SEVENTH FRAMEWORK PROGRAMME
THEME – ENVIRONMENT
(INCLUDING CLIMATE CHANGE)

Plan of work for developing a strategy to support Sustainable and Resilient Economic Activity Locally (SREAL)

DOCUMENT PROPERTIES

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Executive Summary

This report proceeds from the research work of the TURAS project, working package 6: **Short Circuit Economies**. The overall goal of the work package is to produce a model for urban resilience and sustainability transitioning. Within the TURAS project, this work package examines ways to improve urban resilience at the economic and business scale. The deliverables that will be produced will all focus on the supportive instruments that could be implemented by local authorities to enhance an increased reliance on local goods and services within the urban areas.

The academic partners in work package 6 will critically review the concepts linked to achieving local, sustainable economic resilience and what are the important conditions for local authorities to provide the right framework for the transition towards resilience of urban economies. In the light of a new approach to establishing guidelines for fostering innovation, a decision was taken to use the concepts and insights of the literature on 'adaptive governance', and apply them to the research and evaluation of a series of case studies, each of which is dedicated to testing a public intervention to support local and sustainable economic activity. This has not been attempted in an urban economic setting.

In designing this interaction between the research and the local authority partner case studies, this new aim is to produce a novel framework of analysis of economic resilience, to produce policy recommendations and to elaborate a practical tool for the use by a local authority to support economically resilient cities.

Adaptive governance and collaborative processes are explicitly mentioned as core challenges in urban resilience planning within the original call of topic. This is also under investigation in different disciplines within TURAS work packages (2,3, and 4), but they are not expressly addressed through the research of those work packages. Therefore, a new research framework incorporating adaptive governance concepts provides a useful analytical framework for work package 6 to integrate within the general architecture of the different research work packages of TURAS.

The research results will combine into the overall integration strategy for transitioning towards resilience at local level that TURAS is aiming to deliver in 2016. Furthermore, the outputs in terms of research around governance from an academic point of view and also from a practical point of view could contribute to cement the bonds between the different WPs and give consistency to the transversal layer of the different WPs.

Introduction

TURAS work package 6 aims to research, develop and test different ways of stimulating local sustainable and resilient economic activity. The need for this has been identified as a response to global environmental challenges (such as climate change, resource efficiency, energy management, ecosystem pressure) and economic crisis that brings social, economic and environmental hardship at local levels. The plan of work that is presented in this second version of the deliverable 6.7 will summarise how the work has been reconfigured to incorporate a rigorous research framework within which the local authority and academic partners can generate innovative outputs that make both a contribution to science and are useful to local agencies across Europe.

Therefore, innovation is being generated in two ways:

1. exploring linkages between the concepts of economic resilience and adaptive governance will provide innovative, state of the art academic research that contributes to both fields of ecological economics and governance
2. the reconfigured work plan embeds collaborative working between academic and public agencies in a mutually challenging way with the aim to produce both academically innovative and practically useful outputs.

This involves the practical examples being developed as part of work package 6 by the local authorities where they are using innovative ways to stimulate sustainable and resilient economic activity at a local level. Within the innovative research framework, these can become case studies that can be analysed, enabling an iterative process of developing and testing the framework and the case studies.

Methodology / Research Framework

Adaptive governance as a concept has developed within the literature examining natural resource management and is increasingly being applied more broadly to socio-environmental issues such as climate change (Ronald and Brunner) and to macro-economic issues (Rosie and Andrew, 2007). Within work package 6, identifying and critically evaluating linkages between adaptive governance and economic resilience in an urban context will contribute to the academic understanding of the concepts and generate innovative analysis in relation to this field of institutional theory.

Key elements of adaptive governance that will be explored are:

*   Complexity of e.g. temporal and multi-scale interactions
*   Transformative processes
*   Multi-level governance
*   Institutional learning
*   Adaptive capacity
*   Links between adaptive governance and the choice of evaluation instruments (indicators, criteria, etc.)
*   Diversity of actors (public authorities, organised civil society, bridging organisations, businesses, etc.)

Adaptive processes

Adaptive processes derive in part from the drive towards sustainable use of natural resources and wildlife management. Adaptive management of natural resources offers an insight into mechanisms for sustainable resource assessment, planning and management (Olsson et al., 2004). It recognises that stasis is an un-natural state and that all processes are in continual flux and development (Walker et al., 2004). In the last decade adaptive governance has emerged as a key area for transitioning to a more sustainable lifestyle in many areas of resource use, such as water use (Pahl-Wostl and Kranz, 2010), marine fisheries (Rodwell et al., in press), community forestry (Carvalho-Ribeiro et al., 2010) and more recently in the area of climate adaptation (Deyle and Butler, 2013, Scarlett, 2013). Evaluation and assessment are central to theories of adaptivity almost by definition as it only with assessment can the feedback mechanisms necessary for a successful adaptive process be generated (Armitage et al., 2008).

Adaptive governance systems have been found to self-organise as social networks and connect individuals, organizations, agencies and institutions at multiple organisational levels (Folke, 2007). The importance of scale approaches need also to be considered, as well as underlying views on governing (Maartje Van et al., 2010). Adaptive governance 'accepts and responds to uncertainty by promoting learning in and through the policy-making process' (Cooney and Lang, 2007), and so could be particularly helpful in responding to complex urban challenges that cover social, economic and environmental priorities.

Concepts of sustainable and resilient economic activity will be explored within this framework, to enable a clear focus for the development of practical outcomes as well as contributing to the academic literature in fields such as urban economics and ecological economics. As a new guiding concept for operationalising adaptive governance in urban areas, we see Sustainable and Resilient Economic Activity Locally (SREAL) as an appropriate label for this innovative work being developed by the work package partners within both the scientific and empirical realms, bringing together adaptive governance and sustainable and resilient local economic development.

Applying the innovative heuristics of the adaptive governance approach to the analysis of SREAL will address a series of overarching questions:

- What are the key elements of adaptive governance that can help cities to respond to local / global challenges?
- To what extent does adaptive governance foster the resilience of urban economies?
- What role can short-circuit economies play in sustainable and resilient systems and how can these economics be governed?
- To what extent can adaptive governance ensure that economic development is not only resilient but also socially equitable?
- What are the wider implications of local economic activities for the quality of social-ecological systems and the provision of ecosystem goods and services in urban contexts?

The new work plan of work package 6 can be represented in four phases leading to two complementary outputs. This structure will optimise opportunities for collaboration with the practical examples and integrate work packages, as well as contributing to the scientific literature:

- Critical appraisal of the concepts of adaptive governance and economic resilience as tools to address urban transition challenges.
- Generation of a typology and matrix from the adaptive governance and economic resilience. This will help analysing and framing the development and implementation of the case studies in work package 6.
- Drafting of academic papers for publication in peer-reviewed journals providing innovative theoretical and empirical analyses and thereby contribute to the scientific literature on adaptive governance and economic resilience (DELIVERABLE 6.8).
- Development of practical guidelines for local agencies to support adaptive governance for SREAL The work will also be used to aid integration with other work packages (DELIVERABLE 6.9).

Case study progress to date

The three local agencies involved are developing a suite of examples that show how different types of actors strive to stimulate SREAL in specific urban contexts. Each example can therefore act as a case study for locally defined objectives for SREAL and will showcase specific governance aspects. The common elements of all case studies include a pronounced spatial dimension of the urban intervention; efforts to "revitalize" neighbourhoods or urban areas through smart land use and/or innovative economic policies; and a governance approach that blends different actors at various levels.

The case studies will be analysed according to the framework developed during the prior research phase, and will in turn help test the analytical framework. As each of the case studies is in a different stage of development, and might be not completed by the end of the programme, the framework needs to be flexible enough to be fine-tuned to the local context but robust enough to draw out key learning. This will give rise to an iterative process, facilitating common understanding and knowledge exchange between the partners in the first instance, and then helping to shape the innovative outputs for the final report.

Figure 1. Case studies

Location	Type of activity	Objectives
CS1 Brussels	PSS practical case study in the Brussels region	Developing practical Product Service System (PSS) within an existing Sustainable Neighbourhood Contract or within the Employment Environment Alliance project Developing tools to promote PSS
CS2 Rome	Sustainable regeneration of former mining area to create economic opportunities	Sustainable regeneration of old industrial area Local diagnostic to understand social, economic and environmental context and opportunities Small business support
CS3 Rome	Agricultural incubator	Sustainable food production for local markets Job creation Enhancing local environment
CS4 London	Community green infrastructure management and maintenance	Community enterprise to support socially inclusive local business development Sustainable skills development Management and maintenance of local biodiversity

CS1: Brussels case study

Reinforcing local economies within neighbourhood revitalization programmes in the Brussels region

Over the last two decades, the Brussels region has experimented with a broad set of urban policies. Two main objectives of these policies have been the revitalisation of certain inner city neighbourhoods that have fallen into decay during the second part of the 20th century and a political ideal of "social mixity". The case study will focus on one of the key policy instruments in this area, the "**Sustainable Neighbourhood Contracts**". Since its first implementation in the late 1990s, this instrument underwent several changes that can be analysed through the lens of adaptive governance. What is more, the Sustainable Neighbourhood Contracts typically bring together a range of heterogeneous actors at different governance levels (neighbourhood committees, local municipalities, planning companies, organised civil society, regional authorities and the federal government) so that it represents an interesting case study of adaptive governance.

