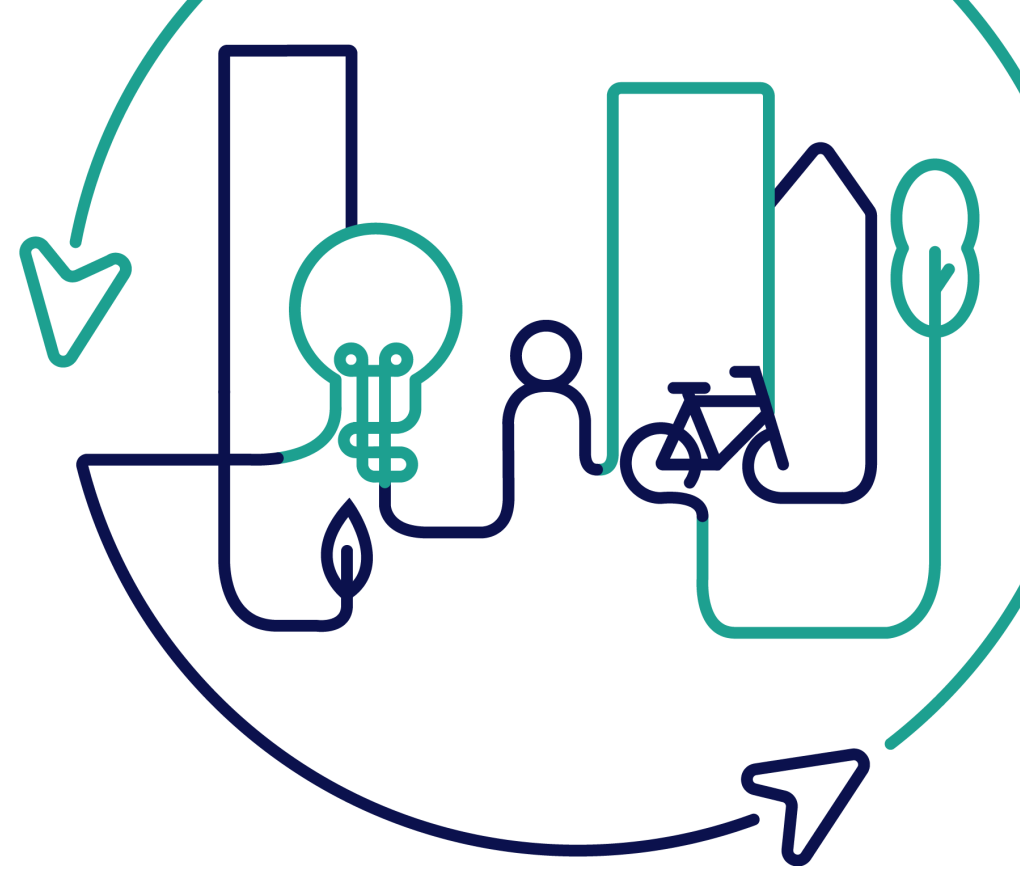


EUROPEAN U R B A N INITIATIVE



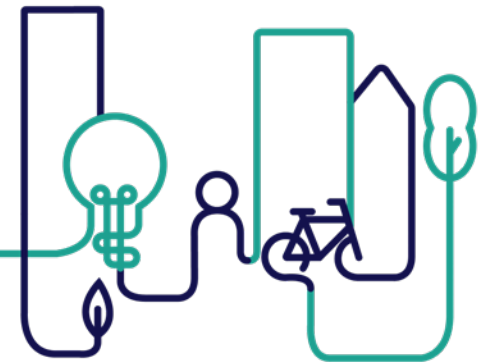
Co-funded by
the European Union

EUI PEER REVIEW N° 12

10-11 DECEMBER 2025 MALMÖ

Welcome to Malmö

**Jonas Kamleh - Leader of Malmö Climate
Transition**



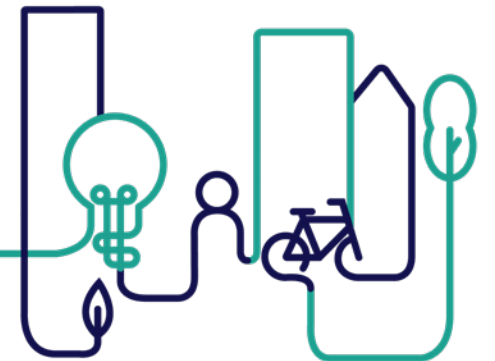
EUI PEER REVIEW N° 12

10-11 DECEMBER 2025 MALMÖ

Welcome to the EUI Peer Review

EUI Permanent Secretariat

Paul Janson, Capacity Building Officer





SUD in Sweden

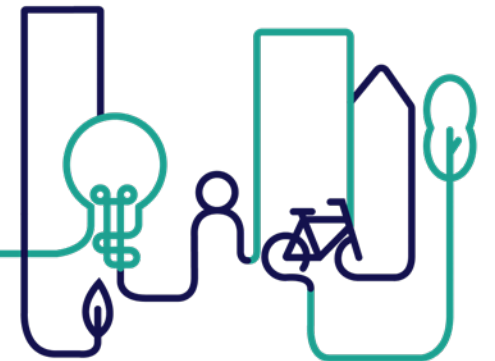
Moderated by Sandra Marin, EUI Peer Review Expert

EUI PEER REVIEW N° 12

10-11 DECEMBER 2025 MALMÖ

Johan Willdal

Swedish Agency for Economic and Regional Growth





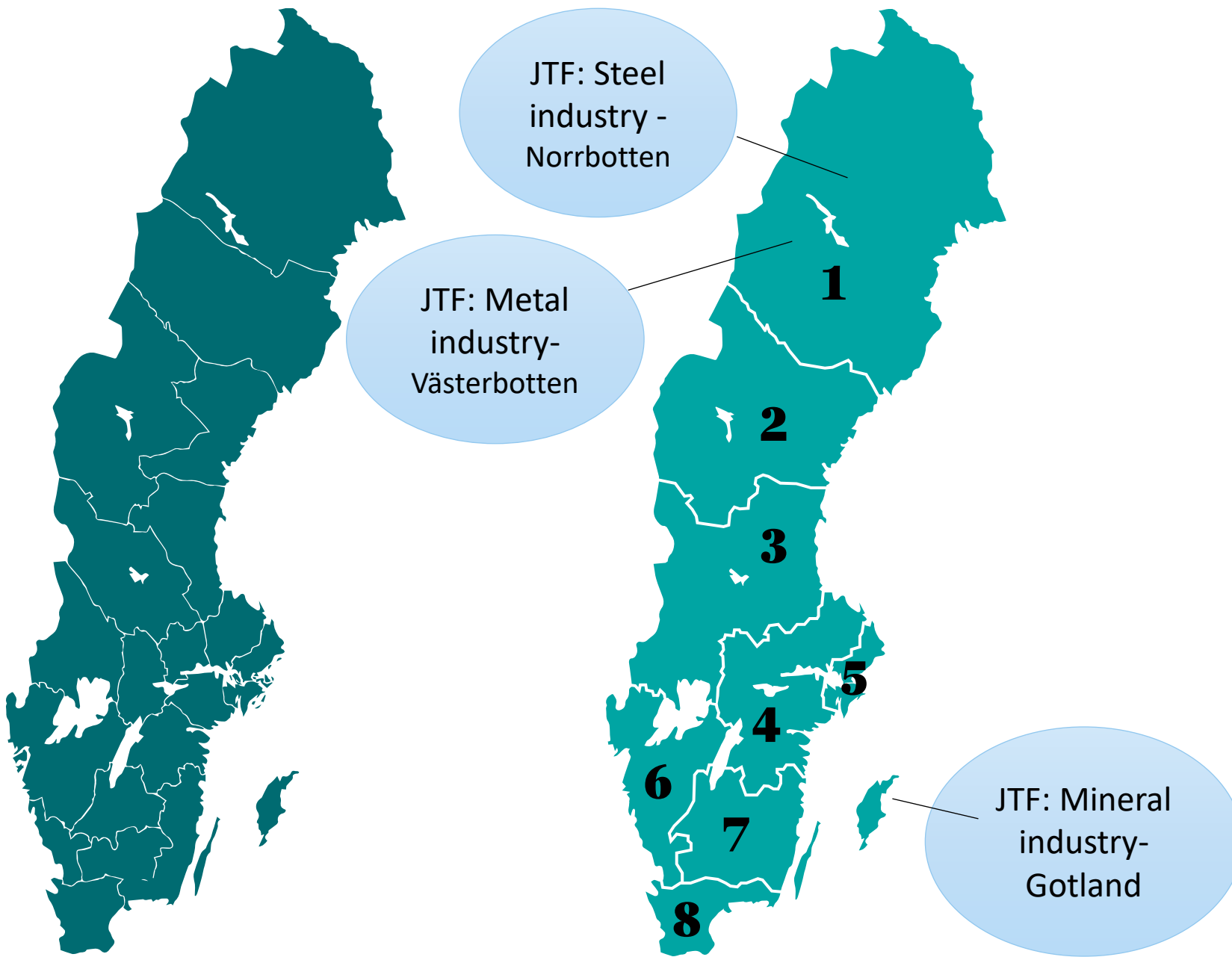
Sustainable urban development in ERDF

The Swedish model
EUI Peer Review Malmö



Medfinansieras av
Europeiska unionen





European Regional Development Fund

8 regional programs

1. Övre Norrland
2. Mellersta Norrland
3. Norra Mellansverige
4. Östra Mellansverige
5. Stockholm
6. Västsverige
7. Småland och Öarna
8. Skåne-Blekinge

1 national program

Sustainable Urban Development

European Regional Development Fund

- ▶ Part of the national programme
- ▶ 8 % of total ERDF
- ▶ 67 million euros
- ▶ 40 % ERDF 60 % other funding
- ▶ Support by a National Knowledge Platform



Medfinansieras av
Europeiska unionen



Sustainable Urban Development

Smarter Europe
26 948 948 Euro

Greener Europe
36 020 870 Euro

Sustainable mobility
4 002 319 Euro

- Strengthen innovation and development capacity, as well as learning within and between cities
 - 1.1 Research and innovation, 1.2 Digitalization, 1.3 Strengthen SMEs
- Accelerate the pace of transition by implementing and scaling sustainable solutions in cities
 - 2.1 Energy efficiency, 2.4 Climate adaptation, 2.6 Circular economy
- Sustainable mobility in cities
 - 2.8 Sustainable mobility



Medfinansieras av
Europeiska unionen



Overview Swedish model for SUD 2021-2027

- Limited to Policy Objective 1 and 2
 - A more competitive and smarter Europe
 - A greener, low-carbon transitioning
- Part of a national programme
 - One common framework for implementation
 - Enhanced learning, peer exchange and support structure
 - Open to cities across the country
- National territorial tool similar to ITI with 3 priority axis
 - Strengthening innovation and development capacity
 - Accelerating the green transition
 - Sustainable urban mobility
- Three alternative SUD-strategy owners
 - Municipalities / cities, regions and municipal associations

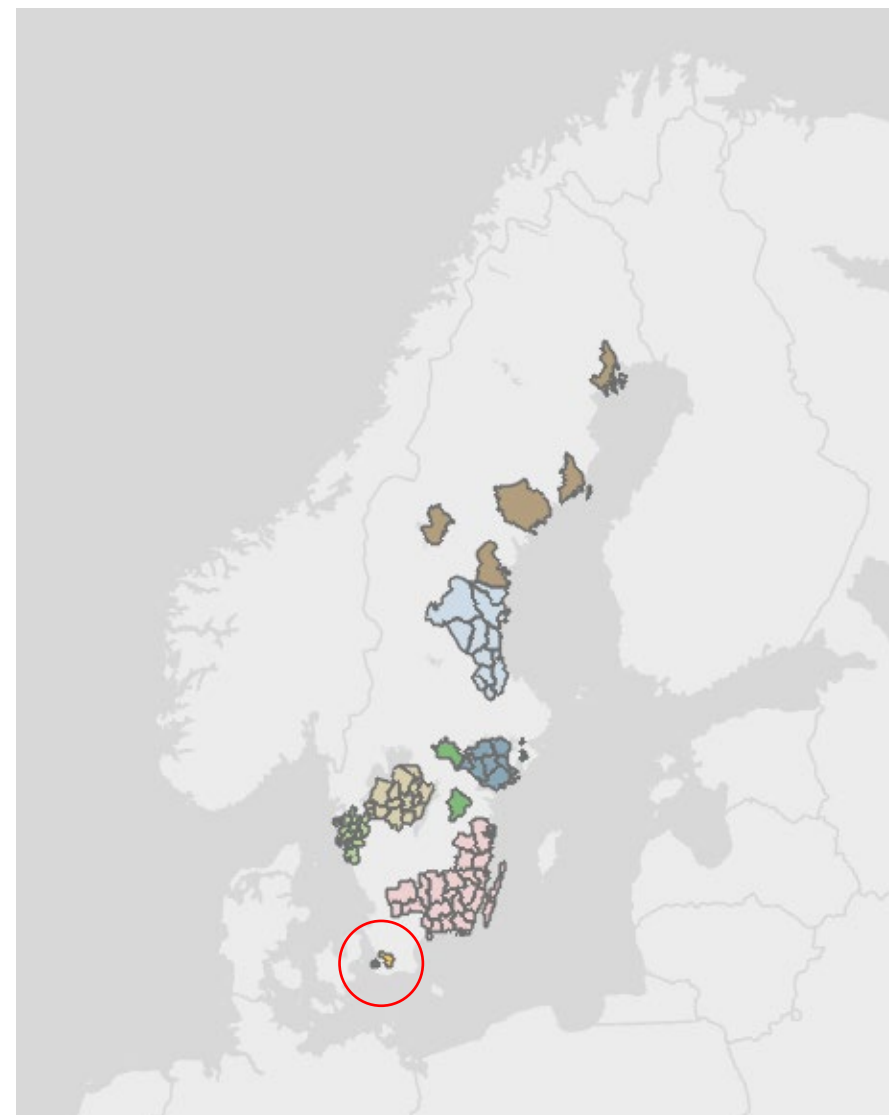


Medfinansieras av
Europeiska unionen



12 SUD strategies

- 5 of the 12 strategies cover whole or parts of regions and the other 7 cover one or more municipalities.
- In total, 83 municipalities are covered by the strategies
- From Malmö in the south to Luleå in the north of Sweden (city network between five of the largest cities in northern Sweden)
- 50 granted projects for implementation (October 2025)



