

# *OPERATIONAL IMPLEMENTATION FRAMEWORK*

## *MUNICIPALITY OF ÚJBUDA (HUNGARY)*

---

### *Table of Contents*

<b>1. INTRODUCTION &amp; CONTEXT .....</b>	<b>2</b>
1.1. Introduction.....	2
1.2. The target area: traditions renewed.....	3
1.3. A lively creative scene .....	3
<b>2. LOCAL ASSESSMENT OF BASELINE POSITION .....</b>	<b>3</b>
Challenge Nr. 1. Ensuring the integrated approach in the delivery of the strategy and their related actions .....	4
Challenge Nr. 2. Maintaining involvement of local stakeholders and organising decision-making for delivery .....	4
Challenge Nr. 3. Monitoring and evaluation.....	5
Challenge Nr. 4. Moving from strategy to operational action-plan.....	5
Challenge Nr. 5. Enhancing funding of urban policies by exploring financial innovation .....	5
<b>3. OUTLINE IMPLEMENTATION PLAN AND BARRIERS TO IMPLEMENTATION .....</b>	<b>6</b>
3.1.Actions determined in the Implementation Plan .....	9
<b>4. RESPONSE TO THE IMPLEMENTATION CHALLENGES .....</b>	<b>16</b>
Challenge Nr. 1. Ensuring the integrated approach in the delivery of the strategy and their related actions .....	16
How Újbuda tried to overcome this challenge? .....	16

What was the impact of this? .....	16
What can Újbuda do next to improve its performance in the area? .....	17
<b>Challenge Nr. 2. Maintaining involvement of local stakeholders and organising decision-making for delivery .....</b>	<b>17</b>
How Újbuda tried to overcome this challenge? .....	17
What was the impact of this? .....	18
What can Újbuda do next to improve its performance in the area? .....	18
<b>Challenge Nr. 3. Monitoring and evaluation.....</b>	<b>19</b>
How Újbuda tried to overcome this challenge? .....	19
What was the impact of this? .....	19
What can Újbuda do next to improve its performance in the area? .....	19
<b>Moving from strategy to operational action-plan.....</b>	<b>19</b>
How Újbuda tried to overcome this challenge? .....	19
What was the impact of this? .....	20
What can Újbuda do next to improve its performance in the area? .....	20
<b>Enhancing funding of urban policies by exploring financial innovation .....</b>	<b>20</b>
How Újbuda tried to overcome this challenge? .....	20
What was the impact of this? .....	20
What can Újbuda do next to improve its performance in the area? .....	20
<b>2. LEARNING JOURNEY .....</b>	<b>21</b>

## **1. INTRODUCTION & CONTEXT**

### **1.1. Introduction**

Between 2016 and 2019, Újbuda participated in the URBACT Implementation Network ‘Creative Spirits’. In this network, nine cities from across Europe worked together to improve the implementation of strategies relating to the cultural and creative industries. This document, the Operational Implementation Framework (OIF), is the final local output produced by Újbuda. It is intended to provide a framework for future improvements to Újbuda’s implementation capabilities. It describes the challenges faced during the implementation of Újbuda’s strategy, Újbuda’s approach to overcoming them, and the knowledge gained as a result.

It begins with an assessment of Újbuda’s baseline position regarding the five challenges of implementation. It continues by outlining the implementation plan Újbuda developed from its strategy documents and worked to implement over the course of Creative Spirits. Next, it describes Újbuda’s attempts to overcome each of the five implementation challenges during this process. Following this, it captures this process in a learning journal that was updated throughout the course of Creative Spirits. Finally, the Synthesis section draws the OIF to a close and makes recommendations for the future of implementation in Újbuda.

## **1.2. The target area: traditions renewed**

The core of the target area of Újbuda defined in the Cultural City Centre project, is the Bartók Béla Street between Gellért Square and Móricz Zsigmond Circus where **contemporary galleries, design shops, antiquities and art cafés** are located.

Also, there are some **historical places** in the area from churches to historic hotels to literary cafés. These traditions present a great **potential for branding and creative renewal**. Some initiatives are already capitalising on the potential of reinventing heritage as contemporary stories and brands.

## **1.3. A lively creative scene**

Within the target area in quite some of the listed cultural-historical places creative-cultural enterprises operate. 70% of the 220 enterprises functioning in the target area operate in the **cultural-creative industries**. These include galleries, art cafés, restaurants, bookshops, an architectural centre, design and antique shops. Also, there are several studios for young artists and communities. These local cultural- creative enterprises have a **wide range of profiles**, they deal with fine-art, design, gastronomy, wine and craft, among others.

