



URBACT IV

(2021 - 2027)

Application Form

AF APN UIV 21-27

Priority axis-Investment Priority-Specific Objective 1-1-2

1. Interreg Specific Objective "a better cooperation governance"

1.1. Enhancing Institutional Capacity of Public Authorities and Stakeholders to implement Territorial Strategies

1.1.1. Promoting Integrated Sustainable Urban Development through Cooperation

ONCE

One health Network for Cities in Europe

Submitted version

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1.PROJECT SYNTHESIS

1.1 Project identity

Identification

Acronym	ONCE
Programme reference	1678370808
N° SYNERGIE-CTE (for search)	20231
Title	One health Network for Cities in Europe
Lead Partner	Ville de Lyon (FRANCE)

Length of project

Start date	End date
2023-06-01	2025-12-31

1.2 Summarised description of the issue to be addressed by the network

The proposed project consists in building a network of European cities working on defining a common approach and identifying, through small-scale experimentations, the best practises, tools and methodologies which will allow local authorities and other stakeholders to integrate the “One Health” approach in the definition and implementation of urban public policies. Gathering 9 cities, the project will start on 1 June 2023 and finish on 31 December 2025.

1.3 Proposed Partnership

	Partner organisation	Type of organisation	Regrouping	Country	Area	NUTS 3
Lead Partner	Lyon	Local Public authority	EU More developed regions	FRANCE	Rhône-Alpes	Rhône
	Suceava Municipality	Local Public authority	EU Less developed regions	ROMANIA	Nord-Est	Suceava
	Strasbourg Eurometropole	Local Public authority	EU Transition regions	FRANCE	Alsace	Bas-Rhin
	Kuopio	Local Public authority	EU Transition regions	FINLAND	Pohjois- ja Itä-Suomi	Pohjois-Savo
	Loulé	Local Public authority	EU Transition regions	PORTUGAL	Algarve	Algarve
	City of Lathi	Local Public authority	EU Transition regions	FINLAND	Etelä-Suomi	Päijät-Häme
	Benissa	Local Public authority	EU Transition regions	SPAIN	Comunidad Valenciana	Alicante / Alacant
	Municipality of Elefsina	Local Public authority	EU Transition regions	GREECE	Αττική (Attiki)	Δυτική Αττική (Dytiki Attiki)
	Munich	Local Public authority	EU More developed regions	GERMANY	Oberbayern	München, Kreisfreie Stadt

1.4 Links to the Cohesion Policy Objectives

Article 5(1) of the Regulation (EU) 2021/1060 contains 5 main objectives :

- (a.) a more competitive and smarter Europe by promoting innovative and smart economic transformation and regional ICT connectivity;
- (b.) a greener, low-carbon transitioning towards a net zero carbon economy and resilient Europe by promoting clean and fair energy transition, green and blue investment, the circular economy, climate change mitigation and adaptation, risk prevention and management, and sustainable urban mobility;
- (c.) a more connected Europe by enhancing mobility;
- (d.) a more social and inclusive Europe implementing the European Pillar of Social Rights;
- (e.) a Europe closer to citizens by fostering the sustainable and integrated development of all types of territories and local initiatives.

Additional aspects are also mentioned, like :

- the specific objective of enabling regions and people to address the social, employment, economic and environmental impacts of the transition towards the Union's 2030 targets for energy and climate and a climate-neutral economy of the Union by 2050, based on the Paris Agreement (JTF)
- strengthening of EU economic, social and territorial cohesion in accordance with Article 174 TFEU, by pursuing the Investment for jobs and growth goal in Member States and regions
- and the European territorial cooperation

The ONCE Network will contribute to four of these five objectives, as well as to the additional aspects mentioned above, thanks to contribution to EFDR, ESF+, and Interreg objectives.

Here is how :

(a.) a more competitive and smarter Europe by promoting innovative and smart economic transformation and regional ICT connectivity;

This is an indirect contribution of the ONCE Network, but one of the transversal goal we are aiming for is the development of a new, solid and more connected “One health” sector. The digital aspect (see 2.5) is important when talking about “One Health”, and the development (and sharing) of tools able to gather and use data is very important. Some cities in our partnership have already expressed interest in developing the smart and digital aspect (Lahti), and will share their developments through the WP2, allowing the ONCE Network to include and spread the best use of those smart tools through the final product.

(b.) a greener, low-carbon transitioning towards a net zero carbon economy and resilient Europe by promoting clean and fair energy transition, green and blue investment, the circular economy, climate change mitigation and adaptation, risk prevention and management, and sustainable urban mobility;

One of the main axis of action of a One Health paradigm is the environment, and the environment in all of its forms. Working on a One Health policy will compulsorily involve actions such as :

- developing green spaces, blue, green and black corridors
- climate change mitigation (fight against soil-sealing; restore or preserve carbon sinks; etc.) and adaptation (greening cities and fighting against heat islands; reduce resources consumption like water or energy; etc.)
- Risk prevention and management is one of the main objective of the One Health approach. Both the WHO and the European commission identified the prevention of resistant bacteria, zoonosis, and new diseases as one of One health's most important goal. The origin of those are known : human/animal proximity, lack of hygiene norms or bad application, agrifood practices (overmedication, animal's inappropriate diet, etc.) and the ONCE network will actively work with hospital, veterinary professionals and the agrifood sector to identify preventive actions and solutions.
- Sustainable urban mobility : by developing soft mobility (interconnection; urban planning that encourage walking and cycling; etc.) One Health tackles a lot of issues : climate change; air pollution; water pollution; sedentary lifestyle; social inclusion; etc.
- An aspect that isn't mentioned here which is very important for One Health is also the biodiversity aspect : the goal is to develop urban planning that allow humans and nature to live together, without any negative impact on one another (no disturbance or destruction from the human side; no disease from the biodiversity side; and an overall quality of life for all).

(d.) a more social and inclusive Europe implementing the European Pillar of Social Rights;

The ONCE network will work on gender equality, especially on equal access to health but also in the consideration of gender inequality in urban planning (access to green spaces, learning places, hospitals, etc.) This will always be done in a way that will take into consideration all different aspect (Health/Environment/social). But the One Health approach will not stop at gender, it will also take into consideration the “accessibility” aspect : everyone has the right to a safe, healthy environment, and to affordable and good quality healthcare. Different aspects will be taken into consideration : access for disabled people (physical and mental), access for elderlies, for poor people (living far away from the town centres for example), etc.

(e.) a Europe closer to citizens by fostering the sustainable and integrated development of all types of territories and local initiatives. This is the added-value of the ULG : each partner city

will work directly with its citizens and local stakeholders to gather their opinion and construct an integrated action plan defining the actions to be implemented and tested. This is a real “bottom-up” approach that will allow all involved parties to voice their opinions, needs and worries, and make recommendations both in a geographical (neighbourhoods, city, metropolis, etc.) and sectoral (citizens; health sector; agrifood sector; industries; elected officials; etc.) aspect.

Finally, the ONCE network will also tackle several additional objectives of the Article 5 :

- Develop a Just Transition and help all countries and regions to work towards climate neutrality by 2050 and develop a transition with no negative social and economic impact. The very aim of the ONCE network is to develop a sustainable One Health policy, that would not only protect urban environment, prevent health risks and develop new solutions, but also develop an inclusive urban planning to increase the quality of life of every citizens, regardless of gender, age, sexual orientation, etc. To do this, the ONCE network gathered cities from less developed Regions, Transition regions, and more developed regions.
- the European territorial cooperation : this ONCE network gathers 9 cities from 7 different countries representing the North, South, West and East of the European union, different economies, different political and administrative organisations.

1.5 Total budget

ERDF		Swiss Fund		Norway Fund		IPA fund		Other Financing	Total budget
ERDF	Public co-financing	Swiss Fund	Public co-financing	Norway Fund	Public co-financing	IPA fund	Public co-financing		
€586 879.00	€263 119.57	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€849 998.57

2. PRESENTATION OF PROJECT PROPOSAL

2.1 Thematic Content

2.1.1 Definition of the issue / policy challenge to be addressed

According to WHO, One Health is an integrated approach to designing and implementing programs, policies, legislation and research. This approach aims at “balancing and optimising the health of people, animals and environment”. It is crucial to “prevent, predict, detect and respond to global health threats”. One Health policies imply for multiple sectors of public action to communicate and work together to achieve better public health outcomes. This flagship concept is progressively adopted by an increasingly number of public and private stakeholders, as the One Health approach is an innovative vision that is bound to change the paradigm of health.

Although ideas of integrating human, animal and environmental health date as far back as the 1920s, the idea of One Health was mainly developed during the last years of the 20th century and was only considered a concept of its own in the beginning of the 21st century.

This approach to health is especially relevant in a historic moment where global warming and the massive loss of biodiversity around the planet is at the origin of numerous health threats such as pandemic zoonosis like COVID-19, or the necessary prevention of heat islands by renaturing urban areas. It is in such a context that the One Health approach has become a central subject in the last few years.

As was stated on the Political statement of the WHO European Healthy Cities Network, cities are central actors thanks to their characteristics of action. They are a key actor of the diagnosis of the health needs and inequalities among their population. They are implementing health prevention policies on the field, they are in charge of hygiene on their territory, and lead the urban policies to organize public spaces. Thus, the One Health approach is a powerful tool to strengthen public health at local level, improve resilience in populations and enhance our common ability to prevent, prepare for and respond to future crises. One Health applied to local public policies allows to act on the urban environment in order to protect the health of humans and ecosystems taking into account key urban concerns such as urban heat islands, the reinstatement of nature in the city or the regulation of invasive or pathogenic species that are expanding due to global warming and the loss of biodiversity. At the same time, cities are responsible for assessing the potential benefits and risks of the modifications of the environment on their population's health. The cities could then not only mitigate the risks coming from the environment and the animals in it, but also use these dimensions in order to achieve a better health for their ecosystems and population.

If the One Health approach is more and more circulated among decision-makers, its integrated application in every public policy still needs to be more explained and developed. The 3 dimensions of health are often addressed one by one and by different stakeholders working independently from each other. This segmented approach hinders the development of a cohesive, holistic approach that integrates all 3 dimensions at once.

To achieve this goal, having clear guidelines and a collaborative framework that allow decision-makers to implement policies that take into account every one of the three dimensions of health is vital. This tools should permit the integration of the One Health approach in every policy and not only on human health topics.

As an example of the interest of this approach among cities all over Europe, multiple European cities of various sizes and various regions started to work on a three-step strategy that was summarized in the “Lyon Declaration” in 2022. This document stated the necessity to integrate the One Health approach across all sectors and policies by, firstly, acquiring a better understanding of urban ecosystems, then sharing the One Health approach with other stakeholders by implementing concrete actions, and lastly reinforcing the advocacy in favour of the One Health approach.

In this context, the ONCE project aims at supporting the implementation of the One health approach by experimenting and exchanging in different European cities the establishment of multiple policies that would fully integrate all three dimensions of health. These experimentations would allow to identify brakes and levers in order to generate tools that would allow other cities to rely on a methodology when wanting to integrate the One Health approach in their policies.

2.1.2 Link to European urban policy context 2021-2027 (in particular the Cohesion Policy objectives and scope)

In addition to its contribution to Cohesion Policy (cf 1.4) the ONCE network is also deeply linked to the 21-27 European urban policy.

☒ New Leipzig Charter

Highlights that cities need to establish integrated and sustainable urban development strategies and ensure their implementation for the city as a whole, from its functional areas to its neighbourhoods, which is the main aim of the ONCE network : gather in the ULGs (WP3) all geographical representatives (and stakeholders) from each city to codevelop an Integrated Action Plan identifying a strategy (and actions) relevant for the entire area and accepted by all.

☒ EU's innovating cities initiative

Promotes an integrated vision of innovative urban planning and design that involves citizens as 'city makers' who innovate and participate in governance and policymaking, which is the way the ULGs will work in the ONCE network. Citizens are a big part of the local stakeholders involved in the ULG, and a specific ad hoc expert will work with partners to ensure ULG meetings lead to real co-construction and a bottom-up approach.

☒ DG ENV: “To protect human health and the environment, the EU urban policy aims to improve the quality of life in cities through environmental laws on air, water and waste, protecting nature and biodiversity, and ensuring that citizens are not exposed to excessive noise.”

The ONCE network will work to implement new urban planning taking into consideration all above aspects (and more, with the consideration of gender equality, equal access, health, etc.). This is why the involvement of all level of administration is important (competencies are sometimes split: water and waste managed by the metropolis, green spaces by the city, etc.). But the ONCE network will also advocate for stronger laws at national and European level thanks to communication and dissemination actions aimed at national representation (Ministries, national agencies), sectoral representation (Energy Cities, Covenant of Mayors, etc.) and European institutions (URBACT contact point, DG ENV, DG CLIMA, EP, etc.)

☒ EU Mobility Strategy : The EU works with cities and regions to develop a sustainable urban mobility policy, including efficient public transport systems (...) It also strives to improve the quality of life in cities by promoting active mobility solutions, such as walking and cycling.

To develop a One Health approach the question of mobility needs to be tackled by the partnership. Mobility has a deep impact on all aspects :

- Health: air pollution, noise pollution, and a sedentary lifestyle;
- Environment: GHG, air and water pollution (run-offs), fragmented green and blue corridors, etc.
- well-being : noise, lack of safe space (real or perceived), etc.
- social : mobility is a huge part of inclusion, from access to work, leisure, and services – all parts of every city need to be accessible by all, and easily

To do so, the One Health policy developed will need to work on several aspect : increase soft mobility (walking-bicycles lanes), access (wide enough for strollers or wheelchairs for example, no obstacles, no dangerous crossings), interconnection (capacity to reach the important points without ever taking a car : easy changes between trains, trams, bus, subway, bicycle stations, etc.) This will also imply to take into considerations reliability, price, frequency, etc.

This implies a deep evaluation of many different aspects and axis, especially when taking into consideration the differences between European cities - developing a One Health approach fitting most EU cities will be made possible thanks to this URBACT network.

☒ Urban Agenda for the UE

Finally, the ONCE Network is a perfect application of the three main objectives of the Urban Agenda:

- Better Regulation : improve the existing regulation by developing local integrated action plans harmonising urban policies under the “One Health” umbrella, but also a guide to One Health applicable to all European cities
- Better funding : this URBACT network will allow partners to define concrete ways to implement One Health, paving the way for the identification of the relevant funding opportunities offered by the European funding programs (EUI, LIFE, Horizon Europe, Interreg, ERDF, etc.)
- Better knowledge : this is the core of the URBACT program – bring cities to work together and share knowledge and best practices, but also spread this knowledge widely (through communication and dissemination actions, cf WP2).

2.2 Shall the proposal contribute to the URBACT Specific Objective 2 (related to Action Planning Networks)?

	YES	NO	Comment
Shall the proposal contribute to the URBACT Specific Objective 2 (related to Action Planning Networks)?	X		The ONCE project will set up a process of IAP co-creation in its ULG by stakeholders locally engaged in One Health. The ULG will work on both the content of the IAP and its post-project financing, and funders will be invited to the ULG (agencies, public actors, etc.) Neighbouring cities will be invited as observers and targeted by the dissemination actions to ensure a massive, sustainable and replicable application of the project results, and cities networks will help disseminate the results.

Comment (max 500 characters) : If more than 150 words, please use this comment box to comment on how the proposal might contribute to the improvement of the planning and delivery of integrated urban policies.

2.3 How will gender-equal policy making be addressed by the network?

Scholars alert to the fact that, while “One Health has gained incredible momentum in the past few years and an increasing number of academic and international institutions are integrating this concept in their strategic framework and curricula, policy-makers and stakeholders need to acknowledge that One Health will only be able to fulfil its vital purpose if some of the deep drivers of the inter-connected crises are addressed. A particularly neglected aspect in the One Health agenda is gender inequities, and there is an urgent need to unlock the full potential of women as agents of transformative change”.

To make the integration of the “One Health” approach in local public policies whole and efficient, partners of the URBACT Network will therefore be particularly attentive to both the gender aspect of the “One Health” approach in itself, and the gender aspect of project implementation.

This will be done through different means:

- First, Lyon will reach out to thematic experts who will be invited to provide information and training sessions to partners on how to take into consideration the gender dimension in the integration of the “One Health” approach. In particular, the Network will reach out to and establish continuous relations with the dedicated "Women and One Health" working group from WHO and invite its representatives for structured exchanges with the steering committee and the ULGs on a regular basis;
- Secondly, one of the ad hoc experts selected by the Network will support partners specifically on how to account for the gender dimension in the way they define their methodology and implement their activities. Lyon will look to select an expert who has previously worked on supporting URBACT Networks working on gender issues/mainstreaming. He/She will organise a dedicated introductory working session on the topic during phase 1 and will then provide one-on-one support to ONCE partners as they develop their IAPs and conduct small-scale implementations. He/She will also review the proposed final guidelines from a gender perspective;
- The Network will also contact URBACT Networks who have worked on integrating the gender dimension in topics relevant to “One Health”, for instance the Genderedlandscape Network led by Umea between 2019 and 2022, and invite them to share their results with the steering committee and relevant ULGs throughout phase 2 and 3;
- The Network will also make full use of the tools provided by the “Gender Equal Cities URBACT knowledge Hub” and join online events organised as part of the Hub;
- With the help of the ad hoc expert, previous gender-focused URBACT Networks and the Gender Equalities URBACT Knowledge Hub, a reference library will be built for partners to refer to as they work on their IAPs and local experimentations. These documents will be presented to the steering committee during a dedicated online session organised by the ad hoc expert;
- The Consortium agreement, which will be drawn between ONCE partners (WP1), will lay out the main principles the Network will follow as it carries out its work at both the transnational and local level and one of these principles will be the promotion of gender equality. The Consortium agreement will also encourage partners who are not yet signatory to sign the

CEMR's European Charter for Equality of Women and Men in Local Life.

- Finally, the Network will ensure a balanced representation of women and men in project coordination teams, local project management teams and in the URBACT Local Groups (the ULG terms of reference for instance will require a 50% representation of women in ULGs). During transnational exchanges and activities organised or attended by the Network too, ONCE partners will keep in mind to follow a gender-equal approach: delegations sent to external events, and speakers/experts invited to Network events will be gender-balanced.

2.4 How will green transition be addressed by the network?

The link between “One Health” and green transition is extremely strong as One Health strengthens the integration of human, animal and environmental health.

As the UN Environment programme puts it, a “One health” approach will lead us to implement “actions that ensure strong global stewardship of nature and biodiversity to reduce health risks, coupled with coordinated surveillance and early warning systems on zoonotic diseases, antimicrobial resistance and other emerging health threats. Actions that create incentives to improve sustainable farming practices and sustainable, legal and safe trade in domestic and wild animals. Actions that strengthen tenure and management rights of local communities and indigenous peoples – because they are the best guardians of nature and hold deep knowledge and skills on health risks”.

As such, implementing a “One Health” approach will de facto help us address the triple planetary crisis of climate change, nature and biodiversity loss, and pollution and waste.

In turn, by implementing such actions in line with the green transition, we can drastically improve the health of men and women through ensuring good air quality, access to drinking water for all, healthy foods. Nature also is the provider of medicines and acts as a buffer against emerging zoonotic diseases. Finally, green spaces have demonstrated health benefits, both physical and mental.

Green transition will also be a key concern pertaining to how we implement Network-level and local activities and the Consortium agreement will very clearly lay out the principles of sustainability and environmental protection which partners will follow as they take part and organise meetings, events and experimentations throughout the project. Minimising the environmental impact of our Network will be an objective which all partners will commit to.

In practice, it will mean that, while in-person meetings are essential to the success of an URBACT Network, ONCE partners will make best use of online meetings to increase the frequency of exchanges while keeping costs and environmental impact low: all-partner in-person meetings will be limited to the 6 core meetings, participation in the URBACT University, URBACT City Festival and Network Final event. When participating in external events for project results dissemination purposes, a small delegation (1 or 2 persons) will be designated. In-person meetings will minimise the use of paper.

Travels will be optimised as site visits and core meetings will be combined to allow for partners to only travel once. Sustainable modes of transportation will be used as much as cost and practicality allow: public transport, car-sharing, minimal use of flights, etc.

The Network will abide by strong green public procuring principles, favouring green-conscious providers and sustainably-sourced products. When catering for Network events for instance, partners will favour caterers serving seasonal, local and organic food and making use of reusable crockery. Green-conscious hotels will also be selected to host partners' staff.

To help partners abide by these principles and identify more ways to implement a green approach to project management and implementation which will complement what has already been identified here, several meetings will be held throughout the duration of the Network: for instance, one will be held during phase 1 to present general principles and concrete ideas on green project management; another will be organised before experimentations start to identify the most sustainable way to implement them. External experts will be invited to facilitate these meetings and relevant past URBACT Network partners will be approached to share their experience and ideas.

Finally, Lyon will also organise at least one overarching session touching upon the three transversal issues of gender-equality, green transition and digital transition as a way to identify inter-connexions (women facing inequalities in the digital transition

process; the environmental impact of the digital transition; the need to foster a fostering a gender-just green transition; etc.) and tackle these three topics in an integrated manner throughout the life of the Network.

2.5 How will digital transformation be addressed by the network?

The digital transition and the One Health approach are closely related, as both are focused on the idea of interconnectedness and interdependence. The One Health approach recognizes that human health is closely linked to the health of animals and the environment, and seeks to address health issues by considering the interactions between these three domains. Similarly, the digital transition is characterized by the increasing interconnectedness of people and devices, and the growing ability to collect and analyse data across various domains.

As the ONCE project will produce data, data overload might be a challenge to be addressed: when collecting large amounts of data we have to be able to handle data storage, management, visualization and interpretation.

Our vision is aligned with the current trend of open data that has been seen in Europe: open data promotes transparency, accountability, innovation and growth by making public data easily accessible and reusable by anyone. The European Union has been a leader in open data policy, launching the Open Data Portal in 2012 to provide a single point of access to data from the EU institutions and other bodies.

France has incorporated this principles actively in the domain of health by creating the Health Data Hub, a French platform created in 2019 to promote the use of health data for research purposes. The platform aims to provide secure, authorized access to these data resources to researchers, public authorities, and private companies for purposes of research, innovation, and policy-making.

Lyon and the ONCE network are determined to follow this trend by making any produced data available at a large scale to public and private stakeholders as well as the general population to orientate public and private action in order to improve population's health.

Health information systems play also a key role in One Health beside descriptive information of the past and current situation of global health, but allowing to predict future situations in every domain of the One Health approach, thanks to the construction of scientific models constructed and run by different ICT tools.

In this domain, the ONCE network will be supported by Shapemade@Lyon, a local transdisciplinary consortium working on 5P medicine and One Health, that has set-up a working group focused on the question related to data. This group will contribute to the implementation of and integration of this important concern in the different experimentations of the network.

The network plans also to integrate the Techplace community in order to apply the available knowledge as well as adding other informations i.e. new guidelines for One Health practices.

As other example, we expect to organize and participate in online meetings, powered by digital communication tools, that will allow the group, regardless of the physical distance, to be able to rapidly and effectively share the experiences that are taking place in the different cities. This work will also be supported by a shared library online where resources regarding One Health could be found and consulted by all members of the group freely and easily.

Actually, the development of digital technologies in the last few years has resulted, among others, in evidence-based data and knowledge largely accessible by the general population. It has equally allowed professionals to step out of their "silos" of knowledge and to be able to access and include information from other domains into their thought process, reflections and decision making. This is of most importance in the One Health because of its need to be addressed in a transversal way: it would be impossible to tackle this subject without the key element of interdisciplinary collaboration and coordination. Our collaboration via digital technology is largely taken into consideration by working together and producing in turn dispensable knowledge that could be equally shared in a digital way in order to allow the One Health approach to be developed and applied.

