rail: This is perhaps the least developed transportation in the region. While there has been an exploitation of some railway sections (like the Bishop Logistics which has opened between Murcia and Barcelona recently), there is still mush to be done to provide conditions and maximize benefits brought by the railroad. Actions like Bishop or the imminent arrival of the AVE to the region in 2014 are an impulse and an important step in this direction.

The municipality has a Yecla household disposable income higher than the average of the region. If we analyze the family income available to the municipalities of the region in 2000, the first town would be Yecla with an income of 8248€, which is above the average of the region2.

Yecla is the municipality of the region with the highest unemployment rate. As of December 2011, with an unemployment rate above the average of the Region (16.84%), the town of Yecla is among the ten municipalities with the highest unemployment rate in the region, with a rate of 22.66%.

Based on the employment situation of 2011, and analyzing in more detail the evolution of unemployment in each of the sectors and activity sections of the region, it is possible to draw some conclusions about the strength or weakness of the various sectors' resistance when it comes to the current economic climate:

- Job losses in the manufacturing sector are significantly visible in Yecla. During the period 2007-2009, about 1613 jobs related to industry sector have been lost in the region.
- Trade suffers a significant deterioration. During the period 2007-2009, about 18% of jobs in the trade sector were destroyed in the municipality of Yecla.

Foreign trade in the region is characterized by highly dynamic and competitiveness in two of the sectors related to agriculture and processing of food products: vegetable products and products from the food industries. In fact, in 2008, it has positioned itself as the third Autonomous Community at National level in exporting both types of tariff sections.

About 50% of the exports in the Region are due to food products, followed by derived chemical products (plastic stoppers, refined oils ...) with more than 21% of the exports. The remaining exports consist of a product mix also produced in the region in a more or less intensive way, such as footwear, textiles, marble or furniture.

As for imports, they are mainly due to the supply of crude oil and other petroleum products (~ 70%).

In 2008 the volume of exports exceeded the amount of 4,500 million Euros in the region that, compared with 10,300 million Euros approximately imports, gave a negative trade balance of about 5,800 million. In this regard, it is worth noting how coverage rate in the region has deteriorated in recent years, from a value of 82% in 2001 (which exceeded the Spanish average), to approximately 44% in 2008, 22 percentage points below the national aggregate.

The result of collaboration between the public and private sectors has implemented measures, plans and agreements that bind interests of all kinds of economic and social agents, as well as various institutions (employers, unions, chambers of commerce, associations ...). Among others, the following initiatives have been launched:

- Agreements for job creation and economic development.
- Social partnership agreements.
- Plans and actions for specific sectors (technology centers, clusters of knowledge ...)
- Creating instruments AEDL's as facilitators of employment and local development and technology.
- Improvement of the production and promotion of their integration into society of knowledge, promotion of the technology transfer from universities to business.
- Cooperation agreements and alliances.

- Strengthening and promoting R & D in the region through the creation of Technology Centers and Scientific Parks

All this follows the guidelines and milestones set by the Strategic Plan 2007-2013 and bears in mind the main objective of promoting the economic growth, improving employment, productivity and social cohesion.

The business structure in the region is similar to the rest of Spain. The fabric of the Region of Murcia had in 2009 more than 93% of companies with less than 10 workers, of which approximately 50% are companies without employees. However, the Region of Murcia is distinguished from the rest of the Autonomous Communities for having a slightly smaller rate of companies without employees (48% vs 50%) in favour of the group of companies with 1-9 employees, whose share exceeds the national average. In contrast, and despite having a smaller share of self-employed, the salary rate maintains the same values as in the whole Spain: 82%.

In analyzing the business of the region of the Altiplano, the following conclusions are obtained:

- Over 92% of companies in the CLE have less than 10 employees. By size, the composition of the business is similar to that existing in the region and in Spain, with a high proportion of microenterprises.
- Yecla absorbs more than 60% of all businesses in the Commission.

Yecla is noted for their high level of expertise in sectors such as manufacturing and energy. It is noted a lower presence for companies in the health, education, transport, financial intermediation and real estate activities. The Local Employment Commission Altiplano has one of the ten technology centers in the region in Yecla:

- C. T de la Conserva y de la Alimentación
- The Technology Centre Business Association of Furniture and Wood in the Region of Murcia, - CETEM - is an private entrepreneurial association, non-profit, created in order to serve as external infrastructure support for SMEs in the furniture industry and associated timber, and to help improve their competitiveness.

<u>City overview:</u>

Advantages	***Weaknesses***
- Entrepreneurial character - Strategic location - Wine Industry - Excellent natural conditions for tourism development rural, agriculture and energy creation through the use of renewable technologies. - 3 large industrial parks	- Economy heavily concentrated in the furniture sector. - High Unemployment rate - Low level internationalization - Communication infrastructures - Lower training for the unemployed - Poor promotion and marketing of wine Yecla.

