

Focused on a specific urban agenda and sensitive to the particularities of place, the Urban Laboratory fosters a collaboration across borders, disciplines, communities, and institutions, generating multi-dimensional design- and policy-based **solutions to urban challenges** that are socially just and environmentally sustainable.

ATHENS

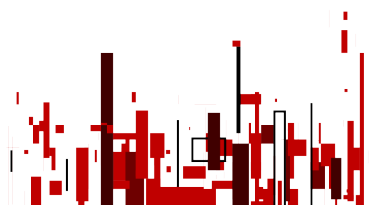
TRANSFORMING THE (RE)PUBLIC

PRESENTATION FOR PROJECT TEAM

URBAN LABORATORY

AN URBAN DEVELOPMENT TOOL SPANNING ARCHITECTURE, PLANNING AND URBAN DESIGN

**URBAN
TRANSCRIPTS**



THE URBAN CHALLENGE



Areios Pagos hill, Athens

From a small provincial town of no more than ten thousand people in the 1830s, Athens has transformed itself into one of the largest and most densely urbanised metropolises in Europe, now home to nearly five million people. In this process, fuelled by the timely accumulations of a multitude of small-scale private interventions, public space has often been the principal casualty of individual aspiration.

In the contemporary cityscape of Athens public space appears as a mis-matched collection of fragments: the squeezed-out pavements, mostly taken over by parked motorbikes and cars; the odd square functionally unconnected to its local neighbourhood; cycling paths that fail to form a route network at a significant urban scale; isolated islands of pedestrian areas and green infrastructure, almost exclusive in the city centre, that embrace neither the expanse nor the diversity of the metropolis; a coastal zone that struggles to re-connect with the city, itself partitioned to suit private profit rather than public benefit. Contested by economic interests and in the lack of clearly defined policies, it is paradoxically the neglect of 'public-ness' that characterises these spaces, where the very qualities which make space truly public are disregarded.

Beyond the provision of a serviceable public amenity, public space is a catalyst for a city's development and quality of life. Public space interventions acquire in this sense a multiplier effect in the delivery of economic, social, and environmental objectives for the city. Yet in Athens these are an amalgam of projects that far too often compete with rather than complement the city's attempts towards more global-scale strategies. One struggles to define the city's public image. Within an atmosphere of 'a beautiful chaos' the middle-classes escape the fall of the (re)public moving outwards into the invisible suburbia that steadily ravishes the hills of Attica while artwashing gentrification prepares the run-down areas of the inner city for urban entrepreneurialism dislocating vulnerable and low-income populations along the way. In this climate, revaluing public space and the 'public-ness' of the Athenian landscape is an opportunity to revitalise large parts of its rundown urban areas in a socially just way, contain its suburban expansion, and integrate its diverse localities, currently subordinate to a dominant centre, into a more equitable and cohesive metropolis.

In the light of new dynamics emerging from recently completed schemes of supra-local importance, this Urban Laboratory delves into the contemporary culture and nature of public space in the Athenian metropolis. It investigates how public space functions a) as a set of conditions in local areas b) as continuous networks at a city-wide scale, and c) as an agent within the city's socio-economic processes. **The project aims towards the generation of both local and city-scale public space strategies focusing on opportunities for low-cost and high-impact interventions—a public space acupuncture as a catalyst for urban regeneration.** Key objectives include: sustainable urban mobility, the right to the city, public health and well-being, social cohesion, spatial justice, improved access to public amenities and environmental sustainability.