And finally, the use of digital technologies can raise ethical and privacy concerns related to the collection, storage, and use of health data. The successful integration of the digital transition and the One Health approach will require careful consideration of these challenges, as well as the development of appropriate policies and guidelines to ensure the ethical and responsible use

of digital technologies.

2.6 What is the added value of this network related to the theme proposed?

The ONCE Network did a benchmark of previous URBACT networks to identify the ideas and practices developed by other cities. Several URBACT networks were already created on the questions of health, and environment, such as :

- Healthy Cities – from planification to action – leader : Vic (Spain) – 2019-2022 : This action planning network aims to deepen the relationship between health and the urban environment, planning actions focused on improving the health of the population, while developing rigorous health impact assessment. Urban planning can become a generator of health in many respects. This partnership reflects the multiplicity of possible approaches to tackling the issue: green spaces, mobility, social cohesion or the promotion of sport are just a few examples.
- Health&Greenspace – Greener Cities, Healthier Communities – leader : 12th District of Budapest (Hungary) - 2019-2022 : The project focuses on physical and mental health benefits of urban green spaces, as well as their role in improving social health and air quality and reducing heat stress in cities. Actions targeted by the network are linked to both physical changes to the urban environment and the promotion of social activities such as community, cultural, education and physical activity programs in green areas.
- A gender equal city - Vienna (Austria) : URBACT highlights the way in which the city takes gender into account in all its development decisions: lighting of green spaces, architecture of social housing designed in a flexible way to facilitate access and above all the maintenance of families even in the event of modification of the situation, wide sidewalks to allow the passage of strollers and the circulation of the elderly, elongated pedestrian lights to facilitate crossing, etc. The city has published guides and toolkits, and is very willing to share its approach.

Numerous other networks are developing innovative and concerted solutions for better health, or better environment, or better social inclusion, sometimes with some multi-objectives approaches. The question of urban climate adaptation for example, will tackle aspects such as greening cities, de-sealing soil, which will imply a better health, etc.

The ONCE Network will have such a multi-thematic approach, but its true added-value reside in the global, holistic approach encompassing the environment, health, and social aspects as its main objective. This is why it was important for us to mention the Gender Equal City in our examples : developing a real, concrete One Health approach means tackling urban planning in more than “just” an environmental or health-related aspect. One Health needs to be taken into consideration in all policies and by all urban Departments (Environment, Health, Social Cohesion, Justice, Risks, Budget, etc.) and working on an harmonised, shared European approach will be our best added-value.

Our partnership includes partners from Healthy Cities (Loulé) and Health & Greenspace (Suceava) to allow us to build on the good practices, tools and knowledge already developed by those networks.

The ONCE network will answer the EU objective of “Making the EU a best practice region” (A European One Health Action Plan against Antimicrobial Resistance” (2017), and will help reach the goals of the One Health European Joint Programme (“Promote One Health in Europe through joint actions on foodborne zoonoses, antimicrobial resistance and emerging microbiological hazards”).

3. RATIONALE OF PROPOSED PARTNERSHIP

3.1 Profiles of the Partner Cities

3.1.1 Local challenges of city partners specific to the network theme

Ville de Lyon

Lyon is particularly affected by climate change (CC) with short and long term consequences on people and ecosystems.

This situation increases several urban risks: frequent heat waves and heat islands, spreading of species like rats, nutrias, tiger mosquitoes, ticks or allergenic plants. Species may appear or spread faster in Lyon due to climate change, leading to emerging

communicable diseases and new sanitary risks (dengue due to tiger mosquitoes, leptospirosis and hantaviruses due to rats, Lyme disease, Congo Fever and tick-borne encephalitis, etc.) Green species may develop in the city leading to increasing allergies and toxicity (e.g. cypress trees and giant hogweed) cumulated with existing air pollution risks.

To face and mitigate the sanitary risks, Lyon is developing a proactive policy aiming at greening urban spaces, reduction of soil sealing to increase water circulation and decrease ground temperature. Studies have demonstrated that green spaces improves people health definitely and prevents diseases, including cardiovascular diseases due to sedentary lifestyle, stress and mental health issues. Greening of urban areas contributes also to active mobility, air pollution mitigation, better immunity and microbiota enrichment.

Considering ecological and sanitary challenges, a green strategy contributes to CC mitigation, better life and health. However, we must avoid creating new risks through modification of urban ecosystems. In this context, the One Health approach promotes a comprehensive strategy including benefits and potential risk management.

Human, veterinary and environmental health actors are contributing to One Health promotion at local level and develop new coalitions. Lyon's decision makers and teams are eager to integrate this emerging concept within local policies but the way to implement concretely One Health approach remains challenging, due to different perceptions and visions among stakeholders and lack of concrete tools and guidelines.

Suceava Municipality

Suceava, with 127.435 inhabitants, is the largest city of Suceava County, situated in the historical region of Moldavia, north-eastern Romania.

Suceava faces the combined challenges of increased motorised traffic, stringent European environmental and energy targets mainly in the context of reducing the traffic emissions, waste recycling, economic growth, increase the energy efficiency, increase the quality of life into the city.

Challenges linked to health issues in the municipality include:

- heat stress mainly in the densely built area;
- air pollution caused mainly by road traffic.
- lack of attractive healthy walking routes;
- the 2 forest parks are neglected and littered by visitors;
- insufficient green infrastructure in the densely built zone;
- insufficient programs for the elderly to encourage active aging;
- cycling infrastructure has progressed in the recent years, but still there is so much to do regarding this aspect, mainly by extending the existing cycling paths and connecting the two parts of the city.

In addition, the municipality is facing social challenges linked to demographic changes. The population is ageing, in spite of the growing number of young families with infants. The decreasing number of the population is also due to the fact that a large number of young people go abroad in search for better living and working conditions. Old people and children are more sensitive to temperature fluctuations, extreme weather conditions and other health related environmental and anthropogenic pressures. It would be beneficial to establish closer cooperation between health care institutions located in the municipality and the local population.

Eurométropole de Strasbourg

The Eurometropole of Strasbourg gathers 33 municipalities (Strasbourg and its surroundings). Environmental health issues therefore concern a vast territory with multiple actors.

We note that the concept of One Health is mostly unknown or misunderstood in our administration and services. In fact, information sharing and education of actors would be an effective tool to increase political commitment and technical engagement.

Environmental health and more widely "One Health" vision requires working in a transversal manner and bringing together all stakeholders involved. However, the organization of the administrations constrains parties to work isolated and, as a result, health and environmental actors sometimes know little or nothing about each other's work. In addition, it is somehow difficult to engage smaller municipalities on these issues which may be removed from their daily concerns.

As a result, environmental health is often overlooked by public policies.

In Eurometropole of Strasbourg area, there are concrete effects on health and risk factors:

- exposure of almost the entire population to air pollution above WHO levels, especially to fine particles and nitrogen dioxide,

- 3/5 of the population exceeding the WHO thresholds for road noise (53 dB),
- rapid spread of the tiger mosquito (22 out of 33 municipalities in 2022),
- screening for the presence of micropollutants and pesticides metabolites in water,
- existence of a heat island phenomenon,
- increase in allergic events, presently affecting 30% of the population

One the other hand, from a financial point of view, the actions to promote inhabitants' health and the preservation of their environment are fully supported by the elected team. This provides a relative strength of action and a favourable framework for developing a global "One Health" strategy on the territory.

The major challenge to be addressed will be: how to jointly engage municipalities and stakeholders tackling global health issues?

City of Kuopio

The city of Kuopio's organization changed 1.1.2023, similarly to each city in Finland. The responsibility of organising healthcare, social welfare and rescue services was transferred from municipalities to 21 Wellbeing services counties. At the same time, however, the city organisation became more compact, thus enhancing and encouraging deeper collaboration within the organisation.

The city organisation of Kuopio comprises four service departments 1) Business and Administration (e.g. employment, communication and marketing services) 2) Wellbeing Promotion (e.g. culture, library and sport services, health promotion) 3) Growth and Learning and 4) Housing and Environment. These departments are responsible for implementation of the city strategy, which consists of four separate strategic programmes; Happy and healthy Kuopio, Progressive Kuopio, Growing Kuopio and Resource-wise and Climate-wise Kuopio. Currently, the four programmes are separate papers/programmes, but cross-sectorial approaches. More holistic, integrated One Health approach/policy is needed to consider all concerns and interests, related to human, animal and environmental health and wellbeing, relevant to sustainable urban development, interests of which may sometimes appear conflicting.

The city of Kuopio, in fact, already applies integrated approach in our wellbeing promotion organisational structure; the city's cross-sectorial Wellbeing steering group, meeting each month, consists of deputy mayors and directors from each service department. Thus, wellbeing is considered as a cross sectorial theme, however, merely focusing on human health. Therefore, more integrated sustainable strategy is needed to establish. Environmental and animal health should not be considered as separate from human health and vice versa. Holistic understanding of One health needs to be increased and enhanced among stakeholders to ensure healthy and sustainable city development, economically, socially and environmentally.

Loulé

The One Health approach is very broad, and needs to tackle a lot of different subject. In Loulé, we think this multi-thematic, global approach could be developed thanks to a "sport" entry.

Indeed, we need a new approach to change the existing paradigm: instead of inactive citizens moving to sports facilities, the space itself must be transformed into a place that allows physical activity without barriers that limit and inhibit people but also develop a urban development respectful to biodiversity and health. With this change of the paradigm, we are using informal sport as a starting point for improving the health of the population.

It is vital to create enabling opportunities for physical activity, opportunities close to where people live, safe, clean, ecological and barrier-free environments such as opening and closing times. So, the goals will have 2 levels:

- a) Environmental aspect. For example with the implementation of bicycle lanes and the increase of soft mobility would reduce GHG emissions, pollution (PM, Nox but also noise), reduce accidents, etc. Developing green spaces could also improve green and blue corridors, if done properly and if respect of biodiversity it taken into consideration.
- b) Improve active and healthy lifestyles. Developing activity and sport will fight against the sedentary lifestyle, which is the cause of many health issues (coronary disease, diabetes, etc.); Sport can also foment social cohesion in urban spaces as thought properly, as well as gender equality, active aging, etc...

But all these aspects need to be thought together, at the same time, to ensure an efficient and global approach.

Lahti

In Lahti, people's health is deeply impacted by nutrition and lack of mobility. They do not eat healthy food and exercise enough for their health. 60% of 10-11 years old children and above not move enough (at least one hour per day). Overweight

and obesity among children and adolescents in Lahti is rising: prevalence of overweightness varies between 15-30 % (including obesity), increasing illnesses like asthma, diabetes, cardiac issues, etc. even in the young population.

A healthy and environmentally sustainable diet and physical activity would help curve and reverse this trend. In Finland children get free warm lunch at school, but approximately 34 % of 14-15 years old don't eat every day. Finnish people eat too much red meat (79 % men - 26 % of women) and people eat too few vegetables. This also has a deep impact on GHG emissions. As Finland's leading environmental city, Lahti is a pioneer in decreasing carbon emissions, and the City took its own climate measures can only affect a portion of the city area emissions - that's why everyone needs to take action.

We approach the One Health aspect through nutrition and mobility, since those are almost 50 % of a Finn's CO₂-emissions.

Sustainable lifestyles will benefit One Health. Making the health and wellbeing aspects more visible would help to promote them. It is everyone's own choice what she/he eats and how she/he moves, so it is challenging to affect anyone's personal choices. This is why we have started a One Health program called Nature step to health to promote healthier and more sustainable lifestyles.

We need more cooperation. Different stakeholders work too separately although we aim to cooperate more - for example health care sector and researchers. Our main target group in this project will be children and young people. We need to influence their knowledge, attitudes, skills and food served at schools. We need more knowledge, tools, training and funding to promote healthy and sustainable lifestyles.

Benissa

Benissa faces several challenges in relation to the "One Health" concept. As a residential tourism destination, the town receives international tourists and elderly residents who often require health services, which can affect the environment and the well-being of citizens. Benissa must therefore maintain the implementation of sustainable tourism policies and continue to promote healthy habits among visitors, such as outdoor sports and healthy eating, in order to consolidate its position as an international centre for ageing.

Another challenge for Benissa is to address the health implications of an ageing population, including chronic diseases and dependency. The municipality should develop specific policies and programmes that meet the needs of older people, such as promoting physical activity and home care, while focusing on the prevention of age-related diseases such as dementia and osteoporosis.

Innovative practices can also be implemented to promote the holistic health of citizens in line with the "One Health" approach. Benissa envisages creating green spaces and healthy leisure areas in urban areas, encouraging physical activity and contact with nature. The use of digital technologies and tools to educate and inform citizens about health can also be explored.

Benissa is dedicated to the "One Health" approach and will continue to work to address challenges related to the health of citizens, animals and the environment. This will be achieved through concrete policies and programmes and innovative practices that promote the wellbeing of citizens.

Municipality of Elefsina

The health of people, animals and ecosystems are interrelated, and most European cities have come to agree that the implementation of a coordinated cooperation, both between cities but also between thematics, will bring the required results of a healthy and sustainable city.

Regardless of this common acceptance, the biggest problem for Elefsina is the cooperation between groups that have a major impact on the environment, animals, and people. There is a need to create a better balance between existing groups and networks and increase the participation of environmental and wildlife health professionals, as well as social scientists and development actors, with the presence of scientists from Universities as well as the central government.

The Municipality of Elefsina concentrates 45% Gross Domestic Product

Of the country. The largest industries of the country are based in our Municipality : steelworks, refineries, and sand shipyards.

A clean environment is essential for human health and well-being, but this industrial concentration is both a source of employment, and a source of stress, air, water and soil pollution, dangerous chemicals etc. which have a negative impact on health and the environment. Intensive industrial production concentrated in a small town lead to climate change, loss of biodiversity, and soil degradation that can in turn affect human well-being by threatening ecosystem services such as access to fresh water and food production.

If we are to achieve the optimal level of interaction between people, animals, and our environment, it is important to have a strategy with specific actions with guidance, organization, and resources, and to find a way to bring all the actors around the table to find acceptable solutions for all : protecting the environment and people's health is necessary, but couldn't be done by destroying all employments.

City of Munich

Munich is the Bavarian State Capital and the economic and social centre of southern Germany. Located near the Alps and surrounded by appealing environment and lakes, it is attracting businesses and the people who work for those. Due to economic growth, the population rose to 1.6 million by the end of 2022 and is still growing which makes Munich the most densely populated city in Germany. In addition, the Munich metropolitan region already now has more than 6 million inhabitants. These rapid population and economic developments are accompanied by key challenges of providing for housing, schools or child care facilities as well as by environmental issues such as rising resource requirements and conflicts of land use to deal with and the need for sufficient health care provision.

The Department of Health of the City of Munich is responsible for the health of the city's 1.6 million inhabitants. Its duties include health protection, health promotion and prevention as well as, in part, health provision (for example with our five city-owned hospitals). The Department is also managing Munich's cemeteries and the city-owned funeral homes.

As studies as well as experiences during the pandemic have shown, there is a strong correlation between socioeconomic challenges and a person's access to health-benefiting infrastructure. For example, persons with a lower socioeconomic status have a lower life-expectancy. Our challenge is to provide equitable access to health services.

Our activities therefore span wide areas from services of health promotion regarding special target groups (e. g. minors, persons with disabilities, women*, minorities) to disease prevention and health protection, among other things with a focus on mitigating the impacts of environmental factors on human health (e. g. heat, climate change) and preserving the urban environment (biodiversity, soil health, green, blue and black corridors etc.), thus achieving a "One Health" approach for our city.

3.1.2 Local strategic framework of the city specific to the network theme

Ville de Lyon

The following strategic documents outline Lyon's commitment to improve and promote the health of its citizens and, to that end, to implement a One Health approach:

The 2020-2026 Climate, Air, Energy Action Plan sets the objective to "reduce the energy consumption and to better the quality of life of Lyon's inhabitants, in particular by preserving their health". To do so, the Action Plan identifies 5 main levers including 4 that are directly related to the health of Lyon's inhabitants and biodiversity; improving the energy performance of buildings, making use of less polluting energy sources, giving more space to nature in the city, and developing low-emission mobility solutions for goods and people.

The 2022-2027 Local Health Contract (LHC), which lays out Lyon's and its local partners' priority actions to improve the inhabitants' health, sets out the need to "understand health in its global sense, in line with the WHO's One Health approach, for each of the actions outlines in the Local Health Contract". Recognising the evolutions in the urban landscape and, thus, the evolutions of human-animal-environment interfaces and interactions, the City and its partners also recognise the need to take these new challenges into account as part of the implementation of the LHC.

In February 2022, Lyon spearheaded the drafting of the "Healthy Cities, Healthy Citizens" Declaration whereby several European cities affirmed their conviction of the interdependencies between human, animal and environmental health worldwide and, as a consequence, their commitment to a "Global Health" approach. The final Declaration was signed by 17 cities (including Strasbourg and Kuopio, both members of this ONCE network).

Finally, Lyon is part of the 100 Climate-Neutral and Smart Cities by 2030 Mission which embodies an overall and strategic commitment to taking strong actions to lower gas emissions on its territory and, thus, to improve the health of its inhabitants and biodiversity.

Suceava Municipality

Among the existing policies and strategic frames developed by the city are the following: the Sustainable Energy and Climate Action Plan of Suceava Municipality 2021- 2030 (SECAP), Integrated Urban Development Strategy for Suceava Urban Functional Area 2021-2030 (IUDSUFA) and The Sustainable Urban Mobility Plan Suceava Urban Functional Area 2021-2030 (SUMP).

All these strategies are highly connected to the present network theme, focusing on awareness rising regarding the health-related impacts of climate change, addressing the reduction of air and noise pollution and defining actions that are necessary to ensure the environmental conditions of a healthy lifestyle.

SECAP health-related objectives are: increasing the energy performance of public buildings and heating system to improve thermal comfort and reduce greenhouse gas emissions and to comply with environmental standards on atmospheric emissions, sustainable energy development to increase energy efficiency, efficient use of resources, increase the share of renewable resources and protect the external environment, sustainable urban development to increase the quality of life at local level.

In line with IUDSUFA and SUMP, the intention is to create protection curtains along major traffic arteries in order to reduce pollution. Air quality in relation to quality of life is a priority for Suceava.

In 2022 Suceava city joined Cities Mission, being among the 100 selected cities to become Climate-Neutral and Smart Cities by 2030. In order to achieve climate neutrality by 2030, Suceava Municipality is currently developing the Climate City Contract, another strategic document of great importance for the development of the city. This implicates that we have to invest in measures that not only support the energy transition but also enlarge the awareness of our citizens that health is our most important asset to cherish for the future.

Eurométropole de Strasbourg

The Eurometropole of Strasbourg is committed to fostering an environment that promotes quality of life and well-being for its inhabitants through a "Healthy and sustainable living environment" roadmap deliberated in 2018.

The aim is to help reduce social and territorial inequalities in health, increase the consideration of health in all public policies, develop the territory's capacity for action and encourage the adoption of "good practices" for better health.

This ambition has been translated into action by the introduction in 2019 of a strategic axis dedicated to environmental health in the Local Health Contract.

The goal is to support and finance local actors (associations, researchers, public interest organizations, etc) carrying through projects and innovative initiatives addressing environmental related issues. Thus, a large network of local stakeholders has been built, allowing for the implementation or support of approximately 40 environmental health projects 2019 and 2021.

Various diagnostic studies and public awareness actions have taken place on the following themes:

air pollution and indoor air quality, noise, urban planning, housing quality, bedbugs and rodents, tiger mosquitoes, mobility, pollens, endocrine disruptors and more generally environmental health education.

A new Local Health Contract is currently being finalized and will be signed in June 2023 to last until 2027. Environmental health is a key component of this plan and, as such, is a high-priority public policy of our administration and its partners.

The main purpose is to work towards an integrated approach to health while focusing on several key objectives: furthering the knowledge of environmental pollutions in order to reduce them, preventing endocrine disruptors and chemicals exposure (via food and water for example), promoting health through urban planning, finding balance between the fight against the expansion of invasive species and the preservation of biodiversity.

City of Kuopio

The strategic aim of the city of Kuopio is to become a capital of good life by 2030. The goal is to be reached by the goals and actions determined by the four strategic programs:

Happy and healthy Kuopio 2030 (adopted 2020, revised 2022)

- The objective of the programme is to establish the theoretical framework for the health and wellbeing promotion activities, to describe the current state and challenges of citizen wellbeing, to determine the goals of action, and to define measures of evaluation
- The digital process/programme evaluation and reporting has been improved recently to increase the accessibility of wellbeing data. Annual wellbeing report and plan, forerunner in Finland, reports the actions and effectiveness of health and

wellbeing promotion and is linked to city's economic planning.

- The Urbact -project One health approach is planned to become inserted in the annual health and wellbeing report of the city of Kuopio.

Resource-wise and climate-wise Kuopio 2030 (adopted 2017, revised 2022)

- The programme sets objectives and actions in order to reach carbon neutrality by the year 2030 and to become zero-waste city by the year 2050. In addition, the programme sets the objectives and measures for nature-based wellbeing promotion solutions.
- Sustainable development objectives are focused on energy efficiency and consumption, low-emission mobility, sustainable urban planning, circular economy, protecting biodiversity, and nature-based solutions in human health promotion, etc.
- In depth implementation programmes for climate policy 2020-2030, biodiversity 2023 and forestry plan further define the goals and actions.

Growing Kuopio 2030 (adopted 2020, revised 2022) defines the targets of innovative urban development and housing, business and innovations.

Our overall aim is to create integrative One health -action plan which considers these four strategic programs as a whole and sets holistic objectives.

Loulé

Loulé participated in URBACT “Healthy Cities” network and developed its sport approach to health with the following objectives :

- Renovate and update the existing space and equipment
- Double the green leisure area and sports equipment or sports area
- Increase the number of users of the "Municipal Park"

The municipality of Loulé is currently implementing a Plan called “ESCL - Sustainability Strategy of the Municipality of Loulé”. It is a pioneering process aimed at identifying actions to improving the current and future quality of life of inhabitants and visitors through a transversal and integrated approach, considering governance, economic development and social cohesion. Sport/physical activity is one of the main leverage elements of this Plan.

Loulé also adopted the “Loulé Adapta” (Municipal Climate Change Adaptation Strategy) in 2016, to implement actions regarding fight against climate change, adaptation, water, energy, landscaping and mobility. Its 4 objectives are:

- to reduce vulnerability to extreme weather events and to increase adaptation, as well as taking advantage of potential opportunities
- Build knowledge about climate change
- Create dynamics of engagement of social and economic agents in order to mobilize them for change
- Disseminate the developed strategic process

Finally, about 51.3% of the municipality of Loulé is classified as a protected area due to the importance of diversity of habitats rich in flora and fauna and geological heritage. In 2022, the city council approved the classification of the Foz do Almargem and Trafal site as a Local Nature Reserve, suspending the foreseen use of the area for tourism development. The council has also signed a protocol together with ICNF and WWF, foreseeing the planting of hundreds and thousands of trees.

Currently, Health, Environment or Sport have their own Departments and strategies, but their programs are interconnected and need to be developed in an even more holistic perspective.

Lahti

Nature step to health 2022-2032: Interorganizational collaboration to prevent human disease, nature loss, and climate crisis.