- CETEM - Ability to organize and host large events of interest commercial (Furniture Fair). - Historical and artistic heritage of cultural interest.	- Lack of competitiveness by not adapting to modern business management techniques. - Underdeveloped service sector
To improve and update	***What is missing***
- Furniture fair building , new uses - Promote exports in local companies - Boost the wine sector - Improve the hospitality sector - Increase the employment skills - Need for more qualified professionals furniture	- Business Incubator - Training and services for entrepreneurs - High technological companies, startups, etc. - Financing from CARM - Lack of public-private partnership

5.10.2 Scope of the Local Action Plan

The high dependence of the furniture sector and the current economic recession has caused the unemployment rate, higher than the national average, is the big problem and challenge. In addition, low-level internationalization, human resources are low skilled, companies and Showrooms empty.

The challenge is to create a Local Action Plan, effective and sustainable, to recover employment levels from previous years, based on a local economy more diversified. Yecla has a very intense economic activity, based mainly on the manufacture of furniture, which is the object of an important world-famous fair.

To find new uses for the Fair, which is used 1 week per year for the Yecla Furniture Fair's does not guarantee sustainability of the infrastructure which has 16.000 m2. 2012 is Yecla Furniture Fair's 51th anniversary, and this happens at a period with uncertainty and the furniture and wood industry is going through a difficult time. Therefore, we face a challenge of creating business opportunities, searching for new markets and upholding our research and development activities. Above all, we must be competitive and prepare our companies for the new markets which are constantly changing because of the economic crisis.

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.

Yecla has been on one side developing specific policies to address the furniture sector, and in particular to support the annual fair of a European scale level; and on the other side to promote tourism and associated services, minimizing the ecological footprint caused by the furniture industry.

Other topic that Yecla would like to explore in the Local Action Plan is the animation of an incubator for local entrepreneurs. The infrastructure is build but is missing services to attract local promoters.

Inside view of Yecla Furniture Fair's

Outside view of the incubator

The Local Action Plan to be developed at Yecla will focus on the conciliation between the development of the furniture sector, and the positioning of the Yecla annual furniture fair as a key event in Europe, with the wellbeing of its citizens and the promotion of Yecla as a touristic destination within the Murcia region.

The local partnership will expect the same level of open sharing with the network (best practice and lessons learnt), collaborative working on new ideas and development of a local action plan that will

The Municipality of Yecla will be the leader of Thematic Group 2: Skills and Employment: addressing the topic of promoting re-qualification and re-integration of lay-off workers from declining sectors into the new sectors with growing potential, through training, advice, incentive measures and pushing the private sector to adopt measures to facilitate the requalification and new employment opportunities. The involvement of the local education system in this Thematic Group is vital to achieve positive outcomes. Yecla faces itself as a Learning City in topics such as: “Abandoned industrial sites”, “Diversification”, “Funding management” and “Skills and Employment” and as a Coaching City in all the other topics as presented in the table below.

Wood FootPrint Topics		Abandoned Showrooms	Abandoned industrial sites	Industrial Parks	Wood Sector	Diversification	Funding management	Public/Private Partnership	Skills and Employment
Yecla (SP)	Learning City	👍				👍	👍		👍
	Coaching City		👍	👍	👍			👍	

Needs	***Ideas***
- Promote exports in local companies. - Boost the Wine tourism and wood furniture sector - Improve the Hospitality sector. - Public Private Cooperation. - New uses for the building Furniture. Fair. - Business Incubator.	- Increase competitiveness by modern business management techniques. EXPORT PLAN - Financial and tax aid to promote export. - Networking and trade missions. - Enhancing supply of wine tourism. - Promotion wine tourism Yecla - Agency tourist attraction. - Increase training for hospitality sector. - Financial and tax aid to improve hospitality sector. - Attract private investment based technology sectors. - E marketplaces - Promote entrepreneurship. - Training to increase competitiveness and productivity employees. - Dual training for unemployed. - Tax incentives new business - Simplifying procedures and reducing bureaucracy - Fairgrounds and networking events - Furniture sector - Wine tourism - Hospitality sector - Entrepreneurship - Recycle furniture fair building to enable new events

5.10.3 Local Support Group

Organization name	Profile (short description)	Contacts		Why joining the LSG
Cati Martinez AYTO. YECLA	Manager Head of the Local Development Agency	**Phone**	+34968794100	Extensive responsibility and experience as manager of the local development agency
		Email	Cati.martinez@yecla.es	
		Skype		
Rafael Rovira Inteligenzia	Marketing and business consulting and training services	**Phone**	+34627945268	Proven experience in strategic sectors. Direct contact with companies and employees
		Email	info@inteligenzia.eu	
		Skype	rafael.inteligenzia	
Alfonso Yagüe	Chief of Protocol	**Phone**	+34968794100	Great experience organizing events and meetings
		Email	lfonso.yague@yecla.es	
		Skype		
Mª Dolores Gonzálvez Soriano	interventionist economic	**Phone**	+34968794100	auditor and budgets
		Email		
		skype		
Liborio Ruiz Molina	Director of the Cultural and patrimony	**Phone**	+34968794100	cultural and tourist management experience
		Email		
		skype		