The Sustainable Neighbourhood Contracts include a strong emphasis on local economic activity, often explicitly targeting economic resilience and sustainability. The work package 6 partner in Brussels, Brussels Environment, will use that local and sustainable economic development aspect of the contracts to test a methodology it developed to generate Product Service Systems grounded on urban challenges. Product Service Systems (PSS) also known as a function-oriented business model, consist of a business model that is aimed at providing sustainability

of both consumption and production (Baines et al., 2007). The methodology that was developed starts with a territorial diagnostic to define the urban challenges and uses these challenges to co-create opportunity of urban challenge driven PSS businesses. In Brussels, an innovative story-telling approach was piloted to promote local, inclusive diagnostics and practice. As an example of how this works in practice, Appendix 1 contains a description (in French) and illustrations of the PSS creative labs carried out in early May, 2013.

Depending on its success and stage of completion the project Employment Environment Alliance (axis Waste and Resources) could be an additional potential option of case study for Brussels. As for the Sustainable Neighbourhood Contracts case study the aim of will be to follow the development of the product service system in the particular location, focusing on the governance characteristics being adopted to facilitate this new practice.

CS2: Rome Metropolitan Area - Manziana
Supporting local sustainable business development for resilient economic regeneration of former mining site

The partner in Rome, BicLazio, has identified a former industrial area as a case study for developing a methodology to identify the specific development opportunities of a local area and linking them with the strategic capacities of local stakeholders. The aim for the tool is that it is based on a strong knowledge of the local specificities, characteristics and opportunities of particular territories and should be able to detect the local gaps and needs. This will then enable strategic actors at different levels to intervene with the most appropriate local economic plan in order to support local agencies in a context of economic crisis. The chosen area, known as "the Solfatara of Manziana", is an old industrial plant (sulphur factory). The site is in process of decontamination (through a LIFE+ funding[1]).

BicLazio is working on a plan for regeneration of the site while simultaneously stimulating sustainable economic activity locally. It started by analysing the territorial context to evaluate which economic activities could give value to the endogenous resources of the area, which are mainly those linked to the culture and art sectors (but also to food and wine and tourism activities).

The role of the local community being considered as a key factor, BicLazio tested a participative approach to contribute to the success of the future plan. In March 2013 "an experience lab" was organised in Manziana wood near the Solfatara. This was a walking workshop of cultural planning/design. Different stakeholders were gathered to contribute to the territorial diagnostic of the areas and to generate ideas of reuse of the site. This workshop used a novel interactive approach, which has a potential for further development as a basis for the local diagnostic and strategic planning tool. For more information on the experience lab, please see Appendix 2.

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[1] http://www.lifemontidellatolfa.it/index.php?option=com_content&view=article&id=46&Itemid=79&lang=en

CS3: Rome Metropolitan Area - Bracciano
Developing local food producing opportunities

BicLazio identified after doing a study the exact location of their case study. It is in the region of Bracciano, which is part of the new Rome metropolitan area. The case study will consist of allocating public lands to farmers through the creation of an agriculture incubator. This incubator project is called "I-Agri". It is aimed at promoting an "economically" sustainable development instead of using the land in the Metropolitan Area exclusively for construction and setting up new employment opportunities in the local agriculture business. The products coming from the I-Agri incubator will be processed by local agri-food businesses and distributed to local shops, supermarkets and restaurants, enhancing the development of a short-circuit economy.

A strong collaboration with the University of Tuscia (Department of Science and Technology for Agriculture, Forestry, Nature and Energy) has been formalised to ensure an adequate scientific support to the tutoring business projects, and to contribute to the enhancement of entrepreneurial skills in output by the University (undergraduate and graduate) and those engaged in the academic spin-off processes (professors, researchers). This collaboration will explore an emerging area of research known as 'social agriculture' (Coleman, 1998, Potter and Tilzey, 2007, Dibden et al., 2009).

Priority will be given to projects in the field of organic / biodynamic agriculture who wish to promote the diversification of the following activities:

- short production chains on the territory (cultivation of cereals for the production of flour to be used in local ovens)
- use of species/ autochthonous variety which have a high risk of genetic erosion
- inclusion of typical products with a European brand and traditional products of Lazio region
- testing of innovative techniques (machinery or equipment)
- enterprise or research spin off
- models of social farming.

After the launch and press conference, attention to the new agricultural incubator has grown exponentially. In just 10 days over 20 expression of interest to be hosted in the incubators arrived. A news article was published in the newspaper "la Repubblica" which was widely acclaimed.

Three 'Roma Capitale' districts have shown a strong interest in the results of the agricultural incubator project. If proven to be successful, they intend to apply the model in abandoned land inside the Rome urban area. To date, they have asked to BIC Lazio to verify the possible location for new agricultural incubator.

CS4: London
Community green infrastructure management and maintenance

Barking Riverside is a large housing development located at the south-west corner of the municipal territory. It is being built out on former brown-field land that hosted a

variety of uses including power generation stations and a waste tip. The owner of the land is Barking Riverside, a joint venture company between Belway Homes (a house builder) and the Greater London Authority. Because of the previous use of the 184ha site and the existence of overhead transmission wires, some 40% of the land is undevelopable, thereby adding the challenge of the economics of the development. In order to manage the undevelopable land, the common areas between the housing units and the waterways including the "suds" ponds, the London Borough of Barking and Dagenham (LBBD), Barking Riverside Ltd (BRL) and Southern Homes has established a Community Interest Company (CIC). It is the intention of the three parties to pass ownership of the land to the community via the CIC.

The opportunity therefore exists for the CIC, as a social enterprise, to manage the open space and green infrastructure, employing local people to do so. Currently the CIC is funded by the contributions of the leaseholders. There is the potential opportunity for leverage of funds and training from Thames Water and LBBD to support the development of the business and employment/training of, for example, local unemployed young people, thus providing sustainable job opportunities. These opportunities could be available to people in both the existing and new communities, helping with community cohesion.

In this case study the potential economic opportunity is:
- identifying funding and business plan for developing one or more economically sustainable social enterprises through the CIC, thus contributing to SREAL.
- developing skills and training opportunities for local unemployed young people.
- Exploring ways in which the CIC can be truly representative of the developing communities over time.

This complements the work at Barking Riverside being undertaken by TURAS work packages 2 and 3, and contributes to the state of the art thinking being developed on payment for ecosystem services and innovative public space management tools by offering a practical experiment in developing a local sustainable business case for green infrastructure.

Projected TURAS Outputs

TURAS Deliverables

TURAS Deliverable 6.7
This is a revised deliverable requested by the European Commission which is to describe the revised plan of work for Work Package 6 and is the subject of this document.

TURAS Deliverable 6.8
This is a revised deliverable to capture the scientific innovation of linking the concepts of adaptive governance and economic resilience, and to ensure the work is critically evaluated by a peer review process. It is planned to have two stages, so that the first part can inform the case study analysis and development of Deliverable 6.9.

Substance:
- a critical appraisal of the concepts of adaptive governance and economic resilience in the context of contemporary urban challenges
- a matrix on the linkages between adaptive governance and sustainable and resilient economic activity at a local level (SREAL).
- a research, peer reviewed paper to be written for a peer reviewed scientific publication with international distribution.

TURAS Deliverable 6.9
Strategy for supporting SREAL containing a coherent vision, strategy and guidance tools for supporting SREAL that would enable adaptive governance, collaborative decision-making and behavioural change towards resilient and sustainable cities.

Substance:
- a clear and accessibly written strategic vision and guidelines for adaptive governance to achieve SREAL, including how to establish dynamic criteria and indicators in a local context.
- case study briefing sheets published in electronic format and written in an engaging and simple style. These will be accessible summaries of each case study, the lessons learned and tools developed that can be used by other local agencies across Europe.

TURAS Milestones

TURAS Milestone *33*
Clean processes guidelines

This milestone has been completed. A prototype diagnostic tool[2] was developed for local authorities to draw up an action plan for stimulating local SMEs to integrate cleaner technologies and sustainable practices through an interactive benchmark in terms of best practices. This tool has yet to be tested. The tool has also a high potential within the new work package framework of research to be later integrated into the diagnostic tool for reviewing local strategies in place for transitioning to resilience. A peer-reviewed article "Harnessing Advances in Eco-innovation to achieve Resource Efficient Cities" was published in the book Green Design, Materials and Manufacturing Processes (Vandergert et al., 2013). This paper highlighted the importance of governance in transitioning to resource efficient cities.

TURAS Milestone *34*
Rating system for local green businesses

This milestone has been completed. An internal report[3] was produced to summarise the background research to support the development of the rating system prototype. The rating system was elaborated, using a balanced approach to environmental, social and economic concerns. The report provides enough resources to develop detailed criteria and evidence methods for testing.