Medfinansieras av
Europeiska unionen

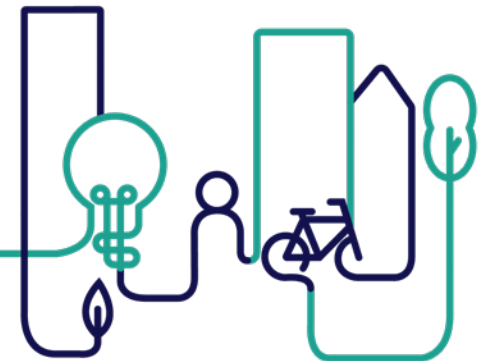


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Lovisa Petersson

Swedish SUD National Coordination Platform





Swedish model for sustainable urban development

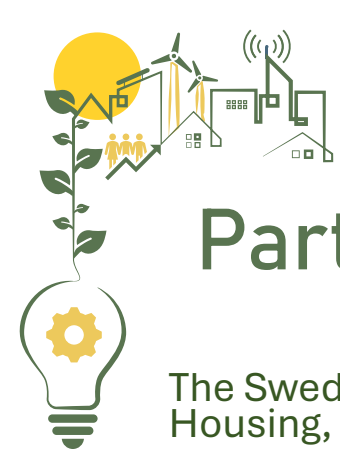
- Government cooperation for sustainable urban development

SUD-Platform for collaboration between eleven Swedish authorities.

Aim: to develop support for municipalities and regions in their implementation of territorial strategies for sustainable urban development, and to exchange and develop knowledge and experiences together.

Mission:

- Provide support to municipalities and regions in their work with territorial strategies
- Improve coordination between authorities
- Disseminate experiences



Participating authorities

The Swedish National Board of
Housing, Building and Planning

Sweden's Innovation Agency

Government Research Council for
Sustainable Development

The Swedish Agency for Economic
and Regional Growth

The Swedish Environmental
Protection Agency

Swedish National Heritage Board

The Swedish Transport
Administration

The Swedish Energy Agency

The Public Health Agency of
Sweden

The Swedish Agency for
Participation

The County Administrative Boards



FORMAS



SWEDISH NATIONAL HERITAGE BOARD
RIKSANTIKVARIEÄMBETET



Folkhälsomyndigheten



Länsstyrelserna



Support from the SUDplatform

- Contributes with knowledge on various issues, in the development and implementation of territorial strategies
- Contact persons from authorities to each strategy
- Identifies goals, conflicts and synergies in various projects
- Communication via hållbarstad.se
- Support is designed gradually and based on needs from the strategies



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Europeiska unionen



Examples

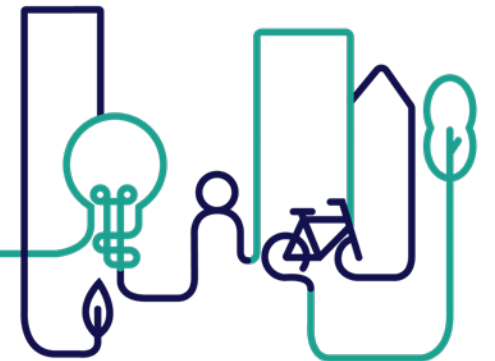
- Exchange of knowledge and experience involving strategies, authorities and guest lecturers:
 - Seminars and Work Shops on long-term project financing
 - Monthly Drop-In meetings with different themes
 - Regular group meetings between strategies and authorities
- SharePoint for exchange of information including a meeting point for all strategies.

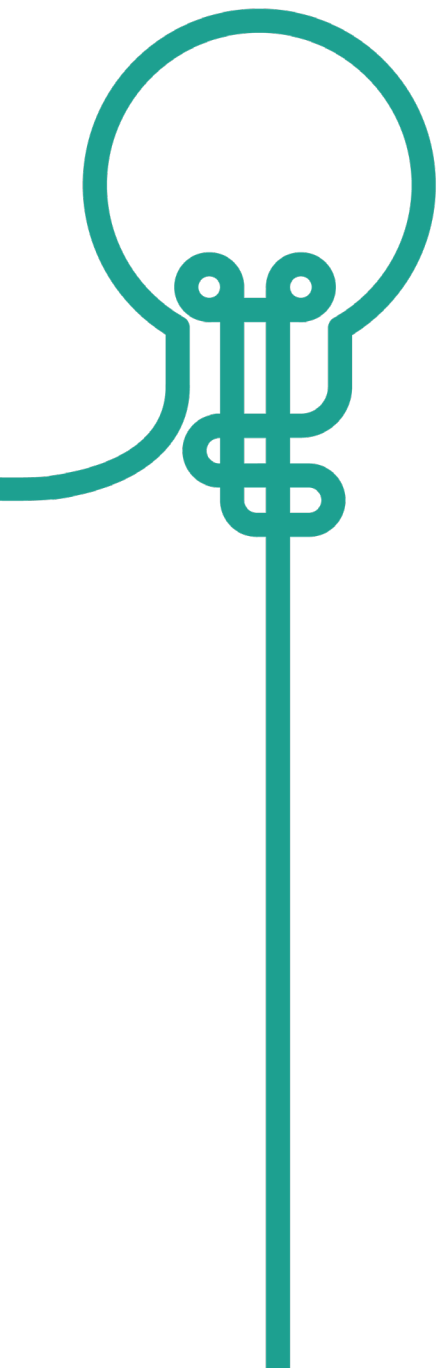
EUI PEER REVIEW N° 12

10-11 DECEMBER 2025 MALMÖ

Welcome and Practical details

Moderator: Adele Bucella, EUI Expert

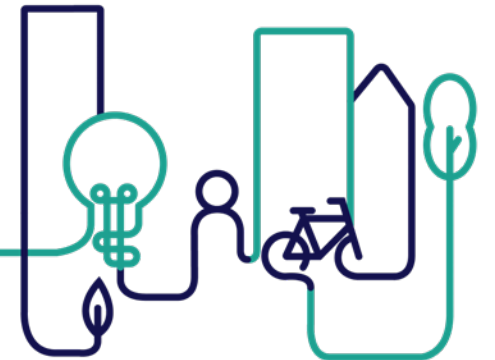




Welcome !

- **EUI Peer Review:** focus on supporting a small number of urban authorities to find solutions to common challenges linked to the design and implementation of their SUD strategies.
- **Cities Under Review:**
 - Malmö, Sweden (HOST)
 - Dienvidkurzeme, Latvia
 - Pescara, Italy
 - Schaerbeek, Belgium
- **Peers: 18 peer reviewers** from 7 countries (CZ, EL, ES, IE, IT,PT, RO)
- **Talent List** discover the Peer Reviewers

Badge information





Our Agenda DAY 1

Agenda Day 1

08.30 – 09.00 Registration

09.00 – 09.20 Welcome from Malmö

09.20 – 10.00 Presentation– presenting SUD in Sweden

10.00 – 10.10 Practical Details

10.10 – 10.30 Ice Breaker

10.30 – 10.45 Coffee Break

10.45 – 11.30 Four Cities, Four Strategies

11.30 – 13.30 Peer Review Guiding Question N° 1

LUNCH

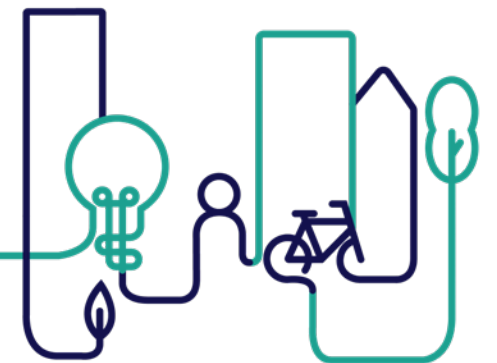
14.30 – 15.00 Let's get energised!

15.00 – 17.30 Common Challenge Guiding Question 2

17.30 – 18.00 CUR Reflection

18.00 – 19.30 Free Time

19.30 DINNER





Learning and Action Grid

Learning and Action Grid for CUR



EUI Peer Review Learning and Action Grid (CUR specific)

During the Peer Review you will have captured your key individual learning in your individual Learning and Action Grids and highlighted the main points in each session. A summary of the learning and action for the CUR will be developed using this grid at the end of each day. The agreed actions will be shared with the whole group and will inform the content of the City Under Review Final Report. The progress towards these actions will be reviewed in the CUR follow-up meeting after six months.

The CUR should use their LAG to help formulate ideas for action as a follow up to the peer review.

	Key Learning (policy advice from peers)	Agreed Actions (try to formulate at least 3 actions for each question)
Guiding Question 1		
Guiding Question 2 (Interactive Workshop on Governance and Stakeholder Engagement)		
Guiding Question 3		
Study Visits	Main lessons from the study visits:	

The graphic features a central circle with two curved arrows forming a loop. The top arrow is teal and points clockwise, while the bottom arrow is dark blue and points counter-clockwise. Two horizontal lines extend from the left and right sides of the circle, one teal and one dark blue, matching the arrows.

Ice-breaker

Moderated by
Levente Polyak EUI Expert



Winter in the City

*How does city life change in winter?
What are the typical activities of the season?
How has climate change affected our winters?*

How cold is it in your city?

Take a position in the room according to the current temperature in your city (coldest cities in one side of the room, warmest in another). *5 minutes*

Discuss winter in your city

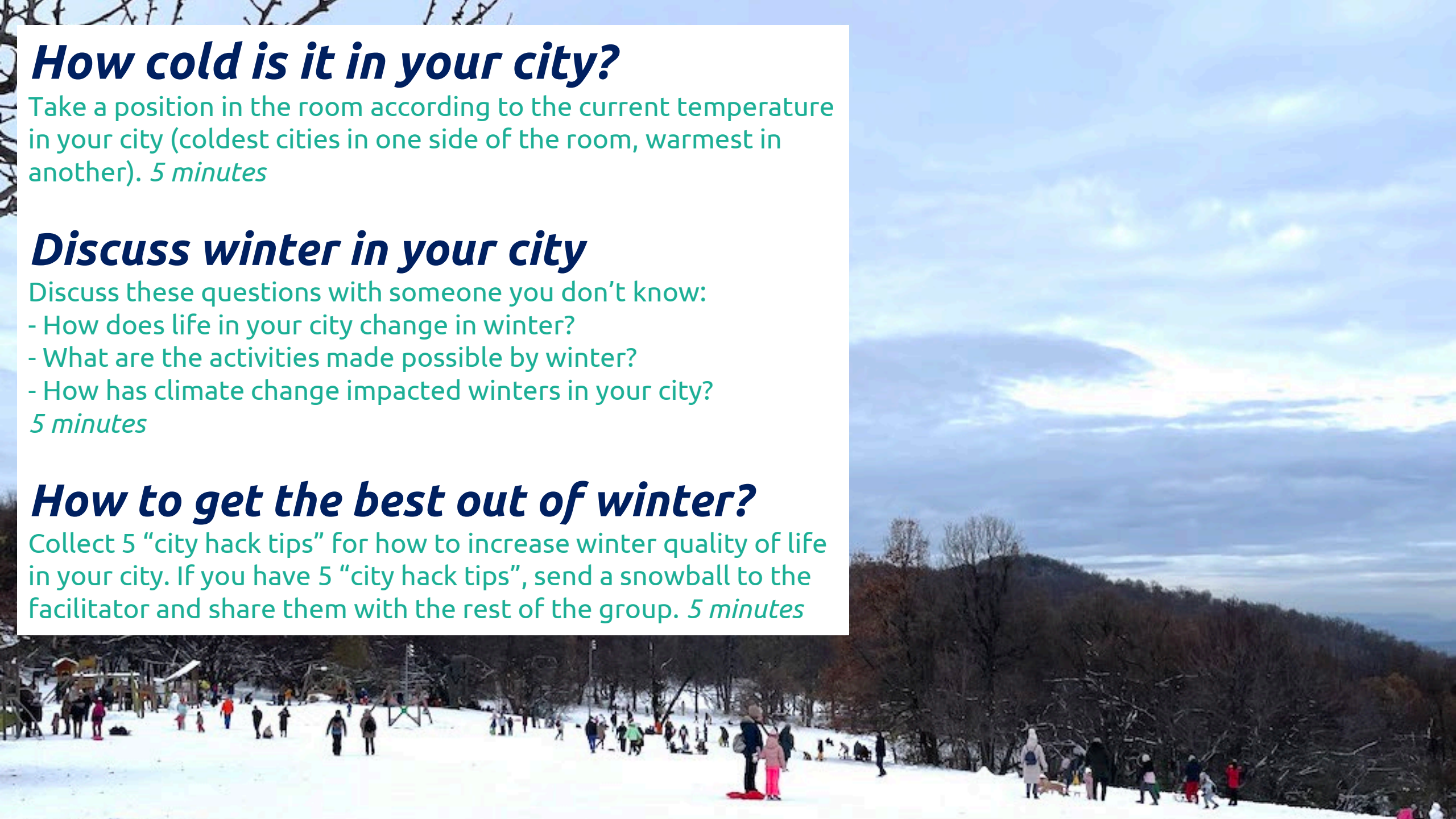
Discuss these questions with someone you don't know:

- How does life in your city change in winter?
- What are the activities made possible by winter?
- How has climate change impacted winters in your city?