Some of these enterprises **organised themselves into a cultural association** called Kult 11 Association and actively participate in the organization of the yearly 2 major programmes of the target area. The most significant and yearly organized festivals of the target area are the **Eleven autumn and Eleven spring festivals**, in which all the galleries, bars, restaurants, exhibition and workshop places participate with concerts, dance performances, wine tasting, design and craft workshops, permanent and temporary exhibitions.

Besides, an immense number of **smaller cultural programmes** take place in public spaces, for example: mini-festivals, performances, exhibitions, concerts, cultural walks. In Budapest urban and thematic walks have become fashionable recently, some of which also concentrate on the Bartók Béla Street: they offer studio visits, wine walks – because of the Gellért Hill's wine-grower past –, gallery visits, irregular guided tours, literature walks and café nights, among others.

## **2. LOCAL ASSESSMENT OF BASELINE POSITION**

The project regarding Bartók Béla Street called **Cultural City Centre (CCC)** was already part of the New City Development Concept designed in 2005, which was then revised in 2009, and then it also appeared in the **Integrated Urban Development Strategy for the period 2007-2013**. In the frame of the latter, Újbuda implemented the **Újbuda Cultural Centre Integrated Urban Development Programme** co-financed through ERDF with HUF 571 264 034. This was a major infrastructural project providing the frames for the softer cultural and creative elements to follow as part of the CCC project.

Continuing to pursue the vision, the district has prepared the **current Integrated Settlement Development Strategy for the period 2014-2020**. It includes the CCC project and emphasizes its importance not just on district level, but on the level of Budapest.

Thus the CCC project has been a long standing priority in the frame of which the urban landscape has already been renewed. However, the municipality faced **several challenges** in turning to strategy into action by involving the creative business of the area.

### ***Challenge Nr. 1. Ensuring the integrated approach in the delivery of the strategy and their related actions***

Before entering to the network, Újbuda already realised that in order to implement its creative district vision, it should make **cross-department collaboration** more efficient. It felt the need of more frequent exchanges of information between the various departments affected: departments of property management, infrastructure, housing, cultural development and economic development.

At the beginning of the project, there was no dedicated personnel to coordinate between departments. Újbuda expected that this was going to improve with the participation at the Creative Spirits project, as the project required that a **dedicated manager** within the Municipality will coordinate the participation. Furthermore, the manager of B32 Cultural Centre (built and owned by the Municipality) was going to become the **ULG Coordinator**. As this institution is dedicated to take care of Bartók Béla street's creative and cultural life, Újbuda expected that this new coordination role will further enhance its capacity.

### ***Challenge Nr. 2. Maintaining involvement of local stakeholders and organising decision-making for delivery***

At the beginning of the project, the involvement of stakeholders so far has been rather **project-specific**. Strong and structural stakeholder engagement mechanisms were missing. Thus, the municipality wanted to develop tools and methods to strengthen these relationships.

Strategic Involvement of the target area's **inhabitants and of university students** was also missing.

As most of the empty shops are not owned by the Municipality, it was also a key challenge to involve the real estate sector (**shop owners**) of the area more successfully. A tool for this could be specific **public/private arrangements** to ensure that empty shops and buildings can be rented out to start-ups in the creative industry.

The Municipality also envisioned to **become a facilitator** working with the existing shop owners to enhance the image of the area. Before entering to the network there were no right measures for this process.

Újbuda also wanted to **redefine its relationship with the Kult11 Cluster**. At the beginning of the project, it was concentrated on providing subsidies for cultural events, but the municipality

wanted to strengthen their role in order to be able to further implement Újbuda's Creative and Cultural goals.

### ***Challenge Nr. 3. Monitoring and evaluation***

The **Integrated Settlement Development Strategy (2014-2020)** not only concentrates on the level of projects, but also on larger-scale correlations, and has sectoral targets. Therefore, measurement is not solely based on the realisation of projects, but also on the fulfilment of certain **thematic objectives**. During its preparation a set of indicators were developed to measure the achievement of thematic objectives. According to the strategy, the exact indicators for the individual projects and actions will be developed later based on these.

At the beginning of the project, the district faced great difficulty **to develop the baseline and target values for indicators** corresponding to the various actions of the Strategy, especially related to **soft measures**. Instead of numeric indicators, the indicators showed the expected/ planned change based on available data and present knowledge. At the beginning of the project, the municipality set the goal of collecting the appropriate databases, in order to better define the baseline and target indicators.

### ***Challenge Nr. 4. Moving from strategy to operational action-plan***

The development of the Cultural City Centre Project started 10 years ago and the city has managed to implement some successful actions to raise the attractiveness of Bartók Béla street. However, by the beginning of the Creative Spirits project the district is stuck with the development.