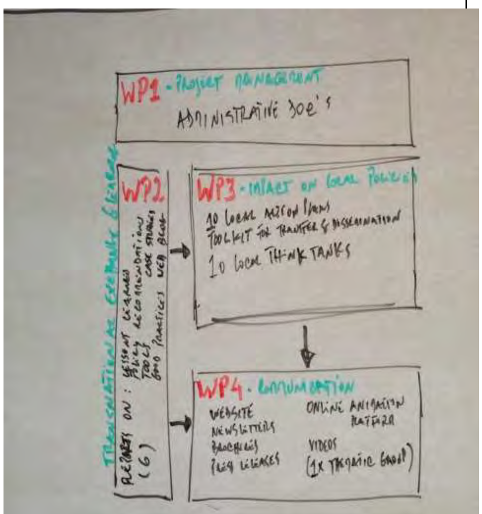
6. Synthesis and Main Expected Outcomes for Implementation Stage

The analysis of the state of the art in clearly highlights the vertical approach of Wood FootPrint project. The feedback from the Evaluation Assessment Panel (EAP) highlights the coherence of the main objectives, while stressing the need to ensure that a focus is maintained on wood sector and that the outputs and results are concrete and relevant to the specific needs of the partners.

The implementation phase of Wood FootPrint should be conductive to the developing of urban policy measures that may lead to economic developing and urban integration of abandoned buildings within the partner cities, resulting in the creation of jobs and the reduction of the social pressure over local administrations.

The main added-value of the “Wood FootPrint” project, will be that of developing urban polices 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 is 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.

The implementation stage will follow the following structure:

<table>
<tr>
<td>
<u>Workpackage 1: Project Management</u>
1. Project coordination,
2. Top-up management and reporting
3. Training and monitoring activities
<u>Workpackage 2: Transnational exchange and learning</u>
4. Organization of Transnational meetings
5. Creation and animation of Transnational Working Groups
6. Learning with Peers:
7. Creation and animation of an online mutual knowledge platform
8. Staff-exchanges:
9. Transnational Benchmarking:
<u>Workpackage 3: Impact on local policies and</u>
</td>
<td>


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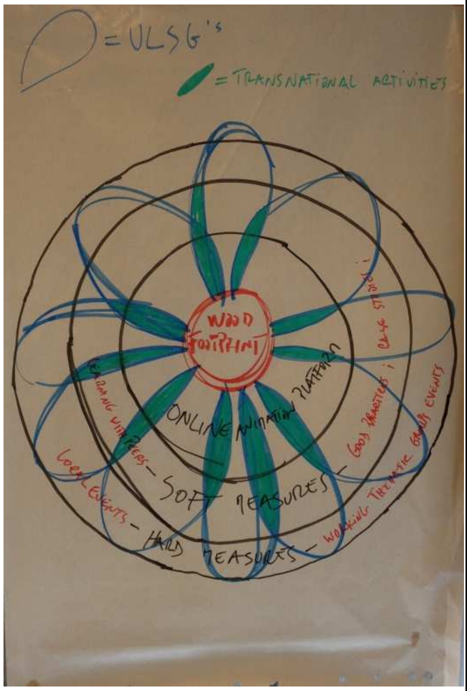
practices **10.** Setting-up the ULSGs in each City Partner **11.** Running the ULSG in view of developing Local Action Plans in each city **12.** Participating in capacity-building activities **13.** Dissemination of ULSG and LAPs: Workpackage 4: Communication and dissemination **14.** Daily communication **15.** Targeted communication activities	

The transnational exchange and learning activities 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 relevant stakeholders 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.

The goal is the creation of integrated, development oriented partnerships (private or/and public), able to offer sustainable solutions for empty urban buildings (industry and showrooms) and at the same time avoiding others to become vacant". However, other sub-topics, which are directed linked to the main topic, will be addressed, such as: Jobs creation, Public Funding Management and Public/Private actions.