TURAS Milestone *35*
Online platform

Task 6.7 (elaboration of a local interactive online market) was to have been carried out by Sevilla Global, but this organisation has gone into liquidation in Spain. However, another partner, LBDD, has identified existing web platforms that work package 6 could add value to, including incorporation of the rating system (MS34). They are investigating the feasibility.

TURAS Milestone *36*
PSS analysis

A few concrete initiatives resulted from the research on PSS that has been conducted in Brussels to date:

- an idea for a ERDF project was formulated around the creation of a Brussels Smart Network based on the PSS model and an application is currently being prepared for the next programme (2014-2020)
- two communications tools were created to disseminate the PSS concept towards a broader audience:
    - a database of inspiring PSS examples

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[2] The excel tool is available for downloading in the public section of the TURAS website
[3] The research report is available for downloading in the public section of the TURAS website

o　a short pedagogic movie[4] explaining the concepts of PSS and of territorial co-responsibility
- a decision was taken to insert the subject of PSS as innovative model of Governance to be tested through one of the action sheets of the project Brussels Employment Alliance Environment[5].

Brussels developed a methodology to generate economic activity in the format of PSS to test an innovative form of governance grounded on urban challenges starting with a territorial diagnostic to define the urban challenges and using these challenges to co-create opportunity of urban challenge driven PSS businesses in Brussels. 5 workshops with different stakeholders from the region of Brussels were organized to test the methodology.

The milestone that will proceed from the research will consist of a report on recommendations to stimulate and support Product Service Systems. It is currently being finalized and will be uploaded on the TURAS website in the coming months.

TURAS Milestone *37*
Publication of Methodology

The new framework of research around economic resilience and adaptive governance will produce the following elements as milestones:

- critical evaluation of adaptive governance and economic resilience based on the extant scientific literature in political science, ecological economics and other related fields
- a Typology summarising key terms in adaptive governance and economic resilience to aid evaluation of case studies
- clearly and simply written case studies briefings, identifying lessons being learned with regard to adaptive governance and economic resilience.
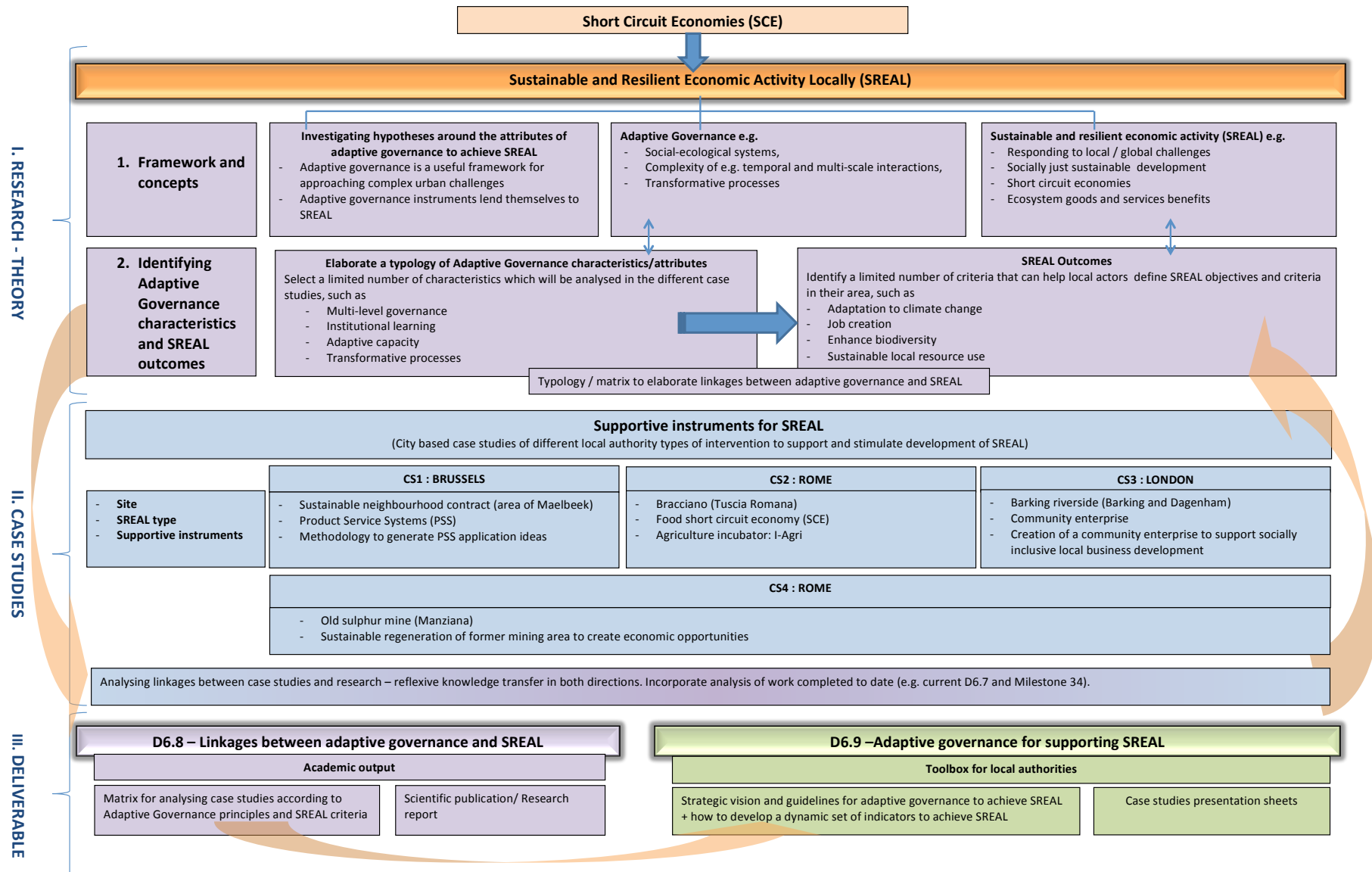
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[4] http://www.sustainable-everyday-project.net/pss/2013/05/22/the-short-film/
[5] http://www.aee-rbc.be/axe-3-dechets/

Conclusion

This revised plan of work incorporates a clear analytical framework based on adaptive governance and urban economic resilience that will provide both innovative science and practical tools to be developed and refined, through the collaborative research process to which all partners have committed. This means that whilst the substantive effort of the work package proceeds as planned, there is an additional focus on innovative and rigorous science whilst ensuring cohesion across the tasks (please refer to the illustrative typology on the following page). This will facilitate strong outputs to emerge that will be of value across TURAS and in wider dissemination in Europe to promote sustainable and resilient local economic development.

PLAN FOR DEVELOPING GUIDELINES AND TOOLS TO FACILITATE SUSTAINABLE AND RESILIENT ECONOMIC ACTIVITY LOCALLY

Short Circuit Economies (SCE)

Sustainable and Resilient Economic Activity Locally (SREAL)

I. RESEARCH - THEORY

1. Framework and concepts

Investigating hypotheses around the attributes of adaptive governance to achieve SREAL
- Adaptive governance is a useful framework for approaching complex urban challenges
- Adaptive governance instruments lend themselves to SREAL

Adaptive Governance e.g.
- Social-ecological systems,
- Complexity of e.g. temporal and multi-scale interactions,
- Transformative processes

Sustainable and resilient economic activity (SREAL) e.g.
- Responding to local / global challenges
- Socially just sustainable development
- Short circuit economies
- Ecosystem goods and services benefits

2. Identifying Adaptive Governance characteristics and SREAL outcomes

Elaborate a typology of Adaptive Governance characteristics/attributes
Select a limited number of characteristics which will be analysed in the different case studies, such as
- Multi-level governance
- Institutional learning
- Adaptive capacity
- Transformative processes

SREAL Outcomes
Identify a limited number of criteria that can help local actors define SREAL objectives and criteria in their area, such as
- Adaptation to climate change
- Job creation
- Enhance biodiversity
- Sustainable local resource use

Typology / matrix to elaborate linkages between adaptive governance and SREAL

II. CASE STUDIES

Supportive instruments for SREAL
(City based case studies of different local authority types of intervention to support and stimulate development of SREAL)

- **Site**
- **SREAL type**
- **Supportive instruments**

CS1 : BRUSSELS
- Sustainable neighbourhood contract (area of Maelbeek)
- Product Service Systems (PSS)
- Methodology to generate PSS application ideas

CS2 : ROME
- Bracciano (Tuscia Romana)
- Food short circuit economy (SCE)
- Agriculture incubator: I-Agri

CS3 : LONDON
- Barking riverside (Barking and Dagenham)
- Community enterprise
- Creation of a community enterprise to support socially inclusive local business development

CS4 : ROME
- Old sulphur mine (Manziana)
- Sustainable regeneration of former mining area to create economic opportunities

Analysing linkages between case studies and research – reflexive knowledge transfer in both directions. Incorporate analysis of work completed to date (e.g. current D6.7 and Milestone 34).