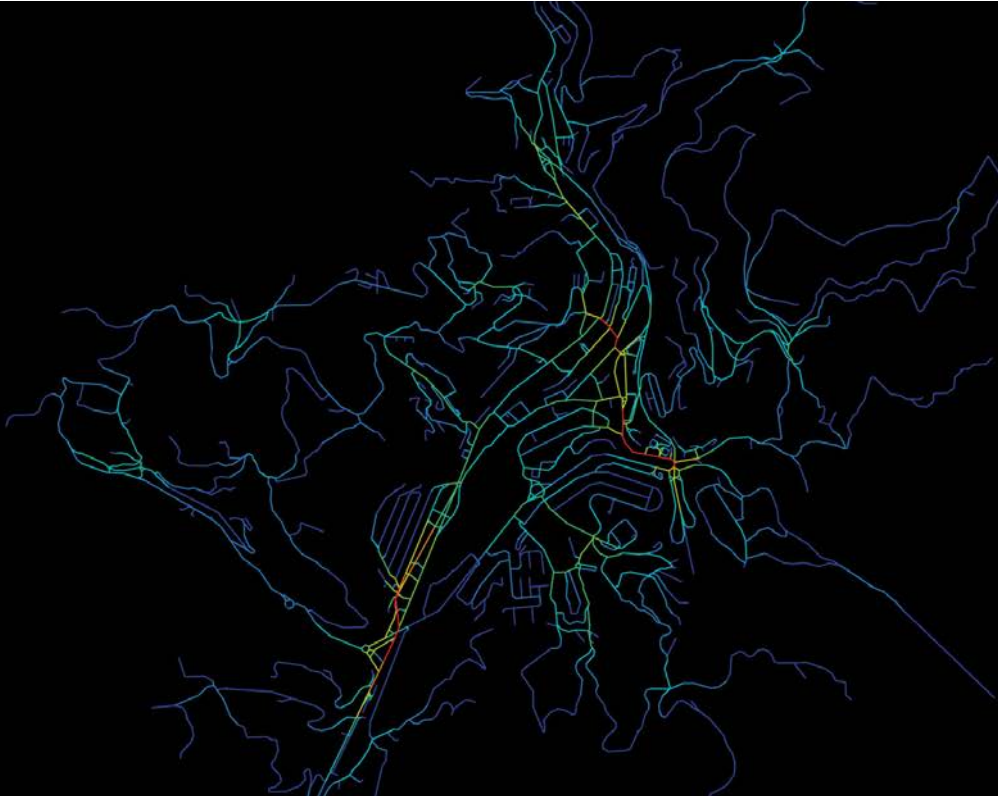
PROJECT CONCEPT



"Berlin (un)limited", Berlin, Germany, 2014 - analysing the city through history

The **Urban Laboratory** is an urban development and planning tool fusing research and design through community participation. Focused on city-specific urban challenges the project starts with research, generating along with analytical insights and expertise, the context-sensitive framework for a subsequent urban workshop and community engagement exercise. The workshop provides the opportunity for an international team of urban experts to collaborate with a local team of researchers, professionals, and urban development agents, in an intensive 7-day research and design studio that attracts participants from architecture, planning and urban design, from across the world. In parallel, the Urban Laboratory reaches out towards the local community engaging community groups and the public in a collaborative urban problem-solving. The design stage of the project further develops the research, participation, and workshop outcomes into specific design and policy proposals for the city.

PROJECT OUTCOMES



“Urretxu-Irimo urban design proposal”, Urretxu-Irimo, Spain, 2013 - spatial analysis with respect to the intervention proposed

1. RESEARCH

Starting with the **definition of the problem** our research approach incorporates:

- An initial background research surveying and critically analysing existing knowledge with respect to the project’s urban agenda.
- An intermediate spatial analysis study investigating through an empirical approach the local urban experience in the light of the problem posed.
- A final stage where outcomes from the workshop’s fieldwork exercise and from the community engagement exercise complement and further develop the pre-workshop research.

The Urban Laboratory’s final research report is a body of work that comprehensively and systematically unravels the complexity of the issues at stake with respect to the city’s challenges.