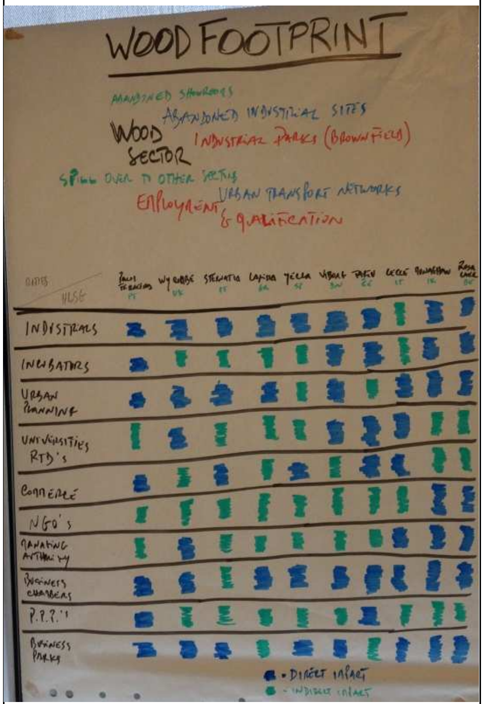
Exchange of knowledge and mutual learning is mainly made by gathering people together under a common theme of interest and as such, the project will put a great focus on the organisation of thematic events at the different participant cities and also in the organisation of missions for making contact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

In addition to the continuously scrutiny of relevant initiatives and measures, which may or not be the subject or further studies, and may or not be retained for the final report which will suggest measures for adoption in the cities' LAP, each working group should select and develop 1 particular measure for further development, under the shape of a case study. The measure to be retained should be considered by the WG as particular relevant for the objectives of Wood Footprint and very suitable for adoption under the LAP of a significant number of project partners.

<u>Transnational Working Groups</u> **Thematic Group 1:** Abandoned Buildings **Leader:** City of Viborg. **Other cities involved:** All the other cities. **Thematic Group 2:** Skills and Employment **Leader:** Municipality of Yecla **Other cities involved:** All the other cities. **Thematic Group 3:** Industrial Parks for entrepreneurs and growth **Leader:** Municipality of Wycombe **Other cities involved:** All the other cities. **Thematic Group 4:** Diversification **Leader:** Border Region Authority (Monaghan) **Other cities involved:** All the other cities. **Thematic Group 5:** Public Private Partnerships (PPPs) **Leader:** City of Paços de Ferreira **Other cities involved:** All the other cities.	

The URBACT Local Support Groups will have a particular relevance withinWood FootPrint – also considering the nature of the addressed topic and what it implies in terms of civil society and local stakeholders engagement. Each city is characterized by different social, cultural, economic and political conditions.

All Partner Cities will implement and animate an 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 ULSG should include the relevant representatives of local stakeholders concerned by the project, paying Special attention to the participation of local elected representatives and the private sector in order to ensure that the initiatives and actions identified in the LAP are 'on the radar' of the strategic decision makers at city (and also regional) level. Also, the involvement of Managing Authorities (MA) of Operational Programmes of relevance for the themes of the project in the ULSG activities is an effective means to engage with the MA, be it in the perspective of securing funding for the Local Action Plan or more widely in the perspective of building cooperation relationships. One of the expectations is that some of the ULSG could evolve as a Think-Tank group conducting urban actions in areas defined in the Wood FootPrint project such as urban planning, urban policies, econmic growth, jobs creation and dialogue between private and public stakeholders. This formal groups is non-profit organization and will be linked at European level by the partnership of Wood FootPrint project.	

The Wood FootPrint project is a thematic network. As such network activities should naturally be at its core. And while outputs will be local – and felt in local economies - the ideation process should be transnational and potentiated through networking activities.

The activities above follow a predetermined workflow that starts with the organization of a transnational meeting by a Partner City including the identification of a relevant local case study, and proceeds with the creation of a working group, the carrying out of a peer review to the case study and the publication and later dissemination of a case study profile. In addition it may also include a staff exchange for facilitating the potential transfer of the Case Study practice between the provider partner and a recipient partner.