III. DELIVERABLE

D6.8 – Linkages between adaptive governance and SREAL

Academic output

Matrix for analysing case studies according to Adaptive Governance principles and SREAL criteria

Scientific publication/ Research report

D6.9 –Adaptive governance for supporting SREAL

Toolbox for local authorities

Strategic vision and guidelines for adaptive governance to achieve SREAL + how to develop a dynamic set of indicators to achieve SREAL

Case studies presentation sheets

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Appendices

Documents

- Appendix 1
    - CS1: Brussels
    - PSS creative labs (workshops organised in Brussels in May 2013)
- Appendix 2
    - CS2: Rome
    - Experience labs (workshops organised in Manziana, Metropolitan Rome, in March 2013)
- Appendix 3
    - CS3: Rome
    - Agriculture incubator – article in "La Republicca"
- Appendix 4
    - CS3 Rome
    - Agriculture incubator – article in "Il sole 24 ore"

Files

- Cleantech tool:
    - Now available for download on the public section of the TURAS website
- TURAS Milestone 34:
    - Developing a rating system to promote sustainable local business practices
    - Report available for download on the public section of the TURAS website

APPENDIX 1:
PSS creative labs
(workshops organized in Brussels in May 2013)

NOUVEAUX MODÈLES ÉCONOMIQUES POUR UNE VILLE DURABLE
QUELS NOUVEAUX PRODUITS ET SERVICES A BRUXELLES ?
Ateliers d'incubation de business modèles innovants
6 - 8 / 13- 14 MAI 2013 BRUXELLES

Depuis plusieurs années, Bruxelles s'est engagée dans un grand nombre d'actions visant à relever les défis spécifiques à une ville-région moderne : mobilité, logement, aménagement du territoire, environnement…L'objectif: que Bruxelles devienne, dans les prochaines années, un modèle en matière de ville durable.

Avec un tissu économique constitué de plus de 20.000 entreprises, dont un grand nombre de PME et d'indépendants, Bruxelles doit également renforcer sa transition économique en développant de nouvelles filières et de nouveaux métiers axés sur le développement durable. Pour se faire, il convient de développer de nouveaux modèles économiques, porteurs d'avenir et générateurs d'emploi local, durable, non délocalisable.

Dans le cadre du projet TURAS (www.turas-cities.org), Bruxelles Environnement, en partenariat avec Ecores, Groupe One et Strategic Design Scenarios, vous invite à participer à cette dynamique d'innovation multi-acteurs dans le cadre d'une série d'ateliers d'incubation de nouveaux business modèles durables.

Acteurs privés, acteurs publics, entrepreneurs, usagers… vous serez amenés à coproduire une offre de service répondant aux enjeux du territoire bruxellois, au travers d'une méthodologie de génération de business modèles en intelligence collective.
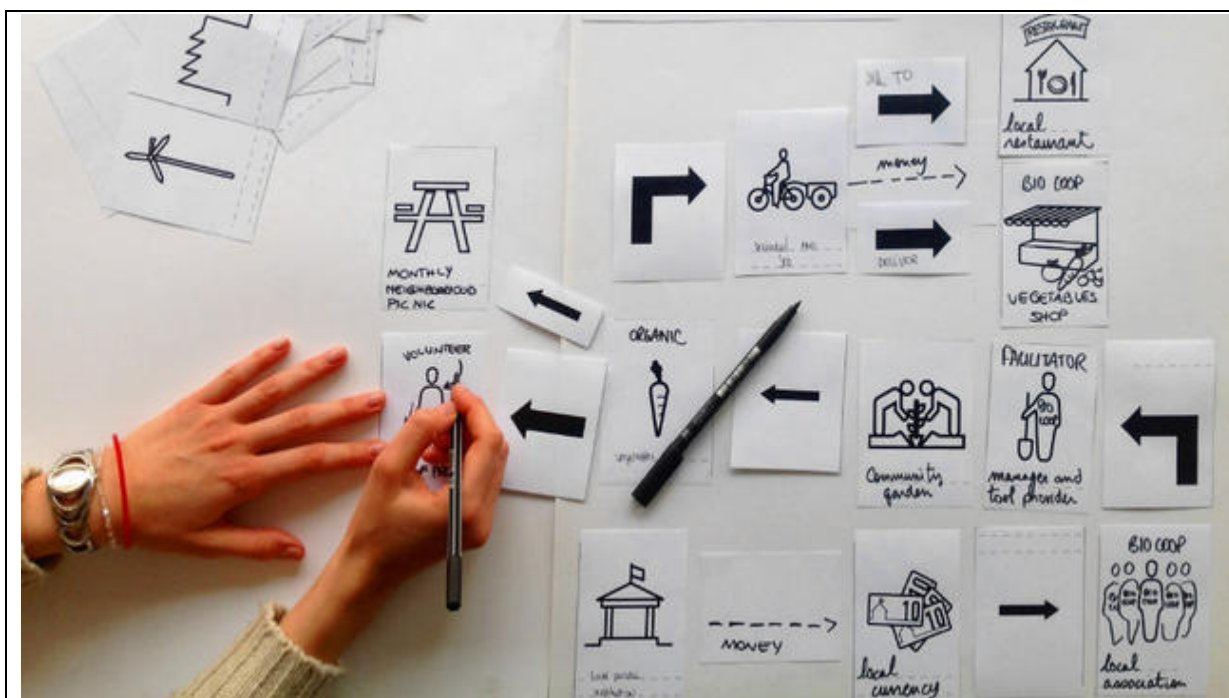
6 MAI 2013 - WORKSHOP #1: SERVICES COLLABORATIFS DE QUARTIER
Comment créer de la valeur en s'appuyant sur le développement d'équipements collectifs et des services mutualisés à l'échelle du quartier?

7 MAI 2013- WORKSHOP #2: SYSTÈMES ALIMENTAIRES Durables ET NOUVEAUX MODÈLES ÉCONOMIQUES
Comment développer un entrepreneuriat durable répondant aux enjeux de l'alimentation en ville (production, logistique et transformation) et générer des emplois locaux et des services de proximité?

8 MAI 2013 - WORKSHOP #3: OPTIMISATION DES ESPACES URBAINS
Quels business models pour optimiser l'occupation des espaces urbains et agencer de manière optimale les différentes fonctions (surfaces agricoles urbaines, espaces de parkings, etc.) pour le même usage ou un usage multifonctionnel?

13 MAI 2013 WORKSHOP #4: ECO-LOGISTIQUE URBAINE
Comment créer une nouvelle activité entrepreneuriale autour de l'optimisation du transport des marchandises et de la réduction de la densification du transport urbain?

14 MAI 2013 WORKSHOP #5: Exemplarité des bâtiments publics
Comment offrir aux acheteurs publics de nouveaux services intégrés pour la bonne gestion de leurs bâtiments et équipements?

Créative labs, co-création de solutions de PSS

L'objectif de chaque atelier thématique est de co-construire une ou plusieurs solutions de PSS innovants avec les participants.

Etape préliminaire : Identification des acteurs clés

Chaque module atelier est prévu pour accueillir une quinzaine d'acteurs susceptibles de constituer un partenariat ensemble.

Les PSS impliquant souvent des modèles hybrides de business, il convient de réunir les acteurs représentants de secteurs complémentaires:
- ✓ entreprises, fédérations;
- ✓ représentant des pouvoirs publics susceptibles de prendre part à des partenariats publics privés;
- ✓ acteurs associatifs;
- ✓ etc.

Pour chaque workshop, les acteurs potentiels ont été identifiés selon différents canaux:
- ✓ clusters;
- ✓ fédérations;
- ✓ acteurs impliqués dans les processus participatif de l'Alliance Emploi-Environnement;
- ✓ acteurs connus et proposés par les pouvoirs publics;
- ✓ chambres de commerce;
- ✓ etc.

A ce stade, les représentants des entreprises (fédérations, chambres de commerce, etc.) ont été sollicités comme acteurs relais auprès de leurs membres. Ces acteurs ont pré-identifié une série de membres qui ont ensuite été contactés personnellement pour évaluer leur intérêt de participer à la démarche. La participation à de tels ateliers suppose que les acteurs invités soient dans une posture ouverte, créative voire en demande quant à l'exploration de nouveaux business models et partenariats auxquels ils pourraient se joindre. On veille tout particulièrement à gérer les possibles positions de concurrence, conflits d'intérêts (actuels ou potentiels) entres acteurs. Au vu des impératifs du projet (temps et ressources), cinq des six propositions (cf. 0 ont été retenues et ont fait l'objet d'un atelier chacune.

Déroulé de l'atelier

Le module d'atelier est prévu pour se dérouler sur le temps restreint d'une journée. Il met pour cela en oeuvre une série d'outils graphiques spécialement développés pour la définition, la simulation et l'évaluation de nouveaux PSS. La méthodologie proposée privilégie l'interaction pratique entre les participants pour stimuler au mieux la créativité, la collaboration, l'interdisciplinarité, la simulation à travers des jeux de rôles, la visualisation des PSS en construction sous forme de story-boards et de cartes des acteurs et enfin la co-création d'une hypothèse réaliste de business model à mettre en place.