The Lahti Regional Health and Environment Programme integrates health and environmental goals of the Päijät-Häme region. The programme is coordinated by the Päijät-Häme Hospitals and Health Care (later Päijät-Sote), the City of Lahti and the Lahti University Campus.

The programme has five goals

1. Prevention of certain public health challenges such as NCDs
2. Enhancement of biodiversity
3. Climate change mitigation and adaptation

4. Cooperation between health and environmental actors in education, research and communication
5. Economic impact on health, health and wellbeing services and environment

The programme is carried out by various collaborating stakeholders e.g. Finnish Institute for Health and Welfare (THL) and Natural Resources Institute Finland (Luke). Implementation is driven by new development projects, and the efficacy of the programme is monitored using statistical data, surveys, questionnaires and multidisciplinary studies. We are still in the very beginning of the work.

In the City of Lahti we also have the action plan “Nature step to Health -programme 2022-2032”. Actions are focused on the programme’s four themes: 1) promoting healthier and more sustainable diets, 2) promoting active mobility and physical activity, 3) creating more healthy and sustainable living environments, 4) promoting exposure and connection to nature.

We have also other programs and action plans which are connected to One Health, for example Environmental Program, Circular Economy Roadmap, Wellbeing Plan and Wellbeing Plan for children and SUMP (Sustainable Urban Mobility Plan). Nature Conservation Program is under preparation and will be finalised this year.

Benissa

Benissa Town Council has established health and the "One Health" approach as a key priority in its local policies, in line with its Agenda 2030 strategy. Among the measures adopted to address the social determinants of health are the promotion of healthy lifestyles, the improvement of air quality and the promotion of sustainable mobility. In addition, emphasis has been placed on responsible pet ownership, in line with the "One Health" approach.

In terms of strategies and action plans implemented at local level, Benissa Town Council has put in place various measures to address the "One Health" approach. These include the creation of green areas and the promotion of outdoor activities to encourage physical activity and contact with nature. However, obstacles have also been encountered in the implementation of these measures, such as lack of resources. Despite this, Benissa Town Council has managed to move forward with the implementation of its health policies and "One Health" successfully.

Benissa Town Council has plans and strategies already in place that address health challenges, such as the Urban Agenda 2030, which includes a chapter dedicated to “Healthy living”. The Urban Agenda also foresees the implementation of policies to promote sustainable mobility, urban biodiversity and ecological transition as well as actions to improve responsible pet ownership. The implementation of this pioneering planning that combines local reality with global challenges and challenges that we will have to face during the next decade is planned in the short and medium term, in line with the goals set out in the municipality's Agenda 2030 strategy.

Municipality of Elefsina

With the One Health strategy, the Municipality of Elefsina wants to directly contribute to the improvement of options and possibilities in terms of prevention, early diagnosis, and limitation of negative effects.

To do so, Elefsina already implemented several plans :

- ☑Communication action plan of the Biodiversity Strategy - Systematic communication and raising citizens' awareness of biodiversity issues is an obligation in the context of promoting the conservation of the national capital that constitutes the natural environment of the country.
- ☑Creation of a Sorting Center for Recyclable Materials : The city is planning to create this center, which will be used as a training (interdisciplinary) personnel in the One Health approach and coaching civil society players so they can, for example, provide multiplier training for relevant professional groups; Use of digital technologies to improve the database and early identification of possible future problems
- ☑A Sustainable Urban Mobility Plan (SUMP) is under co-construction : the citizens are invited to participate online and chose between 3 different scenarios
- ☑Creation of Summer Universities : every year, between 150 and 200 students can participate in thematic presentations given by professionals. The first edition gave information and prevention about AIDS and other sexually transmitted diseases and was pronounced by the doctor of the infectious diseases unit of the Tzanio hospital. The second edition was a conference by educator Dra. Μαυράκης Αναστάσιος on the theme “Heat and its effects on health and the environment”, etc.

The City's strategy and goals are driven to create greater engagement with citizens and help the business community so that they share socially and environmentally long-term goals thinking and cooperation.

City of Munich

Munich's urban development concept "Perspective Munich" is the central steering instrument for shaping the future of the city. In it, strategic and technical goals are defined, which lead to numerous concepts, programs and measures. The first "Perspective Munich" was adopted by the City Council in 1998 and has been updated several times since then. The "Perspective Munich" provides a long term, flexible framework for Munich's further development. It contains several overall as well as specialized guidelines, in which health has become a very important factor. The current "Perspective Munich" aimed at enabling the city to prepare itself for the increasing pace of socioeconomic and demographic change. The Health Guideline "Healthy all around" focused on the principles of Health Equality, Prevention and Health Promotion, Healthy Environment and Health Care Provision.

With new challenges emerging (e. g. climate change, erosion of social cohesion, new emerging diseases) the "Perspective Munich" is currently being reviewed and updated. Therefore, the Department of Health is just about to start the interdisciplinary process of reconceptualizing the Health Guideline as well.

Our primary goal is to promote health issues in various areas of development (e. g. urban planning, city climate, mobility, nutrition) according to the „Health in all Policies“ approach. In addition, the Department of Health is involved in the reconceptualization of various guidelines in other departments, e. g. the Educational Guideline (at the Department of Education and Sports), the Mobility Strategy (Department of Mobility) and the Guideline of Open Space (Department of Urban Planning and Building Regulation).

3.1.3 Local links to Sustainable Urban Development through Cohesion Policy

Ville de Lyon

Links can be made to the ERDF programme of the Auvergne Rhône-Alpes region and in particular to specific objectives RSO2.4 (Promote climate change adaptation, disaster risk reduction and resilience, taking into account ecosystem-based approaches) and RSO2.7 (Improve the protection and preservation of nature and biodiversity and strengthen green infrastructure, especially in urban areas, and reduce all forms of pollution). The project will also contribute to specific objective RSO4.5 (Ensure equal access to health care and promote the resilience of health systems, including primary health care, and promote the shift from institutional to family or community-based care).

The project will also abide by several principles of the New Leipzig Charter, but in particular to the "Integrated approach" principle since, to ensure the One Health dimension is fully taken into account in cities policies, the Network will adopt an integrated approach that relies on simultaneous and fair consideration of all concerns and interests relevant to the preservation and promotion of health as part of urban development.

Finally, the project will link not only to several thematic priorities of the Urban Agenda (such as the new partnerships on green cities and food) but, more importantly, to several of its cross-cutting aspects, namely:

- development of innovation by urban actors to solve their specific problems;
- development of solutions by integrating all local stakeholders in decision making and implementation;
- replicability of the project to as many EU urban actors as possible (WP2 : use the partners' networks to contact as many European LRAs as possible to present the project and invite interested cities to see how they can implement a "One Health" approach in public policy. See 4.2.2).

Suceava Municipality

The project addresses the following prioritized objectives of the ERDF Regional Programme North-East Romania:

- RSO2.1 Promoting energy efficiency and reducing greenhouse gas emissions. The interventions are complementary to those provided in the program for the environment and climate policies LIFE and from the European Fund for Energy Efficiency.
- RSO2.7. Intensification of actions to protect and conserve nature, biodiversity and green infrastructure, including in urban areas, as well as the reduction of all forms of pollution. The complementarity of the interventions in the program is realized through the InvestEU Program, the policy component for sustainable infrastructure (nature and other environmental infrastructures).
- RSO2.8. Promoting sustainable multimodal urban mobility as part of the transition to a zero-carbon economy. The interventions in the program are synergistic with the financing opportunities provided in the European Fund for Energy Efficiency dedicated to projects of clean transport from the urban environment. In a complementary way, the InvestEU

program will address market dysfunctions or investment situations for clean and durable transportation, multimodal transport and road safety.

An integrated One Health approach will impact the GHG emissions by reducing traffic and protecting urban lands.

The above mentioned objectives are connected with the New Leipzig Charter, namely - "The green city", with emphasis on:

- ☑ Climate-neutral energy supply, renewable resources, the implementation of energy efficiency measures, as well as climate-resilient and carbon-neutral buildings will contribute to significantly reducing greenhouse gas emissions and helping European cities adapt to the impacts of climate change
- ☑ Urban transport and mobility systems should be efficient, carbon-neutral, safe and multi-modal.

Eurométropole de Strasbourg

- Building a sustainable, health-promoting and climate-resilient territory

Knowing the benefits of nature for freshening the cities and well-being, it requires rethinking our infrastructures and developments in order to develop green spaces and preserve biodiversity. "One Health" vision also implies to take into consideration the risks of nature-based solutions. All this is consistent with the "green city" dimension mentioned in the New Leipzig Charter.

- Reducing territorial and health inequalities

In our daily actions, we are committed to the principles of health promotion. Since the most vulnerable populations are also the most exposed to environmental health hazards, we aim to reduce social, territorial and environmental inequalities in health.

This means focusing on fragile publics, provide equal access and opportunities, make our actions inclusive and implement them as a priority in disadvantaged or remote areas. It is consistent with the ambitions of the New Leipzig Charter.

- Involving all stakeholders in governance through several forms of participation

Through the ULG, we particularly intend to work on governance and to involve all stakeholders in different levels like the New Leipzig Charter advocates .

We therefore plan to experiment with new forms of participation, based among others on new digital tools, to support co-creation and cooperation to design actions.

Finally, the above-mentioned actions are in line with the priorities set by the ERDF fund in the Grand-Est Region (France), namely :

- Accelerating the ecological transition and responding to climate emergency :
 - ☑ Improve nature and biodiversity protection/preservation, strengthen green infrastructure in urban areas and reduce pollution
 - ☑ Promote climate change adaptation, risk reduction and resilience, taking into account ecosystem-based approaches
- Acting for well-being and quality of life through health support, including information and health promotion actions

City of Kuopio

According to the New Leipzig charter's dimension of the Green city (B.2.) Kuopio aims at being a green city by reaching climate-neutral energy supply, renewable resources, the implementation of energy efficiency measures, as well as being climate-resilient and carbon-neutral in order to adapt to the impacts of climate change. The Just City (B.2.) objectives are strongly emphasized in all our policy – Health for all approach is prioritized in Kuopio. All public services need to be inclusive and affordable, as well as safe and accessible for all.

In addition, we are developing the city according to the good urban governance principle of Leipzig charter's urban policy for the common good (c). The city of Kuopio belongs to the international National Urban Park -network. Open public places in Kuopio cover both green and blue urban space and offer fantastic precondition for healthy living environments. Forests, parks, lakes and meadows create a safe environment to adapt to climate change and preserving and developing biodiversity in city. Natural spaces are the most popular places for children to play, for your, adults and elderly to socialise and exercise.

The city of Kuopio aims at having a policy that applies integrated approach and considers all concerns relevant to urban development as whole, as declared in Leipzig charter principles of integrated approach (c).

According to the Leipzig charter's principles of good governance (c) Kuopio is currently enhancing participatory planning processes to ensure democracy. Citizens and stakeholders are seen as key partners in planning processes. We are aiming to enhance open decision making

Loulé

With the aim of implementing the “European Cohesion Policy”, the municipality has, in recent years, obtained various types of support. Examples: “CRESC Algarve 2020”; “PO-ISE” (Operational Program for Inclusion and Employment); “POS-EURO” (Operational Program for Sustainability and Efficiency in the Use of Resources); URBACT projects; “C-ROADS – Cooperative Streets”; “INTERREG Portugal Spain”; “POAT” (Operational Program for Technical Assistance); “PPP” (People Power Partnership European Culture Project)...

Developing those projects and working on the Cohesion policy objectives had us develop and implement several of those objectives in our local policies :

- We have been working with local stakeholders to develop policies. For example, the development of our local Energy and Climate Action plan counted not only on the involvement of all the organic units of the Municipality, but also on more than 70 entities that participated in thematic workshops developed in the headquarters of the Local Council for Climate Action, as well as the contributions resulting from the public participation that had place from the 17th to the 30th of March
- The city of Loulé is working closely with all different level of administration : the State, the Algarve Region, etc.

By doing so, Loulé actively applies several objectives of the Cohesion Policy : the global approach required by the Leipzig Charter, the involvement of all different stakeholders recommended by Article 11, but also innovative approaches to specific urban issues (European Innovative Actions), collaboration between countries (Interreg), etc.

Lahti

From the urban dimension of Cohesion Policy (New Leipzig Charter) these elements fit the most to City of Lahti.

-☑“The green city”

-☑“Participation and co-creation”

Climate leadership is an emerging aspect of leadership. Lahti, the European Green Capital in Finland, aims to be carbon neutral through climate leadership as early as 2025, ten years ahead of Finland’s national target. Lahti has been awarded by EU Covenant of Mayors “City in Spotlight” Prize in 2022. Lahti has been chosen to 100 Climate Neutral and Smart Cities-mission. Lahti belongs to many international (ICLEI, European Green Capital network, Covenant of Mayors, Union of Baltic Cities, Eurocities) and national networks (FISU, Finnish Sustainable Communities, HINKU, carbon neutral municipalities).

The residents of Lahti play an important role in the making Lahti more sustainable place to live. We develop environmentally friendly solutions that promote smooth everyday life and give everyone the chance to participate in environmental work. For example, in CitiCAP project we developed a model for personal carbon trading on mobility and an application that enabled real-time tracking and visualization of one’s mobility carbon footprint.

We plan to apply the Green City and Participation parts of the Cohesion Policy in our project. In Lahti we use a lot the Timeout dialogue method to discuss with people. We have developed this method so that it can be used with children, too. In our project we will continue to discuss with children and young people about sustainable life styles and young peoples’ experiences about sustainable development, sustainable nutrition and sustainable mobility. It is essential to participate young people because they are the future.

Benissa

Benissa Town Council is linked to Sustainable Urban Development (SUD) policies through its 2030 Agenda strategy, which sets out targets and actions to address the social determinants of health, including promoting healthy lifestyles, improving air quality and promoting sustainable mobility. The strategy also emphasises responsible pet ownership, in line with the One Health approach.

The 2030 Agenda strategy and focus on One Health can be linked to Strategic objective 2 of the Generalitat Valenciana ERDF programme: RSO2.4 (Promote climate change adaptation, disaster risk reduction and resilience, taking into account ecosystem-based approaches), RSO2.8 (promoting sustainable multimodal urban mobility, as part of transition to a net zero carbon economy) and RSO2.7 (Improve the protection and preservation of nature and biodiversity and strengthen green infrastructure, especially in urban areas, and reduce all forms of pollution). Benissa Town Council has adopted policies to address environmental and climate challenges, including the transition to a climate-neutral economy by 2050, the protection and regeneration of endangered ecosystems, the provision of climate-neutral energy and the implementation of energy efficiency measures. In addition, the creation of green areas and the promotion of outdoor activities have been launched to encourage physical activity and contact with nature, which contributes to the emergence and development of biodiversity in cities.

As for the EUI (European Urban Initiatives) programme, Benissa Town Council is looking for innovative solutions around

issues such as urban mobility, circular economy and energy transition. The Town Council is committed to bringing together all stakeholders and involving the different administrative levels of urban territories to carry out projects that test innovations and disseminate knowledge to as many cities as possible in a coordinated manner with other levels of governance (Generalitat, Diputacion).

Municipality of Elefsina

Article 11 (of the Cohesion Policy) - Sustainable urban development - Exchange of experiences, innovative approaches, and capacity building, and tackling environmental and climate challenges, in particular the transition towards a climate-neutral economy by 2050.

Elefsina aimed for exchange of information between the cities involved and the implementation a One Health approach suitable for all European cities answers the objective of tackling many environmental issues. Our participation in particular will focus on developing a more sustainable industry and insure the wellness of citizens and environment for all part of the city, and working together with the other participant to 1 – share the best practices identified at our local level – learn from them experience and integrate other policies in our One Health approach directly by applying best practices.

Elefsina is very conscious of the social aspect (SUD objectives of “Just city”) – it’s part of the Unesco Institute for Lifelong learning, and we have been recognised for 3 of our policies :

- ☑Sustainability and health : Elefsina is attempting to bridge the gap between the sacred, the industrial and the modern sustainable city, and thus re-connect its citizens. It intends to strengthen social cohesion and individual empowerment and pursue better environmental protection.
- ☑Equity and inclusion: The Centers for Lifelong Learning ensure equal (adult) education, also for disadvantaged groups. Together with the Municipal Educational Units and Special Professional Education and Training Center for the disabled, Elefsina fights poverty and discrimination.
- ☑A multidimensional action plan (mobilization of human and financial resources; modern technologies on all education levels; inclusive lifelong learning; and empowerment of citizens through education)

With a strong social policy we aim to also develop a clean and healthy environment, food , care for and education for all and especially for the most vulnerable.

City of Munich

As mentioned above, within the various concepts of the “Perspective Munich”, programs and measures are continuously developed in order to achieve the strategic and technical goals of “Shaping the Future of Munich”. One core concept is the new urban development plan “STEP2040”, which sets the framework for action for future-oriented and sustainable urban development. The central result of the latest update of the “Perspective Munich” is a new preamble, which, in the sense of a “City in Balance”, includes a commitment to sustainability and a focus on the common good as fundamental value of Munich's urban development. The UN's SDGs were fully integrated into its strategic goals as well. The document was developed in an innovative participation process both within the administration and in dialogue with citizens and various stakeholders of the urban society.

The City of Munich thus acknowledges and practices sustainable urban development in line with the Urban Dimension of EU Cohesion Policy and the New Leipzig Charter (LC) for a just, green and productive city. Representatives of the Munich Municipality have actively contributed to the development of the New LC, which has been launched under the German EU Presidency in 2020.

With special regard to the health dimension of urban development and the New Leipzig Charter, the Health Department is especially committed to provide equal health provision regardless of gender, age, origin, sexual orientation and socio-economic status with a special focus on the most vulnerable social groups. In the area of adjusting to climate change and accommodating extreme weather conditions, our goal is to introduce health considerations into the larger context of urban planning via a “Health in all Policies” approach.

3.1.4 Motivation and commitment of each city to join the network

Ville de Lyon

Cooperation, including at European level, is a very strong priority for Lyon. Years ago, Lyon understood the added-value of

working with other EU cities and this is why we founded the Eurocities network. Today, cooperation remains one of the 6 overarching priorities laid out in the political majority's 2020-2026 roadmap.

Since 2001, Lyon has been an active member of the WHO Healthy Cities Network and is piloting its working group on challenging species. Finally, the Mayor of Lyon is co-president of the Health commission of France Urbaine, the main network gathering French big cities.

Lyon's cooperative approach also applies to working on One Health: in February 2022, we organised a high-level multi-stakeholder event on the topic, labelled under the French Presidency of the Council of the EU; we built a coalition of cities willing to advocate together for EU support to One Health; now we wish to create this network to further our work on integrating the One Health strategy in local policies and to consolidate a coalition of committed EU and local stakeholders while answering several questions:

- ☑ What is a concrete One Health urban policy? Lyon would like to confront its vision with that of others.
- ☑ How to promote and strengthen the understanding of "One Health" at the local level, based on contributory experiences?
- ☑ What innovative actions can be developed to increase political commitment and technical engagement for a stronger One Health approach?

Lyon is very enthusiastic and fully committed to the opportunity presented by the URBACT APN call and has therefore dedicated significant resources to preparing this application: several departments have been involved (EU, Health, Finance) under the direct supervision of the Health Department Director and with concrete implication from the cabinet's advisor on health issues; we have attended several URBACT events (webinars, infoday) and have had meetings with the French NUP to discuss and refine our application.

Suceava Municipality

Suceava is an active city that is constantly looking for opportunities and solutions for developing and shaping a sustainable urban environment. Sharing mutual experiences is valuable and allows you to see different opportunities as well as threats. Our experience so far shows that, with the help of professional networks, it is possible to find solutions to sector-specific challenges. Currently, Suceava Municipality is preparing to apply for obtaining funding for projects regarding urban regeneration and participating in this project will enable us to find solutions to improve the quality of the life in the coming years.

Involvement in the activities of this URBACT network would provide a number of benefits to the Municipality of Suceava, enabling it to:

- identify and obtain better knowledge of the solutions identified by the partner cities for adapting them to the local realities (to identify the optimal options for interventions in order to solve the problems faced by the local public authority)
- increase citizen participation in community projects
- use the example of good practices in order to develop the Local Action Plan and secure funding for implementation of local projects related to healthy living.

We all have a responsibility to protect our assets for the next generation of citizens. The municipality is committed to promoting sustainable development including quality transport infrastructure, environmental infrastructure, smarter travel options, accessibility to quality housing and encouraging and supporting the arrival of new digital technologies.

Suceava Municipality is committed to providing a public realm that is: accessible and safe for people of all ages and abilities to use, one that supports and promotes healthy lifestyles and behaviours for all, creates areas where people can come together and promote the city at its best.

Eurométropole de Strasbourg

Through this URBACT application, we are particularly interested in benefiting from a network based on experiences' sharing to increase our skills and discover the political and strategic orientations of actors with different contexts.

We are truly motivated to develop a framework for political and technical commitment, to promote a multidisciplinary and comprehensive approach to health and ecological issues in line with our current priorities. Likewise, we see this opportunity as an innovative and motivating work environment allowing us to increase our project dynamics and our local network in environmental health. The work will also allow us to recognize the existing experience on our territory, to value the work with the actors and to give it scope.

The collaborative approach should contribute finding solutions to the local challenges identified above (form 1.1.), particularly

in terms of local partnerships' development.

Developing a local "One Health" policy based on the network's experience will help make Strasbourg, alongside the city of Lyon, a national territory for experimentation and innovation in this field. In this, we aim to meet national ambitions, including the National Health and Environment Plan 4, which places the "One Health" concept at the heart of strategic priorities.

We will also consider the value of interactions and meetings within the framework of a professional network, especially transnational. It broadens our horizons and perspectives and lets us take a step back on our own actions

Finally, the European scale would constitute a new dimension of work in environmental health for our territory, in line with a strong political will to develop it. This is even more important as Strasbourg is at the core of the European context.

City of Kuopio

The city of Kuopio has been a WHO Healthy Cities network member city since 2005. Kuopio has been very active in the network and has a good reputation as a member city of the network. Debuty Mayor Pekka Vähäkangas has been a member of the WHO Healthy Cities advisory board 2020-2022. In October 2022 WHO Healthy Cities conference and technical meeting was held in Copenhagen. A total of 16 professionals from Kuopio attended indicating high commitment to international collaboration. The Debuty Mayor as other Mayors of the Healthy Cities network signed a political statement for Local level Policy Recommendation for operationalizing a One Health Approach in cities. Mayors agreed to invest in and scale up the One Health Approach at the local level to promote bolder local policies and stronger governance and coordination across multiple sectors. WHO Healthy Cities have agreed to promote themes People, Place, Participation, Peace, Prosperity and Planet. Kuopio is thus committed to provide Healthier and Happier Cities for all by structuring its policies around the six key themes and committed to operationalize One Health at local level by pursuing a sustainable development agenda by also acknowledging that partnerships and collaboration are necessary in achieving a sustainable and healthy future. As action takes place at the local level and Kuopio city government is closest to citizens, with the most immediate and visible impact on their lives, we recognize that Kuopio needs to act now.

Kuopio has called out for more active international collaboration from Healthy Cities network. Thus, Urbact Once -project would be a perfect response for our call for deeper international collaboration. Kuopios' strategic aim is to become a capital of good life. As Kuopio has a history as a forerunner of health promoting city in Finland, we also want to be a forerunner and example of successful One Health operationalization and implementation – and thus build a better and sustainable future.