5 minutes

How to get the best out of winter?

Collect 5 “city hack tips” for how to increase winter quality of life in your city. If you have 5 “city hack tips”, send a snowball to the facilitator and share them with the rest of the group. *5 minutes*





COFFEE BREAK
Back at 10.45

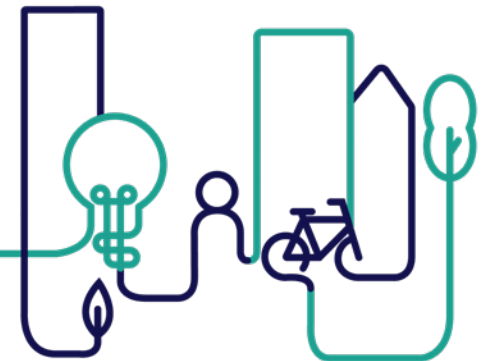
EUI PEER REVIEW N° 12

10-11 DECEMBER 2025 MALMÖ

Four cities, Four Strategies

Moderators: Stina Heikkilä, Anamaria Vrabie, Sandra Rainero, Martina Pertoldi

EUI Experts





Malmö

A circular diagram with the word "Malmö" in the center. A white line forms a circle around the text. Two arrows on the circle indicate a clockwise direction: one at the top-left and one at the bottom-right. Two horizontal lines extend from the left and right sides of the circle, each ending in a rounded square shape.

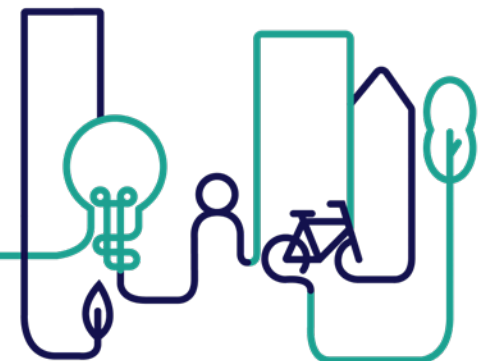
Presentation of Malmö

Peer Meeting

EUI peer review - Malmö, Sweden 10-11 December 2025

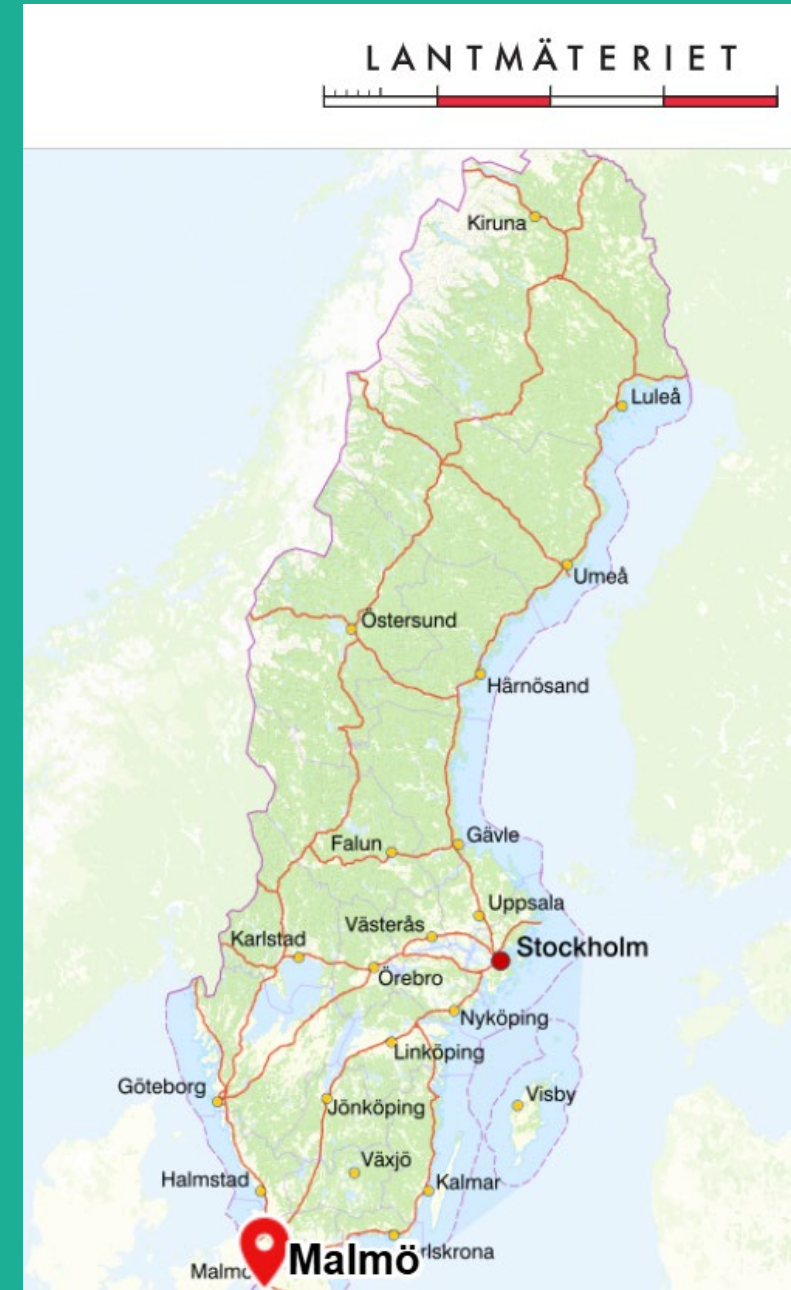
City of Malmö

Roland Zinkernagel, Environment Dept. City of Malmö



Strategy of the city of Malmö

- **Title of the strategy:** Klimatomställning Malmö (Climate transition Malmö)
- **Country:** Sweden
- **Territorial focus:** the city of Malmö
- **Targeted population :** 360 000
- **Policy objectives :** P.O. 2 A greener and low carbon transition
- **Territorial delivery mechanism:** Integrated Territorial Investment (ITI)



Strategy of Malmö

- **Main theme of the strategy:** The climate transition as a driver for sustainable urban development.

The climate challenge is the defining issue of our time, representing both an existential threat to our society and economic system, and an opportunity to create a new, sustainable, and resilient society. Meeting these challenges and seizing these opportunities requires extraordinary efforts, leadership, and innovation across organizational boundaries.



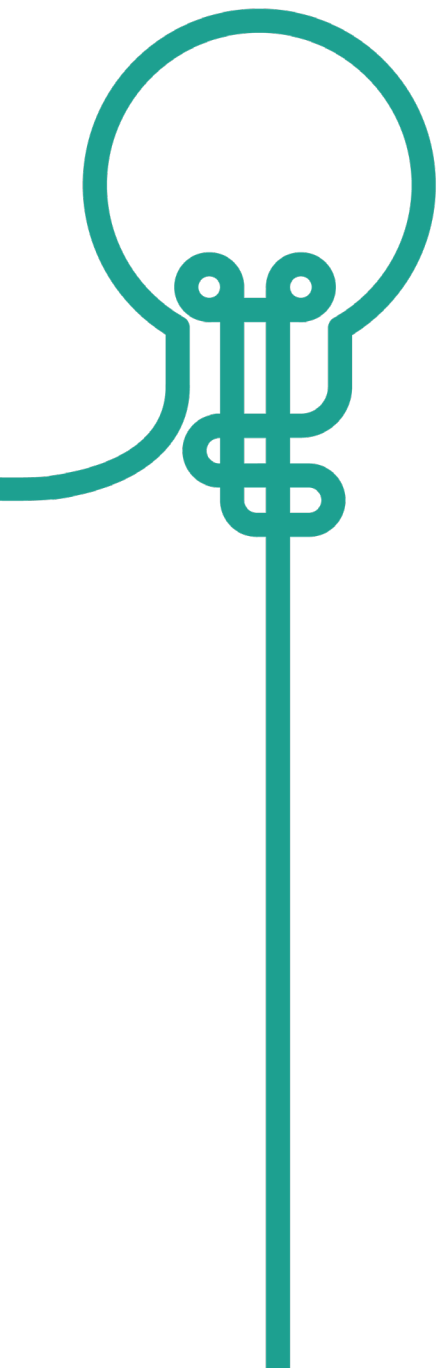


Strategic context:

The strategy covers the geographical area of Malmö, with its diverse population and varying socio-economic challenges.

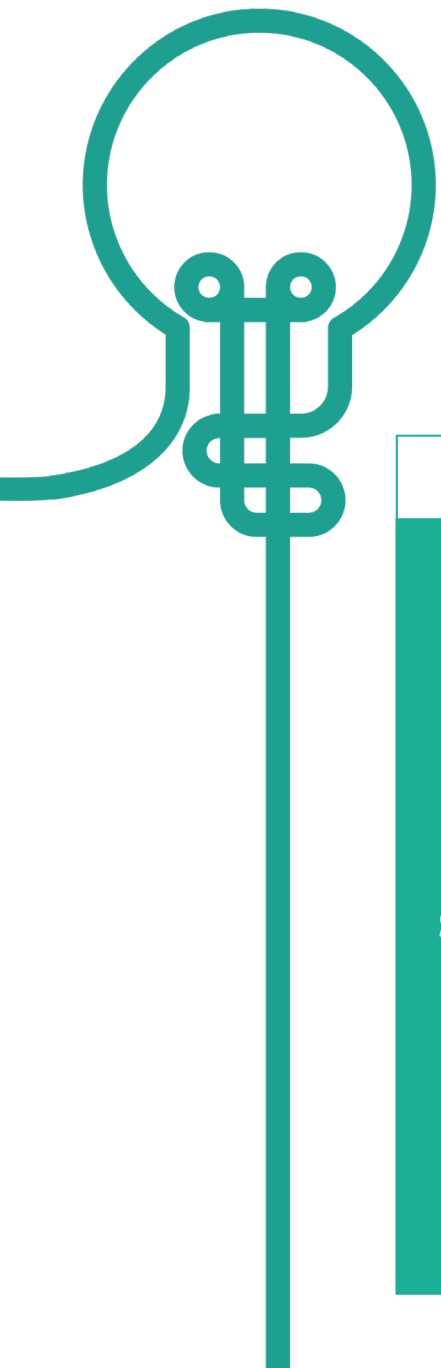
Due to the thematic concentration in the strategy, it lacks an integrated approach including other dimensions (social, etc.) which affects the neighbourhood level. This makes the district level relevant to implementing the SUD from a more holistic approach.





Sustainable urban development by solving the climate crisis requires:

- Endurance
- Strong, local political support (which we have)
- Strong sense of joint responsibility
- Efficient and effective collaboration across governance levels and with stakeholders
- Knowing what we need to know



Strategy of Malmö

The three questions we would like to discuss

Question 1

New knowledge or new needs will influence prioritisation in urban development. How can Malmö ensure long-term strategic coherence while remaining flexible and adaptable to new priorities?

Question 2

What governance mechanisms or partnerships are needed to ensure that local sustainability strategies are adequately implemented and monitored over time?

Question 3

How can Malmo design an indicator framework that supports consistent monitoring throughout long-term urban development processes, capturing both short-term progress (2–5 years) and long-term impacts (20–50 years), using a manageable number of indicators able to mirror sustainable development in all its dimensions?



Thank you!