Déroulé des ateliers de génération d'idées

Etape 1: Warming up

L'objectif de cette première partie est, au-delà du tour de table et de la présentation du déroulé de la journée, de familiariser les acteurs participants avec la notion de PSS. A cet effet, une présentation du concept de PSS est réalisée sur base d'un support vidéo et une exposition des cas inspirants est installée. La vidéo de présentation est consultable via le lien suivant:
http://www.sustainable-everyday-project.net/pss/2013/05/22/the-short-film/

Etape 2: Génération de nouvelles solutions PSS

On privilégie ici une approche pratique, en sous-groupes, stimulant la créativité, la flexibilité et la convergence des participants à partir d'exemples concrets tirés des cas de PSS sélectionnés. Cette seconde partie aboutit à une ou plusieurs définitions de PSS du point de vue de l'utilisateur.
Objectifs: Partir des utilisateurs, des attentes, des bénéfices en termes d'usages, d'une logique de la demande pour composer des offres innovantes (bottom-up).
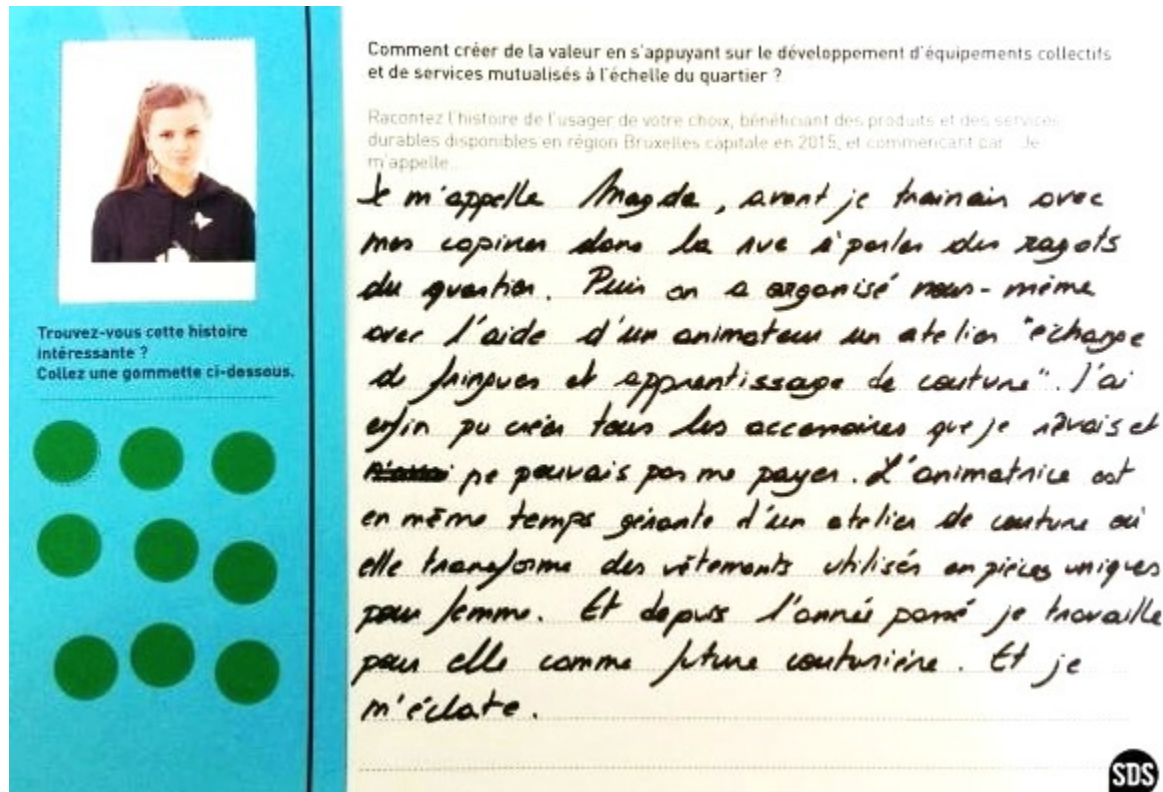
Génération de nouvelles solutions PSS

Outils story-telling:

Choisir arbitrairement un utilisateur, imaginer une courte histoire qui raconte les bénéfices qu'il tire d'une solution nouvelle pour en déduire les spécifications que le nouveau service devrait avoir pour effectivement satisfaire cet utilisateur. L'image ci-dessous présente un exemple de story-telling produit durant un des 5 ateliers.

Outil storytelling

Les solutions sont présentées face à la caméra par les participants. Ensuite, une hiérarchisation et un processus de sélection délibératif rapide (à l'aide de gommettes) permet de distinguer et de choisir les solutions PSS les plus prometteuses pour les étapes suivantes de l'atelier.

Etape 3: Développement des solutions

L'objectif de cette troisième partie est de développer l'hypothèse de PSS identifiée en changeant de point de vue pour passer de l'expérience utilisateur au cours du temps à d'une part, l'organisation du système d'acteurs nécessaire pour mettre en place la solution (top view) et d'autre part, la manière dont l'offre pourrait se présenter sur le marché (front view).

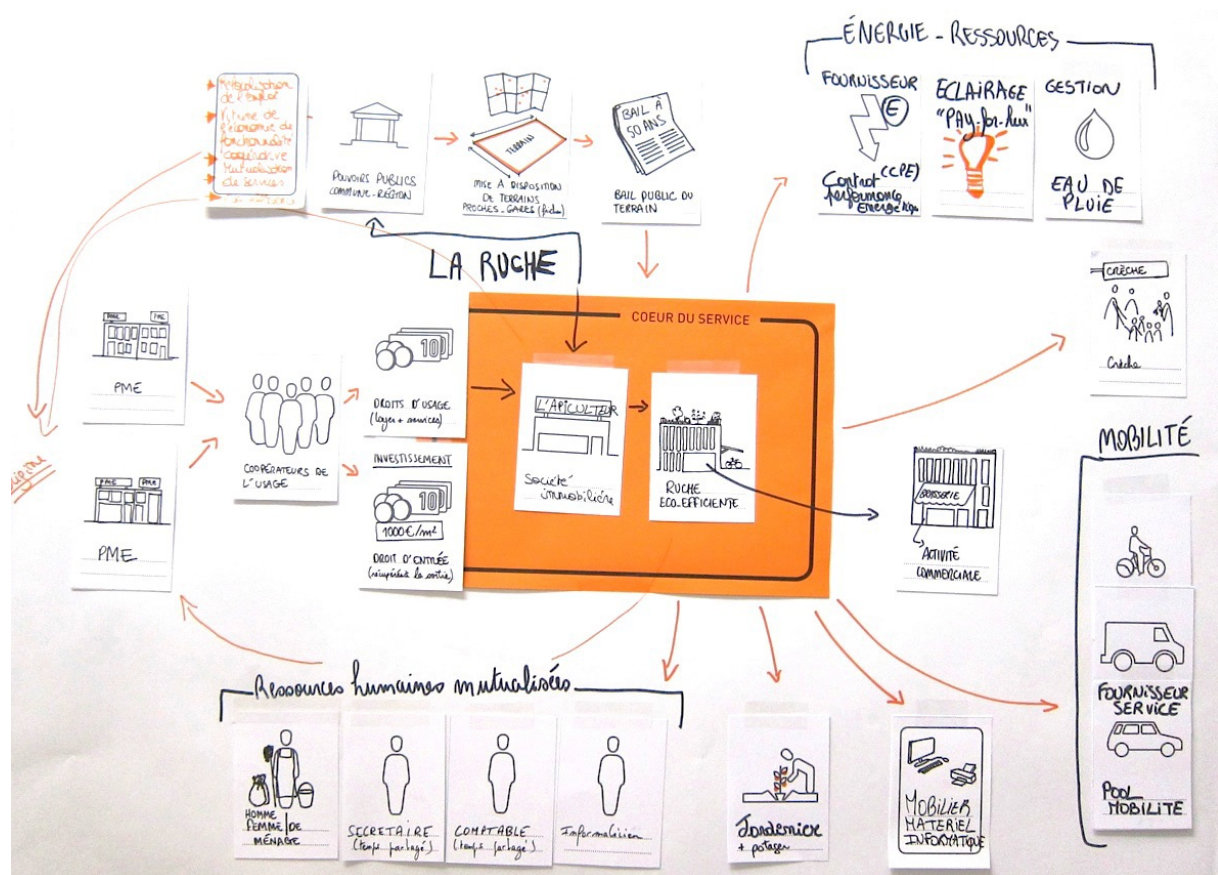*Système d'acteurs*

Pour cela plusieurs outils sont utilisés :