Especially the municipality was looking for **soft measures** of creative-based strategies that it could take over and realise in the target area. At the time actions listed in the strategy were mainly infrastructural ones. The municipality wanted the operational plan to be more focussed on soft measures. These were needed to encourage new rules and regulations for urban and regional planning (flexible planning schemes) which give particular attention to schemes to make empty shops or flats in creative locations available at below-market prices.

Újbuda was also looking for good practices among Creative Spirits partner cities related to regulations and tools that can unify shop owners creative enterprises to create more appealing shop windows to enhance the unified **image of the area**.

Based on this experience, Újbuda started its participation in Creative Spirits with an interest in investigating more structured ways of implementation for tackling this challenge.

### ***Challenge Nr. 5. Enhancing funding of urban policies by exploring financial innovation***

As mentioned above the area received significant EU funding for developing infrastructure. At the start of the project, at the target area it was no longer possible to acquire EU funding (ERDF).

The municipality wanted to look for innovative funding instruments as significant public funding was no longer available for the target area. In order to launch such instruments, Újbuda wanted to learn how it can involve the private and the third sector in funding creative cultural activities, supporting creative enterprises.

Also, they wanted to learn tools how shop owners should be encouraged to change the function of their place (turn into cultural-creative) by innovative financing structures.

### **3. OUTLINE IMPLEMENTATION PLAN AND BARRIERS TO IMPLEMENTATION**

The Cultural City Centre project as one of the main priorities of the district is an overarching initiative, tackled by more actions under territory-related actions, independent projects and networked projects. One of the territory-related action areas of the district is the Cultural City Centre Project, **which involves Bartók Béla Street and surrounding blocks.**

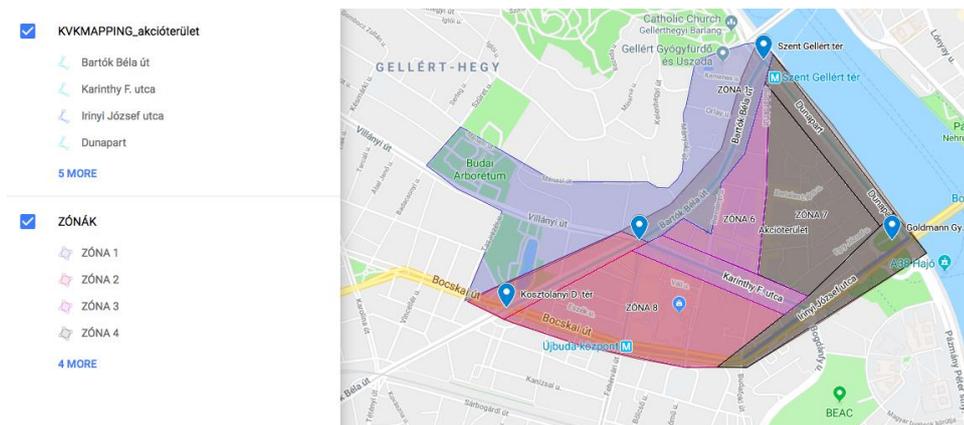
Before the Creative Spirits project measures of the Cultural City Centre project have concentrated mainly on the **rehabilitation of public spaces and certain historically important cultural venues** such as literary coffee houses and galleries. Soft factors of creative-based strategies however needed to be developed further.

As part of the soft measures that municipality intends to **attract more creative businesses and especially new segments of creative businesses** like start-ups to the Bartók Béla Street, which could then have a great potential to become Budapest's creative district.

To better reach the enterprises operating beyond the existing scope of the district's integrated strategy, the municipality intended **to enlarge the target area.**

The Creative Spirits project started to deal with the core of this area, which is the Bartók Béla Street, but the adjoining Gellért-hill, the University Campus was then added as part of the creative district as many enterprises operate in the surrounding streets along the main axis. As the first step of this extension, the municipality extended the target area to the part of the Bartók Béla Street that is between Móricz Zsigmond Circle and Kosztolányi square. This area includes Tranzit Art Café, a former bus station building turned into a restaurant and community place. Additionally, the area between Móricz Zsigmond Circle and Kosztolányi square has a quite significant development potential thanks to a great number of shops owned by the Municipality, which could be rented to creative enterprises.

Thus the core of the target area of Újbuda, centres around the Bartók Béla Street between Gellért Square and Kosztolányi Dezső Street. It also includes the surrounding streets along the main axis, namely Gellért square - Mátyóki út - Ménesi út - Szüret street - Tas vezér street - Bocskai street - Irinyi street.