Annex I – Cities supporting letter

Institution	Letter
Municipality of Paços de Ferreira	Município de Paços de Ferreira Câmara Municipal URBACT II Secretariat 5, rue Pleyel 93 283 Saint Denis Cedex France Paços de Ferreira, 25th October 2012 Dear Madam, Sir, The Municipality of Paços de Ferreira confirms its commitment to be Partner in the activities of the URBACT Thematic network proposal entitled ***"Wood FootPrint –Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors"***,. The specific challenges we wish to address in this Thematic network as Partner is, to find solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing this way to increase the quality urban development, sustainability and economic competitiveness. We are convinced that by working through this URBACT project, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the project, take on roles and implement activities as indicated in the Final Application work programme. More especially, we commit to put in place and run an URBACT Local Support Group made up of key local stakeholders relevant to the theme of our project. We also commit to produce as a result of the exchange and learning activities a Local Action Plan using the knowledge and expertise generated by our joint working. To this end we also formally commit to engaging the funds needed to co-finance ERDF. In the Implementation phase, this is estimated to amount to 31.000 €. The details of this contribution are outlined within the Final Application and in the attached financial tables. Yours sincerely Name in capital letters: PEDRO ALEXANDRE DE OLIVEIRA CARDOSO PINTO Function: Mayor Official stamp
Municipality of Wycombe	WYCOMBE DISTRICT COUNCIL Councillor Arif Hussain Queen Victoria Road High Wycombe Bucks HP11 1BB Tel: 01494 461000 DX 4411 High Wycombe www.wycombe.gov.uk URBACT II Secretariat 5, rue Pleyel 93 283 Saint Denis Cedex France Direct Line: (01494) 421951 Fax No: (01494) 421914 Email: rachel_mozley@wycombe.gov.uk Minicom No: (01494) 413131 Date: 4 October 2012 Dear Madam / Sir The Municipality of Wycombe confirms its commitment to be Partner in the activities of the URBACT Thematic network proposal entitled ***"Wood FootPrint –Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors"***,. The specific challenges we wish to address in this Thematic network as Partner is, to find solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing this way to increase the quality urban development, sustainability and economic competitiveness. We are convinced that by working through this URBACT project, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the project, take on roles and implement activities as indicated in the Final Application work programme. More especially, we commit to put in place and run an URBACT Local Support Group made up of key local stakeholders relevant to the theme of our project. We also commit to produce as a result of the exchange and learning activities a Local Action Plan using the knowledge and expertise generated by our joint working. To this end we also formally commit to engaging the funds needed to co-finance ERDF. In the Implementation phase, this is estimated to amount to 22.500,00 €. The details of this contribution are outlined within the Final Application and in the attached financial tables. Yours sincerely Name in capital letters: Cllr ARIF HUSSAIN JP Function: DEPUTY LEADER Official stamp Wycombe District Council, Council Offices, Queen Victoria Road, High Wycombe, Bucks. HP11 1BB.

Municipality of Sternatia	**COMUNE DI STERNATIA** - Provincia di LECCE - COMUNE DI STERNATIA Provincia di Lecce Prot. 20120004073 del 10-08-2012 URBACT II Secretariat 5, rue Pleyel 93 283 Saint Denis Cedex France Sternatia, 09/08/2012 Dear Madam, Sir, The city of **Sternatia** confirms its commitment to be Partner in the activities of the URBACT Thematic network proposal entitled ***"Wood FootPrint –Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors"***,. The specific challenges we wish to address in this Thematic network as Partner is, to find solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing this way to increase the quality urban development, sustainability and economic competitiveness. We are convinced that by working through this URBACT project, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the project, take on roles and implement activities as indicated in the Final Application work programme. More especially, we commit to put in place and run an URBACT Local Support Group made up of key local stakeholders relevant to the theme of our project. We also commit to produce as a result of the exchange and learning activities a Local Action Plan using the knowledge and expertise generated by our joint working. To this end we also formally commit to engaging the funds needed to co-finance ERDF. In the Implementation phase, this is estimated to amount to 11.000,00 €. The details of this contribution are outlined within the Final Application and in the attached financial tables. Yours sincerely, Prof. Conte Pantaleo Antonio Mayor of Municipality of Sternatia Official stamp Comune di Sternatia Via D. Ancora, 42 73010 Tel. 0836/666001 Fax 0836/666156 C.F. 80012540755 E-mail sindaco@comune.sternatia.le.it
Municipality of Larissa	URBACT II Secretariat 5, rue Pleyel 93 283 Saint Denis Cedex France *Date 27 – 7- 2012* Dear Madam, Sir, The city of **Larissa** confirms its commitment to be Partner in the activities of the URBACT Thematic network proposal entitled ***"Wood FootPrint –Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors"***,. The specific challenges we wish to address in this Thematic network as Partner is, to find solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing this way to increase the quality urban development, sustainability and economic competitiveness. We are convinced that by working through this URBACT project, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the project, take on roles and implement activities as indicated in the Final Application work programme. More especially, we commit to put in place and run an URBACT Local Support Group made up of key local stakeholders relevant to the theme of our project. We also commit to produce as a result of the exchange and learning activities a Local Action Plan using the knowledge and expertise generated by our joint working. To this end we also formally commit to engaging the funds needed to co-finance ERDF. In the Implementation phase, this is estimated to amount to 10.000,00 €. The details of this contribution are outlined within the Final Application and in the attached financial tables. Yours sincerely Name in capital letters: KONSTANTINOS TZANAKOULIS Function: Mayor of Larissa Official stamp ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ

Municipality of Yecla	URBACT II Secretariat 5, rue Pleyel 93 283 Saint Denis Cedex France *Date: 20th September 2012* Dear Madam, Sir, The Municipality of Yecla confirms its commitment to be Partner in the activities of the URBACT Thematic network proposal entitled ***"Wood FootPrint – Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors"***,. The specific challenges we wish to address in this Thematic network as Partner is, to find solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing this way to increase the quality urban development, sustainability and economic competitiveness. We are convinced that by working through this URBACT project, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the project, take on roles and implement activities as indicated in the Final Application work programme. More especially, we commit to put in place and run an URBACT Local Support Group made up of key local stakeholders relevant to the theme of our project. We also commit to produce as a result of the exchange and learning activities a Local Action Plan using the knowledge and expertise generated by our joint working. To this end we also formally commit to engaging the funds needed to co-finance ERDF. In the Implementation phase, this is estimated to amount to 16.500,00 €. The details of this contribution are outlined within the Final Application and in the attached financial tables. Yours sincerely Name in capital letters: Function: Fdo.: Marcos Ortuño Soto Official stamp ALCALDÍA
Municipality of Viborg	VIBORG KOMMUNE URBACT II Secretariat 5, rue Pleyel 93 283 Saint Denis Cedex France Dato: 23. oktober 2012 Sagsnr.: 12/12279 Dear Madam, Sir, The City of Viborg Kommune confirms its commitment to be Partner in the activities of the URBACT Thematic network proposal entitled ***"Wood FootPrint – Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors"***,. The specific challenges we wish to address in this Thematic network as Partner is, to find solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing this way to increase the quality urban development, sustainability and economic competitiveness. We are convinced that by working through this URBACT project, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the project, take on roles and implement activities as indicated in the Final Application work programme. More especially, we commit to put in place and run an URBACT Local Support Group made up of key local stakeholders relevant to the theme of our project. We also commit to produce as a result of the exchange and learning activities a Local Action Plan using the knowledge and expertise generated by our joint working. To this end we also formally commit to engaging the funds needed to co-finance ERDF. In the Implementation phase, this is estimated to amount to 19.500 €. The details of this contribution are outlined within the Final Application and in the attached financial tables. Yours sincerely Name in capital letters: SØREN PAPE POULSEN Function: Mayor Official stamp SØREN PAPE POULSEN Borgmester

<table>
<tr>
<td>Municipality of Roesalare</td>
<td>
URBACT II Secretariat
5, rue Pleyel
93 283 Saint Denis Cedex
France

13the September 2012

Dear Madam, Sir,

Anticipating validation by the college of mayor and aldermen, the City of Roeselare confirms its commitment to be Partner in the activities of the URBACT Thematic network proposal entitled "Wood FootPrint –Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors",.

The specific challenges we wish to address in this Thematic network as Partner is, to find solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing this way to increase the quality urban development, sustainability and economic competitiveness.

We are convinced that by working through this URBACT project, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the project, take on roles and implement activities as indicated in the Final Application work programme. More especially, we commit to put in place and run an URBACT Local Support Group made up of key local stakeholders relevant to the theme of our project. We also commit to produce as a result of the exchange and learning activities a Local Action Plan using the knowledge and expertise generated by our joint working.

To this end we also formally commit to engaging the funds needed to co-finance ERDF. In the Implementation phase, this is estimated to amount to 19.500,00 €. The details of this contribution are outlined within the Final Application and in the attached financial tables.

Yours sincerely

Johan Leenknecht
Citymanager

Luc Martens
Mayor

Official stamp
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<tr>
<td>Border Regional Authority</td>
<td>
Border Regional Authority
Údarás Réigiúnach na Teorann
Corlurgan Business Park, Ballinagh Road, Cavan, County Cavan
Páirc Ghnó Chorr Lorgáin, Bóthar Bhéal Átha na nEach An Cabhán, Contae an Chabháin

URBACT II Secretariat
5, rue Pleyel
93 283 Saint Denis Cedex
France

25th September, 2012.

Dear Madam, Sir,

The Border Regional Authority confirms its commitment to be Partner in the activities of the URBACT Thematic network proposal entitled "Wood FootPrint –Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors",.

The specific challenges we wish to address in this Thematic network as Partner is, to find solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing this way to increase the quality urban development, sustainability and economic competitiveness.

We are convinced that by working through this URBACT project, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the project, take on roles and implement activities as indicated in the Final Application work programme. More especially, we commit to put in place and run an URBACT Local Support Group made up of key local stakeholders relevant to the theme of our project. We also commit to produce as a result of the exchange and learning activities a Local Action Plan using the knowledge and expertise generated by our joint working.

To this end we also formally commit to engaging the funds needed to co-finance ERDF. In the Implementation phase, this is estimated to amount to 19.500 €. The details of this contribution are outlined within the Final Application and in the attached financial tables.

Yours sincerely
Caroline Brady
Name in capital letters:
CAROLINE BRADY
Function:
DIRECTOR

Official stamp
BORDER REGIONAL AUTHORITY
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<tr>
<td>Municipality of Tartu</td>
<td>
TARTU LINNAVALITSUS
LINNAPLANEERIMISE JA MAAKORRALDUSE OSAKOND

URBACT II Secretariat
5, rue Pleyel
93283 SAINT DENIS CEDEX
FRANCE

Meie 12.10.2012 nr 19-2/VP-12-0143

Letter of Commitment

The Municipality of Tartu confirms its commitment to be Partner in the activities of the URBACT Thematic network proposal entitled "Wood FootPrint –Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors".