System Map
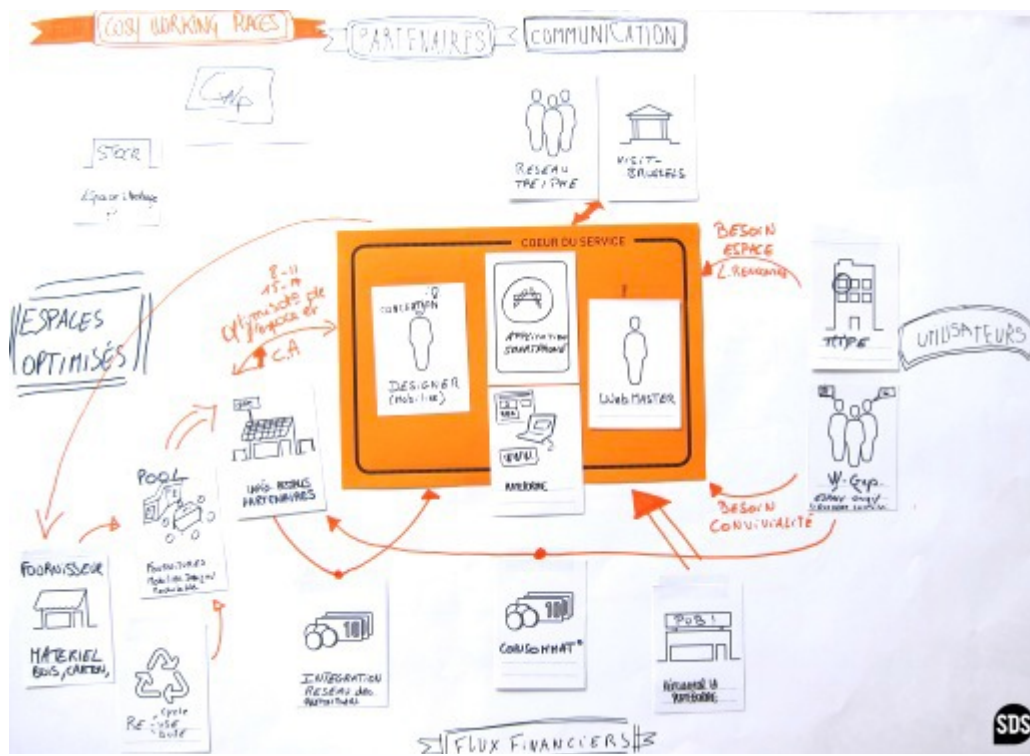
Exemple de System Map

La System Map permet de représenter graphiquement l'interaction entre les acteurs, de préciser les principaux flux matériels, informationnels et économiques et d'en vérifier la coherence.

Offering Diagram

Offering Diagram

Construire l'offre telle qu'elle se présenterait sur le marché; identifier le coeur de l'offre sur le marché, sa valeur principale et son identité pour les utilisateurs à mettre en place d'abord; hiérarchiser les options/améliorations/enrichissements possibles à développer ensuite.

Etape 4: identification des leviers, obstacles et acteurs

L'objectif de cette dernière étape est d'évaluer, en une séance collective, pour chaque solution:

- ✓ les barrières économiques, législatives, fiscales, mais aussi comportementales, culturelles ou conjoncturelles;
- ✓ les acteurs, partenaires pour mettre en place la solution;
- ✓ les leviers permettant de faciliter le développement de l'idée et son implementation.
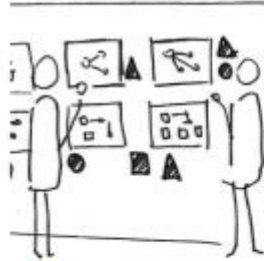
LEVIERS, OBSTACLES & ACTEURS
ÉTAPE 4

60'

Obstacles   Leviers   Acteurs

Objectif : Évaluer collectivement les solutions de PSS élaborées et lister les acteurs suceptibles de participer au second workshop d'approfondissement

Modalité : Accrochage, présentation des projets et commentaires libres avec des tags 'obstacles', 'leviers' et 'acteurs'

Identification des leviers et obstacles

• Résultats de la phase de génération d'idées

Aperçu des stakeholders participants

Les ateliers ont réuni **45 participants** dans l'ensemble et ont permis de générer **17 cas de nouveaux business models (BM)**. A la suite de ces ateliers, les éléments développés dans le cadre des Offering Diagram et System Map ont fait l'objet d'une synthèse sous le format présenté ci-dessous. Les 17 solutions de PSS font l'objet d'une fiche descriptive spécifique.

> " ...En tant que petite entreprise, nos locaux manquent d'espace. On ne dispose pas d'un lieu agréable pour accueillir des invités dans le cadre d'une réunion de travail. On se sent un peu à l'étroit dans nos bureaux, quand on veut réfléchir sur un projet. Depuis qu'on connait "Cosy Working Places" on dispose de chouettes espaces pour laisser parler notre créativité. Il suffit de réserver une place pour notre groupe dans un café du réseau via le web et on peut travailler dans un endroit agréable et complètement intégré dans le café. "

CAFÉ RÉUNION

LES ESPACES DE TRAVAIL AU SEIN DES CAFÉS

TRANSITION DES ACTIVITÉS MANUFACTURIÈRES VERS LES PRODUCT SERVICE SYSTEMS A BRUXELLES

Exemple de Business model généré

ENJEUX / SOLUTION

Comment offrir des espaces de travail agréables aux TPE et PME ? Comment améliorer le revenu des établissements HORECA en temps de crise ?

Le réseau Cosy Working Places regroupe un ensemble de café – restaurants qui hors des heures de coup de feu proposent la mise à disposition d'espaces de travail intégrés (support d'écriture, aménagement des tables, connexion internet, etc.) aux professionnels. L'espace est réservé via une plateforme web. L'entreprise « Cosy Working places » se charge de recruter les café-restaurants, d'aménager les espaces de travail fonctionnels et d'organiser la réservation des lieux via la plateforme web.

CARACTÉRISTIQUES PRINCIPALES

- Large choix de lieux de réunions conviviaux
- Réservation de l'espace via plateforme web
- Localisation des café-restaurants participants via une application
- Intégration d'espaces de travail fonctionnel au sein des cafés-restaurants membres du réseau
- Optimisation de l'espace des établissements HORECA en dehors des heures coup de feu

CIBLES CLIENTS

- Indépendants, TPE et PME

PLATEFORME PARTENAIRES

- Cafés et restaurants
- Fournisseurs de matériel de bureau
- Architecte d'intérieur

PROPOSITION DE VALEUR

Pour les clients :
- Avoir accès à un espace de travail convivial à moindre prix

Pour les partenaires (membres du réseau) :
- Optimiser l'espace de mon restaurant
- Augmenter le taux de fréquentation et le chiffre d'affaire de mon établissement
- Avoir une bonne publicité

DIFFUSION / DISTRIBUTION

- Réseaux de regroupement des TPE / PME (ABE, G1, etc.)
- Site internet
- Visit Brussels

RESSOURCES LOCALES / LOGIQUE D'ÉCONOMIE CIRCULAIRE

- Optimisation de l'espace urbain
- Intégration d'espaces de travail recyclés et modulables
- Maintien de l'emploi local

FLUX DE REVENUS

- Service de design des espaces de travail
- Vente des consommations aux usagers des espaces

INDICATEURS DE RENTABILITÉ DU BUSINESS

- Nombre d'établissements HORECA membres du réseau
- Nombre de places de travail disponibles
- Nombre de réservation des espaces de travail

RECOMMANDATIONS / DISCUSSION

- Le système ne doit pas être payant pour les entreprises, les café-restaurants sont rémunérés au travers des consommations
- L'accessoirisation des espaces pour en faire des espaces de travail ne semble pas primordiale. Le cœur du service se situe dans le site de réservation pour remplir les cafés aux heures creuses...

APPENDIX 2:
Experience labs
(workshops organised in Manziana, Metropolitan Rome, in March 2013)

EXPERIENCE LAB: performing media for cultural innovation

Introduction

Cultural and creative industries are, nowadays, a key topic among the factors leading to a new development of production and occupation, urging for the analysis of the role played by cultural industries in the transition from industrial to post-industrial economy, especially in terms of public funding, new legislative and corporate models, public-private partnership and new strategies for designing territorial actions.

In the Methodological Note included in the publication about European cultural statistics, the European Union defines culture and creativity as a "driving engine for growth and occupation in Europe, a key resource for creativity and innovation, which contributes significantly to social cohesion and well-being."
…
Cultural and creative industries are considered as the expression of the new "information society" and "knowledge-based economy" with consequences on the spatial organization of cities, on interpersonal relations and democratic forms. The methodology suggested here is to be positioned against the broader background of the debate concerning urban and territorial regeneration, as deindustrialization has brought a dramatic drop in competitiveness and resources.

Nowadays, a number of territorial planning instruments, management models, guidelines and methodologies are available to design and manage territorial and urban development processes at best. The Experience Lab is intended as a "box" which collects, integrates and does not replace these experiences, while establishing itself as a network of ideas and perspectives, with an intense production of explicit

cultural forms. The ratio behind the Experience Lab is: we have many instruments, so let us find together the best way to use them, starting from a common objective and a shared creative effort.