This area faced significant changes in recent years. Many creative enterprises moved into the target area, and the municipality had no record of the new enterprises and organisations that. In order to develop tailored services for them, it was important that the municipality acquires new data of their nature and needs. Therefore, a **detailed mapping project on enterprises of the target area** was set as an important priority action of the Implementation Plan.

Also, the **demographic composition** of the local inhabitants is changing with significant pace as many families are moving into the district characterized by its family-friendly nature with parks, playgrounds, and lovely cafés. Therefore, it was also set as a priority to conduct a **survey of the needs and attitudes of the inhabitants** of the area and their attitude towards the planned developments and services.

Out of the Integrated Settlement Development Strategy (2014-2020)'s mentioned above goals the following: “Diversification of the economy, supporting knowledge-based economic development”, “Conscious and collaborative city planning” and “Strengthening the role of science and culture” are the most relevant ones for boosting CCI.

The main and thematic objectives of ITS that are part of the Implementation Plan are:

### **1. Diversify economy, develop economy based on knowledge and health**

- Creating an attractive, supportive investor environment, supporting the SME sector and service industry (T1)
- Coordinated development of health economy, recreation and tourism (T3)

### **2. Conscious, initiative and cooperative city developing**

- Strengthen co-operation with the economic actors and the civic sphere (T9)

### **3. Livable, attractive and harmonic city environment**

- Complex rehabilitation of parts of the city, renovation of internal parts of the city (T11)

### **4. Enhance the role of science and culture**

-Creating culturally diverse quarters, organizing and supporting the cultural life of the neighbourhood (T33)

-Strengthening the relationship with the CCI, education and research sector (T34)

### **5.Active society**

-Active community life, increasing the role of helping local communities (T37)

### 3.1.Actions determined in the Implementation Plan

#### 1.Contemporary local history exhibition

-This exhibition is a co-production between the inhabitants and contemporary artists; who deal with the inhabitants memories.

<b>Contemporary local history exhibition</b>		Municipality of Újbuda, Eleven Blokk Association, Újbuda Központ Kft.		
This exhibition is a co-production between the inhabitants and contemporary artists; who deal with the inhabitants memories. It is a creative engagement action.	Municipality, local inhabitants, contemporary artists, gallery owners, institutional participants, NGOs, creatives	5. Active society / Active community life, increasing the role of helping local communities (T37)		Inhabitants' concern
		Municipality's and URBACT'S budget		
		Under construction		

ACTIVITIES				
ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	BLOCKERS / Concerns
Elaboration of the final conception with the curator: social activities, method of the collecting, partners involvement	Spring and Summer of 2018	Final conception	Cooperation with the curator and contemporary artists	Inhabitants
Mapping of the local historian resources	Autumn of 2018	A part of the conception	Cooperation with the colleagues of the Municipality and the local history collections	-
Involvement of permanent, temporary and outdoor places	Beginning of 2019	A part of the conception	Cooperation with the creatives and galleries, cultural places.	-
Implementation	April of 2019	Exhibition	Installation	-

## 2.Designing of common street view / image

-Formation of the common visual and information streetview with involvement of a design office and artists during the implementation.

<b>Designing of common streetview / image</b>		Municipality of Újbuda	
Formation of the common visual and information streetview with involvement of a design office and artists during the implementation. It should mark the unique character of the district.	Creatives, NGOs, colleagues of the Municipality, design office, contemporary artists, Cultural Eleven Cluster	3. Formation of the liveable, attractive and harmonious developing environment / Complex rehabilitation of parts of the city, renovation of internal parts of the city (T11)	Bureaucracy (municipality's regulation) Disagreement among the municipality and the creatives.
		Municipality's and URBACT'S budget	
		Under construction	

### ACTIVITIES

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	BLOCKERS / Concerns
Compilation of the concept proposal with fix budget and resources, tendering	Beginning of 2019	Application	Meetings and reconciliation with the creatives	Municipality's bureaucracy
Evaluation and finalizing of the tender elements	Spring of 2019	-	Meetings and reconciliation with the creatives	Disagreement among the creatives and the municipality's colleagues
Choosing of implementers	Autumn of 2019	-	Meetings and reconciliation with the creatives	Municipality's bureaucracy

### 3. Complex integrative community builder program

-Several, thematical social programmes to special target groups from the area.