KEY DELIVERABLE

Research report

PROJECT OUTCOMES



"On the Sea Edge", Chania, Greece, 2016 - development of team proposal

2. WORKSHOP

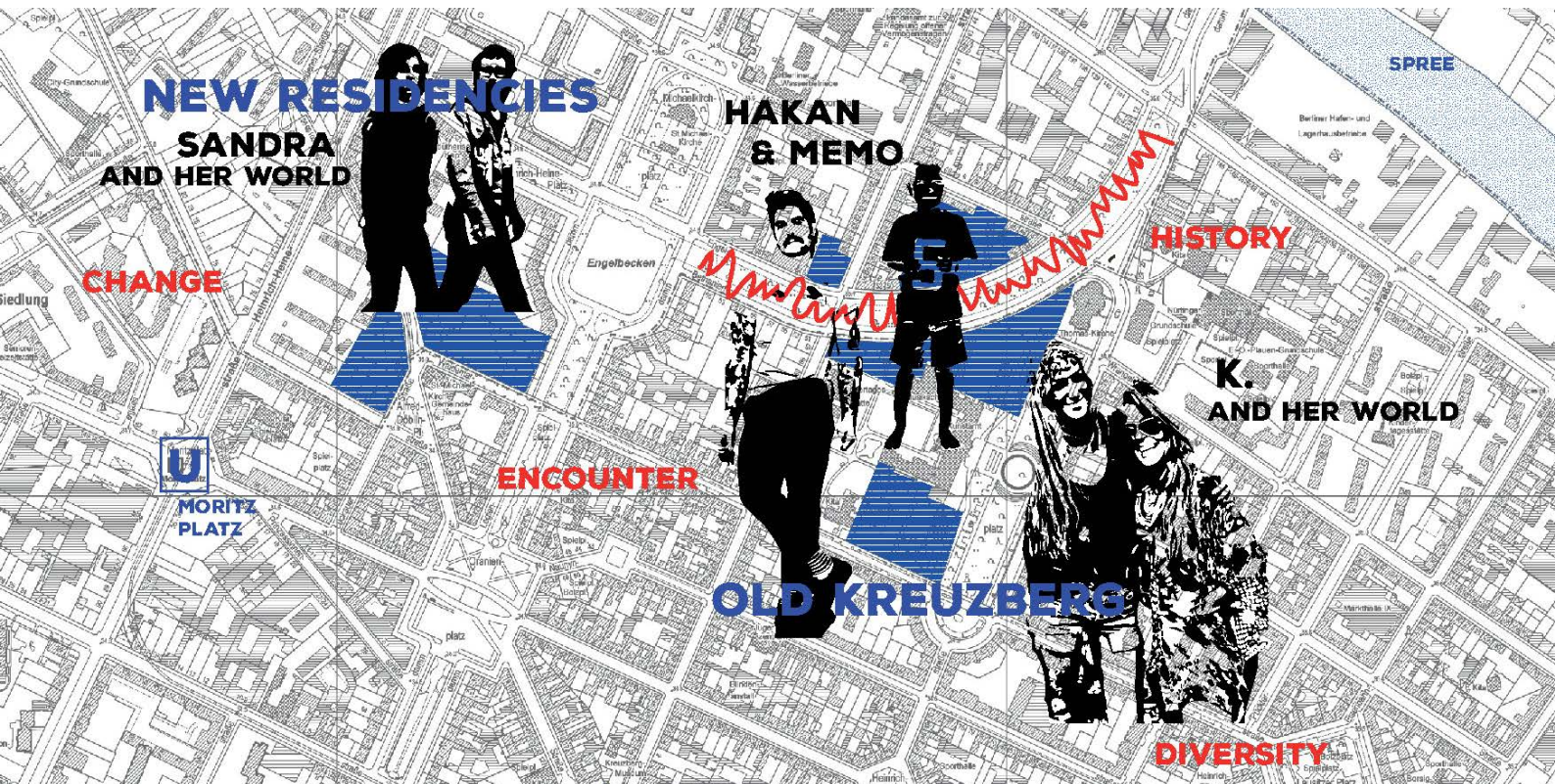
Since 2010 Urban Transcripts has pioneered urban research and design workshops across Europe, bringing together researchers, practitioners, the local community, city agents, professional bodies and academic institutions.

Continuing this successful tradition the workshop part of the Urban Laboratory project is planned as **an intense collaborative experience**. The different units of the workshop each focus on a particular aspect of the research-driven urban agenda, e.g., a particular site or sub-theme, and are directed by a pair of host- and guest-tutors, combining local knowledge with international expertise. Open to students and recent graduates in architecture, planning and urban design, the workshop welcomes participants from across the world who work together with a pair of tutors in a particular unit over a period a 7-days, undertaking on-site research investigations and generating idea proposals for the city.

KEY DELIVERABLE

Workshop programme and proceedings

PROJECT OUTCOMES



"Berlin (un)limited", Berlin, Germany, 2014 - understanding the local community and its dynamics

3. COMMUNITY ENGAGEMENT

Running in parallel to the workshop, a series of public events and community engagement activities aim not only to increase the impact of the project beyond the experts and towards the public, but equally to make interested parties **a part of the proposed solutions**. The community engagement exercise comprises of activities including talks, debates, public walks, games, and mind-mapping, designed in order to enable citizens to participate in the co-creation of solutions for their own community. The Urban Laboratory establishes links and connections well in advance in order to enable the community to participate in the shaping of the project's urban agenda.

KEY DELIVERABLE

Community Engagement programme and proceedings

PROJECT OUTCOMES



"On the Sea Edge", Chania, Greece, 2016 - proposal for a new tourist-local interaction

4. DESIGN AND POLICY

Spanning architecture, planning and urban design, the project's final proposals for the city include physical design, masterplanning, and urban policies. As the culmination of a multi-dimensional process of research, public participation, workshop, and design, they are shaped through the outcomes of all previous stages of work. Building upon research findings, community feedback, planning and design ideas, final proposals are formulated with respect to **an urban development that can be socially just and environmentally sustainable**, enabling places and communities to thrive.