Loulé

Our motivation and commitment is huge. This Project meets the work developed and the vision we have. It is aligned with past work we have conducted for instance as part of the Healthy Cities URBACT Network and will thus allow to continue this work on improving the health of our citizens, taking it to the next step through integration of the One Health approach.

The ONCE network thus has full support and commitment from the entire municipality (mayor, vice mayor and all the councilors), the objectives of which are aligned with the goal and objectives of this Urbact network.

The "Local Partners" that will eventually integrate the Local Support Group of Loulé, also have a "Total motivation and commitment" with this network. We've already done a previous informal contact with several possible Local Partners (Public Health Centre, University of Algarve, all 9 parishes of Loulé, several Sports Clubs, etc...) and all accepted strongly the idea of be involved in this project. We really want to absorb and improve the URBACT spirit, methodologies and objectives to be part of this network. We want to learn and achieve, create a network, share experiences and mentalities, new approach to problems and new perspective to solutions.

Lahti

Lahti is European Green Capital 2021. We are already working in international networks. In the One Health theme we already have the strategy and action plan called Nature step to health. Still - we think that we could learn a lot from other cities and we could share our experience to others. Our lifestyle is unsustainable, leading to health problems and an overconsumption of natural resources. A big transition is needed!

One Health approach is still very new in Finnish municipalities - Lahti is a forerunner in it and we need a lot of discussion and also pilots to put the strategy in action. We still lack some indicators we would like to learn from other cities - for example how to assess biodiversity changes.

We have Finland's first Planetary Health Doctor in our region. We have had successful communication campaigns on the theme, for example Planetary prescription: <https://greenlahti.fi/en/planetary-prescription>.

We have been active and motivated to this theme and we have discussed a lot with the lead partner about the project and its content. We have also discussed with local stakeholders about this project and there is a big interest to participate in the project cooperation. The City Government made a decision that City of Lahti will participate to this URBACT-application. City of Lahti was asked to take part in many other URBACT applications, too. We chose this theme which is the most relevant for us.

Benissa

The municipality of Benissa has not had the opportunity to participate in a URBACT network so far, but we are convinced that our town can contribute a lot to a network focused on the theme of integral health and the philosophy of "One Health". We are excited about the possibility of joining this network, and we believe there are many reasons why Benissa should participate.

Firstly, we want to learn from other European cities and adopt new innovative practices in the field of integrated health. By joining a URBACT network, we can access knowledge and best practices in this field, which will allow us to improve and strengthen our approach to address the social determinants of health and ensure the well-being of our citizens.

In addition, see how inter-agency collaboration is essential to check health-related problems. By working together with other actors and departments involved in integrated health promotion, we can improve coordination and collaboration between the different sectors and actors involved, given the multiplicity of the map of relevant health actors operating in our municipality.

The development of an integrated action plan could also help us to promote sustainability and the well-being of our citizens. By focusing on holistic health, this action plan could more effectively address the social determinants of health, such as air quality, healthy eating and the promotion of active lifestyles.

Finally, we believe that participation in a URBACT network will help Benissa to position itself on the European agenda as a key player in the promotion of integral health. By sharing our experiences and best practices with other European cities, we can reinforce our role as a leader in the promotion of holistic health in Europe and help boost our model of sustainable and welcoming tourism with the people with the highest demand for care.

Municipality of Elefsina

Elefsina is one of the five most important sacred cities of antiquity, the city of the Elefsinian Mysteries and birthplace of Aeschylus. Elefsina is a natural port and strategic location, 21 km west of Athens, in the Thriassian Plain, the northwesternmost tip of the Saronic Gulf – was transformed from the 19th century onwards into the productive engine of Greece and one of its largest industrial centers. The signs of industrialization are prominent on the body of the city, affecting it and often building the perception of a place that keeps its cultural wealth well guarded, like a timeless mystery. Drawing inspiration from the rich history of the city, 2023 Eleusis forms an integrated artistic, research and educational program, with the general title Mysteries of Transition, which focuses on the three Axes: People – Society / Labour / Environment.

The goal being pursued with this initiative is to systematically anchor One Health as a holistic and trans-sectoral approach in international cooperation and in relevant core areas and fields of action of Municipality of Elefsina development cooperation. We want to build an international collaboration with the local authorities of our Municipality as well as with the scientific community of our country on issues of global health, biodiversity, and climate change we specifically support efforts to create synergies between these sectors. In collaboration with our partner countries and with relevant international and regional institutions, we aim to increase cooperation and knowledge sharing.

City of Munich

While the first Health Guideline was developed solely by the Department of Health, we now aim at developing an integrated Health Guideline as an overall strategy addressing all issues of health. According to the "Health in all Policies" approach it is obvious that health is not only produced in the health sector, but in other sectors like economy, social, education, work and employment or environment as well. On the local level we will therefore work together not only with other departments of the city administration (like the Department of Urban Planning and Building Regulation, the Department of Climate and Environmental Protection, the Social Department), but also with our partners in the health, social and educational sector, the specialist public and – very important – Munich's inhabitants.

To be able to do so, we will have to establish innovative and participative ways of collaborating with those partners. For this, a lively exchange with other cities facing similar challenges is very much needed and will be beneficial. We would like to share our ideas about the new Health Guideline within the „URBACT ONCE“ project and develop concrete flagship projects corresponding to the newly developed Health Guideline. Through “ONCE”, we will thus be able to further expand our participatory approach throughout Europe.

3.1.5 Added value of being involved in an URBACT network

Ville de Lyon

Working on the topic of “One Health” as part of an URBACT network of EU cities is aligned with Lyon’s previous actions and set objectives, namely to work with other European cities to share experience and best practice, engage in capacity-building activities, and develop common tools to not only strengthen our own ability to implement the “One Health” approach at the local level but also contribute to a better integration of the “One Health” approach at EU level and in different EU regions.

Indeed, while there is a WHO definition of the One Health concept, its implementation can vary widely and practical applications of the concept remain fickle. This prevents a common approach to be identified and implemented. Working as a network is the only way to lay the ground for a common approach to One Health at the local level through the development of shared action plans and guidelines which will allow for a more integrated implementation of One Health by European cities.

Building and cementing a coalition of cities as part of an URBACT Network will also help Lyon promote the uptake of “One Health” in local policies more widely as the visibility that comes as part of being an URBACT Network will allow us to reach out to many other EU cities as well as to EU institutions.

Lyon has already one experience being part of an URBACT Network (Sustainable Food in Urban Communities 2012-2015) and we have had several other experiences leading and being part of transnational European projects: SECUR’CITIES (ISF – lead partner), MC2CM (ENI), ROCK (H2020), I am here (Creative Europe), UrbanBees (Life), ASCEND (Horizon Europe) (cf 6.2). We believe we can use this experience paired with our commitment to a cooperative approach and to the topic of “One Health” to inspire other cities and bring about concrete and transformative recommendations on how to implement “One Health” at the local level.

Suceava Municipality

In recent years Suceava Municipality has known a strong development, and we consider that the transnational exchange has played a very important role, contributing to learning and capacity building.

We have experience working inside transnational partnerships, being involved in more URBACT networks (EVUE, SUSTAINABLE URBAN MARKETS, SMART IMPACT, FREIGHT TAILS, CARD4ALL, HEALTH&GREENSPACE) and we consider that we can contribute to the network by sharing our experience as a city from a less developed region that has managed to improve itself in recent years.

Moreover, regarding the topic approached by this URBACT network, Suceava Municipality was partner in the project „Health&Greenspace –Health-responsive planning and management of urban green infrastructure”, project realised under URBACT III Programme.

The result of this project was the Integrated Action Plan for the promotion of health-responsive and green infrastructure in Suceava Municipality.

The aim of the IAP was to provide recommendations for the city’s authorities in terms of improvement of urban green spaces which play an important role in improving social health and air quality and also contribute in reducing heat stress in cities and plan for implementing them.

A more complex local strategy could be the result of the “One Health” project, tackling other important factors which contribute to the general health of the citizens.

We are interested in identifying together with the Urbact network what strategies can be implemented to contribute to a more vivid image of the cities involved and an increase in the quality of life.

Eurométropole de Strasbourg

The “One Health” vision is quite new and requires developing tools and methods to implement it. A network’s framework makes the best use of collective intelligence. Also, as One health is a complex notion to apprehend, the time allocated to the project will really allow each partner to gain a thorough understanding of the notion.

Moreover, becoming aware of the links between human health, animal health and the global ecological state is dependent on a given ecosystem. It is therefore wise to bring together European cities with very different natural, climatic and societal contexts to exchange on this topic. Sharing our visions and experiences will allow us to define a comprehensive scope for action.

Locally, we recognize that it is important to move forward on this vision since we are already active in environmental health policies. However, the scope of the subject makes it hard to get started. Joining a network dedicated to the “One Health” topic is an opportunity to kick off our work, in line with local and national political expectations on the subject.

As previously mentioned we seek to structure and involve more stakeholders on our territory. Through the network, we would like to discover new and duplicable tools to vulgarize concepts and explain them to non-experts. We believe that this will promote the adherence and experiments’ acceptability, especially with municipalities.

On the other hand, we are convinced that dedicating time to the network will allow us to gain in efficiency afterwards. Exchanges with network members and local meetings, brainstorming and action building will help us move forward from an operational point of view.

We also see in this project the opportunity to experiment with turnkey actions, such as green cities innovations, shared by the partners.

In conclusion, being involved in an URBACT network would be a real benefit to find out how to integrate a “One Health” vision into our policies and projects with a proven method.

City of Kuopio

We acknowledge that the challenges of One Health are Global and thus cannot be solved locally. Both local and international policies must be developed to tackle the challenge. We also acknowledge, that we, the personnel, managers and directors in the cities, are loaded with work and we all feel we should have more time to collaborate. Urbact Once networks helps us dedicate our time to a task of global as well as local importance. In addition, we acknowledge we can learn from each other and improve our global understanding of the solutions to create better future.

Operationalising One Health together with other European cities is an essential step in aligning Kuopio’s mandate to strengthen cooperation and coordination between cities, sectors and stakeholders at the local level. Kuopio acknowledges its role as a critical change-maker, together with other cities, as the global community scales-up efforts to operationalize one health and strategically leads other cities by example

In the city of Kuopio, we face challenges related to population health, especially mental health. We also face challenge of energy and loss of biodiversity. We are surrounded by nature in Kuopio, of which there are large Natura 2000 areas right next to city centre. We have very good ability to adopt nature-based solutions, such as combining green space and health promotion deeply together. Data indicates nature has an important role for the citizens of Kuopio. We need to protect our biodiversity, access to nature, climate and take those into account in every action taken in city development to ensure sustainable future and citizen wellbeing.

We cannot build better future by ourselves (the city). We need to create stakeholder network that applies One Health approach widely into business. We want to present international examples, good practices, to our local network, and also we want to present local examples to international partners.

Loulé

These days, cities are facing a major challenge with serious economic, social and public health consequences: a dramatic increase in the frequency of diseases as a result of sedentary lifestyle, social exclusion...

Covid-19 led us to relearn that what we took for granted, after all, was not. It led us to relativize what we considered essential, which in the end was not. This new reality and perspective demonstrates that networking and finding joint, structured and creative solutions is increasingly fundamental. Values, such as solidarity, took on a new dimension.

If we choose one word to define Urbact Projects it is: “NETWORK”.

Despite the real benefits of being connected in a “Network” with other European cities and the fact that we learn a lot with Urbact methodologies, the real benefits are still not properly publicized and/or studied. These benefits add value, not only to the municipality, but also to the “Local Partners” and with direct results in the local population.

The added values gained from this “NETWORK” (such as: enable cities to work together and develop integrated solutions to common urban challenges; Share experiences; New perspectives for common problems; New group methodologies; New experiments; Learning about new realities; Learn from one another’s experiences; Drawing lessons and identifying good practices to improve urban policies, etc...) will not be possible without the dynamic of a Project with the diversity and characteristics of these cities involved.

The Urbact method has principles (such as: Integration; Participation; Action learning...) that, in our view, will lead these involved cities to evolve and become more prepared for current and future challenges.

Lahti

In the City of Lahti we are already implementing our One Health -program (Nature step to health) - so we can help other cities to start - if they haven’t started yet. We want to learn good practices from other cities and discuss with citizens about the theme. Our own target is to concentrate to take a deeper step to implement the program: how to communicate with citizens about One Health, how to deepen cooperation with research and Päijät-Sote, how can we engage our stakeholders to implement our 10 years program. It is also important to strengthen the practical knowledge and skills of our stakeholders in the One Health. During the site visits we can concretely see what other cities have done - without a network like this it would be much more complicated. In this network there is another city from Finland, Kuopio. This network will strengthen our cooperation and boost discussion about "One health" in Finland. In the cooperation we can develop innovative experiences and increase political and technical engagement. Thus, it is highly beneficial to consult similar initiatives and for local projects to share experience, study results and materials.

We already have many stakeholder groups to work in this theme but we need to get more people involved. We think that this URBAN network will help us to communicate people. It is still a challenge to get people inspired to participate regularly. We need a common target for the stakeholder group action – what are they supposed to do. We think that we’ll still need many stakeholder groups to different specific topics – for example to nutrition, sustainable mobility and to biodiversity. One goal of the project for us is to test new approaches and solutions to promote One Health among children and young people. This requires cooperation especially with schools and all workers there and with parents. Children themselves can and will spread information to their parents, also.

Benissa

Benissa's participation in a URBACT network focused on the "One Health" approach brings a very significant added value for our town. Firstly, due to our uniqueness as a municipality, where the ageing population and the presence of international elderly residents are very important, we can learn and share knowledge and practices with other European cities that also face these challenges. The network gives us the opportunity to exchange experiences and innovative solutions to more effectively address the social determinants of health and well-being of our citizens.

Secondly, networking is particularly important for us because it allows us to strengthen inter-institutional collaboration in our city. Given the complexity of the map of relevant actors in integrated health promotion, from the health sector to the tourism sector, as well as associations and businesses, the URBACT network gives us the opportunity to work in a more coordinated and efficient way. By exchanging knowledge and best practices with other cities and local actors, we can strengthen collaboration and teamwork to promote sustainability and the well-being of our citizens.

In concrete terms, we will benefit from participating in a URBACT network focused on integrated health because of the opportunity to work on promoting healthy lifestyles for our citizens, improving air quality, promoting sustainable mobility, protecting and regenerating endangered ecosystems, using nature-based solutions and promoting healthy eating and active lifestyles.

Furthermore, participation in an URBACT network allows us to identify and overcome common obstacles and to share experiences and innovative solutions. In short, Benissa's participation in a URBACT network focused on the "One Health" approach gives us the opportunity to work together in the integral promotion of the health and well-being of our citizens and to improve the quality of life in our town.

Municipality of Elefsina

Health is not only a condition to be able to live a complete life, it is also necessary for social development and sustainable economic development in our city, in our country, in Europe and by extension on our planet.

A growing world population, climate change, increased mobility, large-scale human encroachment, and intensified industrial

agriculture and livestock farming alike are all factors that increase the risk of pathogens emerging or rapidly spreading. Having an open network of communication between different cities facing different challenges and different difficulties allows the exchange of ideas or concepts and finding effective solutions. Sharing ideas can also increase the trust and potential of these relationships and help create long-lasting connections and results.

For this reason we want our efforts to build on existing international processes and cooperation with strong networks like ours and on the experience we aim for from our own development cooperation in the fields of human and animal health, environment and biodiversity, agricultural systems and food and water systems.

Elefsina has a strong history with European project, especially cooperation ones :

- Partner in the URB-en PACT network (URBACT III) – lead by Rouen (France), for Climate neutral cities
- Erasmus + Michelangelo project, led by Bari's middle school (Italy) to develop the European sentiment of children
- LIFE+ PAYT – led by Polytechnic of Coimbra (Portugal) – to develop waste collection, prevention and treatment to reach national environmental targets.

City of Munich

The City of Munich has been a partner to the URBACT networks “PREVENT”, “CityRegion.Net” and “URGE: Circular Building Cities”, so we are very well aware of the benefits of an URBACT network. The Action Plans elaborated in our previous URBACT networks (e. g. URGE on Circular Construction) were adopted by the Munich City Council and made a real difference for our city.

We would like to enrich the drafting process of the Health Guideline through transnational exchange. URBACT ONCE would be a great opportunity to reflect on our ideas with various partners from all over Europe. It will broaden our horizon and allow for in-depth discussions on how to deal with the link between health and other important themes such as climate change, digitalisation, social justice and diversity. The mandatory URBACT deliverables (ULGs and IAPs) are well in line with the requirements of the “Perspective Munich” framework. Thus, both programmes would complement one another in a very beneficial way. Munich's integrated Health Guideline working group will build the core of the URBACT Local Group (ULG). URBACT will add value to the ULG as follows:

- Being an EU project, URBACT ONCE will increase motivation of stakeholders to actively take part in meetings and to contribute to the discussions.
- members of the group will be able to take part in transnational project meetings and conferences and directly exchange with experts from other European cities, thus obtaining valuable insights in the strategic considerations of different partners
- With URBACT, developing an integrated Health Guideline for Munich will strongly be supported by joint discussions of methodologies, by the direct transfer of knowledge and best practices among the cities and by peer-reviewing the IAPs between the network partners and the Lead Expert.
- Through the URBACT budget for „meeting organization“ and „external expertise“, quality of work can be increased by contracting an external moderator.

3.1.6 Local Stakeholders to be involved in the URBACT Local Group

Ville de Lyon

The Lyon's ULG will be led by the City of Lyon (Health Department and departments in charge of Green Spaces, Schools, Ecological Transition,...) with local partners such as :

- Lyon Metropolis, supporting public and private actors engaged in infectiology, vaccinology and veterinary health, within the HUB_VPH, a local Veterinary Public Health Initiative targeting local innovation and expertise
- VetAgro Sup, Lyon's veterinary school, largely involved in One Health through trainings and research, mobilizing lot of international experts. VetAgro Sup has also developed a “practical One Health” diploma from 2020
- Shapemed@Lyon is a local consortium of local universities, research institutes and local hospitals, such as Hospices Civils de Lyon, targeting 5P medicine and One Health promotion
- One Health Institute, connected with ShapeMed@Lyon and focused on training on infectious emerging diseases, food insecurity and environmental risks, through transdisciplinary and collaborative approach
- Universities of Lyon, including social sciences, engaged in such coalitions
- Regional Health Agency (ARS), in charge of regional health and social services management and health promotion, including controls related to environmental health
- The “One Sustainable Health for all” Forum, international working group aiming to enable integrated, equitable and global

health approach, based in Lyon

- Alliance santé planétaire, promoting One Health approach into medical dispensaries and partnership between medical team and people working on green promotion
- Urban farmers and agrifood industries
- Local media
- Local citizens engaged in the development of their city

Finally, Lyon is already implementing its 2022-2027 Local Health Contract with 35 local partners. This contract has been designed according to the One Health concept, and activities leading to a stronger engagement of partners into One Health will be set-up, engaging a high number of local actors into the systemic approach.

Suceava Municipality

Key stakeholders to be involved include:

- Local public administration (Owner Associations Department, Town Planning Directorate, Environment Department, General Directorate of Public Domain, Tourism and Culture Department, The Social Care Department)
- The Environmental Protection Agency
- Local media
- Non-governmental organizations dealing with environmental protection and health
- Local decision makers (Suceava Local Council, leading staff of Suceava Town Hall)
- Educational units (university, colleges)
- Public health institutions

The actions will be designed in cooperation with all the ULG members. There will be meetings with all members and also separate meetings for specific topics with the stakeholders involved in these topics.

There will be a signed agreement with all the stakeholders and they will be informed about topics, best practice solutions, other city partners realities and will be encouraged to participate in the project implementation.

Working closely with the ULG members during the process of designing the Local Action Plan will enable the successful achievement of a viable, dynamic and well consolidated and integrated strategic document and a successful replication of best practice ideas.

Eurométropole de Strasbourg

Thanks to our Local health Contract, we are already working with a network of local partners involved in environmental health, which will be remobilized as part of the ULG.

More specifically, we have working relationship with:

- Regional health authority (ARS Grand-Est) which represents the Ministry of Health in the regions
- The regional and the departmental councils
- The health insurance fund (CPAM)
- The green transition agency (ADEME)
- The water authority for the Rhine-Meuse area

All these partners contribute to the local definition of public policies on health and environment, and it is therefore essential that they take part in the ULG.

We are also creating links with the academic world :

- University of Strasbourg
- Associated schools and research institutes: Institute of Parasitology, National school of water and environmental engineering

To provide expertise, we will be able to rely on several associations and organisations: ATMO Grand Est (local air quality expert), Météo-France (climate expert), ADEUS (local urbanism agency), regional union of healthcare professionals, local mosquito control union, urban planners and landscapers.

At this point, we have limited interaction with the private sector and companies. The ULG could be an opportunity to further involve these actors in order to:

- mobilize innovative companies to take part in experiments
- make companies aware of the direct and indirect impact of their activities on global health

Engaging municipalities and priority areas in the network's dynamic will be a challenge that must be met in order to bring the vision to the whole territory.

Finally, we seek to co-construct more our policies with the public: within the ULG, we will study how to engage citizens, schools and parents' committees, neighborhood associations.

The ULG's goal will be to bring actors together and make them work on common priorities, and thus allow to build a global "One Health" approach to apply through the IAP.

City of Kuopio

Stakeholders within the city of Kuopio;

- Within the Department of Wellbeing promotion:
 - the City museums, City libraries, Civic services (culture and physical activity promotion, health promotion, citizen participation, ngo-collaboration), Kuopio Community College
- Within the Department of Environment:
 - Units of Nature protection, Urban planning, Greenspace planning and maintenance, Environmental health etc.
- Communication and marketing Unit
- Within the Business services Unit:
 - Innovations, business development
- Strategy Unit

Other local stakeholders

- The citizens of Kuopio, urban and rural
- The Northern Savo Wellbeing Services County (health and welfare services), new regional public health and welfare organisation = partner
- The Savonia, University of applied sciences (One health partner since 2022)
- The University of Eastern Finland (partner, but not yet regarding One health)
- The Centres for Economic Development, Transport and the Environment (One health partner since 2022; Puijo summit partnership)
- Regional council of Northern Savo. (One health partner since 2022; Puijo summit partnership)
- Metsähallitus, (National Park & Forest Service) (new partner regarding One health)
- THL Finnish Institute for Health and Welfare (Coordinates WHO Healthy cities network, very important partner in One health implementation)
- Local business partners (including farmers and representatives of the agrifood sector; new partners regarding One health)
- Kuopion luonnonystävään Yhdistys – Kuopio Nature Protection Association (One health partner since 2021; Nature Film Festival -partner)
- Culture and arts associations (new partners regarding One health)
- Outdoor associations (new partners regarding One health)

- Business enterprises, start-ups (new regarding One health)
- Partners in tourism sector (new regarding One health)

Loulé

In a Local Support Group, will be involved as stakeholders:

- A) City council; Several Municipal Departments (Sport, Education, Health, Social Assistance, Urbanism Department...);
- B) Region and national partners as IPDJ (Portuguese Institute for Sport and Youth), CCDR (Commission for Regional Coordination and Development), CDP (Portuguese Sports Confederation), University of Algarve and ABC Biomedical Center.
- C) Local Partners. They are divided in:
 - C1) Parish (all 9 parishes: S. Clemente; S. Sebastião; Quarteira; Almancil; Boliqueime; Ameixial; Alte; Salir; União de Freguesias Querença-Tôr e Benafim) and all the schools in the municipality of Loulé.
 - C2) Institutional Local Partners - IPSS (PSSI - Private Social Solidarity Institutions), Public Health Center of Loulé
 - C3) Private companies in the sports/health area and Sport Clubs (formal and informal clubs).