<b>Complex integrative community builder programme</b>		Cultural Eleven Cluster	
Several, thematical social programmes to special target groups from the area.	Municipality, creatives, NGO's, inhabitants, Cultural Eleven Cluster	3. Formation of the liveable, attractive and harmonious developing environment / Active social life, encourage of the local communities' role (T37)	Inhabitants' in concern Wrong timing (weather, coincidence with other important events)
		Municipality's budget	
		Under construction	

#### ACTIVITIES

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	BLOCKERS / Concerns
Choosing of the thematic events (art markets, children programmes, bicycle programmes, craft markets)	Autumn 2018	Event plan	Meetings and reconciliation with the Cultural Eleven Cluster	-
Choosing of the dates and outdoor places	Winter of 2018/19	Event calendar	Meetings and reconciliation with the Cultural Eleven Cluster	-
Ask of the participants	Winter of 2019	Lists of partners	Meetings and reconciliation with the Cultural Eleven Cluster	Low quality and quantity of the participants
Implementation	Spring and Summer of 2019	Events	Area reservations, purchase of equipments, media campaign	Inhabitants' in concern Wrong timing (weather, coincidence with other important events)

## 4.Ottlik Garden Competition

-Architectural competition and implementation of "Ottlik Garden" memorial park dedicated Géza Ottlik, Hungarian writer.

### Ottlik Garden Competition

Municipality of Újbuda, Központ Kft.



Architectural competition and implementation of "Ottlik Garden" memorial park dedicated Géza Ottlik Hungarian writer.

Inhabitants, Municipality of Újbuda, Központ Kft., architecture offices

3. Livable, attractive and harmonic city environment / Complex rehabilitation of parts of the city, renovation of internal parts of the city (T11)

Municipality's budget

Inhabitants don't like the selected plan

Under development

### ACTIVITIES

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	BLOCKERS / Concerns
Writing and collecting materials and announcing the competition	Summer 2018	Tender	Consultation process	
Evaluation and delivery of results	October 2018	Announcement of the winning proposal	Jury process	The Jury cannot agree
Contracting the winning office	December 2018	Contract, authorisation plan	Involve of the legal and architectural office	Legal Department autocratic concerns
Realisation of the project	Autumn 2019	Renewed park	Communication, public opening	Delay by the architecture office, construction

## 5. Mapping the needs of local inhabitants

-Editing questionnaire to measure and map the needs and desires of inhabitants on the spot.

<b>Mapping the needs of local inhabitants</b>		Municipality of Újbuda		
Editing questionnaire to measure and map the needs and desires of inhabitants on the spot.	Inhabitants and Municipality of Újbuda, Hungarian Urbanistic Society	5. Active society / Active community life, increasing the role of helping local communities (T37)	Difference between the results and the valid strategy's research	
		Municipality's budget		
		Contract with the Hungarian Urban Knowledge Centre		
<b>ACTIVITIES</b>				
ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	BLOCKERS / Concerns
Specify questions what can outline the real needs and desires of inhabitants according to a colourful service mix in the area	March of 2019	Questionnaire	Consulting with the colleagues of the Urban Knowledge Centre	-
Poll	March and April of 2019	Datas	Online and offline PR campaign	Low quality and quantity answers
Evaluation of datas	June of 2019	Representative and structured datas from the neighbourhood	Discuss the results with the decision makers of the municipality	-

## 6. Cultural Resource Mapping in the target area

-Mapping the status quo of the cultural and creative industries at the target area, stakeholders, cultural resources, the needs and desires of workers and inhabitants in the area.

Cultural Resource Mapping in the target area		Municipality of Újbuda	
Mapping the status quo of the cultural and creative industries at the target area, stakeholders, cultural resources, the needs and desires of workers and inhabitants in the area.	Inhabitants and the creative sector in the action area, the Municipality of Újbuda, Hungarian Contemporary Architecture Centre	5. Active society / Active community life, increasing the role of helping local communities (T37)	Difference between the results and the valid strategy's research
		Municipality's budget	
		Contract with the Hungarian Contemporary Architecture Centre	



### ACTIVITIES

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	BLOCKERS / Concerns
Database and map of local CCI actors	November 2018	Database, map	Mapping	Not enough data
Specify questions what can outline the real needs and desires of inhabitants and workers related to a colourful service mix in the area	November 2018	Questionnaire	Consulting with the colleagues of the Urban Knowledge Centre	Reluctance of respondents
Pubic poll, focus group interviews	January – February 2019	Data, analysis, interviews, focus groups	Online and offline PR campaign	Low quality and quantity answers
Evaluation of datas	Ferbruary 2019	Representative and structured datas from the neighbourhood	Discuss the results with the decision makers of the municipality	-