KEY DELIVERABLE

Design and Policy report

INDICATIVE SCHEDULE

PHASES

	1. PLANNING	2. PREPARATION & RESEARCH	4. PRODUCTION	4. POST-PRODUCTION & CLOSING
WEEK 1				
WEEK 2				
WEEK 3				
WEEK 4				
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WEEK 43				
WEEK 44				
WEEK 45				
WEEK 46				

OUTCOMES

- 1 Workshop
- 2 Community Engagement
- 3 Research Report
- 4 Design and Policy Report

PRINCIPAL PROJECT COLLABORATORS

Yiorgos Papamanousakis - Project Director

Yiorgos is a London-based architect and urban designer, passionate about the relationships between the spatial structure of cities and their socioeconomic and cultural life. As the founder and director of Urban Transcripts, he has initiated the company's work by producing international participatory public event programmes – exhibitions, workshops, and conferences – on the critical exploration of cities and their development (Athens, 2010; Rome, 2011, London 2012; Berlin, 2014). Currently he is working on projects bringing together research, community participation, and design, to create innovative urban design and policy solutions for cities and urban areas. He graduated in Architecture from ENSA Paris-La-Villette, Paris, and holds an MSc in Advanced Architectural Studies from The Bartlett - UCL, London, where he trained in empirical spatial research, analysing how the spatial structure of the built environment impacts on its socioeconomic potential. For 2014-2015 he was a lecturer in architecture (year 1 design studio) in Umea School of Architecture, Sweden. He has been an advisor and a speaker in various initiatives and projects focused on the city and a reviewer in academic journals.

Sofia Xanthopoulou - Workshop Leader

Sofia is practicing architectural and urban design as an independent architect in Thessaloniki, Greece. She graduated the school of Architecture of Volos (University of Thessaly) in 2006 and holds a postgraduate degree, MSc Urban Strategies (University of Applied Arts, 2009). Sofia is currently collaborating with other professionals and experts for urban and architectural projects. Her main interests focus on the bridging of the two scales, architectural and urban through the development of research or design projects as well as the organization of events such as workshops, conferences and exhibitions. She has been collaborating with Urban Transcripts since 2010. Sofia was an elected member of the Standing Committee on Architecture of the Technical Chamber of north central Greece, for 2010-2013, working on organizing events in the fields of architecture and urban planning and advising municipalities on urban development strategies and competitions. She is the co-founder and CEO at TKSX office of architecture and engineering and an external partner of the Polytechnic school of Aristotle University of Thessaloniki.

Carolina Vasilikou - Project Coordinator

Carolina Vasilikou (Dr.) is an Architect and Lecturer in Architecture at the University of Reading teaching design studio and with a focus on urban design, housing, environmental design and technology. She holds an MSc in Façade Design & Engineering from the University of Bath and a PhD in Sustainable Architecture from the University of Kent. Carolina also teaches at postgraduate level at the School of Architecture, University of Kent and carries research in collaboration with l'Université Catholique de Louvain. She leads projects on sensory research and well-being in urban spaces based on primary fieldwork, including a Digital Humanities Fund (University of Kent), an AHRC Engagement Fund in sensory navigation and an EPSRC-funded project on sensory mapping of heritage cities. Her research work focuses on sensory perception and urban comfort of pedestrians in complex urban environments. Carolina is active in people-centred and evidence-based design and research and has participated in several international conferences and workshops. She has given lectures, among others, at the Architectural Association, ENSA Paris-Malaquais and Glasgow School of Arts and is currently a member of the Urban Living Research Centre at the University of Reading, Architecture et Climat at Université Catholique de Louvain, the EU COST Action People-Friendly Cities in a Data-Rich World Project and the Academy of Urbanism.

Fabiano Micocci - Researcher

Fabiano Micocci (Dr.) is an architect working on the intertwined relationships existing between public spaces and landscape, architecture and geography, with a special focus on the Mediterranean region. He is a founding member of NEAR architecture (www.neararchitecture.com), a network of architects working on small and large scale design as well as theoretical research. He graduated from University Roma Tre in 2002 and he has a Specialization Course in "History of the Design Process" (2003). He obtained his PhD degree from the University of Florence in 2010 with a thesis focused on the study of architecture in the Mediterranean after WWII. He taught at the University of Florence (2007-10) and the Lebanese American University (2013-14), as well as in many International Workshops. Actually he is Senior Lecturer at the Metropolitan College of Athens. Recently he took part of the "Inclusive urban strategy and action plan for Bab-Al Tabaneh, and Jabal Mohsen", a strategic development plan for the city of Tripoli (LEB), and he won the competition for a square in Rome.

Panagiotis Kontolaimos - Researcher

Panagiotis studied archaeology in the department of Mediterranean Studies, Rhodes Greece, from which he graduated in 2003. After spending a year in Istanbul for purposes of linguistic education, he started his MSc on Historical Building Restoration and Site Rehabilitation at the School of Architecture, at the National Technical University of Athens, which he completed at 2006. In 2007 he followed an MPhil program at the Leiden University, The Netherlands, focusing on Urban and Rural Development in the Mediterranean and the Near East, from a historical/archaeological perspective. In 2015 he completed his PhD on Ottoman and Early Modern Urbanism in the Balkans and Anatolia, with a special reference to the relation between institutions and urban space. He has collaborated in various projects with State and NGO institutions and his research interests include Mediterranean Archaeology, Prehistoric and Historic urbanism, Ottoman Culture and Architectural Heritage, Reuse of Historic Structures and Urban Integration of Cultural Heritage. He particularly enjoys projects focusing on historical research on architectural heritage and its sustainable integration in modern urban life. Panagiotis is involved in Urban Transcripts since 2016 collaborating on projects related to the Athenian Urban environment and its prospects. He is based in Athens, where he works as archaeologist, historian and restaurateur.