The use of technology is one of the main peculiar aspects of this model, as it allows participants to deal with difficult topics, as territorial planning is, through a new experiential model, which stimulates and feeds the so-called "lateral thinking". Identifying Cultural Systems is not easy, as there are many interconnected, though not independent, sub-systems. A cultural site is a complex area where environment, culture and different stakeholders interact:

- The sub-system of territorial resources, which, along with the site itself, usually succeeds in bringing into a single experience a number of different factors, namely environmental resources (natural reserves and natural parks, historic gardens, etc.); tangible culture (cultural heritage) and intangible local culture (feasts, food); typical products of the local agro-alimentary industry (food and wine) and the production of events (festivals, exhibitions, etc.).

- The sub-system of human and social resources, that is, "human capital" (the availability of qualified labour force on a territorial basis), and innovative training processes, which are strictly linked to development needs and social relations.

- The sub-system of accessibility services, including the availability of transport services, on both territorial and extra-territorial basis (this sub-system plays a key role, as cultural services are still mostly "user-oriented", since they have to be bought by customers directly).

- The sub-system of hospitality, which includes accommodation and welcome services (hotels, bars, restaurants, ecc.), sport and leisure facilities (shopping facilities, cinemas, theatres, swimming pools, tennis courts, etc.). First and foremost, this sub-systems urges for integrating the availability of existing services with higher qualitative standards.

- The sub-system of enterprises, be they profit or no-profit, with different roles in the input-output matrix of the supply chain of goods and services aimed at improving the quality of the enhancement process. These enterprises operate in various fields, from handicraft to food and agriculture, from communication to restoration, etc. In terms of typicality and quality, they must show the distinctive marks of the improvement they want to achieve. In other terms, the "quality" of the enhancement process must reflect the products and services offered by enterprises; similarly, these products and services must be distinguished from other by means of a label, which identifies territorial products.

Facilitating decision-making processes while sharing objectives for territorial management – with all stakeholders sharing the same opportunities – is one of the main goals of deliberative democracy. In this case, the decision-making process itself becomes a positive value, as it represents the ability of all the parties to be involved.

Definition of the model

The Experience Lab establishes itself as a methodology for cultural planning, based on the so-called "experiential brainstorming". This is a group-oriented creativity technique, which does not intend to find solutions to a specific problem, but rather aims at inspiring ideas and stimulating dialogues on creativity and cultural planning, especially with regard to the action fields concerned (tourist promotion, digital innovation, handcraft, food and agriculture, cultural events). An opportunity for bringing together various active competences on a specific area, with all interested parties and institutions called to design new development paths.

The action is based on 5 steps:

- Brainstorming for the identification of key topics and local experiences.
- First exploration to get in touch with the territorial context ("learning everywhere") though a walk show (radio and web-assisted walk) combined with instant reporting activities (twittering, videos and photos).
- Connected creativity, namely through Twitter instant blogging and visual thinking activities (tag cloud generated by tweet-notes) based on the ideas emerged during the brainstorming.
- Planning the final walk show, final event of the exploration experience, with mob tagging solutions (digital codes to access web pages with audiovisual resources to enjoy through radio systems or smart phones).
- Digital storytelling for the representation of the experiences lived together, namely through Storify, which aggregates and displays in a "connective journal" all tweets and pictures taken during the Experience Lab.

The goal of the Experience Lab is, first and foremost, to train local operators and entrepreneurs on how to interpret the territory and how to implement new forms of cultural planning, through an experiential brainstorming, which draws on instant blogging tools, such as Twitter, with tweets to be shared and made viral on social media, along with photo and video reporting. The peculiarity of this training process consists in the exploration of territories, namely through nomad happening events (called "walk show", based on whisper radio solutions) and experiential brainstorming (to start new cultural innovation and urban regeneration projects).

These actions can be supported by existing and already known performing media, such as the Twitter tag cloud, (with real-time projection of the tweet cloud); "geoblogging" (to write stories in the geography of the areas explored); mob tagging (to mark territories with digital codes, called qr-code, allowing to access web pages through smart-phones easily, with a small touch of viral communication); fast audio and "videotag" editing (short and quick clips with tag-key words to share on social media); mobile applications (web apps for geotagging and augmented reality).

Objectives and instruments

The main objective is promoting the potential of digital innovation and creating the conditions to design and implement innovative, interactive and participative public communication actions, while bringing together web communication and territorial actions, following the style and rules of performing media: 'playing' with media while playing. In this sense, the Experience Lab represents a playful-participative format for cultural and cross-media planning aimed at territorial innovation. This playful approach has an overarching role in the experiential brainstorming; based on ethology, psychology and other behavioural sciences, playing is a voluntary and intrinsically-motivated activity carried out by adults, children or animals with recreational purposes.

This methodology aims at:

- Encouraging dialogue and participation of different stakeholders on the territory;
- Creating a balanced relation between environment, technology and society;
- Facilitating a sustainable development while respecting the needs and expectations of the local community.

STEP 1 – Context analysis

In this phase, the talking-head and the main stakeholders involved in cultural planning, are called to analyse the territory following a traditional context analysis.

This type of analysis (also called scenario analysis) is a knowledge-based process to be undertaken by any organization willing to perform an action, which is likely to bring consequences on the socio-economic and territorial environment, as well as on its own structure, from which descends the final result that the action is going to produce. The analysis consists in a exploratory process, aiming at:

- Providing an integrated vision of the situation the administration is called to deal with;
- Carrying out a preliminary assessment of possible interactions and collaborations with the parties involved, both directly and indirectly;
- Assessing strengths and weaknesses of the organization with regard to the project;
- Assessing constraints and opportunities.

STEP 2 – Exploration (solvitur ambulando - camminando, si risolve – loc. latina)

In the second phase, based on the so-called walk show, participants will deal with the territorial context. Through a simple walk, oriented and inspired by the suggestions of the talking heads and by the sounds received through their headphones, participants are led to look at the territory in a different way, with different perspectives, in the aim of raising ideas and connections to enact during the planning phase.

STEP 3 – Creativity

This phase interacts and is strictly connected with exploration. More specifically, this phase deals with connected creativity, namely through instant blogging on Twitter and visual thinking activities (visualization of the tag cloud generated by tweet-notes) concerning the ideas emerged during the brainstorming.

STEP 4 – Planning

Planning the final walk show, that is, the final event of the exploration experience, by means of mob tagging solutions (digital codes to access web pages with audio-visual resources to enjoy through radio systems or smart phones). In this phase, it is important to involve the real final users of the experience lab: students, teachers, associations, etc. Since everybody's individual perspective is influenced by his/her social position (different viewers will produce different cultural meanings), it is important to stimulate the participation of young people, as they are still not influenced by complex organizations and are able to look at their territory informally, with creativity and imagination, driven by their needs, requests and expectations.

STEP 5 - Digital storytelling

Digital storytelling is intended as a tool to share the whole experience through 'Storify', which displays in a "connective journal" all tweets and pictures taken during the Experience Lab. This aggregator will help building some sort of archives, which can prove very useful for other experiences.

RAPPORTO
LAZIO

Un terreno da coltivare? Fai domanda all'incubatore

LE IMPRESE LAZIALI POSSONO PRESENTARE RICHIESTA PER OTTENERE UN POSTO ALL'INTERNO DELLA PRIMA STRUTTURA EUROPEA CHE GARANTISCE SUPPORTI LOGISTICI MA ANCHE IL SUOLO DOVE LAVORARE C'È TEMPO FINO AL 31 DICEMBRE