Lahti

Our key stakeholders in Nature step to health are Päijät-Sote and Lahti University Campus. Päijät-Sote is responsible for the health, social and rescue services in the Päijät-Häme region. Lahti University Campus represents University of Helsinki and Lappeenranta-Lahti University of Technology (LUT). The Program group consists of representatives of these organizations e.g. the planetary health doctor, sustainable development manager etc.

The Steering board chairman is from Päijät-Sote. Finnish Institute for Health and Welfare (THL) is a member of the Steering board and a programme partner in selected research project. Natural Resources Institute Finland (Luke) is a member of the Steering board and a programme partner in selected research projects. Finnish Environment Institute (SYKE) is a member of the Steering board and a programme partner in selected research projects. WWF Finland is a member of the Steering board and serves as an advisor in biodiversity topics. Our key national stakeholder group is the expert group which has representatives from organizations mentioned before.

We have many local stakeholder groups depending on the theme. One group consists of people who are working in the hospital, university, enterprises, other municipalities, tourism development organisation etc. There are also artists and citizens. This stakeholder group has been working especially in One Health forest theme: we are developing Lahti Health Forest near our biggest hospital. Another stakeholder group works for developing school meals. There are representatives from schools, Päijät-Sote, the school catering company, environmental development department and THL.

We want to widen the Nature step to health stakeholder group and invite more specialists from early childhood education, schools, youth services and sports clubs.

Benissa

The participation of the municipality of Benissa in a URBACT network focusing on integrated health and the "One Health" approach can bring a number of benefits and added value. Given that Benissa faces unique challenges related to its ageing population and the presence of older international residents, collaboration with other local and regional actors can be particularly important.

In this sense, participation in the URBACT network would allow the municipality to access knowledge and best practices in the field of integrated health and promotion of healthy lifestyles, which could help to address the social determinants of health in the local population. Furthermore, inter-institutional collaboration, especially with the governments of the Diputación de Alicante and the Generalitat Valenciana, especially the Conselleria de Sanidad, as well as with the University of Alicante, the Miguel Hernández University and the UNED based in Dénia, could strengthen coordination and collaboration between the different sectors and actors involved in integral health promotion.

What's more, Benissa will involve citizens in the work of the ULG. Indeed, Benissa has a Department of Citizen Participation and various digital platforms to maintain direct communication with stakeholders. The municipality has experience in citizen participation, as the different strategic plans of the city have been born from citizen participation. Working with local citizens on One Health implementation will follow in this track and allow for better acceptance and uptake of measures envisaged as part of the IAP.

Municipality of Elefsina

Our stakeholders

- Athens University of Economics and Business - The Athens University of Economics and Business (AUEB) is the premier Economics and Business University in Greece and the third oldest University in the country. It's 3 Schools, comprising 8 Departments, offer state-of-the-art studies in areas such as Economics, International Relations, Science, and Statistics.
- Thriassio general hospital
- Agricultural University of Athens
- Elefsis Shipyards - a shipbuilding company. Its latest constructions include an advanced high-speed ferry type, of which two have been so far delivered (in 2005 and 2007). Other company divisions and activities include ship repair and conversions, and industrial constructions.
- Environmental Movements
- Philanthropic Societies
- Port Authority
- Trade Associations
- Ethymotypical Associations

The citizens of our city are aware and ready to participate in the activities of our project.

The local volunteer groups, the organization students, the people of the hospital and the University community after a meeting

we had to prepare the project, are ready to take full action. Also the emergence of our city, Municipality of Elefsina as a cultural capital has activated this year, it has activated large numbers of people of the arts, who are ready to organize and integrate into strong groups.

City of Munich

There are various networks and partners to be considered:

- Within the Department of Health:
Bureau of the Health Officer for the City of Munich, the department's management, the business unit of health planning (representing subjects of nursing, the Munich communal hospitals and specialist agencies for women's health and gender medicine, for inclusion, for health and migration, neighbourhood health), the business unit of health protection (representing subjects of environmental medicine and hygiene), the business unit of health care (representing subjects of mental health, children's health), and the Munich Cemeteries.
- Within the "Perspective Munich": Department of Urban Planning and Building Regulation, Department of Climate and Environmental Protection, Social Department, Department for Education, Mobility Department, District Administration Department, Equal Opportunities Office, the Second Mayor's Office etc.
- The Munich Health Council: The Munich Health Council ("Gesundheitsbeirat") represents Munich's specialist public. It consists of an executive board, chaired by the Health Officer for the City of Munich, and a member's assembly. The council's members are institutions, e. g. the professional's association of medical doctors or nurses, welfare organisations, health insurances, health initiatives and citizens' representatives (senior's or disability advisory boards, self-help organizations, the patient's representative) as well as delegates for "gender and health" and "migration and health". The members work together in seven specialised workgroups, all hosted by the Department of Health.
- Healthy Cities Network: Munich is a founding member of the German-wide Healthy Cities Network (Gesunde Städte - Netzwerk) and currently contributing to it actively with a speakership. As other cities in the network are working on issues of "One Health" as well (e. g. Dresden), further exchange will be benefiting both networks.

3.1.7 Potential for actions to be funded/ implemented

Ville de Lyon

The One Health approach will be developed through local experiments included into the IAP. In Lyon, local experiments will target priorities of the Local Health Contract, especially topics related to green spaces development, outdoor and indoor air pollution, chemical and industrial pollution, challenging species development in urban context, physical activities and active mobility, creation of supportive environments to mitigate individual and collective health risks and healthy urbanism. Children and vulnerable people affected by environmental pollution will be prioritized amongst local population.

Those topics are already part of Lyon's main plans (Local Health Contract, City for Children, Multi-year Investment Plan, Lyon 2030...) and benefit from a strong political support from the local Green majority, especially through following delegations: Health promotion and Environmental Health, Animal condition, urban nature and biodiversity, Housing, Urban Mobility and Urbanism,...

Funds to develop action will be provided by Municipality and donors / agencies, such as ARS, the French Agency for Ecological Transition (ADEME), the French National Cancer Institute, the Metropolis... Those agencies are proposing annual calls for proposal focusing environmental health and urban development topics. Lyon regularly submit proposals for co-funding and has been already granted for several programs. Integrating One Health approach in the future proposals will be an asset to mobilize donors and receive expected co-funding.

Implementation will be set-up by relevant Lyon's departments with technical support from Health Department (50 staffs involved in health policy development, environmental health, biodiversity and animal health and control, health control,...).

Those actions are also highly supported by local actors and civil society, especially those who are engaged in the Local Health Contract, ensuring proper and participative implementation of the projects.

Suceava Municipality

Suceava aims to integrate more healthy measures in its local urban planning. This includes measures to reduce the use of fossil fuels by working towards a zero-emission citywide energy distribution and by encouraging more eco-friendly mobility options, like biking, walking, or electric transportation. Suceava's citizens will benefit from these measures, improving physical, mental, and emotional health. It is proven that greenery has a positive effect on biodiversity, energy usage, air purification, water storage, heat stress, real estate value, leisure, social cohesion, and physical and mental health. The chance to share knowledge with other EU cities, looking into tools and methods that can be used for healthy urban planning, will accelerate the development of local innovations. It is a step closer to a healthy city.

Together with ULG members, Suceava intends to design actions associated with healthy urban planning and identify the funding schemes that could support the implementation of these actions.

Actions envisaged to be included in the IAP include among others:

- ☑Greening public spaces, by rehabilitation of deprived areas and their conversion into green areas
- ☑Increasing greening public/private buildings (green roofs/walls)
- ☑Enhancing existing and creating healthy walking routes
- ☑Reducing air pollution by installing green curtains on the main roads, encouraging alternative transportation
- ☑Promoting a healthy "urban life" style
- ☑Healthy eating in schools
- ☑Establishment of permanent medical centers in every district of the city, in order to relieve the activity of the Emergency Unit of the County Hospital
- ☑Encouragement of active aging - the promotion of volunteerism, the adaptation of public space and buildings to the needs of the elderly population.
- ☑Raising awareness among Suceava's citizens on the interconnectedness of health, physical activities, environment protection and related actions, which can contribute to improve the quality of life.

Eurométropole de Strasbourg

As mentioned above, environmental health is a priority for Eurométropole de Strasbourg's elected representatives. The Local Health Contract is a particularly well-supported initiative for which resources are being allocated.

This statement implies the following:

- ☑dedicated envelopes and budget lines,
- ☑favourable decision making for new projects,
- ☑3 project managers dedicated to the development of these projects.

For example, for the realization of environmental health actions in 2023, a budget of 200,000 € has been set aside. We can regularly count on co-financing from partners in the territory, for example this year 50,000 € from the Regional Health Agency.

"One Health" vision will be integrated as a priority in the new contract to be signed. Within URBACT, it means that we will integrate the IAP into the CLS implementation mechanisms. Therefore, all the means will be gathered to implement its actions: political support, budget, human time, experts and technical means in practice.

We have already dedicated a part of our 2023 budget (15,000 €) to co-finance the participation in the URBACT network and we have received confirmation that we will be able to do so in 2024 and 2025.

From a human resources perspective, the implementation of the WP activities has been integrated into the work plan of a project manager for the duration of the program. We will be as much involved in the participation in network's transnational meetings as in our ULG's development, based on experimenting tools, methodology and actions.

City of Kuopio

Urbact project has received Mayor's steering committee's approval as the project is regarded as an important opportunity to enhance international collaboration between Kuopio and other Urbact Once -member cities and other cities (e.g. WHO Healthy Cities network) in terms of One health approach. In addition, Urbact Once project is considered important in implementing our strategy.

The costs will be covered from the city of Kuopio strategic unit, where the needed budget is already dedicated for this project for the years 2023-2025.

The local project steering group will be city's Wellbeing group which covers all mayors and directors of the city departments. The group, as well as group responsible for implementing the decisions of the wellbeing group will be responsible of the personnel committing and operationalizing One Health in Once -project.

As a member city of WHO Healthy Cities network (Kuopio, Turku and Helsinki only members in Finland), and as a board member of the Finnish Healthy Cities network lead by the THL, Finnish Institute for Health and Welfare, Kuopio has a valuable role in showing example for other cities. Kuopio is a forerunner in health promotion, and has a good opportunity to spread the word for other cities.

Project coordinator and local project coordinator are responsible for the project management and implementation. Wellbeing promotion coordinator's tasks include WHO Healthy cities -coordination in Kuopio and thus coordination of Urbact Once is in-line with coordinator's work. International aspect in wellbeing promotion needs to be enhanced in Kuopio. Therefore Urbact Once provides an excellent opportunity to enhance our role as a fore-runner city. Mayors are committed to the project and willing to dedicate personnel's time to Urbact. Some of our main stakeholders are already committed to One health approach. The project is agreed to support their policies as well. However, education and new collaboration within One Health is needed.

Loulé

The municipality has sufficient financial, human and technical resources to implement the projects/programs/actions. In spite of that, at this moment it will be difficult to quantify amounts, number of employees, etc... as we are still in the phase of "possible projects/programmes", without confirmation of what will be "approved" by URBACT.

Examples of programs/actions, with sport or medicinal objectives, we can fund/implement:

- ☒ "Free Informal Sport Activities" (in public urban areas for all population, in summer, easter, Christmas... school holidays, etc...);
- ☒ "Physical and/or digital Maps" (with info and orientation for places for sports, distances, levels of difficulty, points of interest, etc... that lead to the implementation of the objectives above defined for this URBACT Project);
- ☒ "Walking, running and cycling centres" (open to all population, with a focus on senior people accompanied by specialized technicians from the City Council and/or Local Partners);
- ☒ "Playful/recreational proximity activities", in a more interactive way (such as dance classes, traditional games, senior proms, etc...);
- ☒ "Take local sports clubs (ULG), local, national and international sports champions to the municipal schools" (promote the objectives of this Project from a young age);
- ☒ "Develop the willingness and practice of sustainable mobility among children and adolescents - 4 up to 15 years (increase the use of bicycles and cycle paths, reduce the number of vehicles within cities, decarbonisation, etc...);
- ☒ "Develop strategies that lead to the promotion and awareness of gender equality" (in sports development programmes, strategic plans, etc.);

Lahti

The Nature Step to Health program and its action plan is one of our top goals in the City's strategy implementation. We have organised the Nature Step to Health -work together with two other organisations (Päijät-Sote and Lahti University Campus). We have the steering board, program work group and expert group. In the City of Lahti we have three coordinators to promote the work.

The steering board will mainly correspond the URBACT Local Group. There are 22 members at the moment. We may strengthen this group and invite specialists from early childhood education, schools, youth services and sports clubs or some of them. We do have many stakeholder groups on each subtheme /for example "developing school meals". Our Lahti Health Forest stakeholder group has about 50 participants – about 20 of them are active.

Our local level target in the URBACT network is to develop participatory action planning process to "developing school meals" and to implement good practices in the sustainable and healthy school meals. In this stakeholder group we have 12 members from schools, Päijät-Sote, the school catering company, environmental development department and Finnish Institute for Health and Welfare (THL). There will be a representative from Lahti University Campus, too. With regard to the topic of school meals we have good connections to the Ministry of Agriculture and Forestry, with which we are already cooperating. Some ideas for our local action pilots could be school meal events, participation, discussions and marketing healthy and sustainable food in a good way in some schools. Two primary schools are involved until now and there are altogether 1020 pupils and one upper secondary school with 1350 students.

Benissa

The implementation of a URBACT project is a task that requires time, effort and resources to achieve the proposed objectives. In the case of the Municipality of Benissa, it is important to point out that it has an annual budget of around 15 million euros, which will allow to cover the costs derived from the participation in the URBACT project.

Furthermore, it is important to mention that in the field of health, Benissa has programme-contracts with the Generalitat Valenciana and the Diputación de Alicante, which ensures the development of a strong system of social services and a solid financial backing for health-related projects.

In terms of mobilising the necessary staff, Benissa Town Council is committed to providing a dedicated and committed team for the URBACT project, with experience and expertise in the field of integrated health and social welfare.

As for political support, Benissa has the commitment and backing of the authorities of the Diputación de Alicante and the Generalitat Valenciana, especially the Conselleria de Sanidad. In addition, it has the backing of the universities of Alicante, Miguel Hernández and the UNED based in Dénia, which will allow it to count on the experience and knowledge of experts and academics in the field of integral health.

Finally, regarding the preliminary specific line, the Municipality of Benissa commits itself to allocate the necessary resources for the participation in the transnational meetings, the implementation of tools and methodologies, among other activities related to the URBACT project.

In summary, the Municipality of Benissa has the necessary resources to actively participate in the URBACT project and to fulfil the proposed objectives. In addition, it has a committed team with extensive experience in the field, as well as the support of the authorities and universities. The commitment to allocate the necessary resources and the financial and political backing will ensure the success of the URBACT project.

Municipality of Elefsina

The city of Elefsina is deeply committed to the implementation of this network, and of our local ULG.

First, the mobilisation of our city officials was total, with the organisation of several internal meetings to discuss the content of the project. The mayor gave its approval, and signed the letter commitment himself.

Several meetings were also organised with local stakeholders : we met with representants from the general hospital of Thriaseio, but also with a group of local volunteers (Association of Thriaseio volunteers for environment, society, and culture), and they all were very interested by the project and by their possible participation in the ULG.

To implement the project, several employees from the Municipality will be mobilised : the General Manager of the Municipality of Elefsina (first person after the mayor) will coordinate the ULG for all political aspect, and Mme Sonia Papageorgiou (consultant), who was the contact point for this candidacy, will act as project manager.

To ensure a good technical quality of the ULG and network, 2 project manage from the Environment Department will also participate in the ULG. For Elefsina, this Environmental Department is also in charge of Health related issue, since there is no dedicated Health Department. The Director of the Environment Department will also be involved, as a supervisor. Finally, a Deputy director from the School District will intervene on an ad hoc basis, to help develop the One health education aspect.

To finance the planned actions, Elefsina will mobilise the envelop dedicated to the participation in European projects (managed by the Financial Department) – 100 000€/year.

City of Munich

As it is an implicit goal and prerequisite of the “Perspective Munich” that the programs and guidelines developed in the process lead to direct action, projects within this framework are usually approved and funded by the City Council. Examples are “Handlungsräume”, city districts which need restructuring. Within these, departments work together in realizing measures according to the newly developed guidelines like building more green spaces and parks in very densely built areas.

Furthermore, every guideline has to be tried out via lead projects approved and funded by the City Council. In the current Health Guideline, the lead project “Biostadt München” was developed to foster sustainability and organic food provision and is now permanently funded. We intend to fund projects developed within the IAP in the same way, especially because “One Health” approaches are in accordance with the municipal government’s coalition agreement. Measures dealing with the consequences of climate change on health and providing health care for all inhabitants will therefore most certainly be financed by the City Council.

In addition, we have experience in co-financing measures with funds from health insurances or the state. One example are communal health centres providing on-site health services in city districts with health, socio-economic and other challenges (e.g. low access to proper health care, more environmental stress). Furthermore, the Department of Health has a considerable budget each year approved by the City Council to subsidize external partners who are going to work on the implementation of the project.

To implement measures outlined in the IAP, we will be able to tap into the resources of the Health Department with several hundred colleagues, especially the Health Planning Unit (with expertise on public health, sociology, psychology and social work). Staff from the Departments of Climate and Environmental Protection and Urban Planning will also be involved.

3.2 Why does it make sense for these cities to work together? What added value will be created?

As the One Health concept might be perceived differently according to the EU regions, and considering that partners of the network represent a diversity of local contexts and struggle with diverse health and environment challenges, working together is the appropriate way to refine the One Health concept and contribute to its spreading across Europe.

The ONCE network includes cities with different levels of experience related to One Health. More experienced cities, such as Lyon, Munich, Kuopio and Lahti will be able to effectively support less experienced cities, such as Elefsina or Benissa through sharing their knowledge and previous experiences. But even these experimented cities will learn from the others. For example, Lahti will benefit from Lyon's experiment regarding biodiversity monitoring, etc.

Cities like Suceava and Loulé also have prior experience being part of URBACT networks focused on health matters. This will allow cities which embark on their first URBACT journey to make the most out of the URBACT Method and Network journey. Suceava and Loulé's practical experience will be of tremendous value for key Network's decisions such as experts selection and methodology definition while their established networks will also support stronger dissemination of the project's outcomes.

Together as a consortium, involved cities increase the number of experiments in the thematic areas covered by the project, and develop synergies.

Indeed, each selected city is planning to work on a different subject :

- [x] Loulé wants to work on sport and "physical activity for all"
- [x] Lahti wants to focus on children and the youth
- [x] Suceava is looking for solutions regarding resilience and adaptation to climate change, especially towards vulnerable people (children, elderly, homeless people, etc.)
- [x] Elefsina wants to develop One Health solutions in its very prominent industrial sector
- [x] Strasbourg's focuses on air quality, especially pollution due to transportation
- [x] Munich wants to work on rising resource requirements and conflicts of land use due to rapid population growth, but also access to health services, and sufficient healthcare provision
- [x] Benissa wants to work on elderly policies
- [x] Kuopio wants to improve its integrated approach
- [x] And finally, Lyon wants to work on greening urban areas and challenging species development and pursue the "Healthy Cities, Healthy Citizen" declaration, promoting advocacy towards European cities and EU instances for a better consideration of One Health challenges and approach.

The very goal of this network is to bring cities with different points of focus and codevelop a methodology that would encompass all these elements.

The ONCE Network will develop one specific IAP in each city with a different point of focus, but always with the aim of developing the One Health approach. The goal is, with these local experiments, to test and compare different methods to better identify the working solutions, the potential synergies between topics. By sharing the results together thanks to the actions of WP2, the thematic sub-groups (WP2) and the regular steering committee meetings and working sessions of WP1, identify the actions that would be beneficial to all types of cities, regardless of size, climate, type of government and point of focus. This will allow us to develop precise guidelines and advice to help spread the implementation of the One Health policy, as well as implement methods and tools into local policy and actions.

To make sure this common approach is possible the ONCE project selected its partners to ensure geographical balance through a large representativeness of different European regions (selected also regarding the seriousness of the city and its commitment to the creation of this network, including the participation to the meetings organised to develop this ONCE project).

In conclusion, the partnership exhibits a diversity in terms of backgrounds of partners, as well as their challenges and experiences related to the topic addressed by the project. The aim is to add value to cities through this versatility of different perspectives and applied approaches covered, that directly contributes to more effective transnational exchange of knowledge within the network and also beyond it.

4. ACTIVITIES AND EXPECTED OUTPUTS

4.1 Description of Work Package 1- Network management

4.1.1 Organisation of the project coordination

As lead partner, Lyon will be in charge of overall project coordination, in relation with the different partners' project coordinators. A steering committee (SC), led by Lyon, will overview the project's advancement. The SC's composition will be: Lyon project's coordinator, a project coordinator for each other partner (8), and the lead expert. They will meet every three weeks online to organise transnational activities, follow the production of Network outputs (WP2) and inform on the implementation of local activities thus making sure that WP3 activities and outputs feed in to WP2 activities and outputs, and vice-versa.

SC meetings will also be used to discuss communications matters, involving Lyon's communication officer as needed to discuss and agree on project branding and other communication outputs.

To ensure continuous political support to the project and uptake of its results, partner cities' elected officials will be invited to attend the SC twice a year and be updated on the progress of the network. National URBACT Points will also be invited on a regular basis to be kept informed of the project.

Every 3 months, the SC will meet in enlarged format to include partners' finance and administrative officers. This will allow Lyon to monitor partners' spending, and ensure each partner's and the overall project budget is kept to. It will also allow Lyon to ensure that all partners keep appropriate records to justify implementation of activities and associated costs. Ahead of reporting periods, these meetings will be used to outline requirements and agree on a precise timeline for all partners to send the required documents to Lyon.

On an ad hoc basis, local coordinators will also meet – both separately and with the project coordinators – to discuss and exchange best practices pertaining to the creation and facilitation of the ULGs.

Most meetings will be online using Watcha, a free and open-source web application hosted in France and offering video conferences, instant messaging, shared storage and collaborative editing services.

In-person SC meetings will be organised on the occasion of the in-person transnational network meetings and of other in-person events.

To ensure good project implementation and monitoring, Lyon will designate a project coordinator (see 6.2), fully dedicated to the project and in charge of overall and daily project management, in regular contact with project partners, by phone or email. They will also run the transnational network activities. They will be the main point of contact for the URBACT Secretariat and will supervise the overall project reporting. The rest of the project team (see 6.3) will be composed of:

- a finance and administrative officer (overseeing Lyon's budget and record keeping and preparation of the official reporting) (1 FTE),
- a communication officer (production of communication outputs, in coordination with the project coordinator) (0.5 FTE),
- a local coordinator who will run local activities with the URBACT Local Group (ULG): meetings, experimentations, IAP, etc. (0.5 FTE).

Each partner will designate a project coordinator to participate in the SC and act as Lyon's main contact point for transnational activities, communications and reporting. They may be supported by a local coordinator in charge of running the ULG and by an admin/financial officer.