**EUI Peer Review
Malmö, Sweden
10-11 December 2025**

Malmö

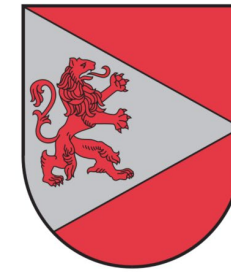
Roland Zinkernagel
roland.Zinkernagel@malmo.se



Dienvidkurzeme

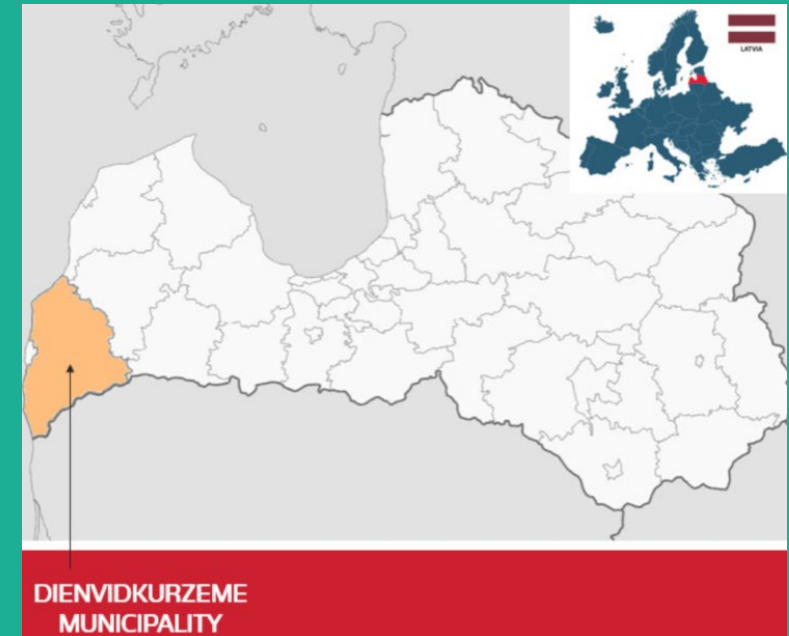
Strategy of Dienvidkurzeme

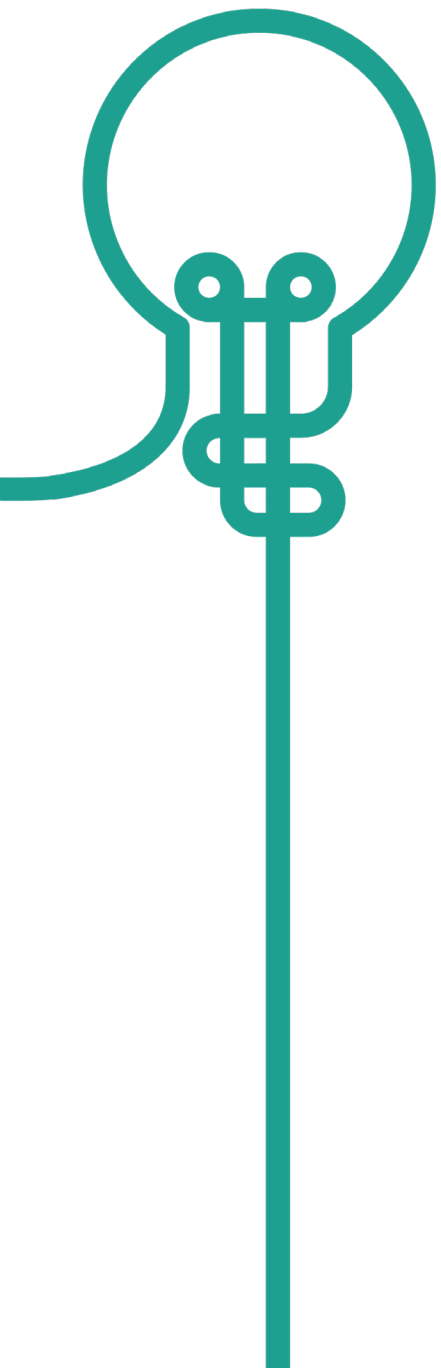
- **Title of the strategy:** Liepājas valstspilsētas un Dienvidkurzemes novada attīstības programma 2022.-2027.gadam
- **Country:** Latvia
- **Territorial focus:** Functional urban areas
- **Targeted population :** 33 268 citizens
- **Funding type :** public funding organization, EU funding for projects
- **Amount:** 14 540 525,81 EUR since 2022
- **Policy objective:** An accessible and wisely managed economically active environment in sustainable harmony between nature and people on the Baltic Sea coast.



DIENVIDKURZEMES
NOVADS

National map





Strategy of Dienvidkurzeme

➤ **How we think we can benefit from the workshop:**

- Even one small crazy suggestion or idea of different point of view can help lead the blind;
- Other rural municipality experiences;
- Connections for future cooperation.

➤ **Broad areas we would like to receive advice on:**

- Corporation between municipality and entrepreneurs;
- Alternative ways of business development in rural areas;
- Keeping and saving fishery traditions and coastal tourism development;
- Creating industrial parks, bringing together home producers and promoting business development.

➤ **How we think the other peers can learn from our experience:**

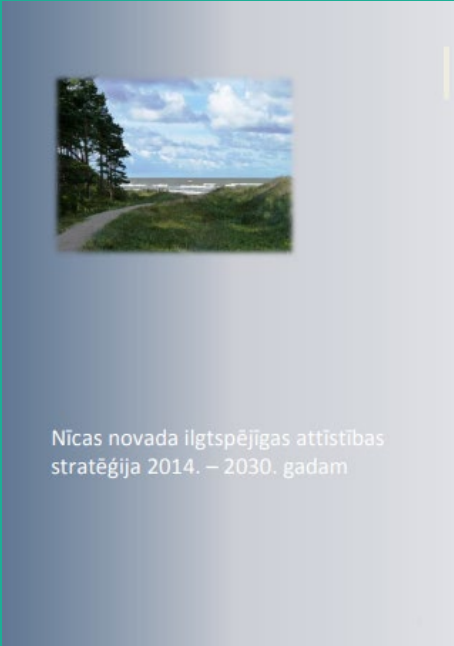
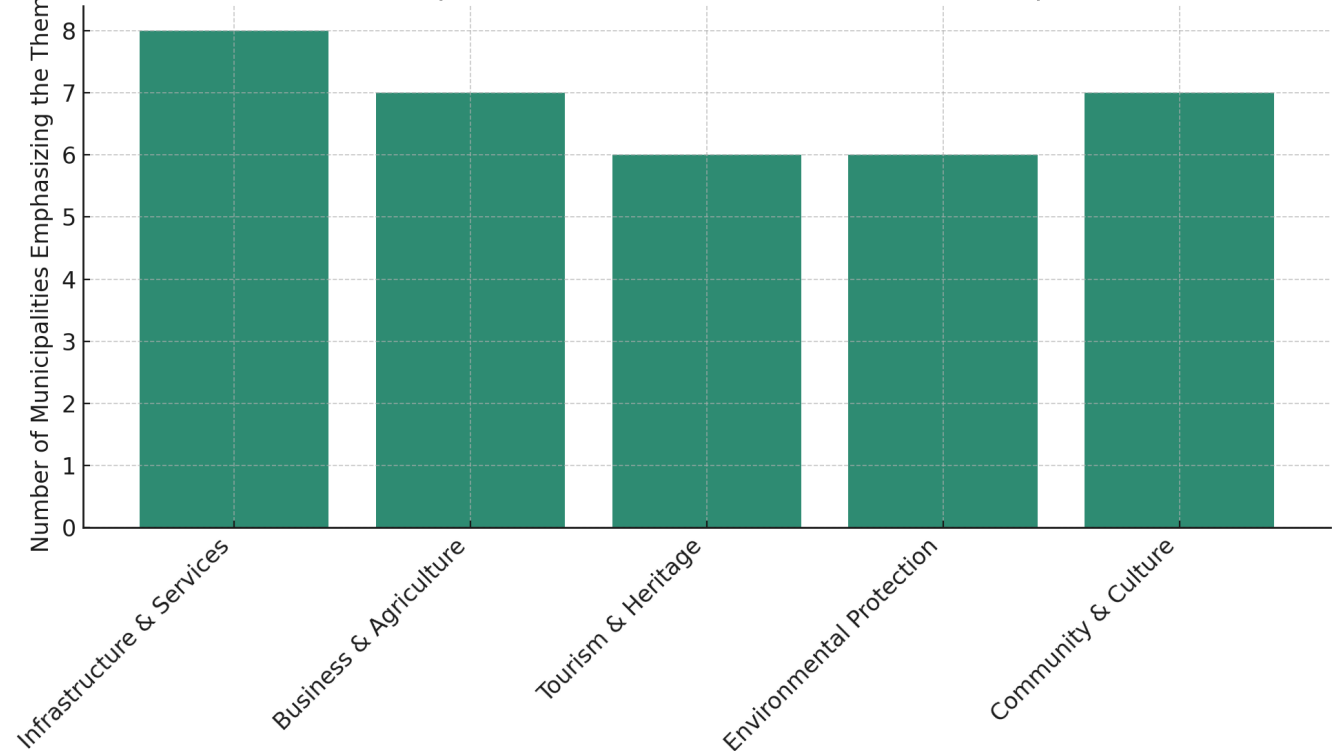
- Wide area, many needs, lack of population density;
- extensive experience of working with small entrepreneurs and home producers (such as craftsmen, cheese makers, wine makers, tailors, pastry chefs, bakers, woodworkers, vegetable growers, etc.);
- “smart skills” initiative, which offers assistance to small companies for participation in exhibitions, arranging transport, providing help with advertising, and facilitating networking meetings.

Strategy of Dienvidkurzeme

Our previous experience(s) in SUD

- in 2021. there were 9 municipalities united in one- Dienvidkurzeme municipality (each of them had some plans and strategies for development);

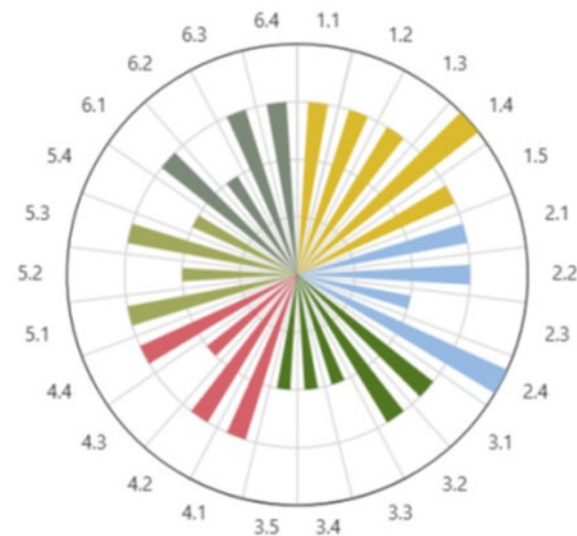
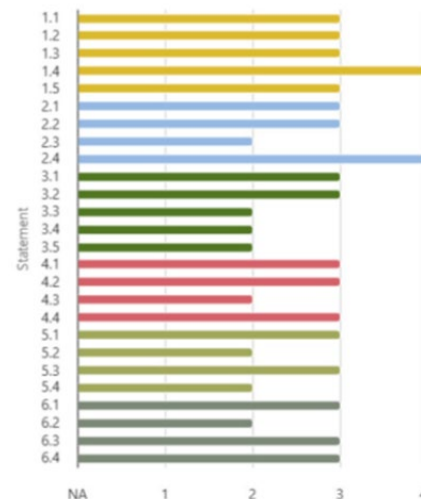
Common vs. Distinct Development Themes Across Pre-2021 Municipalities (South Kurzeme)



Strategy of Dienvidkurzeme

SAT4SUD Results

- The strategy sets clear objectives that responds to the development needs and potential of the area while at the same time contributing to the objectives of the supporting operational programme(s)
- The strategy describes links and synergies with the Sustainable Development Goals, and any other agendas and policies that are relevant to its performance.
- The target areas are integrated into the larger territorial context and, where relevant, the strategy takes into account urban-rural linkages.
- The responsible local authority or body has the necessary capacity and political support to implement the strategy and ensure the alignment of projects with objectives.
- The strategy takes advantage of contributions from different departments, agencies and stakeholders in order to overcome policy silos, even in case the strategy has a main thematic focus.
- The strategy provides specific details on how and where EU Cohesion policy funds (and, where appropriate, other funding sources) will be allocated.
- The monitoring system collects a combination of quantitative and qualitative information to capture all outcomes, including the effects of the integrated approach.





Strategy of Dienvidkurzeme

The three questions we would like to discuss

Question 1

Cooperation between municipality and entrepreneurs
How can the municipality establish sustainable and effective cooperation mechanisms with entrepreneurs to support business development, attract new investments, and strengthen the local economy?

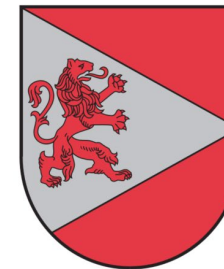
Question 2

Monitoring and stakeholder cooperation
How can the municipality design and implement effective monitoring systems that not only track progress of the development programme, but also actively involve local stakeholders (such as entrepreneurs, the fishing industry, and home producers) to ensure transparency, learning, and stronger community ownership?