KEY CONTACTS FOR THIS PROJECT

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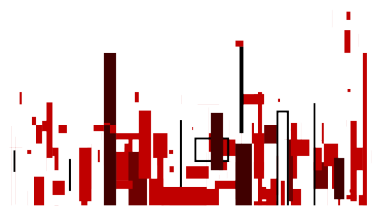
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**URBAN
TRANSCRIPTS**



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URBAN TRANSCRIPTS



“Volos in the Extreme”, Volos, Greece, 2013 - public presentations of proposals

We work on city making by bringing together research, community participation and design.

Urban Transcripts was born of a desire to create a new tool through which to explore the city as a complex phenomenon in a participatory and cross-disciplinary way. It was initiated in 2010 as an annual programme of events such as exhibitions, conferences, and workshops, focused on, and hosted in, a different city every year. Our point of departure was to grasp and effectively communicate the complexity of the city through an “urban transcript” that becomes a basis for opening up city making to participatory and interdisciplinary approaches.

In each of our projects since, creating a transcript out of a complex urban reality is what we see as the first step towards resolving an urban problem and generating successful solutions. The “urban transcript” has remained a central component in our pursuit to ‘read’ cities and propose new ‘writings’ on them.

We respond to the urban challenges of the future through a holistic approach: through research we analyse the urban process and identify strengths and weaknesses; through community participation we engage citizens and stakeholders in the urban development process; through design we re-shape and re-programme the urban fabric creating sustainably successful places.

Each of our projects starts as a unique urban problem to resolve. Fusing expert research and public participation into the design process we provide innovative solutions addressing the socio-economic and environmental challenges our cities are facing.

Today, the **Urban Laboratory** is our key service: **an integrated research-participation-design project** that starts with an urban problem and ends with the generation of urban design and policy proposals.

PRINCIPAL COLLABORATORS

Yiorgos Papamanousakis

Yiorgos is an architect and urban researcher, passionate about the relationships between the spatial structure of cities and their socioeconomic and cultural life. As the founder and director of Urban Transcripts, he has initiated the company's work by directing international public event programmes – exhibitions, workshops, conferences – on the critical exploration of cities (Athens, 2010; Rome, 2011, London 2012; Berlin, 2014). Currently he is working towards the development of Urban Transcripts into a network of experts, bringing together research, community participation and design, to create innovative solutions for better cities. He trained as an architect in Paris and holds an MSc from The Bartlett – UCL, London, where he developed a keen interest in empirical research and the application of quantitative methodologies on understanding cities. His current research concerns how the configuration of urban waterfronts impacts on the socio-economic function of coastal cities in Greece and how it reflects their historical evolution. For 2014–2015 he was a lecturer in architecture (design studio) in Umea School of Architecture, Sweden. He has been an advisor and a speaker in various initiatives and projects focused on the city and a reviewer in academic journals. He is based in London.

Sofia Xanthopoulou

Sofia is practicing architectural and urban design as an independent architect in Thessaloniki, Greece. She graduated the school of Architecture of Volos (University of Thessaly) in 2006 and holds a postgraduate degree, MSc Urban Strategies (University of Applied Arts, 2009). Sofia is currently collaborating with other professionals and experts for urban and architectural projects. Her main interests focus on the bridging of the two scales, architectural and urban through the development of research or design projects as well as the organization of events such as workshops, conferences and exhibitions. She has been collaborating with Urban Transcripts since 2010. Sofia was an elected member of the Standing Committee on Architecture of the Technical Chamber of north central Greece, for 2010–2013, working on organizing events in the fields of architecture and urban planning and advising municipalities on urban development strategies and competitions. She is the co-founder and CEO at TKSX office of architecture and engineering and an external partner of the Polytechnic school of Aristotle University of Thessaloniki.

Marcella Iannuzzi

Marcella studied architectural history and restoration of architectural and urban heritage at IUAV in Venice and ENSA Paris-La-Villette. Following her thesis on contemporary architectural and urban developments in Shanghai, she trained as an architect in ENSAPLV, while working in professional practice in Paris. In 2013 she obtained her PhD in Urban Policies and Local Projects at the University Roma Tre in Rome. Her thesis focuses on the development of southern Italian cities. Her research interests include urban renewal and urban regeneration processes, with particular attention to the social processes of interaction of stakeholders and actors involved. Her approach to the study of urban practices of everyday life challenges established practices of urban regeneration and development and aims at their reform through a model based on bottom-up processes. Marcella has been actively involved in the Urban Transcripts project since its initiation as the kollektiva.net collaborative network. She is based in Torino, Italy, where she works as a researcher.