## 7. Incubation programme of the municipality

-Incubation of early stage startups

<b>Incubator programme for the district</b>		Municipality of Újbuda	
Incubation of early stage startups	Demola, High Ventures, Központ Kft., Municipality of Újbuda	I. Diversify economy, develop economy based on knowledge and health / Supporting the SME sector and service industry (T1)	Stakeholders cannot agree, there wont be enough companies to support
		Municipality's budget	
		End of 2018	

### ACTIVITIES

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	BLOCKERS / Concerns
Renovation of the building, inner space	Summer 2018	Renovated space	Negotiation with contractors	Delay in construction
Preliminary professional agreements	Summer 2018	Contracts	Consultations with stakeholders	Stakeholders cannot agree
Contracting period	December 2018	Contracts	Term sheets, negotiations	Legal Department slows down the process
Opening	Q1 2019	Opening events, 5 start-ups selected for the first half year	Board Members meetings	Not enough startups

#### 4. RESPONSE TO THE IMPLEMENTATION CHALLENGES

##### *Challenge Nr. 1. Ensuring the integrated approach in the delivery of the strategy and their related actions*

##### **How Újbuda tried to overcome this challenge?**

This challenge is one of the most important the municipality is facing.

At the start of the project, the municipality already had an integrated urban development strategy, so the integrated approach was implemented on a strategic level.

The general experience of the project is that **horizontal integration was easier to achieve**. We managed to keep in mind the balance between the environmental, and sustainability aspects and the social aspects of the actions. For example the Ottlik Garden Competition aimed create a new diverse public space by increasing the green surface area, involve the community in the design process.

Regarding the **vertical aspect** we have faced several challenges during the project. Especially when **efficient cross-department collaboration** is concerned. By the end of the project it is still valid, that there should be more frequent exchanges of information between the various departments: departments of property management, infrastructure, housing, cultural development and economic development.

The Creative Spirits project was a **great start of improving the internal cooperation though**, mainly due to the fact that the project had a **dedicated manager** within the municipality. The **ULG Coordinator** also managed to strengthen cooperation mechanisms.

On the external level, based on the experiences learned from the URBACT program, the municipality has invested a lot of effort to **extend the reach of our partnerships and initiate cooperation on an even broader level**, so that it can get acquainted with new actors who can bring new perspectives to the table.

We have expanded the target area. As a result of this change, the municipality will take action to **redevelop an abandoned bus turn into a lively public space**. The landscaping tasks are undertaken by the local government, however, we issued a **design competition** where the jury members, besides local government leaders are also composed of from local university lecturers, experts.

##### **What was the impact of this?**

Even though internal cooperation was strengthened, as a result we realised that part of the problem remains still today that **certain roles are tied to certain people**. It is not part of the job descriptions yet to seek cooperation beyond divisions, and the process of internal cooperation is not included in the **organisational and operational rules**.

The project contributed to the **internal policy change in progress** that was preceded by a consultation process, which shows that the municipality is aware of the need of further integration and is ready to change internal regulations to ease cooperation between departments.

### **What can Újbuda do next to improve its performance in the area?**

**Lack of capacities** to coordinate different experts working for different municipal departments is still an obstacle of a more integrated style of working. Part of the solution could be if the municipality could employ a **permanent dedicated person** for vertical integration whose sole responsibility would be to coordinate between departments.

A further challenge concerns **public consultations** processes. These could be more effective by treating individual cases as projects and not as bureaucratic matters. According to our views, a communication specialist could be involved right at the beginning of each project, to suggest the best ways of engaging citizens in the consultation process.

### **Challenge Nr. 2. Maintaining involvement of local stakeholders and organising decision-making for delivery**

#### **How Újbuda tried to overcome this challenge?**

We have invested a lot of energy in the involvement of the actors of the CCI sector. We have managed to **involve several NGOs** in the implementation of our actions. For example the local engagement action, a local history exhibition connecting the local population and contemporary artists, will be realized with the involvement of Eleven Block Cultural Association.

**There are two ongoing research projects** carried out, with the help of which we will be able to better **understand the needs and attitudes of the CCI sector** actors, and inhabitants in the target area. This will help us to better design strategies for their involvement.

We have been able to develop the **cooperation with the NGO representing the local CCI sector further**, they are involved in the implementation of several actions from the Implementation Plan.

Some of the stakeholders of the sector is easy to address, but there is also a hidden part with whom we do not have any connection with. We hope that based on the ongoing research (database development, mapping), we will be able to better reach out to them.

We have also launched **2 research projects**, which are carried out by professional organizations with the help of local university students, the involvement of whom was an initial goal of the URBACT project. Members of the Cultural 11 Association, a key player in the target area also take part in the formulation of questionnaires and providing input to the research.