Question 3

Coastal tourism and fishing industry
How can the municipality balance environmental protection with the development of coastal tourism and the fishing industry, while creating attractive and authentic offers for foreign visitors?

Thank you!



**DIENVIDKURZEMES
NOVADS**

**EUI peer review
Malmö, Sweden
10-11 December 2025**

Municipality of Dienvidkurzeme

Madara Blūma
madara.bluma@dkn.lv



Pescara

AUF Pescara – Metro-Collina



Strategy & Governance

SUDS of the Municipality of Pescara – DUP 2024–2026 and Local Green Deal Implementation Framework, AUF Pescara – Metro-Collina

Territorial vision built on **livability, innovation, and urban–rural balance**

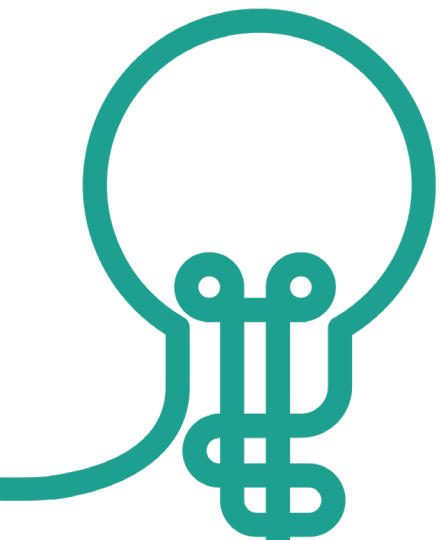
Territorial Delivery Mechanism

- **Local Green Deal approach** - Collaborative governance model integrating local authorities, academia, businesses, and civil society
- Functional perimeter including **Pescara, Montesilvano, Spoltore + 17 municipalities**
- **Inter-municipal governance** supported by regional coordination

Main Theme

Industrial decarbonization, circular economy, sustainable mobility, social inclusion, and green/digital transition of SMEs — forming the operational backbone of the strategy.





Pescara: Strategic Hub for Innovation & Sustainability

Regional role: strategic hub connecting coast and inland; strong focus on commerce, transport, and innovation.

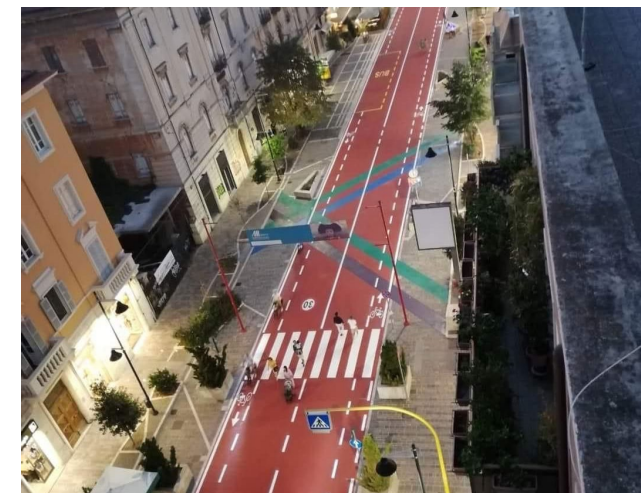
Urban expansion: merger with Montesilvano and Spoltore → 350,000 inhabitants.

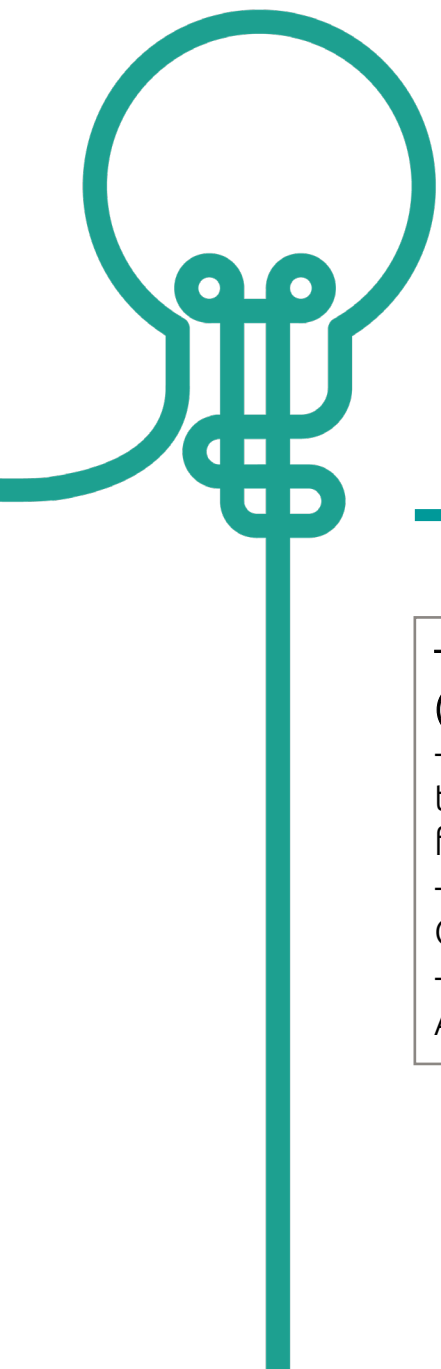
Economy: combination of industrial heritage and growing service & tourism sectors; development driven by innovation and sustainability.

Urban challenges: fragmented governance, urban sprawl, high car dependency, increasing climate-related risks.

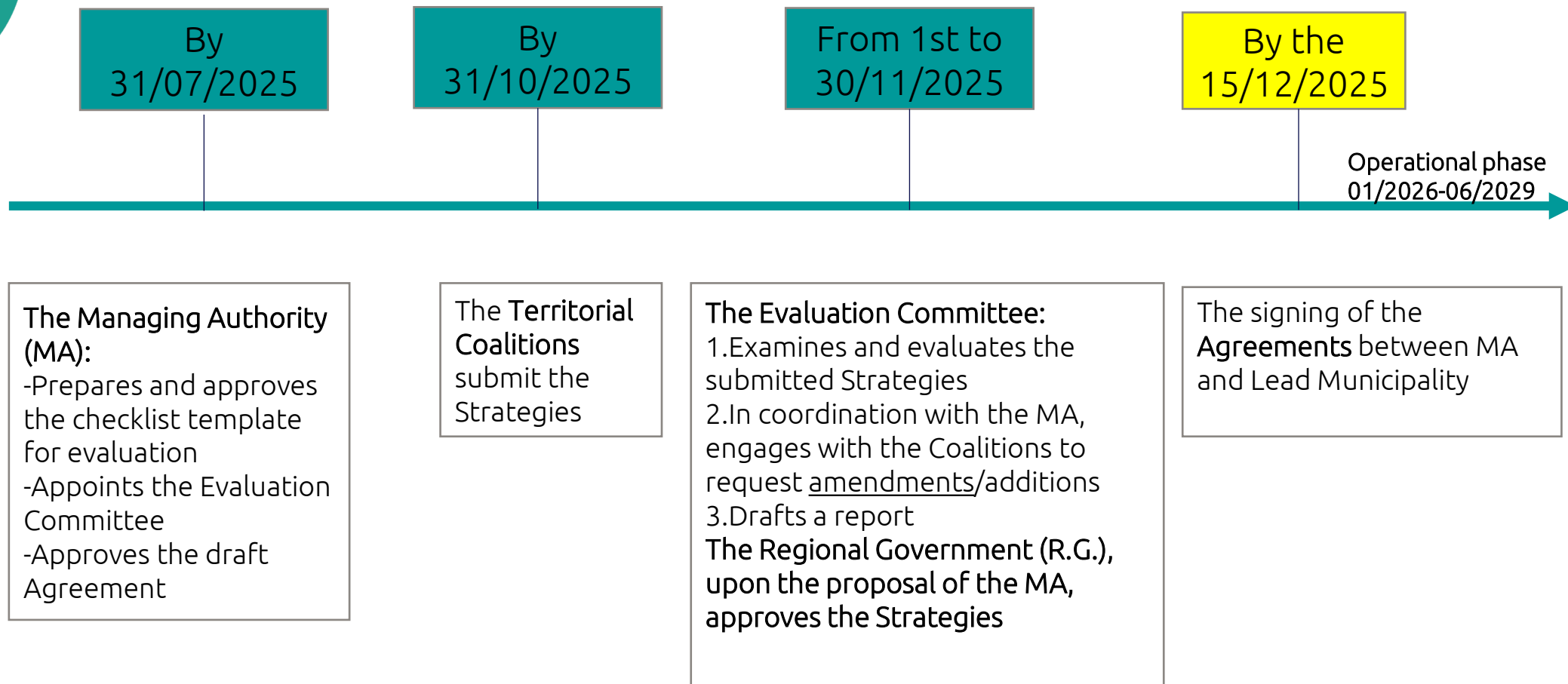
European programs & industrial excellence: active in EU green and digital transition programs; dynamic industrial sector with Angelini Technologies – Fameccanica and Walter Tosto; LGDs and public-private partnerships.

SUD trajectory: a decade-long evolution from pilot projects to integrated metropolitan strategy; 2021–2027 Integrated Territorial Strategy leverages EU and national experiences.



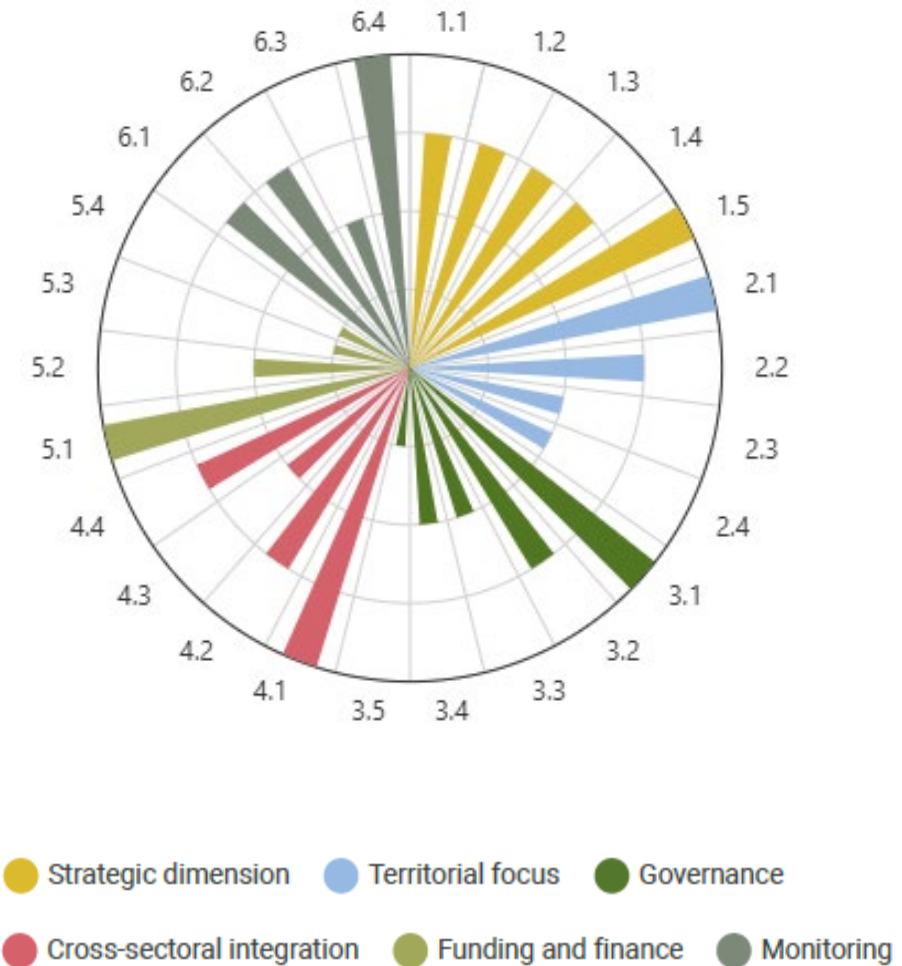
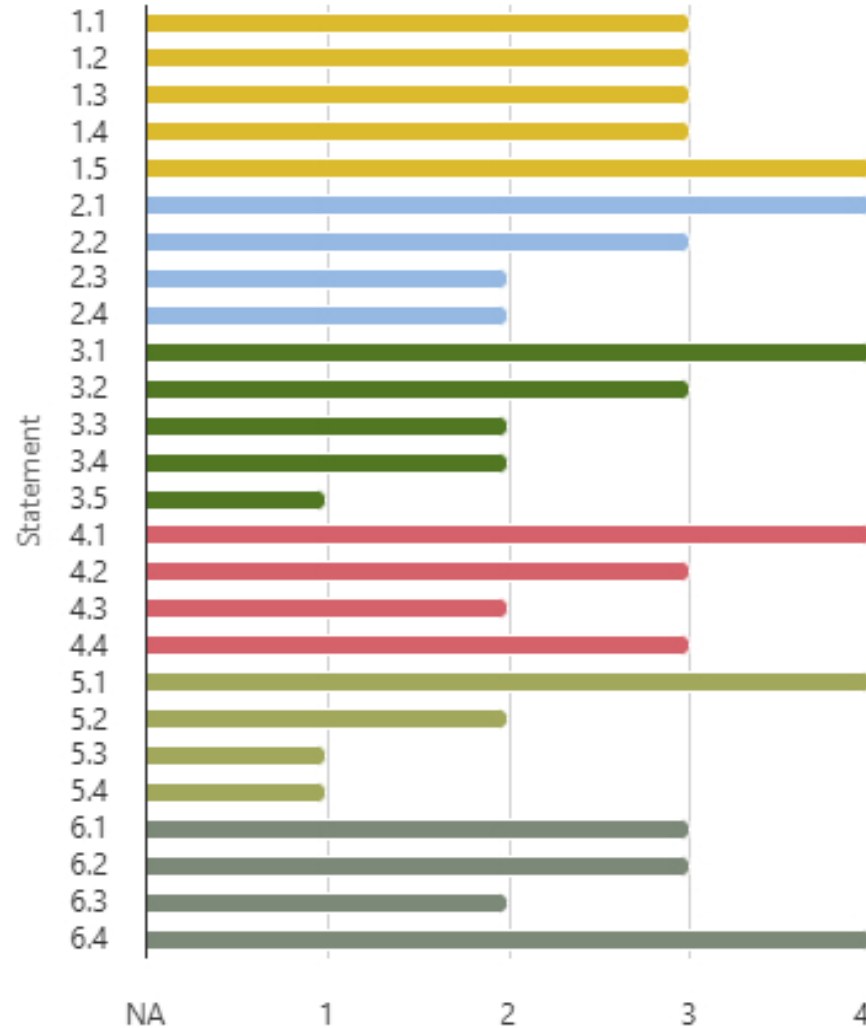