Felipe Lanuza

Felipe is a trained architect from the University of Chile (2004) and obtained his Master in Architecture at the Catholic University of Chile (2008). He has worked as a practicing architect, researcher and educator. His academic interests are in the areas of architectural and urban design, history and theory; having presented his research in conferences and exhibitions in South America and more recently in Europe. Through his investigations on the notion of absence in urban leftovers, Felipe explores processes of design and representation as a way of prompting alternative understandings and interventions in the built environment. He develops these ideas at the Bartlett School of Architecture, UCL, where he pursues a PhD by Architectural Design. As an architect, Felipe's work has ranged from territorial planning and management projects to the architectural scale. He is co-founder of 'Devilat + Lanuza Architects' and has been an active member of Urban Transcripts since 2012, having been appointed as Design Director during 2013. In this context, Felipe has developed his passion for urban design and speculative thinking on cities.

Fabiano Micocci

Fabiano Micocci is an architect working on the intertwined relationships existing between public spaces and landscape, architecture and geography, with a special focus on the Mediterranean region. He is a founding member of NEAR architecture (www.neararchitecture.com), a network of architects working on small and large scale design as well as theoretical research. He graduated from University Roma Tre in 2002 and he has a Specialization Course in "History of the Design Process" (2003). He obtained his PhD degree from the University of Florence in 2010 with a thesis focused on the study of architecture in the Mediterranean after WWII. He taught at the University of Florence (2007–10) and the Lebanese American University (2013–14), as well as in many International Workshops. Actually he is Senior Lecturer at the Metropolitan College of Athens. Recently he took part of the "Inclusive urban strategy and action plan for Bab-Al Tabbaneh, and Jabal Mohsen", a strategic development plan for the city of Tripoli (LEB), and he won the competition for a square in Rome.

Stefanie Pesel

Stefanie studied Architecture at the University of Applied Sciences Nuremberg and the Academy of Fine Arts Nuremberg. She completed her postgraduate studies in Urban Strategies at the University of Applied Arts Vienna in 2009. Since then she had the opportunity to gain experience in the field of research, architecture, interior design, product design and urbanism. She worked for several architectural offices, including Studio Vlay, Vienna/Austria, Coop Himmelb(l)au, Los Angeles/USA and LAVA (Laboratory for Visionary Architecture), Stuttgart/Germany. Currently she is working as a Design Architect and leader of the competition team at KINZO Berlin/Germany. During her studies she developed a strong interest for understanding different cultures and started to research about identities and their interactive relation to design, architecture and the urban environment. Inspired by her interest in visual as well as performing arts and music her research is focused on how space can be transformed from one's surrounding to one's experience.

Carlo Pisano

Research fellow and PhD student at the University of Cagliari. He has completed with honor in 2011 the "Postgraduate Master in Urbanism" at TU Delft. In 2012 his master thesis, entitled "Colouring the Patchwork Metropolis", has been rewarded by the Dutch Stedembouwnu as one of the best thesis in Urbanism and Landscape in the Netherlands for the years 2010–2011. In 2011 and 2012 he worked for the Studio Associato Bernardo Secchi e Paola Viganò in Brussels on different scales projects such as the masterplan of Nieuw Zuid in Antwerpen, the vision of Brussels 2040 and the project of the Great Moscow. In 2012 he won a research grant entitled "Adieu compact city" and he is now following several researches and teachings in the field of urbanism and urban design. In 2014 and 2015 he was adjunct professor at the IUAV Venice.

Carolina Vasilikou

Carolina Vasilikou (Dr.) is an Architect and Lecturer in Architecture at the University of Reading teaching design studio and with a focus on urban design, housing, environmental design and technology. She holds an MSc in Façade Design & Engineering from the University of Bath and a PhD in Sustainable Architecture from the University of Kent. Carolina also teaches at postgraduate level at the School of Architecture, University of Kent and carries research in collaboration with l'Université Catholique de Louvain. She leads projects on sensory research and well-being in urban spaces based on primary fieldwork, including a Digital Humanities Fund (University of Kent), an AHRC Engagement Fund in sensory navigation and an EPSRC-funded project on sensory mapping of heritage cities. Her research work focuses on sensory perception and urban comfort of pedestrians in complex urban environments. Carolina is active in people-centred and evidence-based design and research and has participated in several international conferences and workshops. She has given lectures, among others, at the Architectural Association, ENSA Paris-Malaquais and Glasgow School of Arts and is currently a member of the Urban Living Research Centre at the University of Reading, Architecture et Climat at Université Catholique de Louvain, the EU COST Action People-Friendly Cities in a Data-Rich World Project and the Academy of Urbanism.