Regular communication and collaboration will be maintained during the project using the Watcha platform to share network products, reporting documents, etc. The platform will be used as a virtual library where Lyon will upload internal management guides including the Programme manual, information on distribution of roles and responsibilities, and key deadlines. Partners will use it to share tools and reference documents relevant to the topic and the running of transnational and local activities. Dedicated online meetings will be organised to present these tools and documents, thus ensuring uptake by partners.

To ensure understanding of and commitment to the projects' requirements, partners will sign a consortium agreement outlining the grant amounts received as well as the partners' obligations vis-a-vis the network and the main principles guiding the project (sustainability, ethics, gender-equality, etc.).

4.1.2 Activities to be implemented under WP1

Activities implemented under WP1 and pertaining to overall project management will be led by Lyon but require active participation from all partners.

At M1, Lyon will assign the 4 staff in charge of transnational and local project management: the project coordinator (full time), the administrative and financial officer (half time), the communication officer (half time) and the local coordinator (half time) (see section 6.3). Partners will also designate their project coordinator, local coordinator and admin/budget officer. A directory with their contact details will be created by Lyon and uploaded on Watcha.

The beginning of phase 1 will also see the Network select and appoint the Network Lead and Ad hoc experts in line with expertise requirements outlined in part 7.1. Throughout the duration of the Network, the Lead expert will take part in the steering committee (SC) but Lyon will also organise regular one-on-one meetings with them to precisely define their role and expected contribution to the Network activities (phase 1), and ensure continuous coordination as well as timely and quality delivery of expected products (phases 2, 3 and 4).

The SC will be set up and start its tri-weekly meetings at the end of M1 or very beginning of M2 (before the summer break). The first meeting will serve as the official kick-off of the project. Lyon will use it to review the project's strategic objectives, timeline, scheduled activities and expected outputs and ensure partners' good start to the project; it will present project management processes and tools (like the Watcha platform) and share useful resources (such as a guide on EU visibility requirements and a guide on reporting requirements - see below). Partners' elected officials will be invited to attend the first part of the meeting on project's strategic objectives, timeline, scheduled activities and expected outputs to ensure good grasp and sound political support of upcoming activities. The kick-off meeting will be organised online after the official URBACT launch event to include information and guidance materials from the URBACT Secretariat.

All partners will attend the online launch event (Lyon and the Lead expert the June 21 sessions and all partners the June 22 sessions). The week of 28 August, all partners will participate in the 3-day URBACT Summer University allowing them to meet in-person for the first time. Lyon will make use of this opportunity to organise an in-person SC and also a social gathering with all partners.

From the first meeting onwards, the SC will meet every two weeks online (and in-person during core meetings), mostly in restricted format (Lyon's and partners' project coordinators + lead expert) but also welcoming in admin/budget officers, Lyon's communication officer, partner cities' elected officials, NUPs and thematic experts as described in 4.1.1, 2.3, 2.4 and 2.5.

During phase 1, the SC's work will focus on consolidation and activation of the partnership. This will be done through the drafting and signing of a consortium agreement by M4 which will lay out all partners' obligations as well as the grant amounts allocated to them. The consortium agreement will also lay out the main ethical principles all partners will agree to follow when implementing the project, with a strong focus on gender equality and environmental protection.

Phase 1 will also serve for Lyon and its partners to identify and agree on a set of indicators to monitor and evaluate the project's progress both at the transnational network level and at the level of ULGs, thus allowing feedback from the transnational to the local level activities and vice-versa. The lead expert will work with Lyon and the Network partners to identify the most relevant indicators and ways to monitor them. Throughout phases 2, 3 and 4, dedicated SC meetings will be organised every 4 months by Lyon for all partners to report back against these indicators, and a short report will be drafted by the lead expert in coordination with Lyon's project coordinator after each of these meetings to outline progress made, identify potential threats to reaching the project's objectives and propose measures to correct course if needed. This report will be shared with partners via Watcha and serve as the basis for periodic reporting to the URBACT Secretariat.

As project leader, Lyon will coordinate and be responsible for overall project administrative and financial reporting on the basis of information provided by the URBACT Network partners. As described in 4.1.1, all partners' administrative and financial officers will be required to attend dedicated SC meetings on a quarterly basis to report back on partners' use of their allocated budget and ensure costs eligibility and appropriate record keeping. In line with the reporting calendar set out by the URBACT Secretariat, Lyon will set internal deadlines for partners to provide all the information necessary for the completion of the reporting package and according to the URBACT Secretariat's set template. Ahead of each reporting period, a dedicated meeting of the SC (in enlarged format with admin/budget officers) will be organised to outline and explain the reporting

requirements and timeline. Lyon's administrative and financial officer will remain available to answer follow-up partners' questions and guide them throughout the process. A guide on reporting requirements will also be drafted and shared with all partners.

Timely and quality reporting to the URBACT Secretariat will allow Lyon to, in turn, ensure timely redistribution of ERDF grants to partners. As lead partner, Lyon will indeed be responsible for receiving and redistributing ERDF funds to the Network partners. To ensure good record-keeping, Lyon's administrative and financial officer will create a dedicated grant redistribution monitoring tool (Excel spreadsheet) which will allow Lyon's project coordinator to supervise the process.

All partners will play an active role in ensuring communication on the network's activities and results, on an ongoing basis throughout phases 1 to 4, based on the communication strategy described in part 4.2.2 below and further defined and agreed upon during phase 1. Lyon will provide assistance and guidance to all project partners for external communication activities: a guide on EU visibility requirements will be drafted and shared, templates will be provided and a dedicated meeting will be organised on the topic during phase 1. Lyon will also be responsible for the work on the creation of the project visual identity during phase 1 (creation of the project's logo and communications templates to be used in different communications channels) and the setup of the Network's webpage on the URBACT website. Throughout the project, Lyon will coordinate communications activities, monitor their implementation, collect communications outputs to update the URBACT website and report back to the URBACT Secretariat on communications and EU visibility matters, and provide guidance to partners. This will be done through participation of Lyon's communication officer to regular dedicated SC meetings. Twice a year, SC meetings involving Lyon's communication officer will be specifically dedicated to reviewing and evaluating the implementation of the communication plan (WP2) and adapting it as needed.

NUPs will be informed on project progress and results. They will be invited to attend SC (twice a year) and ULG meetings, as well as site visits organised in their countries. They will also be sent regular updates in their own language for faster and easier dissemination. Each partner will be responsible for providing these updates, in coordination with Lyon.

Finally, Lyon will coordinate feedback actions to EU institutions (European Commission (DG SANTE, DG ENV, etc.), European Parliament, European Committee of the Regions, etc.) to feed in future EU policies and legislations. This will be done through organisation of one-on-one meetings (Network/EU institutions), participation in EU/networks events and consultations, mobilisation of European/thematic networks. Lyon's Brussels office will play a key role in identifying opportunities and facilitating Network's contacts with EU institutions. SC meetings will be used to discuss identified opportunities and agree on the way forward (designation of a delegation to attend a meeting/event, of a leader to oversee contribution to a consultation, etc.).

4.2 Description of Work Package 2 – Network Level Activities

4.2.1 General framework for Network Level Activities

At transnational level, the Network will organise its actions in several phases in order to structure the partnership, achieve set objectives and deliver expected outputs.

As ONCE partners have never worked together, it will be important to properly structure and strengthen the partnership. To this end, Lyon will work on consolidating the partnership during phase 1 by drafting, with ONCE partners, a consortium agreement (WP1). This consortium agreement will confirm the common objectives and expectations of this network, agreed on by the whole consortium.

As of M1, Lyon and the Lead expert will also work on consolidating the partnership through the conduct of an in-depth analysis of the partners' profiles (see 4.2.3) in order to detect complementarities and synergies between partners, identify potential for clustering so that some partners can work together as thematic sub-groups.

This network has gathered a lot of interest. A selection of representative cities and themes was made, but in case selected partners should drop out of the network (for reasons yet unknown) several other candidates could be reached out to - with the URBACT Secretariat's agreement.

As well as regular meetings to ensure a continued communication (WP1), unofficial meetings, with the sole aim of getting to know each other, will be organised by videoconference before the 2023 URBACT Summer University (where a social gathering of all partners will also be organised by Lyon)

The concept of “One Health” being multi-faceted, understood and implemented differently depending on actors and territories, it will be essential for ONCE partners to determine and agree on a common definition based on territories and communal reality, as well as a shared framework for action. During the activation phase, work will be conducted to refine the “One Health” concept, to create a shared state of the art (Baseline Study) and to design a methodology for Network action in phases 2 and 3 (Network Roadmap) based on this state of the art. For this, the partnership will work in close collaboration with the lead expert: the aim of these Baseline and Roadmap will be to ensure that all partners share the same definition of the concept and the same objectives.

The Baseline Study will be fed by a European-level overview of “One Health” (existing knowledge, projects, programs and good practices related to the policy challenge to be addressed) and detailed partner profiles (a presentation of all 9 network cities, in particular in relation to the local policy challenge, assessment on local perception and understanding of One Health concept, existing policies/action plans, and the possible focus of the URBACT Integrated Action Plan to be developed), both conducted by the Lead expert between M1 and M4.

The Network Roadmap will be co-constructed with all ONCE partners through the organisations of dedicated workshops led by the Lead expert and including local elected officials as well as local stakeholders tagged to be part of the ULG. These sessions will serve to identify issues to be addressed by the Network and decide how the partnership wants to address them through transnational exchanges (M4-M7). It will define a methodology and shared starting definitions; build collectively the formulation of the challenges encountered by the communities involved in the network calling for the implementation of a “One Health” approach in the way of designing local public policies; synthesize the organizational and political stakes in order to develop a common framework for the implementation of local experiments.

The ONCE Network aims to experiment proper tools and methods related to One Health approach implementation within local policies and actions. Thus, different tools and methods will be selected by the Network and each member will contribute to the objective experimenting one tool or method in his territory. This process will be developed step-by-step, each phase being concluded during one of the core meetings, allowing the feedback of information, good practices, but also the identification of obstacles, solutions, and needs of assistance. These in-person meetings, held at regular interval throughout the Network duration will be essential not only to advance on the topic of the Network but also to build a sense of community and shared endeavour between partners.

The selection of tools and methods to be experimented will be finalized during the first core meeting in phase 1. Trainings on selected tools and methods will be organized during the second core meeting in phase 2. Phases 2 and 3 will focus on the testing of tools and methods at local levels within WP3, with small-scale field tests. Throughout phases 2 and 3, the Network will work following a 2-step approach: implementation of tools and methods followed by dedicated working sessions for transnational partners to exchange, provide feedback and collectively reflect on these small-scale field test. This intermediate review will allow adjustments. A second step on results’ review and analysis, and final discussion on tools and methods will be organised during the second core meeting of phase 3, allowing ONCE partners to analyse the reasons behind an experimentation’s success or failure and, in case of failure or partial success, identify the reasons behind it and, if relevant, avenues for improvement. Based on a shared and iterative analysis of the results of local experiments, Network members will develop an integrated method that will allow public decision-makers to study the impact of the implemented measures. Experiments will be conducted on selected public policies or actions pertaining to the three health domains: human, animal and environmental, regardless of the territory in which it is applied.

The Network will also identify where several partners will be able to gather as a thematic sub-group to work on a sub-topic of the “One Health” umbrella topic, according to their local priorities and opportunities. The identification of these thematic clusters will be done as part of the in-depth review of the partnership during the activation phase. In each cluster, a lead partner will be identified who will take responsibility for organising and facilitating the work of the cluster. The cluster leader will remain in close and regular contact with Lyon’s project coordinator. Clusters will regularly update the rest of the network on their work during SC meetings and will be supported in their work by the Lead and the Ad hoc experts, as needed. Cluster members will share concrete contents on their policies and actions during core meetings and site visits organised during phases 2 and 3 in particular.

Finally, The ONCE Network aims to develop the “One Health” approach itself, as a holistic approach, which brings together issues of health, environment (climate, biodiversity, etc.), equality and inclusion, etc. The project involves all relevant

territories (metropolises, cities, neighbourhoods, and the different types of stakeholders: public, private, associative, etc. This ambition will require for Network partners to engage on different levels, in different formats and in different groups throughout the duration of the project but also to engage with external actors – starting with ULG members – who will come and feed discussions and considerations of partners at the transnational level.

The Network will thus work to nourish its activities at transnational and local level with the work done by other scientific, institutional and associative actors outside of the Network. This will be achieved through the organisation of regular literature reviews, the invitation of external experts to steering committees and topic-focused deep-dive sessions, feedback from partner cities on the work of the thematic European, national or local networks in which the cities in the consortium are involved, etc.

4.2.2 Proposed approach to network communication

Communication around the activities of the network and dissemination of its results will be a strong focus of the URBACT Network as one of the objectives is to raise awareness and uptake of the “One Health” approach at local and European level.

During phase 1, and with support from Lyon’s Communications Department, Lyon’s communication officer will work on a communication strategy outlining the common objectives, messages, intended target audiences, agreed channels and operational communication activities. The communication strategy will need to define how communication is implemented both at the Network level (transnational) and at partners’ level (local/national). Each partner will therefore be expected to contribute with items pertinent to communication within their own local and national ecosystems. (Local communication will be, in turn, fed by outputs produced at Network level. See 4.3.3 for more details on the approach to local communication.) The work on the strategy will be closely followed by the steering committee (SC) and will result in the production of a communication plan which will be adopted by the SC no later than end of December 2023.

In parallel, Lyon’s communication officer will supervise the production of the project’s visual identity and graphic charter (outsourced), which will also need to be submitted to and approved by the SC. The charter as well as templates (including that of the A3 poster to be displayed in each partner’s building) to be used by the network (logos, banners, etc.) will be uploaded in the virtual library on Watcha. Specific attention will be paid to EU visibility. EU logos with mention of EU co-funding will be shared with the partners but Lyon will also produce a short explanatory guide on EU visibility and organise one meeting dedicated to this topic. EU visibility requirements will also be clearly laid out in the consortium agreement.

The communication strategy developed during stage 1 will refine target audiences but, to achieve its objectives, the URBACT Network will primarily target:

- ☑☑ Local, national and European elected officials, via the organisation of dedicated bilateral meetings and multilateral high-level conferences, and linkage with local and regional authorities’ networks (European Parliament, European Committee of the Regions, CEMR, France Urbaine, etc.);
- ☑☑ Staff from local authorities and local actors involved in the implementation of public policies, through participation in relevant international, national and European working groups (such as the WHO Healthy Cities network) and the drafting of a series of recommendations on how to integrate the “One Health” approach in public policies;
- ☑☑ Research fellows and health experts, through the publication of articles in specialised media and participation in scientific conferences;
- ☑☑ The wider public, to make them appreciate the links between human, animal and environmental health and thus support the integration of the “One Health” approach in public policies definition and implementation. This will be done via the use of social networks, participation in events focusing on the general public (such as the “Joli Mois de l’Europe” in France) and engagement with the general press.

SOCIAL NETWORKS. Social networks will allow the Network to reach a large number of people and a variety of targets (from professionals on LinkedIn and Twitter to the wider public via Facebook and Instagram). Depending on the target audience identified in the communication plan, dedicated accounts will be created on the most relevant platforms and partners will mobilise their organisations’ different channels to increase visibility of the project’s accounts and posts. To ensure coherent and easy communication, Lyon’s communication officer will share “ready-to-post” content with the partners.

MAJOR LOCAL/NATIONAL/EUROPEAN EVENTS. The Network will participate in relevant local, national and European events where it will be able to present its work, such as the European Week of Regions and Cities, the Green Week, events organised by DG SANTE, etc. During phase 1, the Network will map out the most relevant events to target.

THEMATIC NETWORKS EVENTS. The partners of this URBACT Network are members of a variety of local, national and European networks. These include Eurocities, the WHO European Healthy Cities Network, METREX, the Council of European Municipalities and Regions, etc. Participation in working groups meetings and conferences will allow URBACT partners to disseminate the results of the project.

PRESS ENGAGEMENT. The Network will strive to gain visibility through the engagement of both general press (local/national press on the occasion of site visits for instance) and specialised press (health-focused journals or EU-focused media like Politico, Euractiv, Agence Europe). When organising site visits (WP2), the Network will also reach out to National URBACT Points to identify national journalists. We will also mobilise our own organisations' press teams.

WEB. Lyon's communication officer will create and maintain the Network's page on the URBACT website. Each partner will also publish information about the Network on its organisation's website, with a link to the URBACT page.

MEETINGS WITH ELECTED REPRESENTATIVES. As one of the main objectives of this Network is to help disseminate the "One Health" approach in public policies, dedicated efforts will be made to engage with elected politicians from partners' own organisations, national parliaments, the European parliament and the European Committee of the Regions.

Internal communication within the URBACT Network will be essentially managed through the Watcha platform and the organisation of the steering committee meetings every 3 weeks. Lyon's project coordinator will be responsible for ensuring that all partners are up-to-speed with project development and are involved in all transnational network-related decisions. Regular in-person transnational meetings and site visits will allow participants to form personal relationships and create a sense of belonging to the same community, thus easing engagement and communication between all parties.

Each partner will also be responsible for ensuring proper communication and seamless information within its own organisations. To ensure sustained political support throughout the project, elected representatives from the partner cities will be invited to attend the steering committee on a regular basis (at least once a year). They will also be invited to attend site visits taking place on their territory.

Dissemination and uptake of the URBACT Network results will be of paramount importance as the objective of the Network is for the "One Health" approach to spread widely and be assimilated by other local and regional authorities (LRAs). The last months of the project (end of stage 3 and stage 4) will thus be used by the partners to ensure that the results of the project endure beyond December 2025. This will be done through the identification of other LRAs interested in the "One Health" issue, starting with (but not limited to) the other signatories of the "Healthy Cities, Healthy Citizens" Declaration. These LRAs will be invited to participate in the final event and/or final site visit of the Network. Time will be devoted to present to them the Network's final guidelines on how to integrate the "One Health" approach in public policies and how to implement them on their territory. The possibility to organise training sessions and/or staff exchanges with these LRAs will be explored.

Contacts will also be established with DG SANTE at the European Commission and their "One Health" Directorate to discuss how the results of the URBACT Network can be taken in by the European Commission and feed in the EU policies and works on "One Health". The European Parliament and the European Committee of the Regions will also be main targets of the Network to ensure wide dissemination and uptake of the Network results.

4.2.3 Proposed content, tools and methods for the transnational exchange and learning activities

Between M1 and M7, an in-depth review of the partnership will be conducted through the organisation of two trilateral online meetings between Lyon's project coordinator, the Lead expert and each partner's project coordinator and visits by the Lead expert to each partner's city (M1-M4) where he/she will conduct interviews with the project coordination team but also elected officials from the city.

Between M1 and M4, the Lead expert will carry out the Baseline Study on which the Network Roadmap will be based. This work will be done in close co-construction with Lyon and all ONCE partners. The Lead expert will make use of the visits led as part of the work on partnership consolidation to retrieve the necessary information through interviews with each partner's project teams and elected officials but also with local stakeholders relevant to the theme of the Network. During these visits, the Lead expert will also conduct site visits, literature reviews, questionnaires and workshops as needed. Each partner will organise its first ULG meeting on the occasion of the Lead Expert's visit thus allowing him/her to identify and meet the local stakeholders that will take part in local activities. During this phase, the Network will also engage with the WHO Healthy

Cities network, a working group working on a definition of One Health at the local level and in which Lyon is involved. The Baseline study will be approved by the SC at M4 to allow project coordinators and the Lead Expert to hold dedicated online Roadmap workshops between M4 and M7 and agree on the Network Roadmap by end of M7.

The communication plan will be developed between M1 and M7 by Lyon's communication officer with input from partners' project coordinators and the Lead expert's Baseline study findings. Lyon will organise a first brainstorming meeting with project coordinators during M2 and formally present a first draft of the communication plan to the steering committee at M5. Based on the feedback received during this meeting, the plan will be consolidated and the final product will be submitted to the approval of the SC at M7.

During phases 2 and 3, the Lead Expert will produce 6 quarterly network reports (at M9, M13, M17, M21, M25 and M28) capturing progress in line with project indicators, as well as methods, tools and best practices which will feed into the final set of guidelines to be delivered at M29.

The Network will publish several articles to present the Network activities to a wider audience. Three will be published at M7 (challenges and ambitions), M19 (exchanges and learning activities during action planning phase) and M31 (results, impact at local level and future perspectives) but others will be drafted to showcase site visits, results of core meetings, implication of local stakeholders and small-scale experimentations. The Lead expert will be responsible for their publication with support from all partners. The articles will be uploaded on the Network webpage and disseminated via social media.

The first in-person core meeting will be organised in Lyon around end of M4/beginning of M5, following the finalisation of the Baseline study by the Lead expert and back-to-back with the first site visit in Lyon. It will focus around the results of the baseline study process and aim at finding mutual agreement around the itinerary and focus of network exchange and learning activities as well as the methodological framework for local activities and the desired impact to take place during the following stages of the project

The other 5 core meetings will be organised throughout phases 2, 3 and 4, as follow:

☑ Phase 2:

- o 2nd core meeting focused on integrated approaches organised around M8/M9
- o 3rd core meeting around M13/M14 with a focus and training on tools and methods to be experimented

☑ Phase 3:

- o 4th core meeting on peer-to-peer review of IAPs around M20/M21 with a focus on intermediate results of experiments and the work conducted by one or two thematic clusters.

☑ Phase 4:

- o 5th core meeting on dissemination of results and continuation of the partners' collaboration beyond the URBACT Network

A 6th core meeting focusing on discussing local experiments' final results and drafting the guidelines will be organised between M24 and M25. The work of the other thematic clusters will also be presented during that meeting.

These 6 core meetings will be organised in rotating partner cities. Localisation and exact timing of the 5 other meetings will be discussed and agreed upon by the SC during the activation phase.

The Lead expert will attend these 6 core meetings. Ad hoc experts will be invited as needed.

Core meetings will be organised back-to-back with a site visit in 6 of the partner cities. These visits, organised by each receiving partner in coordination with Lyon, will allow the partners and the Lead/ad hoc experts to meet local stakeholders and visit exemplary projects in relation to One Health, hold focused workshops with local experts and organise deep dive sessions on specific topics explored by the receiving partner. On this occasion, interaction with the ULG will be organised (participation in a ULG meeting if it can be organised in English or interpreted, or targeted meeting(s) with ULG members).

As outlined in 4.2.1, partners will organise themselves in thematic clusters and hold dedicated, small-group online meetings to work on their sub-topic, on a frequency defined by each cluster. These meetings will be complemented by in-person cluster meetings when partners travel to core meetings or other in-person events.

Other online focused working sessions will be organised throughout the project on topics to be proposed by partners during SC meetings as the work of the Network and ULG progresses. These could consist in deep-dives on a specific topic with or without the intervention of an external expert; literature reviews; structured exchanges with an institutional, administrative or associative representative relevant to the project; feedback sessions on local experimentations; trainings, on concepts, methods and tools, etc.

As final product, the Network will publish a set of guidelines outlining proper methodology, best practices and tools for capacity-building that will allow local authorities to implement a One Health approach in public policies. The identification of these guidelines will be on an on-going process by experts, project coordinators and local coordinators during activities organised at transnational and local levels. Dedicated SC meetings will be organised at regular intervals to identify the guidelines, review and update them as work of the Network and ULGs progresses. The guidelines will be presented as an e-report in English, prepared by the Lead expert in close coordination with Lyon and collaboration with all the partners. The guidelines will be presented during the final event of the Network so the final report will be submitted to the approval of the SC at M29. The report will be uploaded to the Network webpage and partner cities' websites; promoted on social media via the Network's and partner cities' social media channels; and shared with NUPs, relevant contacts within the EU institutions, neighbouring cities and European and thematic networks.