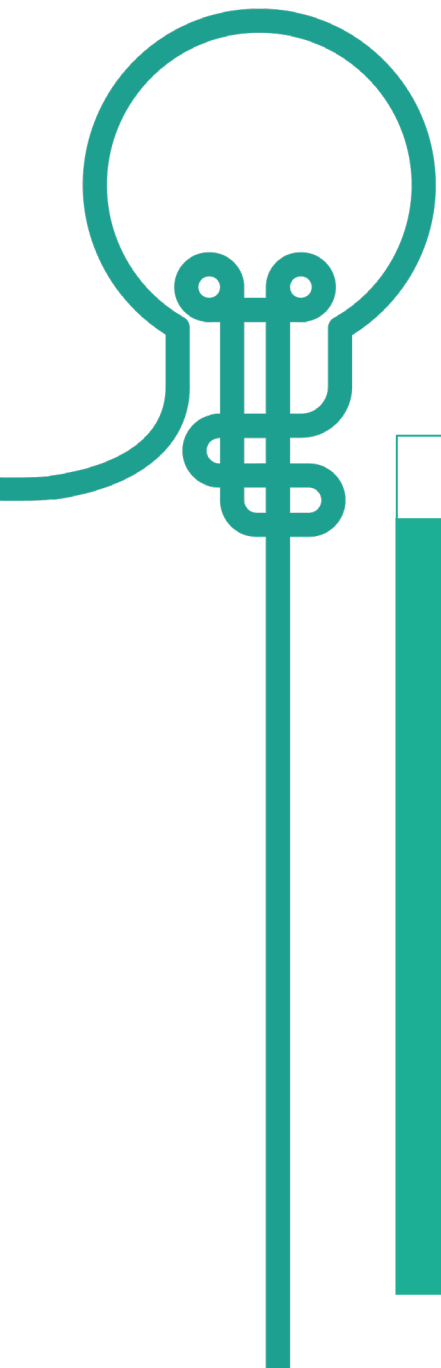
Activity time line



Strategy of Municipality of Pescara

SAT4SUD Results





Strategy of Municipality of Pescara

The three questions we would like to discuss

Question 1

How can we strengthen the monitoring and impact assessment of Local Green Deals and ensure alignment with operational programme priorities?

Question 2

How can we reinforce metropolitan-level governance to scale the Local Green Deal approach beyond the city limits of Pescara?

Question 3

How can we ensure that the Local Green Deal approach contributes to socially inclusive transitions and prevents new forms of inequality?

Thank you!



**EUI peer review
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Municipality of Pescara

Francesca Egizj - UEAM

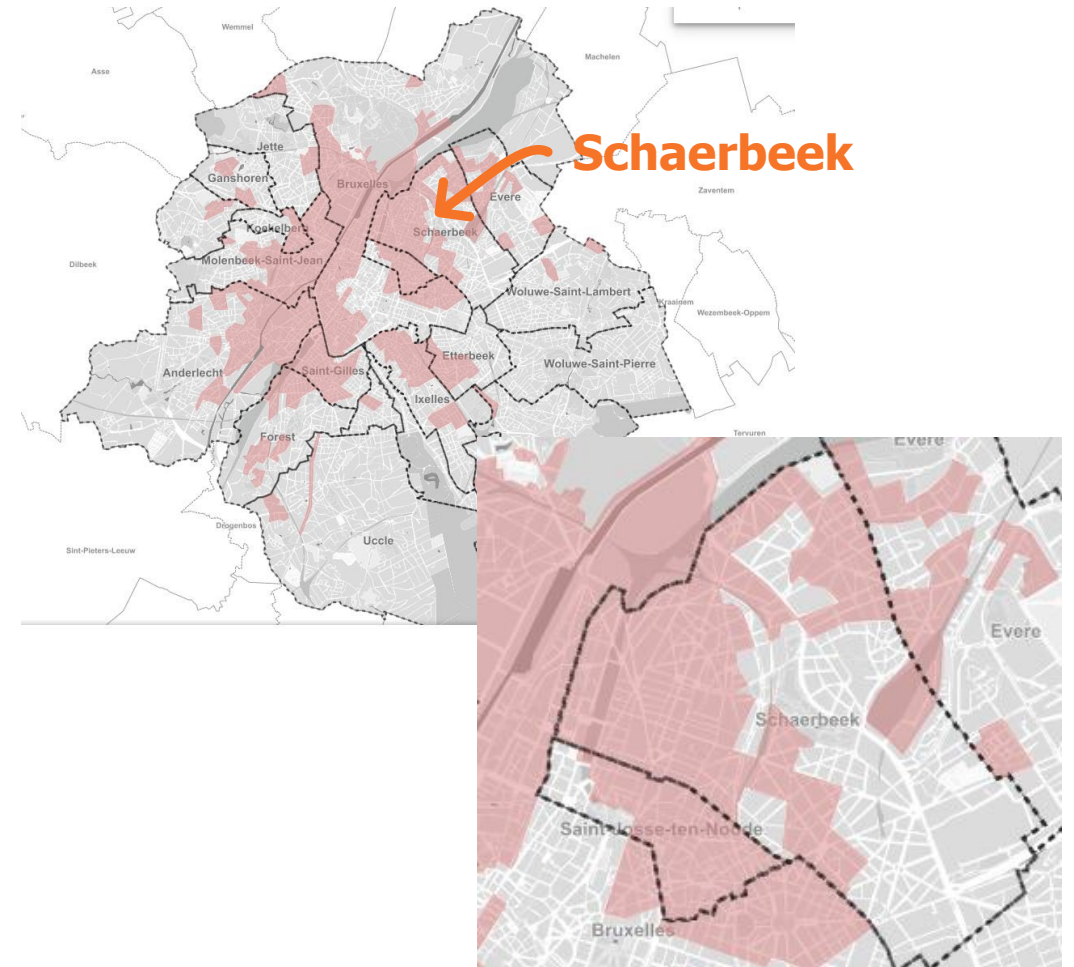


Schaerbeek

Strategy : the Brussels Regional Ordinance

- **Title of the strategy:** Urban Revitalisation Framework Ordinance (2016)
 - **Urban development instruments of the ordinance**
 - **Urban Renewal Contracts - URC**
 - **Sustainable Neighbourhood Contracts - SNC**
- **Policy objectives :** neighbourhood revitalisation, social cohesion, socio-cultural and socio-economic development, and ecological transition
- **ERDF (SO 5.1) funds URCs and SNCs projects**

Territorial focus : Urban Revitalization Zone (URZ)



Urban development instruments in Schaerbeek: SNC and URC

Case studies for City Under Review project

	<i>Small Hill</i> Sustainable Neighborhood Contract (SNC)	<i>Brabant</i> Urban Renewal Contract
Policy objectives	<ul style="list-style-type: none">• Creating or renovating infrastructures (housing, public spaces, etc.)• Socioeconomic activities (agreed upon between RBC & Schaerbeek)• Participatory mechanism	<ul style="list-style-type: none">• Improving public spaces and urban networks• Creating infrastructures• Enhancing environmental and economic quality
Territorial focus	Within the municipality (and within the URZ)	Across municipalities (and within the URZ)
Projects	<p>Brichaut Nursery: ERDF: 650.516,89€ Regional funding : 3.916.173,6€</p> <p>Dupont Health Facility: ERDF: 499.532,44€ Regional funding: 3.534.000€</p>	<p>Hoogvorst Nursery ERDF : 1.860.000€ Regional Funding: 2.111,331€</p>



**14 Programs
since 1998**

SNC and URC implantation: RenovaS

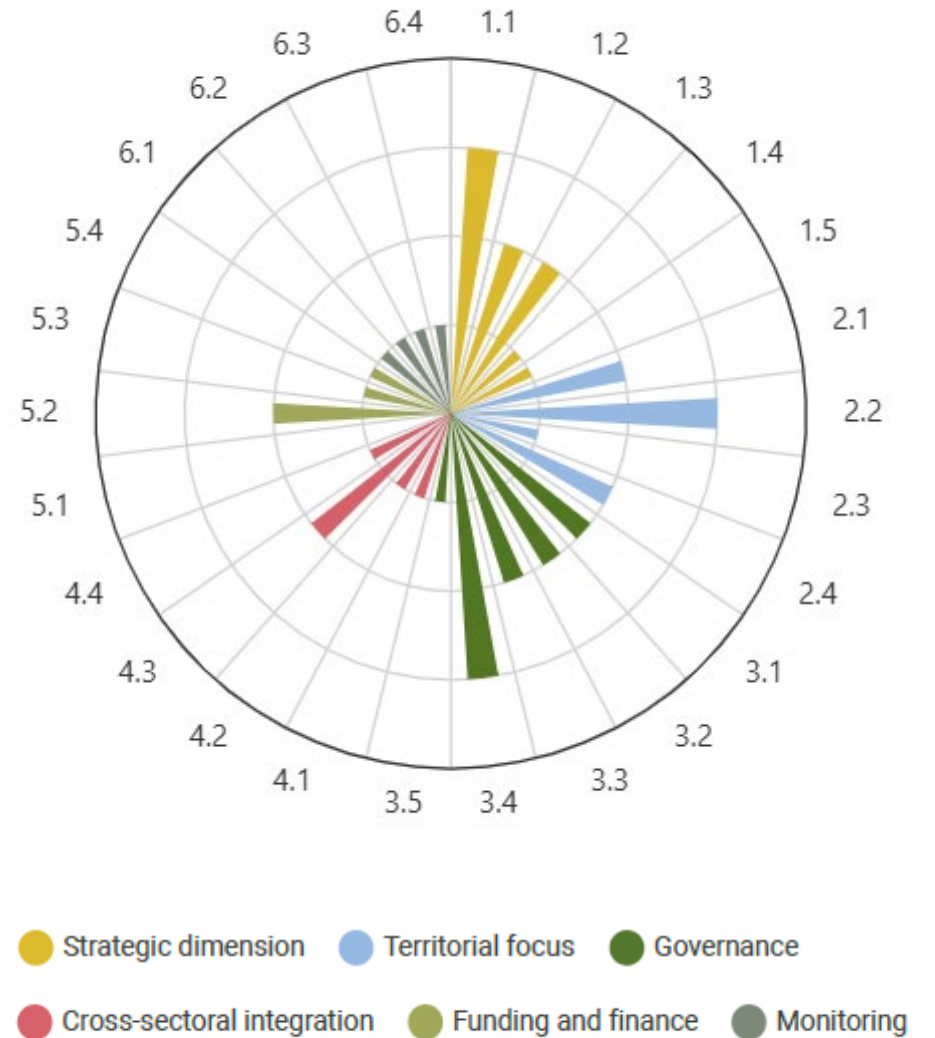
- Non-profit association created by the Municipality in 1996
- Missions :
 - ▶ Missions delegated by the Commune of Schaerbeek for the implementation of urban renewal programs on its territory
 - ▶ Mastery of the technical, administrative, information and participation aspects
 - ▶ Renovation advice to residents



Strategy of Schaerbeek

SAT4SUD Results

- SAT4SUD was realized based on the **regional ordinance**. Scores thus not always reflect Schaerbeek's local priorities.
- We highlight the elements that frame our **local priorities and guiding questions**





Strategy of Schaerbeek

The three questions we would like to discuss

Question 1

How can participatory processes linked to local public facilities be designed, monitored and institutionalized to generate durable social, economic and environmental impacts at neighbourhood level?