## What was the impact of this?

---

As a result we realised that there is a great need for an **advocacy body** that can compress more players than the one that exists today (Kult11 Association). The current organization does not reach everybody, and besides organizing events, it does not properly fulfil the networking, relationship-building, connecting role between the creative actors and the local government. A well-functioning street manager organisation would be a great progress and success in this regard.

Through the regular ULG meetings we managed to establish closer working relations with many organisations. For example with the Architecture Centre, Eleven Blokk Association that will go on further.

We also managed to better reach out to the university. With the Budapest University of Technology we have **launched several joint projects**. For example, we cooperate with a university spin-off company called Demola, to jointly launch an incubation centre in the property of the local government to help local startup projects. Students of the university planned the design of the centre, that were implemented by municipality funds.

## What can Újbuda do next to improve its performance in the area?

---

The areas that need to be developed further are the involvement of the population and especially the **shift towards community planning**. For that a lot of input will be given from the research investigating the needs and attitudes of the local population.

The municipality needs to build **stronger ties to capital district municipality, to regional, national development authorities**. There is still work to be done in this regard. A stronger cooperation with the Capital Municipality of Budapest would be essential since the main transport lines, like on Bartók Béla Street and on Gellért hill are owned by them. Also, there is an ongoing significant infrastructural transport development in the target area that can possibly negatively affect the creative district vision of Bartók Béla Street.

Also, Újbuda needs to find the way to better involve **the real estate sector** (shop owners) of the area, as most of the empty shops are not owned by the municipality. **Specific public/private arrangements are needed to ensure that empty shops and buildings can be rented out to challenging start-ups in the creative industry and this requires that this sector is involved in this revitalisation process from the very beginning**. A great progress in this regard was a cooperation between the university and its spin-off company called Demola regarding the incubation centre mentioned above.

### **Challenge Nr. 3. Monitoring and evaluation**

#### **How Újbuda tried to overcome this challenge?**

During the learning process Újbuda learned from partners and the URBACT method at the case study meetings. These seemed to prove very useful in defining indicators for the actions of the Implementation Plan. This is shown in the **Result Framework** of the Implementation Plan. We believe that this framework can be used further in other projects launched after the URBACT life-cycle.

Also, the data collected in the two ongoing research projects mentioned above, feed into a re-evaluation of the monitoring system.

#### **What was the impact of this?**

The impact of the **Results Framework** learned though the project is that we will use it when **launching further projects**, and we will also require from our stakeholders to use it when applying for funding from the municipality.

As a result of the two research projects (one is still ongoing) the Municipality has a greater understanding of the companies and organisations of the target area. This data provides opportunity for **creating new synergies, fostering partnerships and encouraging knowledge transfer** between cultural institutions.

The mapping project proved to be also a great way **of engaging the local communities** and involving them in visualising the future of the area (areas in need of change and the issues associated with them).

#### **What can Újbuda do next to improve its performance in the area?**

Újbuda needs to develop further in harmonising the monitoring and evaluation processes **of various departments**.

### **Moving from strategy to operational action-plan**

#### **How Újbuda tried to overcome this challenge?**

We managed to concentrate the Implementation Plan on **soft measures** as planned.

The **actions sheets** of the plan were consulted with the ULG thus they were developed in a participatory way using the URBACT methodology. Many of the actions detailed started to be implemented and are even realised.

The best example for this is the **incubation centre** mentioned above.

### What was the impact of this?

As most of the actions area realised in cooperation with one or more ULG member organisations, it has greatly **improved the cooperation and communication with many of the organisations** at the target area. We hope that it will lead to lasting collaborations and further joint actions.

**The mapping of** the status-quo of creative enterprises showed the need of further properties that can be made available for creative purposes at below-market prices. This research reinforced that intention of the municipality for buying up private properties for cultural purposes.

### What can Újbuda do next to improve its performance in the area?

The action sheets and the method of developing an operational plan could be used further in other projects to create further action plans. For this the Municipality would need to advocate for internal trainings between departments to transfer knowledge among each other.

### Enhancing funding of urban policies by exploring financial innovation

*Ok, but can you say something about the concrete steps you've taken to try and overcome this challenge. I get the impression you haven't worked on it too much because it isn't actually much of a challenge in the case of Újbuda. If this is the case, you can say so and explain why (a very supportive mayor/strong political backing).*

### How Újbuda tried to overcome this challenge?

The municipality is well-funded when it comes to supporting the initiatives of the creative sector. When the creative community approaches the municipality with innovative project ideas, we usually manage to allocate funds for their realisation. For example, we support the events of the Kult 11 Association for more than 5 years.