The specific challenges we wish to address in this Thematic network as Partner is, to find solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing this way to increase the quality urban development, sustainability and economic competitiveness.

We are convinced that by working through this URBACT project, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the project, take on roles and implement activities as indicated in the Final Application work programme. More especially, we commit to put in place and run an URBACT Local Support Group made up of key local stakeholders relevant to the theme of our project. We also commit to produce as a result of the exchange and learning activities a Local Action Plan using the knowledge and expertise generated by our joint working.

To this end we also formally commit to engaging the funds needed to co-finance ERDF. In the Implementation phase, this is estimated to amount to 12.000 €. The details of this contribution are outlined within the Final Application and in the attached financial tables.

Yours sincerely

/ allkirjastatud digitaalselt /
Urmas Ahven
Project coordinator
Head of the Department of City Planning
and Land Surveying
</td>
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<tr>
<td>Municipality of Lecce</td>
<td>
Città di Lecce

URBACT II Secretariat
5, rue Pleyel
93 283 Saint Denis Cedex
France

Lecce September 03, 2012

Dear Madam, Sir,

The city of Lecce confirms its commitment to be Partner in the activities of the URBACT Thematic network proposal entitled "Wood FootPrint –Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors",.

The specific challenges we wish to address in this Thematic network as Partner is, to find solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing this way to increase the quality urban development, sustainability and economic competitiveness.

We are convinced that by working through this URBACT project, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the project, take on roles and implement activities as indicated in the Final Application work programme. More especially, we commit to put in place and run an URBACT Local Support Group made up of key local stakeholders relevant to the theme of our project. We also commit to produce as a result of the exchange and learning activities a Local Action Plan using the knowledge and expertise generated by our joint working.

To this end we also formally commit to engaging the funds needed to co-finance ERDF. In the Implementation phase, this is estimated to amount to 11.000,00 €. The details of this contribution are outlined within the Final Application and in the attached financial tables.

Yours sincerely

Name in capital letters: PAOLO PERRONE
Function: Mayor

Official stamp
CITTÀ LECCE
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Annex II – Managing authorities supporting letter

<table>
<tr><th>Institution</th><th>Letter</th></tr>
<tr><td>MA of Thessaly</td><td>URBACT II Managing Authority
194, avenue du Président Wilson
93217 Saint Denis la Plaine
France

Date: 01.08.12

Dear Madam, Sir,

As stated in the Final Application form for the project "Wood FootPrint –Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors", the Intermediate Managing Authority of Region of Thessaly confirms its intention to take part in the implementation of the above mentioned project as Associated Managing Authority. We acknowledge the fact that no financial contribution is needed.

The specific challenges we wish to address in this project as an Associated Managing Authority, is to support the city in finding solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing with the notions of quality urban development, sustainability and economic competitiveness.

We are convinced that by working through this URBACT project, we will be able to better address this challenge. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the activities of the project as indicated in the Final Application in the view to foster the impact of the project activities on local policies.

Yours sincerely
Name in capital letters: AGORASTOS KONSTANTINOS
Function: GOVERNOR OF REGION OF THESSALY
Official stamp</td></tr>
<tr><td>MA of Border Region</td><td>Comhthionól Réigiún a Teorann
Lár Tíre agus an Iartar
Ag Infheistiú i do Thodhchaí
Border, Midland & Western
Regional Assembly
Investing in Your Future

August 30th 2012

To whom it may concern

The Border Midland and Western Regional Assembly is the NUTS II Managing Authority for the BMW Regional Operational Programme which is supported by EU through the Regional Competitiveness and Employment Programme 2007-2013.

The BMW Regional Assembly is aware of the participation of the Border Regional Authority in the '**WOOD FOOTPRINT**' project, supported by the URBACT II Programme 2007-2013. The project, I understand brings together Municipalities, Local and Regional Authorities throughout Europe to collectively address the challenges presented to the Wood Furniture sector following the economic downturn in Europe. In particular the project will help small furniture manufacturers to identify new economic activities for vacant manufacturing facilities through collaborative engagement with EU partners.

I am familiar with the work of the Border Regional Authority (NUTS III) and as a Public Regional Authority I consider the organisation to have the necessary expertise, experience and resources to contribute positively to the **WOOD FOOTPRINT** project. The Border Regional Authority has participated successfully in Interreg Transnational and Interregional Co-Operation projects in the past. The Border region includes a cluster of small furniture manufacturers who would benefit from this collaboration in this current challenging economic climate.

I welcome this worthwhile initiative and support the participation of the Border Regional Authority in this project.

Yours Sincerely,

Gerry Finn,
Director.

The Square, Ballaghaderreen, Co. Roscommon
[illegible]</td></tr>
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<tr>
<td>MA for Flandres</td>
<td>
EFRO
Europa investeert, Vlaanderen groeit.