Question 2

How can we co-design and implement an integrated governance model that strengthens interdepartmental collaboration and supports long-term, sustainable and inclusive management of public facilities at the local level?

Question 3

How can the municipality ensure the long-term viability and resilience of local public facilities, while developing appropriate tools to monitor financial, environmental and social impacts?

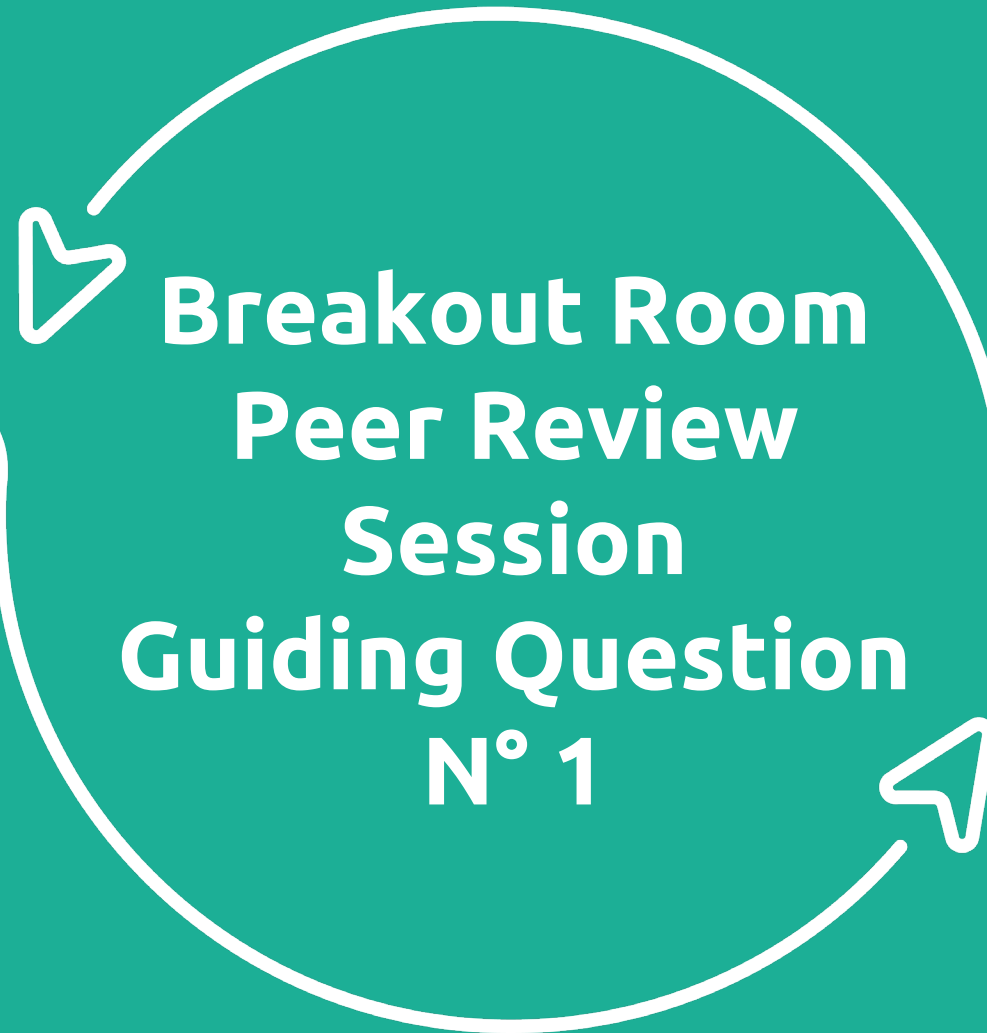


Thank you!

**EUI Peer Review
Malmö, Sweden
10-11 December 2025**

Schaerbeek

Nathalie De Ryckere
Julie Deneff
Nicolas Boroukhoff
Martin Lagneaux
mlagneaux@1030.be



Room Allocation

Malmö

Move to:
View Room
(follow Sandra M
and Stina)

Dienvidkurzeme

Move to:
Act Room
(follow Levente
and Martina)

Pescara

Move to:
Play Room
(follow Petra and
Sandra R)

Schaerbeek

Move to:
Board Room
(follow Anamaria
and Nikos)



LUNCH BREAK
Back at 14.30 in
plenary

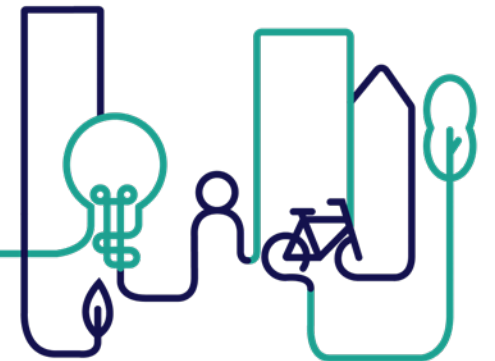


Common Session and Tools

EUI PEER REVIEW N° 12
10-11 DECEMBER 2025 MALMÖ

INTERACTIVE SESSION QUESTION 2

Moderators: Sandra Rainero and Anamaria Vrabie



From the guiding questions to the common challenge on governance and stakeholders' engagement

- How can we develop and apply an integrated model that **enhances interdepartmental cooperation** and ensures sustainable, inclusive local management of public facilities?

Schaerbeek (BE)



- How can we reinforce **metropolitan-level governance** to scale the Local Green Deal approach beyond the city limits of Pescara?

Pescara (IT)



- What **governance mechanisms or partnerships** are needed to ensure that local sustainability strategies are adequately implemented and monitored over time?

Malmö (SE)



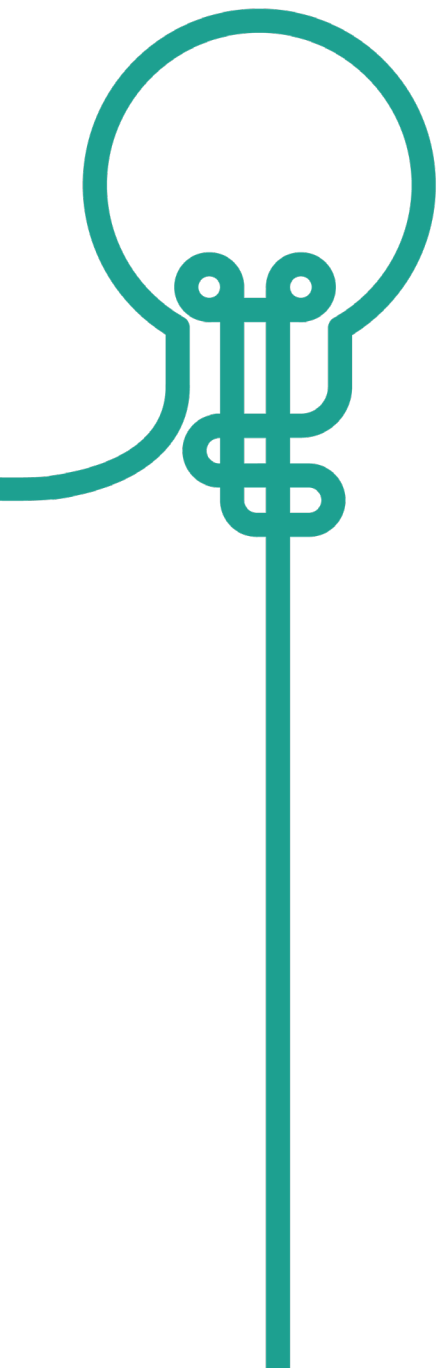
- How can the municipality develop monitoring systems that track programme progress while also **engaging local stakeholders** (entrepreneurs, fishing industry, home producers) to promote transparency, learning, and community ownership?

Dienvidkurzeme (LV)



The common challenge:

How can cities **build and sustain collaborative governance systems** that connect **departments, levels of government and local actors** to ensure that their SUD strategies are effectively implemented, monitored and bring lasting results?



Interactive Session Common Challenge – Day 1 in the afternoon – 2h45

Objectives of the session:

- Explore governance and stakeholder ecosystems using archetypal roles.
- Identify actor behaviours, collaboration barriers and new engagement strategies.
- Apply Jungian archetypes to map key actors and their roles in metropolitan governance
- Develop 3–4 actionable recommendations per group, drawing on examples and peer advice.

Overview of the session



Archetypes warm-up challenge (plenary)

4 Breakout groups

Plenary archetypal feedback



Scene setting and introducing the tools - 45 m

- Creative challenge to familiarise with Archetypes
- Transition to 4 breakout groups

4 Breakout groups- about 1h30

- Revisit the CUR challenge
- Select the archetypes
- Map dynamics and relationships
- Share peer examples and advice
- Develop actionable recommendations

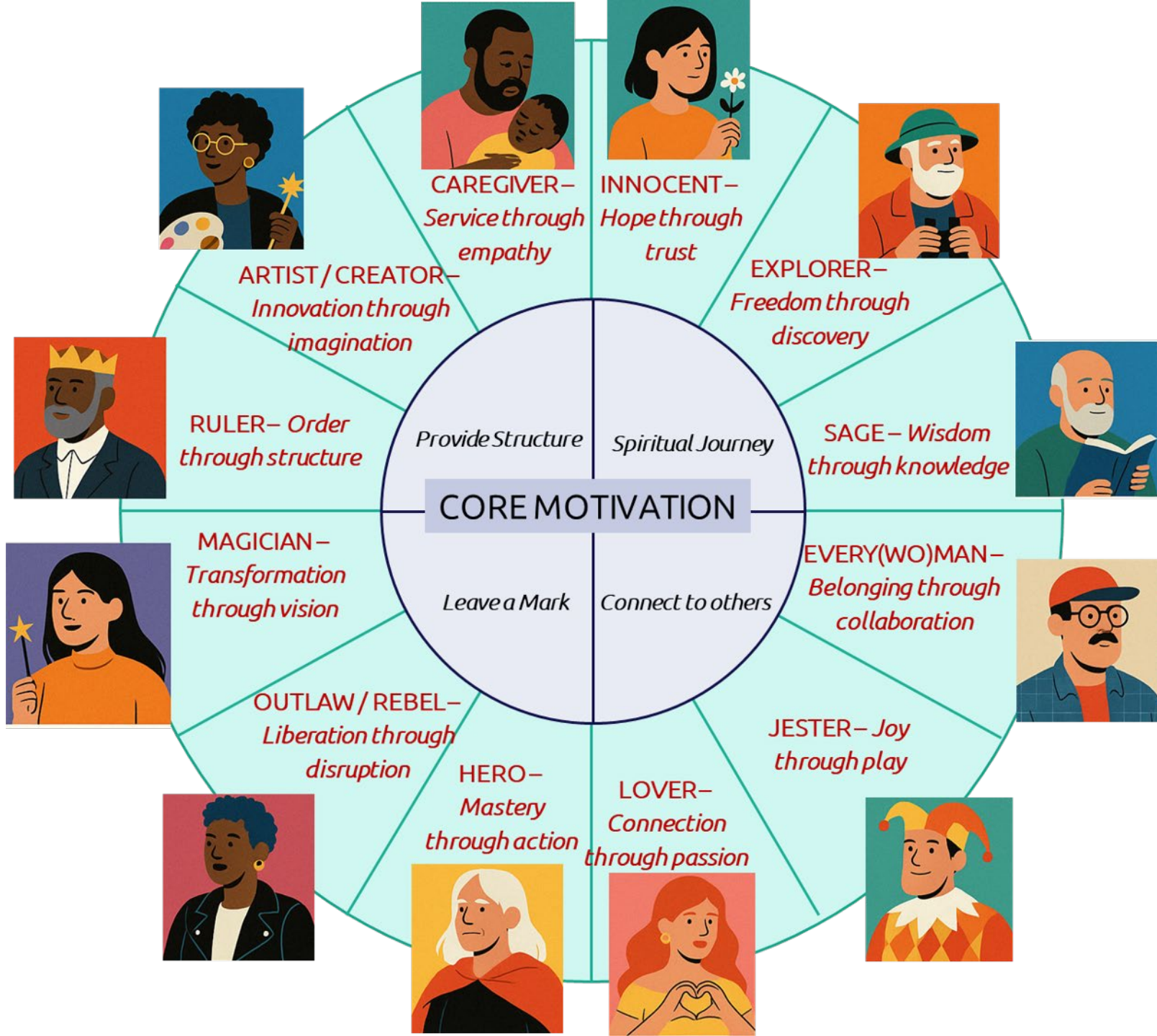
Final wrap up - 30 m

Sharing the insights and presenting the archetypal recommendations in plenary



designed by Freepick.com
Image designed by Freepick

The SUD Archetypes card deck



INTRODUCTION AND CREATIVE CHALLENGE (45')



Form into **small groups** (8 groups in total)



Select **one Archetype card** together



Using the craft materials provided **create a symbolic accessory or object** that represents your Archetype, for example: a hat, necklace, badge or prop