The Network will organise a final event at M30 in Brussels to report back on project results and present its final product. This event will have a major advocacy component vis-a-vis EU institutions and other local and regional authorities (LRAs) as the objective will be for them to take in and integrate the Network final guidelines. Target audience will include representatives of EU institutions (EC staff, MEPs and COR Members, Presidency of the Council of the EU), LRAs, international organisations (WHO, OECD) and European/thematic networks (like Eurocities), etc. Lyon will lead the event's organisation, in collaboration with partners to define the content of the different sessions, identify speakers and the moderator and communicate around the event.

To disseminate project results to the wider public, partners will produce 1 short video each showcasing their work, either at transnational or local level. Produced in their own language with English subtitles, these videos could showcase the conduct of a transnational workshop, the organisation of a site visit, an experimentation led at the local level, etc. These videos will be shown during the final event.

4.2.4 Expected outputs under WP2

List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value
2.1 Work Package 2 - Network Level activities	160006	WP2 - Network Roadmap (Baseline study)	Number	2.1.1 Network Roadmap and Baseline Study	The baseline study and Network roadmap will present the themes of the network and the relevance of the selected actors as well as the methodology on which the Network will have agreed for the implementation of the Action Planning Network.	1
2.1 Work Package 2 - Network Level activities	160007	WP2 - Transnational meeting	Number	2.1.2 Transnational meetings	6 in-person core meetings will be organised. The first one will take place in Lyon around M4/M5. The others will be held in 5 partner cities (identified during phase 1) at the following dates: M8/M9, M13/M14, M20/M21, M24/M25, M29/M31.	6

2.1 Work Package 2 - Network Level activities	160008	WP2 - Quarterly Network Reports	Number	2.1.3 Quarterly Network Reports	The quarterly network reports will be shared as regular updates to the Network webpage and will feed into the production of the final set of guidelines to be delivered at M29. They will be published at M9, M13, M17, M21, M25 and M28.	6
2.1 Work Package 2 - Network Level activities	160009	WP2 - Communication Plan	Number	2.1.4 Communication Plan	The communication plan will identify communication objectives, messages and target audiences. It will list communication activities, tools and channels, and outputs. It will tackle both transnational and local level communication	1
2.1 Work Package 2 - Network Level activities	160010	WP2 - Network Articles	Number	2.1.5 Network articles	The Network articles will present the project and its results to a wider audience. At least 3 will be published at M7 (challenges and ambitions), M19 (exchanges and learning activities) and M31 (results, impact and future perspectives).	3
2.1 Work Package 2 - Network Level activities	160011	WP2 - Network Results Product	Number	2.1.6 Network Result Product	A final report outlining proper methodology, best practices and tools for capacity-building will be published and shared to allow other cities and local authorities to implement a “One Health” approach through public policies.	1

4.3 Description of Work Package 3 – Local Level Activities

4.3.1 General framework for Local Level Activities

During phase 1, each partner will set up its URBACT Local Group with the objective to develop an IAP specific to the city (own objectives/own topics) but participating to the development of a global approach to One Health.

At M1, each partner will identify a local coordinator to pilot the ULG. Some partners may choose to have the same person fill both roles of project coordinator and local coordinator. He/She will set up and structure the ULG in collaboration with the partner’s project coordinator; identify and reach out to prospective ULG members; organise ULG meetings; participate in the organisation of the transnational core meeting and site visit in their city; provide regular feedback to the city’s project coordinator on local activities and participate in SC meetings as necessary; meet with other ONCE local coordinators to exchange best practices and difficulties in the facilitation of the ULG; run small-scale experimentations (SSE); help identify best practices and guidelines to feed the final Network guidelines. The local coordinators should be identified in time to participate in the partner sessions of the URBACT launch event. Local coordinators will also participate in the URBACT Summer University, where they will be able to meet with other ONCE local coordinators.

To support partners in setting up and running the ULG, Lyon and the Ad hoc expert on stakeholder engagement will draft a short guide listing guidelines and recommendations, and will provide resources drawing in part from the resources made available in the “Engaging Stakeholders” section of the URBACT toolbox. Loulé and Suceava will also share the best practices identified from running past URBACT ULGs (SC meeting at the very beginning of phase 1).

To set up their ULG, partners will engage in a mapping exercise of local stakeholders, using the Stakeholders Ecosystem Map tool. ULGs are expected to involve staff from different departments of the city's administration, representatives of other local, regional and national administrations present on the territory and relevant to the Network topic, representatives of the education and scientific community, NGOs active in fields relevant to the topic of One Health and the implementation of the local activities (human, environmental or animal health, sport, food, gender equality, etc.) as well as local citizens.

A "core ULG" with its first members will be set up by end of M2 and the ULG's first meeting will be organised before end of M4 during the Lead expert's visit to the city. The ULGs will be ready for action at M7 but further members will be welcome to join through phases 2 and 3 as local work progresses and more stakeholders are identified/engaged with.

To secure commitment and engagement, ULG members will be invited to sign a local engagement charter outlining the objectives of the ULGs, the modalities of participation and participants' commitment to the dissemination of the ULG's results. The charter will also refer to the core principles of the consortium agreement.

Each ULG will meet at least 10 times, preferably in-person, to work on the development of its IAP, the implementation of local communications activities and the running of SSE. Close coordination with the city's project coordinator will be essential so the project and local coordinators will meet at least 1x a month to take stock of progress made and difficulties met, and identify relevant information to be fed back to the SC. Regular exchanges with the coordinator will ensure the coherence of the IAP with those of the other ULGs.

Involvement of local elected officials will allow for continuous support and better uptake of its results so the local coordinator will invite them to attend regular strategic meetings of the ULG (2/year).

IAP calendar:

📅M19: 1st draft

📅M20-M23: peer-review (4th core meeting)

📅M29: finalise IAP

📅M30: presented at final event

Throughout the work on the IAPs and SSE, local coordinators will be supported by the Lead expert to ensure the IAP develops a global, holistic approach to One Health. Throughout phase 2 and 3, he/she will have regular 1-on-1 online meetings with each city's local coordinator to provide methodological support and help find solutions to identified obstacles or problems.

4.3.2 Short description of the principles for linking transnational activities under WP 2 and local activities under WP3

The link between the transnational and local levels will be essential to ensure the mobilisation of each partner in the collective approach; the homogeneity of the progress on IAPs and small-scale experimentations; the iterative co-learning on experimentations; the preparation of site visits and core meetings, so that they can meet the needs of the Network as far as content, types of visits and stakeholders engagement is concerned.

The Network will thus organise regular exchanges and continuous feedback between both levels.

First, where the roles will be filled by two different persons, partners' project coordinators will keep a close link with local coordinators, meeting with them once a month to exchange on work conducted at the transnational level and local level and ensure one feeds the other and vice-versa.

Project coordinators will also physically attend ULG meetings on a regular basis, providing structured feedback following relevant transnational working sessions. Keeping close relations with local coordinators and ULGs will allow project coordinators to provide regular informal and structured feedback from the local level to the SC.

Local coordinators will also be invited to take part in core meetings happening in their city and, following, to hold a debriefing meeting with all ULG members to discuss the main outcomes of the core meeting and identify points relevant for the development of the IAP.

The Network will also organise direct interactions and mutual sessions between ULGs and other cities' project coordinators

and ULGs. For instance, each site visit to a city will be the occasion for the project coordinators to either attend a ULG meeting if it can be organised in English or interpreted, or to hold targeted meeting(s) with selected English-speaking ULG members. Local coordinators and ULG members will also be invited to participate in focused transnational working sessions (for instance, on the occasion of a session with an external expert, etc.).

Finally, the Lead expert will be tasked with identifying items for the final guidelines both at local and transnational level on an on-going basis. Indeed, as each city will work on its own IAP and small-scale experimentations, the objective of the ONCE project will be to compile and integrate the best practices, methodologies and tools identified in each city to develop an integrated and holistic approach to One Health. The Lead expert will thus have regular exchanges with the SC to present best practices and tools identified at the local level, allowing all partners to benefit from them for local implementation during phases 2 and 3, and the Network to move beyond city-level sectorial approaches and come up with integrated guidelines for a true One Health strategy.

4.3.3 Proposed approach to local level communication

As part of each ULG's work, it will be essential to ensure proper communication on the project at local level. Lyon will coordinate the planning of local communication activities through the work on the communication plan in phase 1.

Between M1 and M7, each partner city will be tasked with developing a targeted and localised communication plan which will be included in the Network's overall communication plan.

These local communication plans will identify and map all relevant stakeholders to be targeted on the partner's territory to include both public, non-profit and private actors from all sectors linked to the "One Health" approach: health, environment, sport, agriculture, education, etc. The plans will also identify communications target at different governance levels below and above the city level: districts, Metropolis, inter-municipality, etc. Regional authorities in particular, as managing authorities of cohesion funds, will be the subject of dedicated attention to ensure possible ERDF, ESF+ or CF funding for future actions identified in the IAPs, and consideration of the "One Health" dimension in future cohesion regional programmes.

Citizens' support and engagement will be key to ensure the successful and continuous uptake of the One Health approach in local public policies. Dedicated communication activities should thus be developed towards local citizens to explain the One Health concept and its vital importance as well as the work each city is doing to strengthen human, environmental and animal health through the implementation of One Health.

Local communication plans will also list local communication channels to be used and local communication activities to be undertaken by the local coordinator and the ULG depending on the target audiences. For experts' engagement, focused working sessions or seminars and communications via LinkedIn or other professional social network; for the wider public, more festive events – generally outdoors – will work best. For youth, actions could be organised in partnership with schools.

As much as possible, local communication activities will include events and activities with strong participatory and co-construction components (participatory science, interactive or immersive exhibitions, citizen universities, world café, public participation in small-scale experimentations, etc.) to foster engagement of the target audience and uptake of the message the Network will want to convey.

Implementation of local communication activities will be the responsibility of local coordinators and the ULG but will be done in close coordination with Lyon's communication officer who will be responsible for overall coherence of the Network's communication and alignment with the Network's communication strategy.

4.3.4 Expected outputs under WP3

List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value
3.1 Work Package 3 - Local Level Activities	160012	WP3 - ULG Contact List	Number	3.1.1 ULG Contact List	Each partner will provide a ULG contact list to the URBACT Secretariat (via Lyon's project coordinator) by M7. This list will be kept current throughout the duration of the Network.	1
3.1 Work Package 3 - Local Level Activities	160013	WP3 - Integrated Action Plan	Number	3.1.2 Integrated Action Plan	Each partner will develop one Integrated Action Plan presenting a series of measures to be implemented at local level to allow integration of the "One Health" approach in local policies. First draft by M19 and final product by M29.	1

5 PROJECT WORK PLAN

5.1 Work plan

Objective	1 Work Package 1 - Network management		
Activity	1.1 Work Package 1 - Network management	Start date	2023-06-01
		End date	2025-12-31
Description	Work Package 1 - Network management		
Deliverables			
Main partner	Ville de Lyon		
Participating partners	+ Eurométropole de Strasbourg + City of Kuopio + Suceava Municipality + Loulé + Lahti + City of Munich + Benissa + Municipality of Elefsina		
Localization	The activities of WP1 will take place in all partners' cities.		
Objective	2 Work Package 2 - Network Level activities		
Activity	2.1 Work Package 2 - Network Level activities	Start date	2023-06-01
		End date	2025-12-31
Description	Work Package 2 - Network Level activities		
Deliverables	+ 1 x 2.1.1-Network Roadmap and Baseline Study + 6 x 2.1.2-Transnational meetings + 6 x 2.1.3-Quarterly Network Reports + 1 x 2.1.4-Communication Plan + 3 x 2.1.5-Network articles + 1 x 2.1.6-Network Result Product		
Main partner	Ville de Lyon		
Participating partners	+ Eurométropole de Strasbourg + City of Kuopio + Suceava Municipality + Loulé + Lahti + City of Munich + Benissa + Municipality of Elefsina		
Localization	The activities under WP2 will take place in all partners' cities		
Objective	3 Work Package 3 - Local Level Activities		

Activity	3.1 Work Package 3 - Local Level Activities	Start date	2023-06-01
		End date	2025-12-31
Description	Work Package 3 - Local Level Activities		
Deliverables	+ 1 x 3.1.1-ULG Contact List + 1 x 3.1.2-Integrated Action Plan		
Main partner	Ville de Lyon		
Participating partners	+ Eurométropole de Strasbourg + City of Kuopio + Suceava Municipality + Loulé + Lahti + City of Munich + Benissa + Municipality of Elefsina		
Localization	The activities of WP3 will take place in all partners' cities		

List of project deliverables

Objective	Activity	ID	Type	Unit	Deliverable name	Description	Total forecast value
1 Work Package 1 - Network management	1.1 Work Package 1 - Network management						
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	160006	WP2 - Network Roadmap (Baseline study)	Number	2.1.1 Network Roadmap and Baseline Study	The baseline study and Network roadmap will present the themes of the network and the relevance of the selected actors as well as the methodology on which the Network will have agreed for the implementation of the Action Planning Network.	1

2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	160007	WP2 - Transnational meeting	Number	2.1.2 Transnational meetings	6 in-person core meetings will be organised. The first one will take place in Lyon around M4/M5. The others will be held in 5 partner cities (identified during phase 1) at the following dates: M8/M9, M13/M14, M20/M21, M24/M25, M29/M31.	6
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	160008	WP2 - Quarterly Network Reports	Number	2.1.3 Quarterly Network Reports	The quarterly network reports will be shared as regular updates to the Network webpage and will feed into the production of the final set of guidelines to be delivered at M29. They will be published at M9, M13, M17, M21, M25 and M28.	6
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	160009	WP2 - Communication Plan	Number	2.1.4 Communication Plan	The communication plan will identify communication objectives, messages and target audiences. It will list communication activities, tools and channels, and outputs. It will tackle both transnational and local level communication	1
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	160010	WP2 - Network Articles	Number	2.1.5 Network articles	The Network articles will present the project and its results to a wider audience. At least 3 will be published at M7 (challenges and ambitions), M19 (exchanges and learning activities) and M31 (results, impact and future perspectives).	3

2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	16001 1	WP2 - Network Results Product	Number	2.1.6 Network Result Product	A final report outlining proper methodology, best practices and tools for capacity-building will be published and shared to allow other cities and local authorities to implement a “One Health” approach through public policies.	1
3 Work Package 3 - Local Level Activities	3.1 Work Package 3 - Local Level Activities	16001 2	WP3 - ULG Contact List	Number	3.1.1 ULG Contact List	Each partner will provide a ULG contact list to the URBACT Secretariat (via Lyon’s project coordinator) by M7. This list will be kept current throughout the duration of the Network.	1
3 Work Package 3 - Local Level Activities	3.1 Work Package 3 - Local Level Activities	16001 3	WP3 - Integrated Action Plan	Number	3.1.2 Integrated Action Plan	Each partner will develop one Integrated Action Plan presenting a series of measures to be implemented at local level to allow integration of the “One Health” approach in local policies. First draft by M19 and final product by M29.	1

6 PROJECT MANAGEMENT AND LEADERSHIP

6.1 Lead partner experience (highlights of city’s experience)

Throughout the years, Lyon has been involved in a variety of transnational EU projects, building up to more demanding EU programmes, bigger consortia and more responsibilities:

☑ ASCEND (Horizon Europe - 2023-2027 – partner): an 8-city, 37-partner, 19.9M€ project on positive clean energy districts

☑ SchoolFood4Change (H2020 - 2022-2025 - partner): a 43-partner project working on sustainable healthy school meals

☑ SECUR’CITIES (ISF - 2019-2022 - leader): Lyon is leading this 2.8M€ transnational 2-partner project on security in public spaces

☑ ROCK (H2020 - 2017-2020 - partner): a 30-partner project whose objective was the valorisation of the historical heritage of the cities as a lever of economic, cultural and social development

☑ MC2CM (ENI - 2015-2018 - partner): alongside 22 cities, Lyon exchanged views on migration issues and sought solutions to the challenges they face: social cohesion, intercultural dialogue, employment, access to basic services, etc.

☑ I am here (Creative Europe - 2015-2016 - partner)

☑ UrbanBees (Life - 2010-2014 - partner)

Lyon was a partner in a 2012-2015 URBACT Network. The Sustainable Food in Urban Communities initiative brought together 10 European cities willing to improve or develop a responsible and sustainable food system. The project helped develop common, efficient and sustainable solutions to environmental challenges in production processes, but also fight against social inequalities by promoting access to nutritious and balanced food for low-income people.

Lyon is also managing several ESF and ERDF-funded projects amounting to a total of nearly 5.6M€ over the 2014-2020 period.

Lastly, the process of co-construction and federation of local players is very well established in Lyon. As part of its participation in the 100 Climate-neutral Cities Mission, Lyon has set up an “Agora” federating over 170 local actors from the business sector, local NGOs, citizens’ representation groups, universities and research centres, youths/students’ groups, public entities to co-construct and bring to life the local Climate City Contract.

As part of ONCE, the Lyon project team will be supported by the EU Affairs and the Finance Departments which oversee the city’s implications in EU projects and provide continuous support to Lyon’s EU project officers with a specific focus on overall EU project management, administrative and financial matters related to EU projects and EU visibility matters. The EU Affairs Department is mutualised with the Metropolis of Lyon and has therefore an even wider experience working on EU projects.

6.2 Experience of proposed project coordinator

The project coordinator will be specifically recruited for the project, within the Health Department in charge of human health, environment and challenging species management.

Lyon will recruit someone with demonstrated required skills and experience to tackle both the substance of the network and the nature of the exchanges organized as part of a transnational network.

As such, previous successful experience in transnational EU project management will be mandatory, demonstrating ability to coordinate multi-stakeholders projects to achieve targets and outputs within deadlines and budget, while ensuring smooth communications between partners. He/she will follow precisely indicators, alert Network members if delays and propose, if necessary, corrective measures.

He/she will need to have a very good command of English to be able to interact with all project partners and facilitate meetings between non-native English speakers. Good writing skills will also be required as the project coordinator will be the one ultimately responsible for the quality of the Network’s outputs (reports, articles, etc.).

Ideally, he/she will need to showcase knowledge of issues pertaining to “One Health”, familiarity with local authorities’ competences and a good understanding of public policies construction, implementation and steering processes.

Finally, excellent inter-personal social skills and a strong sense of diplomacy will be essential to deal with cultural differences between partners of different nationalities and backgrounds.

The project coordinator recruitment will be launched so that interviews of shortlisted candidates can be held at the end of April 2023. We expect the project coordinator to join the ONCE project team by July or early August 2023 maximum, ensuring the expected coordination of first stage and his/her participation in the URBACT Summer University.

During the 2 first months of the ONCE project, the project coordination will be the full time responsibility of the local coordinator, Diana Sepulveda, who has a robust experience in local project management, network facilitation, and an excellent knowledge of One Health. She will be very strongly supported by Dr Guillaume Fauvel, MD, MPH, director of Lyon's Health Department, who has 15-years' experience in international Public Health project management, including EU-funded programs, within international NGOs, and who has actively participated in the design of this project and the drafting of this application.

A specific one-week handover will be organised as soon as the project coordinator will join his/her team, with Diana Sepulveda and Dr Guillaume Fauvel, who will be fully dedicated to this handover and supporting the project coordinator as needed during and beyond the handover.

6.3 Presentation of the Lead Partner project team (roles and responsibilities)

To ensure good project implementation and monitoring, the following roles will be assigned in Lyon:

☒ The project coordinator will be in charge of overall project management as well as facilitation/running of the transnational network activities. He/She will be the main point of contact for the URBACT Secretariat and will supervise the overall project reporting. This position's recruitment will be launched by end of March 2023. (Full-time position on the project.)

☒ The finance and administrative officer will be responsible for Lyon's budget and administrative management. He/She will also be in charge of collecting elements from partners to prepare the official reporting. This mission will be filled by a person recruited by April and expected to join the team by May 2023. He/She will be supported by Céline Eyraud, head of the administrative and finance service of Lyon's Health Department. (Half-time position on the project.)

☒ The communication officer will supervise the production of all communication outputs, in coordination with the project coordinator. This position will be recruited by April 2023 and expected to join the team by May or June 2023. (Half-time position on the project.) She/He will be working under technical support of Sylvie Bercegeay, from Lyon's Communication Department.

☒ A local coordinator will be assigned to run local activities with the URBACT Local Group (ULG): meetings, experimentations, IAP, etc. (Half-time position on the project.) Diana Sepulveda, graduated from the One Health Institute (ENSV-FVI VetAgro Sup) and in charge of One Health development in Lyon's Health Department, will assume this position.

☒ The Director of the Health Department, Dr Guillaume Fauvel, MD, MPH, who has 30 years of experience in Public Health and Environmental Health in local governments and international NGOs will also be involved, as general supervisor of the ONCE team and for technical support as needed. Pending the finalisation of the project coordinator's recruitment, Dr Fauvel will provide close support to Ms. Sepulveda, who will act as interim project coordinator (see 6.2).

The Lyon project team will be supported by Ms. Amélie Smerhurst, from the European Affairs Department, and Ms. Sandrine Maurin from the Finance Department. Their role is to support Lyon's project officers on administrative and financial matters related to EU projects, overall EU project management and EU visibility matters. As representative of Lyon in Brussels, Ms. Smerhurst's role is also to foster links with EU institutions, European networks and other local authorities in the EU. Ms. Smerhurst has 8 years of experience working in Brussels on EU-project related affairs and Ms. Maurin 2 years' worth of experience in her role in the City of Lyon.

7 USE OF EXPERTISE

7.1 Proposed use of expertise resources allocated by the Programme

7.1.1 Proposed use of URBACT Lead Experts

The Lead Expert will provide the Network with both thematic expertise and expertise in relation to the design and delivery of transnational exchange and learning activities.

With regard to thematic expertise, the Lead Expert will:

- Define and deliver thematic inputs that will feed the exchanges and contribute to the learning process of partners involved;
- Contribute to the synthesis of different approaches and methods developed by the Network members, considering the differences related to context, needs and action, and leading to a common concept and strategy to be largely disseminated within European cities;
- Produce thematic documentation and outputs in English that will capture and disseminate lessons learnt, good practices, etc., to network partners, the URBACT Secretariat and to an external audience.

With regard to exchange and learning activities expertise, the Lead Expert will

- Coach and support the use of effective methods and tools for the design and delivery of integrated and participatory processes in partner cities;
- Define and deliver, in close cooperation with the Network partners, the methodology for exchange activities at transnational level to ensure high level of sharing, mutual learning and transfer of knowledge. This includes notably the design of network meetings, effective facilitation by using various learning tools and approaches, as well as, drawing lessons captured in concise and coherent formats.

More concretely, the Lead Expert will:

- Support the Network with thematic expertise;
- Support Lyon on overall project coordination and continuous partners' engagement;
- Define baseline indicators for project's monitoring and evaluation and follow project's progress in line with these indicators;
- Contribute to the preparation and running of steering committee meetings, core meetings, thematic cluster meetings and other working sessions;
- Support Lyon in the preparation of the Consortium agreement;
- Deliver the baseline study by M4, to include an EU-level overview of the topic of One Health and detailed city profiles;
- Lead the Network's work on the Roadmap: support the Network in defining the methodology approach for phases 2 and 3 and draft the final Roadmap;
- Draft Network articles and quarterly reports;
- Draft the Network final guidelines (final product);
- Contribute to the final event's preparation.