Daniele Autieri

Roma

L'esperimento è partito: le imprese laziali possono presentare domanda per ottenere un posto all'interno del primo incubatore agricolo europeo che, oltre ai supporti logistici per gli uffici, mette a disposizione delle aziende i terreni su cui coltivare. Il progetto è firmato dalla Regione Lazio e da Bic Lazio, la società regionale specializzata nel supporto alle giovani imprese, ed è aperto a tutti gli interessati ad avviare una start-up agricola. Per la presentazione dei progetti (da inviare a iagri@biclazio.it) c'è tempo fino al 31 dicembre, quando le liste si chiuderanno e i tecnici regionali selezioneranno i business plan più convincenti. I vincitori avranno un posto di diritto nell'incubatore "IAgri", che sarà realizzato nei pressi di Bracciano. A disposizione delle imprese, un immobile di 2.100 mq coperti (su un'area di 4.500 mq) composto da 13 laboratori. Ognuno di essi sarà dedicato a una start-up e ospiterà tutti i processi aziendali, dalla lavorazione al confezionamento dei prodotti. All'interno dell'immobile è stato inoltre previsto un farmer market a chilometro 0 dove gli imprenditori potranno vendere i loro prodotti. Ma l'elemento più interessante e inedito rimane il terreno di 32 ettari concesso dall'Università di Bracciano (main partner del progetto) all'interno del quale saranno realizzati 10 lotti di 3 ettari ciascuno che ospiteranno l'attività agricola delle imprese.
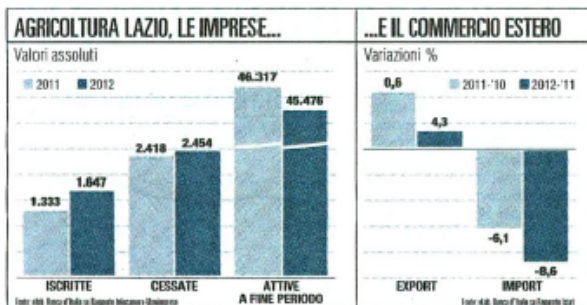
Per Bic Lazio si tratta di una scommessa dopo il successo ottenuto con l'incubatore culturale, lanciato nell'estate 2012 a Viterbo e oggi operativo con 8 imprese già attive al suo interno. «Siamo pronti ad accogliere le manifestazioni di interesse che arriveranno – spiega Livio Proietti, presidente di Bic Lazio – e siamo convinti che la risposta sarà numerosa, considerata la vocazione agricola dell'area che va da Bracciano fino a Maccarese». La vera sfida è trasformare i progetti di start-up in modelli di business efficienti e produttivi. «Per fare questo – prosegue Proietti – metteremo a disposizione delle imprese una squadra di tutor esperti nella gestione di start-up e di tematiche legate al mondo dell'agricoltura. Inoltre, la nostra consulenza si spingerà fino alle relazioni con il mondo creditizio e alla compilazione delle istruttorie per accedere ai fondi comunitari».

La forza del progetto si basa, però, su due elementi di ordine economico: il primo riguarda la tenuta del settore agricolo laziale che negli ultimi anni, nonostante la crisi, ha fatto segnare tassi di crescita del Pil nell'ordine del 2%; il secondo coinvolge l'aspetto anagrafico di chi sceglie l'agricoltura come mestiere. L'ultimo censimento agricolo rivela infatti che solo il 5% delle imprese ha come titolare un giovane al di sotto dei 35 anni. Da qui il valore politico, oltre che economico, dell'iniziativa confermato dall'assessore all'Agricoltura della Regione Lazio, Sonia Ricci, che dichiara:

«Con il primo incubatore d'impresa rivolto al settore agroalimentare la Regione vuole aiutare a trasformare le idee di giovani, laureandi o laureati, ricercatori o docenti e imprenditori, in realtà d'impresa. L'incubatore IAgri, primo in Europa nel suo genere, oltre agli spazi a disposizione delle imprese per la trasformazione dei prodotti agricoli, fornirà terreni per la produzione primaria, una novità molto importante per l'intero comparto agroalimentare, che assumerà così un ruolo centrale nei processi di crescita e cambiamento dell'economia della Regione Lazio e dell'intero Paese». L'attuazione del progetto ha necessitato di un'azione corale tra istituzioni e mondo imprenditoriale, che ha visto lavorare fianco a fianco il Comune di Bracciano e l'Arsial, il Parco naturale Bracciano-Martignano e Slow Food Lazio, l'università Agraria e il Dipartimento Dafne dell'università della Tuscia. «Indispensabili – sottolinea Ricci – è stata la collaborazione degli enti, del mondo delle imprese e della ricerca. Il Lazio ha una grande potenza nell'agroalimentare, per questo sono convinta che l'incubatore IAgri sarà presto un riferimento concreto per il settore agricolo».

Così, mentre l'export tiene (+0.6% tra il 2012 e il 2011) e la crisi sembra lambire solo moderatamente l'industria dei "campi", qualcuno guarda il bicchiere mezzo pieno e rilanciai dati Coldiretti secondo i quali nella seconda metà del 2012 il numero dei giovani agricoltori è aumentato del 4,2%, mettendo a segno un'inversione di tendenza che non si verificava da almeno dieci anni.

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AGRICOLTURA LAZIO, LE IMPRESE...
Valori assoluti
■ 2011 ■ 2012

ISCRITTE 1.333 / 1.647
CESSATE 2.418 / 2.454
ATTIVE A FINE PERIODO 46.317 / 45.476

...E IL COMMERCIO ESTERO
Variazioni %
■ 2011-'10 ■ 2012-'11

EXPORT 0,6 / 4,3
IMPORT -6,1 / -8,6

LAZIO

Si chiama «IAgri» il progetto della Regione che offre servizi e assistenza tecnica alle giovani imprese

Un incubatore per le start-up agricole

Entro fine anno la presentazione delle manifestazioni d'interesse – Ad aprile 2014 il primo bando

Servizi di pre incubazione	Servizi di incubazione
• Assistenza alla verifica di fattibilità (business idea) • Assistenza al business planning e team building • Consulenza specialistica e assistenza preliminare nella brevettazione • Due diligence tecnologica • Supporto nelle analisi di mercato • Laboratorio prove • Integrazione delle competenze e ricerca partner • Assistenza nella individuazione e accesso alle fonti di finanziamento per lo sviluppo • Formazione imprenditoriale • Postazioni di lavoro attrezzate	• Tutoraggio imprenditoriale • Supporto nelle analisi di mercato • Integrazione delle competenze e ricerca partner • Assistenza nella individuazione e accesso alle fonti di finanziamento • Partecipazione a fiere, B2B e company mission • Supporto nella comunicazione strategica, ufficio stampa • Laboratori e terreni per insediamento delle start up • Servizi e facilities (sale riunioni, aule didattiche, servizi di reception, segreteria) • Farmer market • Celle frigorifero per stoccaggio prodotti (fresco, trasformato) • Laboratorio prove (conserve vegetali e animali) e supporto nelle analisi nutrizionali • Formazione manageriale • Consulenza specialistica e assistenza preliminare nella brevettazione • Supporto per l'accesso ai mercati europei (marchi, dogane, contrattualistica internazionale) • Networking e contratti di rete

La Regione Lazio cavalca l'onda dell'agricoltura che va in controtendenza e lancia «IAgri», l'incubatore di start-up per la filiera agroalimentare. Si tratta di un progetto ambizioso che l'assessorato all'Agricoltura, guidato da Sonia Ricci, sta realizzando con l'aiuto determinante di BicLazio, l'azienda regionale che ha nel sostegno alle imprese e nello sviluppo economico del territorio la sua mission.

L'iniziativa si rivolge a tutti quei giovani che hanno intenzione di creare o hanno appena creato (al massimo da 36 mesi) una start up o comunque vogliano svolgere un'attività imprenditoriale nel settore. In particolare, verranno tenuti in considerazione i progetti di agricoltura biologica e biodinamica le attività a filiera cortissima, la coltivazione (o allevamento) di specie o varietà autoctone da recuperare, la sperimentazione di tecniche innovative di produzione e trasformazione, gli spin off aziendali e/o di ricerca e, infine, i modelli di agricoltura sociale.

L'assistenza del Bic interverrà in aiuto dei giovani imprenditori tanto nella fase di pre-incubazione (con la verifica della fattibilità dell'idea, la formazione eccetera), quanto in quella di incubazione vera e propria, con un tutoraggio aziendale a 360 gradi. L'incubatore avrà sede a Bracciano e metterà a disposizione una struttura immobiliare di oltre 2mila metri quadrati interamente coperti e un fondo agricolo di 30 ettari, servito di impianto idrico ed elettrico, destinato alla produzione primaria.

Per poter usufruire di tutti i servizi forniti dall'incubatore occorre che gli interessati (persone fisiche o persone giuridiche) facciano pervenire entro il prossimo 31 dicembre la loro «manifestazione di interesse» al BicLazio (l'apposito modulo da compilare e inviare è facilmente scaricabile dalla rete). Chi poi vorrà completare l'iter per concorrere a un posto nell'incubatore potrà farsi aiutare dal BicLazio per l'adempimento di tutte le pratiche burocratiche necessarie per partecipare al bando che verrà pubblicato nell'aprile 2014.

«Con il primo incubatore d'impresa rivolto al settore agroalimentare – ha affermato in sede di presentazione del progetto lo scorso 25 settembre l'assessore Ricci – la Regione vuole aiutare a trasformare le idee di giovani, laureandi o laureati, ricercatori e docenti e imprenditori, in realtà d'impresa. L'incubatore IAgri, primo in Europa nel suo genere, oltre agli spazi a disposizione delle imprese per la trasformazione dei prodotti agricoli, fornirà terreni per la produzione primaria, una novità molto importante per l'intero comparto agroalimentare, che assumerà così un ruolo centrale nei processi di crescita e cambiamento dell'economia della Regione Lazio e dell'intero paese». La Ricci ha poi voluto ringraziare tutti i partner che stanno collaborando alla realizzazione dell'incubatore: dal Comune di Bracciano all'Arsial (l'Agenzia regionale per lo sviluppo e l'innovazione dell'agricoltura del Lazio), dal Parco naturale Bracciano-Martignano a Slow Food Lazio, fino all'Università Agraria della Tuscia e in particolare il Dipartimento Dafne. ●

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