At the end, **show** your creation and name the **Archetype** it represents



Move to your breakout room/area to continue the session

THE GOVERNANCE ECOSYSTEM BOARD

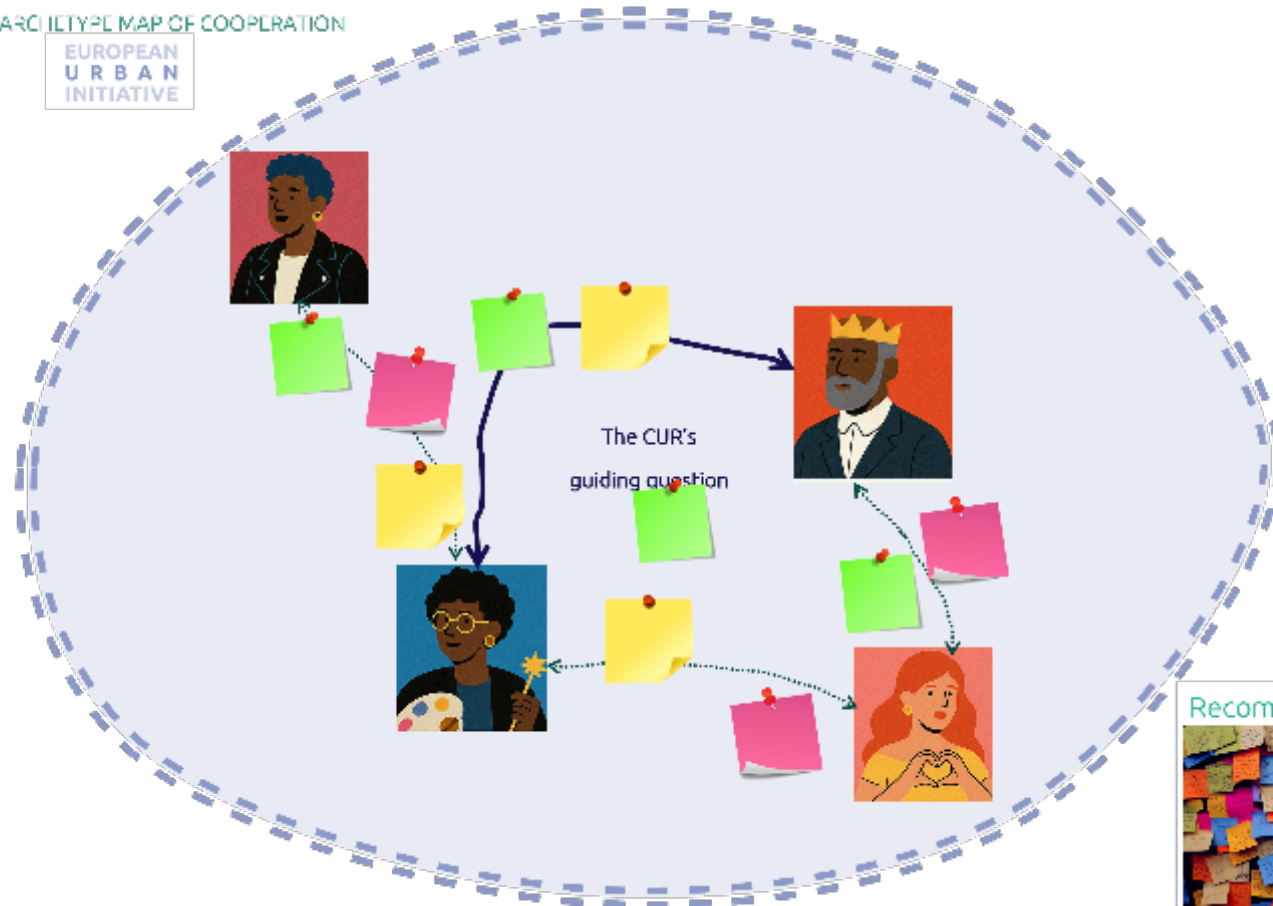
Purpose: Visualise the governance ecosystems of the CUR

Focus: Map relationships and draw connections between archetypes

Output: Peers' examples and recommendations

THE ARCHETYPE MAP OF COOPERATION

EUROPEAN
URBAN
INITIATIVE





**Reporting back
on the common
challenge**

Room Allocation

Malmö

Move to:
View Room
(follow Sandra M
and Stina)

Dienvidkurzeme

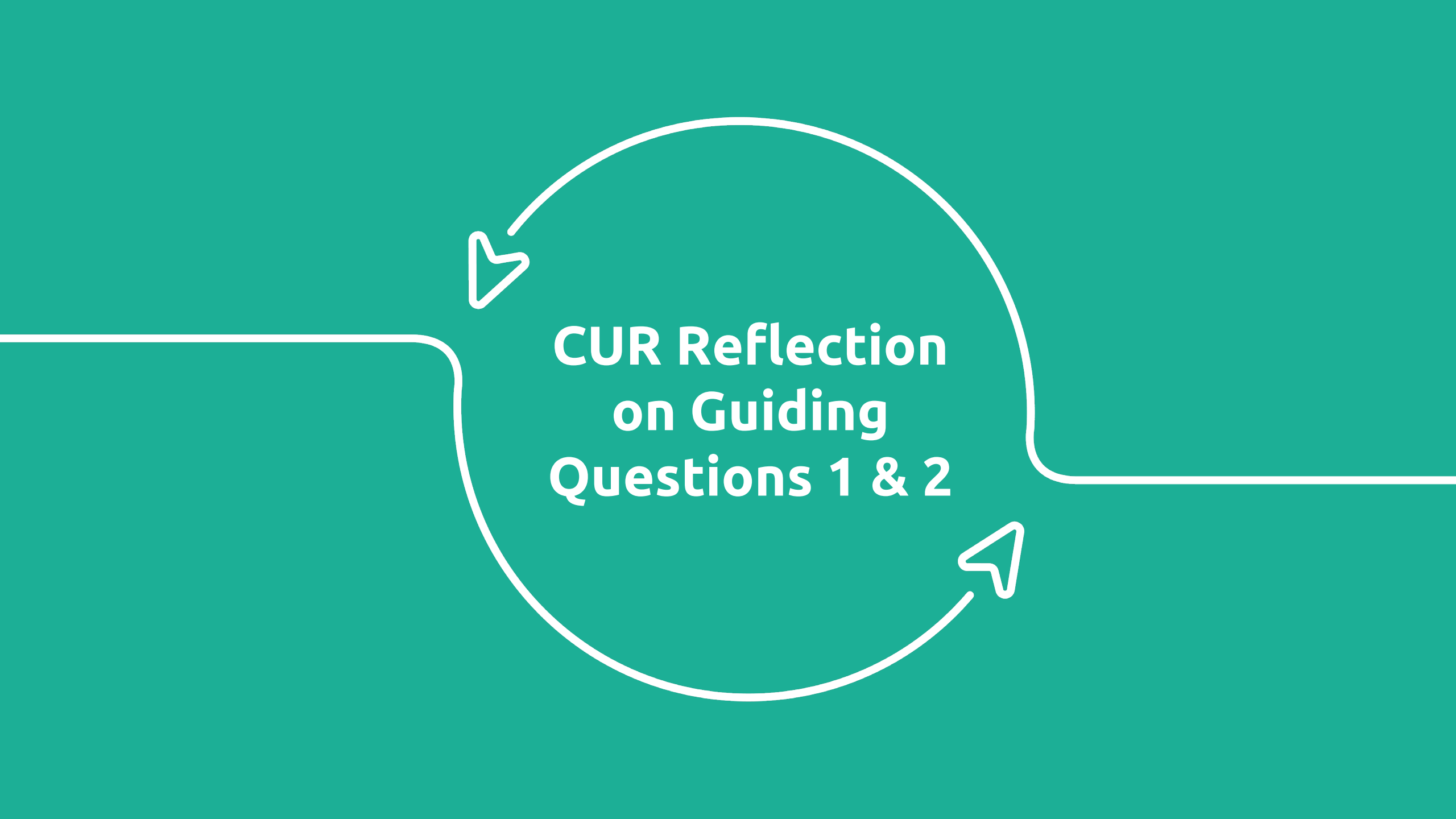
Move to:
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Pescara

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Play Room
(follow Petra and
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Schaerbeek

Move to:
Board Room
(follow Anamaria
and Nikos)



**CUR Reflection
on Guiding
Questions 1 & 2**



DINNER

**Meet at the Restaurant
at 19.30**

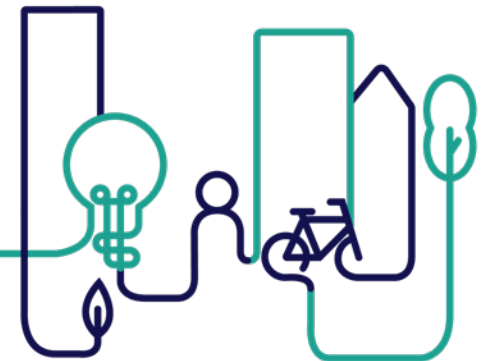
Emergency Contact Numbers

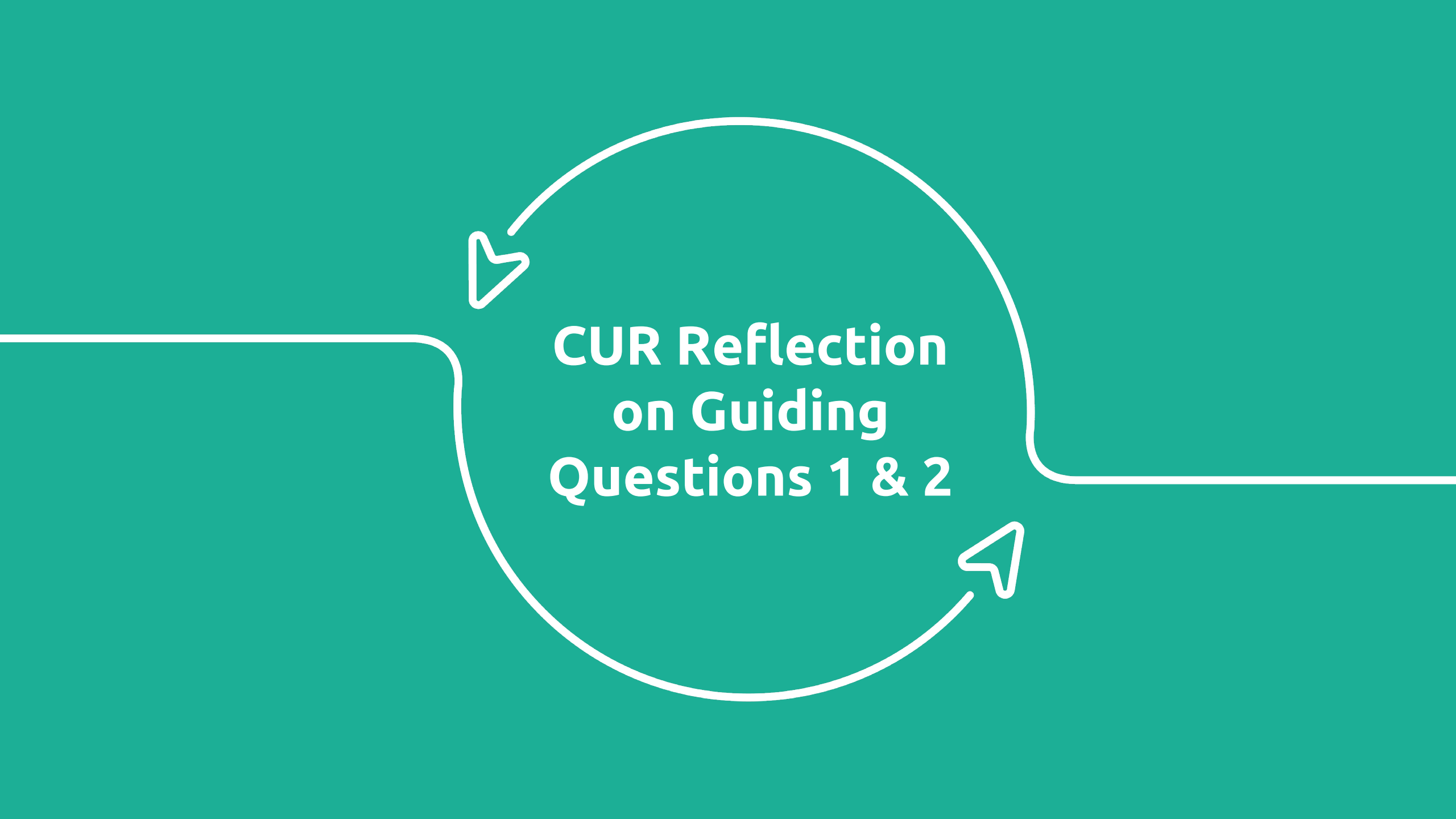
If you get lost or have a problem, you can call:

Paul –

Adele – 0033 6 06 75 03 33

Yohan – 0033 6 08 88 59 26





**CUR Reflection
on Guiding
Questions 1 & 2**