URBACT II Managing Authority
194, avenue du Président Wilson
93217 Saint Denis la Plaine
France

Date: 22th October 2012

Dear Madam, Sir,

As stated in the Final Application form for the project "Wood FootPrint – Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors", the Managing Authority for Flanders confirms its intention to take part in the implementation of the above mentioned project as Associated Managing Authority. We acknowledge the fact that no financial contribution is needed.

The specific challenges we wish to address in this project as an Associated Managing Authority, is to support the city in finding solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing with the notions of quality urban development, sustainability and economic competitiveness.

We are convinced that by working through this URBACT project, we will be able to better address this challenge. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the activities of the project as indicated in the Final Application in the view to foster the impact of the project activities on local policies.

Yours sincerely
23 OKT. 2012

Name in capital letters:
ANDRE VAN HAVER

Function:
Head of Department Europe Economy Enterprise Flanders

Official stamp
Vlaamse Overheid
Agentschap Ondernemen
Afdeling Europa Economie
Koning Albert II-laan 35 bus 12
1030 Brussel

Agentschap Ondernemen
Europese Unie
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<tr>
<td>MA of Regione Puglia</td>
<td>
REGIONE PUGLIA
Autorità di Gestione PO FESR 2007-2013

Trasmissione a mezzo posta elettronica
Ai sensi dell'art. 47 del D.Lgs. n. 82/2005
REGIONE PUGLIA
Prot. AOO/165
18 OTT. 2012
n°. 4500
Protocollo : Uscita

URBACT II Managing Authority
194, avenue du Président Wilson
93217 Saint Denis la Plaine
France

Dear Madam, Sir,

As stated in the Final Application form for the project "Wood FootPrint –Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors", the Managing Authority PO FESR Puglia 2007/2013 confirms its intention to take part in the implementation of the above mentioned project as Associated Managing Authority. We acknowledge the fact that no financial contribution is needed.

The specific challenges we wish to address in this project as an Associated Managing Authority, is to support the city in finding solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing with the notions of quality urban development, sustainability and economic competitiveness.

We are convinced that by working through this URBACT project, we will be able to better address this challenge. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the activities of the project as indicated in the Final Application in the view to foster the impact of the project activities on local policies.

Yours sincerely

Managing Authority
PO FESR Puglia 2007-2013
Pasquale Orlando

Servizio Attuazione del Programma
Viale Caduti di tutte le Guerre, 15
Italia 70126 Bari
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<tr>
<td>Supporting Letter of city of Monaghan (IR)</td>
<td>
Comhairle Contae Mhuineacháin
Monaghan County Council

Human Resources 047 30848
Finance
Roads
Register of Electors
Environment
Higher Education Grants 047 30050
Arts 047 71114
Housing Loans/Grants 047 30527
County Library 047 74700
Motor Tax 047 81175
County Museum 047 82928
Planning 047 30532
Community & Enterprise 047 73718

25th September 2012

URBACT II Managing Authority
194, avenue du Président Wilson
93217 Saint Denis la Plaine
France

Dear Sir or Madam,

As stated in the Final Application form for the project "Wood FootPrint – Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors", Monaghan County Council confirms its intention to participate in the implementation of the above mentioned project as the Local Authority where the project activities currently take place. Monaghan County Council will work with the Irish Partner (Border Regional Authority) through its participation in the Local Support Group (LSG).

The specific challenges we wish to address in this project, together with the Border Regional Authority, is to support Monaghan Town and Environs in finding solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing with the notions of quality urban development, sustainability and economic competitiveness.

We are convinced that by working through this URBACT project, we will be able to better address this challenge. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the activities of the project as indicated in the Final Application in the view to foster the impact of the project activities on local policies.

Yours Sincerely

David Fallon

David Fallon
Acting County Manager

DAVID FALLON

Official stamp
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<tr>
<td>Supporting Letter of Tameko company in Tartu</td>
<td>
URBACT II Managing Authority
194, avenue du Président Wilson
93217 Saint Denis la Plaine
France

Date: Oct 15, 2012

Dear Madam, Sir,

As stated in the Final Application form for the project "Wood FootPrint – Addressing the challenge of the urban footprint left in European cities by transforming manufacturing sectors", the Tarmeko KV OÜ confirms its intention to take part in the implementation of the above mentioned project as Associated Managing Authority. We acknowledge the fact that no financial contribution is needed.

The specific challenges we wish to address in this project as an Associated Managing Authority, is to support the city in finding solutions for empty urban buildings (industry and showrooms) and avoiding others to become vacant, contributing with the notions of quality urban development, sustainability and economic competitiveness.

We are convinced that by working through this URBACT project, we will be able to better address this challenge. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will participate in the activities of the project as indicated in the Final Application in the view to foster the impact of the project activities on local policies.

Yours sincerely

Jaak Nigul

CEO

Official stamp
TARMEKO KV OÜ
reg.kood 11106089
Võru 38 Tartu 51013
</td>
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