Other missions and tasks may be identified throughout the implementation of the project.

In line with these foreseen needs, the Lead Expert shall demonstrate the following skills and capacities:

- Knowledge and expertise on the topic of health and, ideally, on the interconnections between human health, environmental health and animal health;
- Secondary thematic expertise on environmental and biodiversity issues;
- Previous URBACT experience either as Lead Expert or Ad hoc Expert. (In that regard, preliminary contacts have been established with one of the ad hoc experts from the Healthy Cities URBACT Network.);
- Research and analysis skills;
- Knowledge/experience working with local authorities and/or on urban/local policy definition and implementation;
- Very good drafting skills;
- Excellent English skills (oral and written), French as a bonus;
- Good interpersonal skills.

7.1.2 Proposed use of URBACT Ad Hoc Expert(s)

The Network will select two Ad hoc Experts to provide targeted support on two topics:

- ☑ Integration of the gender/gender-equality dimension
- ☑ Engagement of multi-stakeholder groups

As outlined in part 2.3, one Ad hoc Expert will specifically support the Network on how to integrate the gender dimension both in One Health strategy definition and implementation and in overall project management.

This Ad Hoc Expert will therefore:

- ☑ Contribute to the drafting of the Consortium agreement with regard to the gender-equality principle(s) in line with which the partners will conduct all Network and local activities, and to the drafting of the local engagement charters
- ☑ Identify and share resources (tools, reference documents), thus building, throughout the life of the Network, a virtual library accessible to all partners
- ☑ Run dedicated sessions on the topic of gender dimension integration and other relevant subtopics, such as an introductory session during phase 1 on gender-equality general principles, one or several session(s) dedicated to the presentation of useful resources (tools, reference documents, etc.), sessions on the interconnections of transversal issues (sessions dedicated to women and health, women and digital transition, women and green transition), etc.
- ☑ Provide one-on-one support to all partners in relation to the set-up and running of ULGs and the conduct of local experimentations
- ☑ Review the IAPs and final Network guidelines with a focus on gender issues to ensure proper integration of the gender dimension

The Ad hoc Expert on gender will need to showcase in-depth expertise on gender-equality issues, ideally in relation with health or environmental issues. He/She will also need to have experience supporting projects on how to integrate the gender dimension in project management and implementation. Ideally, Lyon will see to recruit someone with previous experience supporting a past URBACT Networks focused on gender issues or gender mainstreaming.

The second Ad hoc Expert will provide support on governance of multi-stakeholder groups, inclusion of and co-construction with stakeholders to ensure active participation as well as proper consideration and integration of the opinions and needs of multilevel stakeholders of various kinds. His/Her focus will very much be on methods and tools for integrated and participatory approaches. He/She will:

- ☑ Support partners at Network level to ensure continuous engagement and active participation through time and distance
- ☑ Support partners at local level with involving key stakeholders and implementing a co-construction approach to ensure co-production and uptake of the main expected local outputs
- ☑ Support partners in developing and implementing the multi-sectoral approach needed to tackle the One Health dimension
- ☑ Support partners' use of tools and methods for participatory design and implementation of integrated urban policies and integrated action plans

This Ad hoc Expert will:

- ☑ Draft a guide presenting tools and methods on how to engage stakeholders (based on the URBACT Toolbox)
- ☑ Run dedicated working sessions on how to facilitate working in groups with particular focus on designing and implementing interactive and engaging online meetings; help project coordinator and partners get acquainted with and selecting the most relevant facilitating techniques and tools for their activities
- ☑ Contribute to the preparation and facilitation of core meetings and working sessions, ensuring active participation of all partners
- ☑ Assist local coordinators in setting up and running ULGs (maintain interest and engagement throughout the project)
- ☑ Assist local coordinators in ensuring engagement and active participation of local stakeholders in the development of the IAPs and implementation of small-scale experiments
- ☑ Provide one-on-one continuous support to partners for ULGs facilitation

The following skills and capacities are identified as key to fulfill that role:

- ☑ Expertise on stakeholders involvement, participatory meetings and co-construction approaches
- ☑ Previous experience facilitating working sessions and multi-stakeholders meetings through innovative approaches
- ☑ Ideally, familiarity with URBACT Toolbox and facilitation techniques identified in the Toolbox

8 BUDGETARY PROPOSAL

8.1 Financial contribution by partner and source (incl. ERDF, IPA III funds and local contribution)

ERDF

Name of partner	ERDF	% ERDF	Public co-financing	Total
Ville de Lyon	€150 507.50	65.00 %	€81 042.50	€231 550.00
Sub total	€150 507.50		€81 042.50	€231 550.00
Suceava Municipality	€61 600.00	80.00 %	€15 400.00	€77 000.00
Sub total	€61 600.00		€15 400.00	€77 000.00
Eurométropole de Strasbourg	€56 245.00	70.00 %	€24 105.00	€80 350.00
City of Kuopio	€57 365.00	70.00 %	€24 585.00	€81 950.00
Loulé	€41 685.00	70.00 %	€17 865.00	€59 550.00
Lahti	€59 479.00	70.00 %	€25 491.00	€84 970.00
Benissa	€53 997.00	70.00 %	€23 141.57	€77 138.57
Municipality of Elefsina	€50 848.00	70.00 %	€21 792.00	€72 640.00
Sub total	€319 619.00		€136 979.57	€456 598.57
City of Munich	€55 152.50	65.00 %	€29 697.50	€84 850.00
Sub total	€55 152.50		€29 697.50	€84 850.00
Total	€586 879.00	69.04	€263 119.57	€849 998.57
Total %	69.04 %	69.04 %	100.00 %	100 %

8.2 ERDF per year

	ERDF
2023	125709,15
2024	231555,93
2025	229613,93

8.3 IPA per year

	IPA
2023	0
2024	0
2025	0

8.4 Expenditure per partner, per year and budget subcategory

Ville de Lyon

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€24 000.00	€51 500.00	€51 500.00	€0.00	€127 000.00
Total Staff costs	€24 000.00	€51 500.00	€51 500.00	€0.00	€127 000.00
Office and Administration					
Office and Administration	€1 200.00	€2 575.00	€2 575.00	€0.00	€6 350.00
Total Office and Administration	€1 200.00	€2 575.00	€2 575.00	€0.00	€6 350.00
Travel and Accommodation					
Staff Travel and Accommodation	€2 100.00	€3 300.00	€4 400.00	€1 000.00	€10 800.00
Total Travel and Accommodation	€2 100.00	€3 300.00	€4 400.00	€1 000.00	€10 800.00
External Expertise and Services					
External Expertise Project Coordination	€0.00	€0.00	€0.00	€0.00	€0.00
Expertise Meeting Organisation	€9 000.00	€1 000.00	€5 000.00	€0.00	€15 000.00
Expertise Communication	€5 200.00	€7 000.00	€2 000.00	€0.00	€14 200.00
Expert and other non-staff Travel	€14 500.00	€11 700.00	€19 500.00	€0.00	€45 700.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
Total External Expertise and Services	€28 700.00	€19 700.00	€26 500.00	€0.00	€74 900.00
Equipment					
Equipment	€2 500.00	€5 000.00	€5 000.00	€0.00	€12 500.00
Total Equipment	€2 500.00	€5 000.00	€5 000.00	€0.00	€12 500.00
Total	€58 500.00	€82 075.00	€89 975.00	€1 000.00	€231 550.00
Partner financing plan					€231 550.00

Suceava Municipality

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€5 250.00	€8 000.00	€8 000.00	€0.00	€21 250.00
Total Staff costs	€5 250.00	€8 000.00	€8 000.00	€0.00	€21 250.00
Office and Administration					
Office and Administration	€262.50	€400.00	€400.00	€0.00	€1 062.50
Total Office and Administration	€262.50	€400.00	€400.00	€0.00	€1 062.50
Travel and Accommodation					
Staff Travel and Accommodation	€5 500.00	€9 000.00	€11 687.50	€1 000.00	€27 187.50
Total Travel and Accommodation	€5 500.00	€9 000.00	€11 687.50	€1 000.00	€27 187.50
External Expertise and Services					
External Expertise Project Coordination	€0.00	€0.00	€0.00	€0.00	€0.00
Expertise Meeting Organisation	€1 000.00	€2 500.00	€2 000.00	€0.00	€5 500.00
Expertise Communication	€500.00	€1 000.00	€1 500.00	€0.00	€3 000.00
Expert and other non-staff Travel	€4 000.00	€6 000.00	€4 000.00	€0.00	€14 000.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
Total External Expertise and Services	€5 500.00	€9 500.00	€7 500.00	€0.00	€22 500.00
Equipment					
Equipment	€0.00	€5 000.00	€0.00	€0.00	€5 000.00
Total Equipment	€0.00	€5 000.00	€0.00	€0.00	€5 000.00
Total	€16 512.50	€31 900.00	€27 587.50	€1 000.00	€77 000.00
Partner financing plan					€77 000.00

Eurométropole de Strasbourg

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€5 500.00	€8 500.00	€8 500.00	€0.00	€22 500.00
Total Staff costs	€5 500.00	€8 500.00	€8 500.00	€0.00	€22 500.00
Office and Administration					
Office and Administration	€275.00	€425.00	€425.00	€0.00	€1 125.00
Total Office and Administration	€275.00	€425.00	€425.00	€0.00	€1 125.00
Travel and Accommodation					
Staff Travel and Accommodation	€3 000.00	€7 000.00	€9 000.00	€1 000.00	€20 000.00
Total Travel and Accommodation	€3 000.00	€7 000.00	€9 000.00	€1 000.00	€20 000.00
External Expertise and Services					
External Expertise Project Coordination	€0.00	€0.00	€0.00	€0.00	€0.00
Expertise Meeting Organisation	€2 300.00	€3 000.00	€2 500.00	€0.00	€7 800.00
Expertise Communication	€1 425.00	€4 500.00	€4 500.00	€0.00	€10 425.00
Expert and other non-staff Travel	€3 500.00	€7 500.00	€6 500.00	€0.00	€17 500.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
Total External Expertise and Services	€7 225.00	€15 000.00	€13 500.00	€0.00	€35 725.00
Equipment					
Equipment	€0.00	€0.00	€1 000.00	€0.00	€1 000.00
Total Equipment	€0.00	€0.00	€1 000.00	€0.00	€1 000.00
Total	€16 000.00	€30 925.00	€32 425.00	€1 000.00	€80 350.00
Partner financing plan					€80 350.00

City of Kuopio

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€5 000.00	€7 000.00	€7 000.00	€0.00	€19 000.00
Total Staff costs	€5 000.00	€7 000.00	€7 000.00	€0.00	€19 000.00
Office and Administration					
Office and Administration	€250.00	€350.00	€350.00	€0.00	€950.00
Total Office and Administration	€250.00	€350.00	€350.00	€0.00	€950.00
Travel and Accommodation					
Staff Travel and Accommodation	€8 000.00	€6 000.00	€9 000.00	€1 500.00	€24 500.00
Total Travel and Accommodation	€8 000.00	€6 000.00	€9 000.00	€1 500.00	€24 500.00
External Expertise and Services					
External Expertise Project Coordination	€0.00	€0.00	€0.00	€0.00	€0.00
Expertise Meeting Organisation	€500.00	€500.00	€9 000.00	€0.00	€10 000.00
Expertise Communication	€3 600.00	€2 000.00	€4 800.00	€0.00	€10 400.00
Expert and other non-staff Travel	€3 000.00	€4 000.00	€5 000.00	€0.00	€12 000.00
Expertise First Level Control	€500.00	€1 000.00	€1 000.00	€0.00	€2 500.00
Total External Expertise and Services	€7 600.00	€7 500.00	€19 800.00	€0.00	€34 900.00
Equipment					
Equipment	€600.00	€1 000.00	€1 000.00	€0.00	€2 600.00
Total Equipment	€600.00	€1 000.00	€1 000.00	€0.00	€2 600.00
Total	€21 450.00	€21 850.00	€37 150.00	€1 500.00	€81 950.00
Partner financing plan					€81 950.00

Loulé

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€7 000.00	€12 000.00	€12 000.00	€0.00	€31 000.00
Total Staff costs	€7 000.00	€12 000.00	€12 000.00	€0.00	€31 000.00
Office and Administration					
Office and Administration	€350.00	€600.00	€600.00	€0.00	€1 550.00
Total Office and Administration	€350.00	€600.00	€600.00	€0.00	€1 550.00
Travel and Accommodation					
Staff Travel and Accommodation	€1 500.00	€3 000.00	€4 000.00	€500.00	€9 000.00
Total Travel and Accommodation	€1 500.00	€3 000.00	€4 000.00	€500.00	€9 000.00
External Expertise and Services					
External Expertise Project Coordination	€0.00	€0.00	€0.00	€0.00	€0.00
Expertise Meeting Organisation	€0.00	€2 000.00	€2 000.00	€0.00	€4 000.00
Expertise Communication	€0.00	€1 000.00	€1 000.00	€0.00	€2 000.00
Expert and other non-staff Travel	€0.00	€2 000.00	€2 000.00	€0.00	€4 000.00
Expertise First Level Control	€0.00	€1 000.00	€1 000.00	€0.00	€2 000.00
Total External Expertise and Services	€0.00	€6 000.00	€6 000.00	€0.00	€12 000.00
Equipment					
Equipment	€3 000.00	€2 000.00	€1 000.00	€0.00	€6 000.00
Total Equipment	€3 000.00	€2 000.00	€1 000.00	€0.00	€6 000.00
Total	€11 850.00	€23 600.00	€23 600.00	€500.00	€59 550.00
Partner financing plan					€59 550.00

Lahti

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€1 000.00	€21 700.00	€2 700.00	€0.00	€25 400.00
Total Staff costs	€1 000.00	€21 700.00	€2 700.00	€0.00	€25 400.00
Office and Administration					
Office and Administration	€50.00	€1 085.00	€135.00	€0.00	€1 270.00
Total Office and Administration	€50.00	€1 085.00	€135.00	€0.00	€1 270.00
Travel and Accommodation					
Staff Travel and Accommodation	€2 000.00	€3 500.00	€5 000.00	€1 500.00	€12 000.00
Total Travel and Accommodation	€2 000.00	€3 500.00	€5 000.00	€1 500.00	€12 000.00
External Expertise and Services					
External Expertise Project Coordination	€0.00	€0.00	€0.00	€0.00	€0.00
Expertise Meeting Organisation	€2 000.00	€2 000.00	€2 000.00	€0.00	€6 000.00
Expertise Communication	€2 300.00	€11 500.00	€11 500.00	€0.00	€25 300.00
Expert and other non-staff Travel	€2 000.00	€3 000.00	€3 000.00	€0.00	€8 000.00
Expertise First Level Control	€0.00	€0.00	€4 000.00	€0.00	€4 000.00
Total External Expertise and Services	€6 300.00	€16 500.00	€20 500.00	€0.00	€43 300.00
Equipment					
Equipment	€1 000.00	€1 000.00	€1 000.00	€0.00	€3 000.00
Total Equipment	€1 000.00	€1 000.00	€1 000.00	€0.00	€3 000.00
Total	€10 350.00	€43 785.00	€29 335.00	€1 500.00	€84 970.00
Partner financing plan					€84 970.00

Benissa

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€4 440.00	€7 880.00	€7 880.00	€0.00	€20 200.00
Total Staff costs	€4 440.00	€7 880.00	€7 880.00	€0.00	€20 200.00
Office and Administration					
Office and Administration	€222.00	€394.00	€394.00	€0.00	€1 010.00
Total Office and Administration	€222.00	€394.00	€394.00	€0.00	€1 010.00
Travel and Accommodation					
Staff Travel and Accommodation	€3 142.86	€4 714.29	€5 285.71	€1 000.00	€14 142.86
Total Travel and Accommodation	€3 142.86	€4 714.29	€5 285.71	€1 000.00	€14 142.86
External Expertise and Services					
External Expertise Project Coordination	€1 000.00	€1 500.00	€1 500.00	€0.00	€4 000.00
Expertise Meeting Organisation	€1 500.00	€12 000.00	€2 000.00	€0.00	€15 500.00
Expertise Communication	€1 000.00	€3 500.00	€4 500.00	€0.00	€9 000.00
Expert and other non-staff Travel	€2 285.71	€3 428.57	€4 571.43	€0.00	€10 285.71
Expertise First Level Control	€0.00	€500.00	€1 000.00	€1 000.00	€2 500.00
Total External Expertise and Services	€5 785.71	€20 928.57	€13 571.43	€1 000.00	€41 285.71
Equipment					
Equipment	€0.00	€0.00	€500.00	€0.00	€500.00
Total Equipment	€0.00	€0.00	€500.00	€0.00	€500.00
Total	€13 590.57	€33 916.86	€27 631.14	€2 000.00	€77 138.57
Partner financing plan					€77 138.57

Municipality of Elefsina

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€4 000.00	€9 000.00	€10 000.00	€0.00	€23 000.00
Total Staff costs	€4 000.00	€9 000.00	€10 000.00	€0.00	€23 000.00
Office and Administration					
Office and Administration	€200.00	€450.00	€500.00	€0.00	€1 150.00
Total Office and Administration	€200.00	€450.00	€500.00	€0.00	€1 150.00
Travel and Accommodation					
Staff Travel and Accommodation	€3 000.00	€5 000.00	€5 500.00	€1 000.00	€14 500.00
Total Travel and Accommodation	€3 000.00	€5 000.00	€5 500.00	€1 000.00	€14 500.00
External Expertise and Services					
External Expertise Project Coordination	€0.00	€0.00	€0.00	€0.00	€0.00
Expertise Meeting Organisation	€1 900.00	€3 800.00	€3 500.00	€0.00	€9 200.00
Expertise Communication	€2 000.00	€4 000.00	€3 000.00	€0.00	€9 000.00
Expert and other non-staff Travel	€3 000.00	€4 500.00	€5 490.00	€0.00	€12 990.00
Expertise First Level Control	€500.00	€750.00	€750.00	€0.00	€2 000.00
Total External Expertise and Services	€7 400.00	€13 050.00	€12 740.00	€0.00	€33 190.00
Equipment					
Equipment	€0.00	€800.00	€0.00	€0.00	€800.00
Total Equipment	€0.00	€800.00	€0.00	€0.00	€800.00
Total	€14 600.00	€28 300.00	€28 740.00	€1 000.00	€72 640.00
Partner financing plan					€72 640.00

City of Munich

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€6 100.00	€8 950.00	€8 950.00	€0.00	€24 000.00
Total Staff costs	€6 100.00	€8 950.00	€8 950.00	€0.00	€24 000.00
Office and Administration					
Office and Administration	€305.00	€447.50	€447.50	€0.00	€1 200.00
Total Office and Administration	€305.00	€447.50	€447.50	€0.00	€1 200.00
Travel and Accommodation					
Staff Travel and Accommodation	€3 000.00	€3 600.00	€4 400.00	€1 000.00	€12 000.00
Total Travel and Accommodation	€3 000.00	€3 600.00	€4 400.00	€1 000.00	€12 000.00
External Expertise and Services					
External Expertise Project Coordination	€3 000.00	€5 000.00	€3 500.00	€0.00	€11 500.00
Expertise Meeting Organisation	€3 100.00	€7 200.00	€3 100.00	€0.00	€13 400.00
Expertise Communication	€2 850.00	€4 450.00	€3 850.00	€0.00	€11 150.00
Expert and other non-staff Travel	€3 000.00	€3 200.00	€5 400.00	€0.00	€11 600.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
Total External Expertise and Services	€11 950.00	€19 850.00	€15 850.00	€0.00	€47 650.00
Equipment					
Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total	€21 355.00	€32 847.50	€29 647.50	€1 000.00	€84 850.00
Partner financing plan					€84 850.00

8.5 Expenditure per year and budget category

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€62 290.00	€134 530.00	€116 530.00	€0.00	€313 350.00
Total Staff costs	€62 290.00	€134 530.00	€116 530.00	€0.00	€313 350.00
Office and Administration					
Office and Administration	€3 114.50	€6 726.50	€5 826.50	€0.00	€15 667.50

Total Office and Administration	€3 114.50	€6 726.50	€5 826.50	€0.00	€15 667.50
Travel and Accommodation					
Staff Travel and Accommodation	€31 242.86	€45 114.29	€58 273.21	€9 500.00	€144 130.36
Total Travel and Accommodation	€31 242.86	€45 114.29	€58 273.21	€9 500.00	€144 130.36
External Expertise and Services					
External Expertise Project Coordination	€4 000.00	€6 500.00	€5 000.00	€0.00	€15 500.00
Expertise Meeting Organisation	€21 300.00	€34 000.00	€31 100.00	€0.00	€86 400.00
Expertise Communication	€18 875.00	€38 950.00	€36 650.00	€0.00	€94 475.00
Expert and other non-staff Travel	€35 285.71	€45 328.57	€55 461.43	€0.00	€136 075.71
Expertise First Level Control	€1 000.00	€3 250.00	€7 750.00	€1 000.00	€13 000.00
Total External Expertise and Services	€80 460.71	€128 028.57	€135 961.43	€1 000.00	€345 450.71
Equipment					
Equipment	€7 100.00	€14 800.00	€9 500.00	€0.00	€31 400.00
Total Equipment	€7 100.00	€14 800.00	€9 500.00	€0.00	€31 400.00
Total	€184 208.07	€329 199.36	€326 091.14	€10 500.00	€849 998.57

8.6 Project cost per budget line

Expenditure budget line	Subcategories	Total
Staff costs	Staff costs	€313 350.00
	Total	€313 350.00
Office and Administration	Office and Administration	€15 667.50
	Total	€15 667.50
Travel and Accommodation	Staff Travel and Accommodation	€144 130.36
	Total	€144 130.36
External Expertise and Services	External Expertise Project Coordination	€15 500.00
	Expertise Meeting Organisation	€86 400.00
	Expertise Communication	€94 475.00
	Expert and other non-staff Travel	€136 075.71
	Expertise First Level Control	€13 000.00
	Total	€345 450.71
Equipment	Equipment	€31 400.00
	Total	€31 400.00

	Global budget	€849 998,57
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8.7 Project costs per budget category – Justification/Explanation

	Justification/Explanation
Staff costs	As project coordinator, Lyon will dedicate 2.5 full-time equivalents to the project. Yet, we are only including in the budget the costs associated with the project coordinator. Despite this, our staff costs remain fairly high which is justified by the fact that, in France, HR costs are important.
Office and administration	This is a set percentage of the staff costs for each partner (5% of eligible staff costs).
Travel and accommodation	The travel costs will cover the 6 core meetings and site visits (which will last 3 to 3.5 days combined), as well as travel to the final event, the URBACT University and the City festival. We are also accounting for extra travel to national or European events or to thematic/European networks' working groups meetings where we will present the progress and results of the Network throughout the life of the Network.
External expertise and services	These costs will cover budget certification costs, communications costs (project branding, video and other communication material production - flyers, roll-ups for events, etc.) as well as meetings/events organisations (including moderation, interpretation, catering), external staff costs (ULG members, elected officials, external speakers/participants to the final event, the core meetings or ULG meetings, etc.) and external support for project coordination. All Lead and Ad hoc experts travel and accommodation costs are included in Lyon's budget for easier management.
Equipment	This will cover equipment needed to run meetings, organise events, implement small-scale experimentations.

9 SIGNATURE

9.1 Signature of the Lead Partner/project coordinator

Signature of the Lead Partner / project coordinator :

Name (capital letters) :

Position :

Date :

Official stamp