Athina Vlachou

Athina studied Architecture at the National Technical University of Athens (BArch, March) and Urban Design at the Bartlett School of Planning, UCL (MRes) graduating 1st with Distinction. Her studies were funded by the A. G. Leventis Foundation. Athina is passionate about the interdisciplinary study of urban systems and experienced in working at different scales and combining various disciplinary approaches. She is particularly interested in the application of science-based methods in grasping socioeconomic urban phenomena and in the potential of technological innovation in generating smart urban processes towards the amelioration of life quality in cities. She has practiced as a designer and project manager in private practices and as a freelancer. Her design work has been awarded and her research work has been presented in international urban planning and design conferences. She is currently based in London working as a Project Consultant with Space Syntax Ltd. She is a member of Urban Transcripts since 2014.

PARTNERSHIPS AND COLLABORATIONS



PROVINCIA
DI ROMA
Assessorato alle Politiche Culturali

ZK/U
Zentrum für Kunst und Urbanistik
Center for Art and Urbanistics



Universität der Künste Berlin



BOOZE
COOPERATIVA



ΤΕΕ

Municipality of Sithonia



Δήμος
Μονεμβασιάς

We are proud of our record of partnerships and collaborations with academia, local government, cultural agents, professional associations, and community organisations. We have worked with:

UNIVERSITÀ DEGLI STUDI ROMA TRE, ITALY / PROVINCIA DI ROMA, ITALY / ZENTRUM FÜR KUNST UND URBANISTIK, GERMANY / MUNICIPIO ROMA XI, ITALY / UNIVERSITY OF THESSALY, GREECE / ARISTOTLE UNIVERSITY OF THESSALONIKI, GREECE / GUERRILLA ARCHITECTS, GERMANY / UNIVERSITÄT DER KÜNSTE BERLIN, GERMANY / UNIVERSITÀ DI PAVIA, ITALY / UCL URBAN LABORATORY, UNITED KINGDOM / ESC ATELIER AUTOGESTIVO, ITALY / BOOZE COOPERATIVA, GREECE / COLLAGELAB, GERMANY / PERFORMANCE SPACE, UNITED KINGDOM / GREEK ASSOCIATION OF ARCHITECTS, GREECE / TECHNICAL CHAMBER OF GREECE, DEPARTMENT OF WESTERN CRETE, GREECE / MUNICIPALITY OF SITHONIA, GREECE / CENTRE FOR MEDITERRANEAN ARCHITECTURE, GREECE / TECHNICAL UNIVERSITY OF CRETE, GREECE / CHANIA ARCHITECTS ASSOCIATION / MUNICIPALITY OF MONEMVASIA, GREECE