This is due to the supportive mayor and strong political backing for the Cultural City Centre project. Thus this challenge was not faced as a difficulty for Újbuda during the process.

### What was the impact of this?

The municipality can also fund the projects of the creative sector to a certain extent. Therefore, it is a regular practice that non-profits of the target join forces with the municipality and are applying for external public funds together (for the grants of the National Cultural Fund for example).

### What can Újbuda do next to improve its performance in the area?

Community financing models, that are used effectively also by Creative Spirits partners, like forms of participatory budgeting, community funds, are not used in Újbuda and it is not likely that they

will be implemented soon as there is a lack of administrative processes that could pave the way for such experiments.

Újbuda needs to develop further capacities with the involvement of the private funds for the funding of creative cultural activities, supporting creative enterprises.

## 2. LEARNING JOURNEY

The main aspect of the learning journey has centred around adapting the integrated approach and make the cooperation with local stakeholders more effective. In order to describe what has happened (and what will happen) during the Creative Spirits project, Újbuda adapts the below table.

### LEGEND

Lesson learnt during a Case Study Meeting
Lesson learnt from the local experience / practice; suggestions coming from ULG
Lesson learnt from other EU projects (URBACT or not)
Unexpected event which asks for new actions
Description of how the above-mentioned inputs have modified the local process.

The narration will be told according to the chronological order of the events.

The project team has based the project idea on the assumption that the municipality has a good working relationship with local stakeholders and initiated the Creative Spirits project to nurture this relationship. However, when forming the ULG we have faced some difficulties in legitimizing the project towards a key player at the target area, on whom we have counted as a key supporter and advocate for the project. We had a long-term relationship with this association and helped them many times with their funding applications and advocated for their support. However, mostly due to a communication failure and misunderstanding they were hindering the formation of the ULG at the beginning that caused significant delays in the project.

The municipality has learned a lot on dispute and conflict resolution during the process, and how to better manage the requests of the civil sphere.

The most important element of the journey was the understanding of the importance of clearing expectations and the creation of a framework with clear roles and responsibilities at the beginning of such an URBACT project. We have learned the importance of differentiating between informal and formal ways of communication when talking to stakeholders.

Official communication in a written format that can be taken seriously, is also very important. It would have been helpful to send out an official communication addressed to the presidents/directors of each venue, stakeholder from the target area that the municipality intends to start this project. Also, it is very important to clarify the budget towards the stakeholders from the beginning in order to avoid false expectations.

We managed to clarify our role and authority in the project and in other urban development decisions. We made stakeholders understand that there are also other key players (like the office of the chief architect, the capital district municipality, or the transportation company), whose decisions the municipality has no influence on. Also, it was important to clarify the role of the stakeholders and the civil sphere in general towards the municipality: what they can expect from us, and what we could expect from them in return.

We have faced the difficulty of fundraising for some of the implementation actions, as we had to involve extra funding and advocate for some of the actions.

The lack of specialized staff on creativity-led urban development at the city hall caused some issues in the beginning that meant some delays in delivering inputs but we managed to take action soon as described in 2.4.

Many times staff members were surcharged with their daily work and it had some consequences regarding the delay in delivery.

During intensive working periods, we commissioned external expertise.

We have found the Case Study Visits very useful. They offered great opportunity to exchange ideas at the workshops and masterclasses helped us a great deal in learning new methods and tools, as well as to reflect to our own situation. We have also had the opportunity to experience first-hand many encouraging examples during the visits that we managed to share with the ULG.

During the Lublin CSM, held in October 2017, it was very useful to see how the cooperation with different departments work in practice and what direct results the integrated way of working has on the cultural scene.

We have applied a broad view taken into account both vertical and horizontal integration when enlarging the target area. When starting a new project, for instance in the case of the rehabilitation of a public square we are the “force” within the municipality who lobby for bringing all aspects, like heritage, environmental, property management, working with civil sphere together.

During the Ravenna CSM, held in May 2018, we have also learned about the public

participation project related to the Darsena district, as well as creative ways to use vacant spaces, in as seen when visiting Pop Up Darsena.

As a result, we launched two new projects as part of our implementation actions, the participatory mapping project of cultural industry players in the extended target area, and the survey of inhabitants' needs.

During the Sofia CSM held in June 2018, it was very useful to see the practice related to the measurement of impact of cultural events.

As a result, we are requesting stricter grant giving and settlement requirements when supporting cultural events locally.

Now the partnership with the key ULG player mentioned above works well. Also the cooperation with the ULG is very effective that will continue beyond the lifetime of the project.

As a result of URBACT, many members of the ULG took part at international meetings, action sheets were produced jointly, they have been commissioned with new projects.