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Job Descriptions Outline

Urban Laboratory

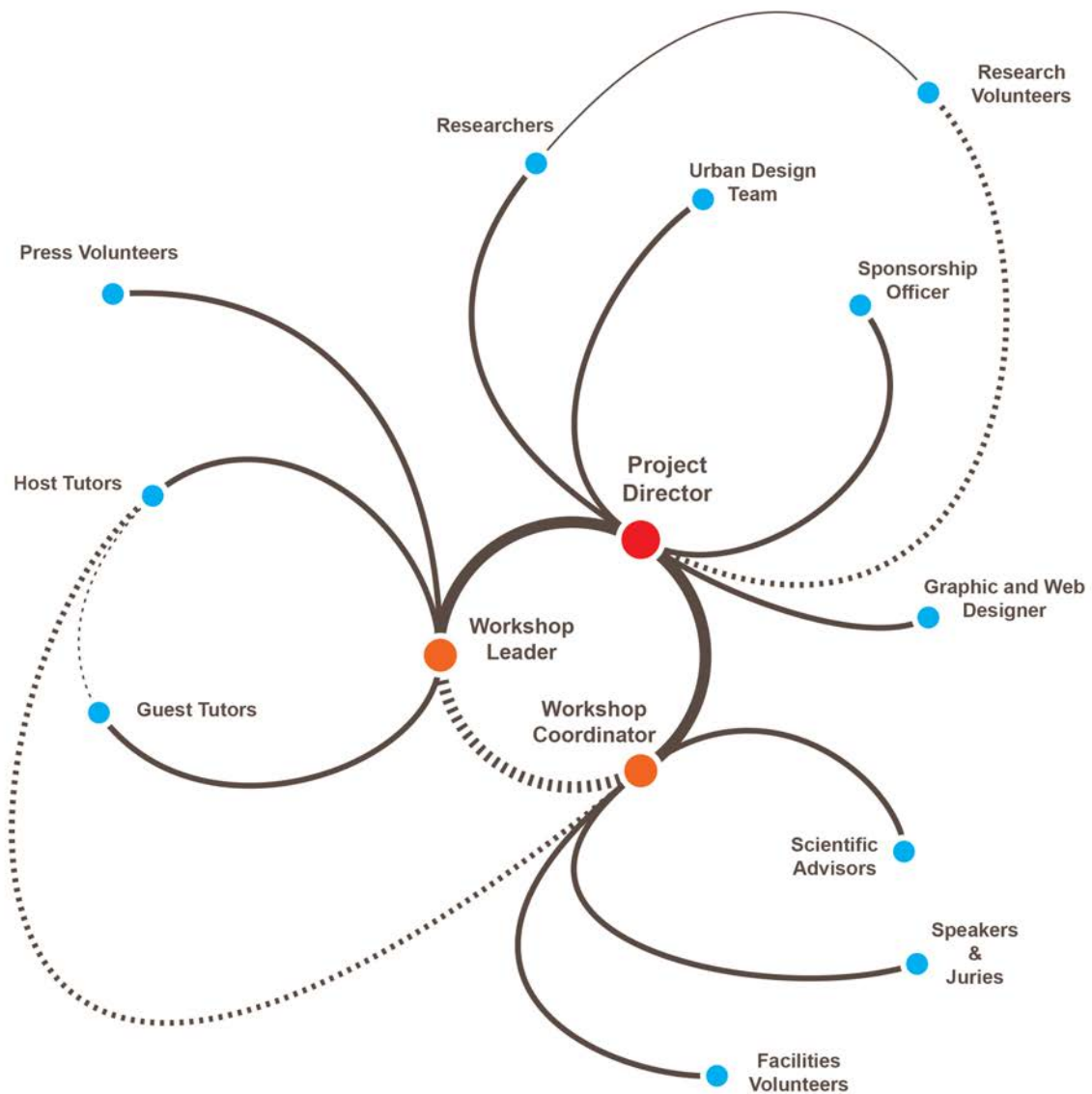
Project team roles

This document presents the different roles involved in Urban Laboratory projects and outlines the areas of responsibility, tasks, team management arrangements, and key deliverables for each role.

Sections

1. Team Mapping
2. Project Director
3. Workshop Leader
4. Workshop Coordinator
5. Researchers
6. Urban Design Team
7. Scientific Advisors
8. Sponsorship Officer
9. Graphic and Web Design
10. Host Tutors
11. Guest Tutors
12. Facilities Volunteers
13. Press Volunteers
14. Research Volunteers
15. Remuneration

1. Team Mapping



Different roles and team management structure

2. Project Director

Estimated workload: **554.7 hours**

Share of total project workload: **15.04%**

Areas of responsibility including tasks and subtasks as indicated in the project schedule

1. PROJECT DIRECTION: Define project aims and main deliverables; Define main research questions.
2. PROJECT MANAGEMENT: Define team roles and prepare job descriptions; Prepare budget and schedule; Review and evaluate project; Prepare project presentations for team and partners; Prepare project presentation for sponsors.
3. TEAM BUILDING: Staff initial team positions; Staff other non-volunteer positions (not Tutors); Staff volunteer positions.
4. PARTNERSHIP BUILDING: Research possible partners; Complete partnership.
5. MEDIA AND COMMUNICATIONS: Prepare media communication plan; Promote workshop phase 1 (after website launch), Announcements in UT websites, facebook, twitter, mailchimp; Promote workshop phase 1 (after website launch), Setup and manage advertising; Promote workshop phase 2 (after programme release), Announcements in UT websites, facebook, twitter, mailchimp; Promote workshop phase 2 (after programme release), Setup and manage advertising.
6. FINANCIAL ADMINISTRATION: Manage invoicing, accounting, and payments; Manage final accounts and payments.
7. PUBLIC REPRESENTATION AND COMMUNICATION: Workshop Week, Moderate final presentations.
8. ADMINISTRATION: Update contacts network; Prepare material for website and media; Update websites; Publish and distribute material to media, partners, team.

Team management

The Project Director supervises/manages the work and related enquiries of:

1. Workshop Leader
2. Workshop Coordinator
3. Sponsorship Officer
4. Researchers
5. Urban Design Team
6. Graphic and Web Designer

Key Deliverables

1. Project Schedule and Budget
2. Project Proposal and Presentation Packs
3. Research Aims Statement
4. Communication and Media Plan

3. Workshop Leader

Estimated workload: **543.5 hours**

Share of total project workload: **14.73%**

Areas of responsibility including tasks and subtasks as indicated in the project schedule

1. PROJECT DIRECTION AND MANAGEMENT: Develop theme and directions; Review and evaluate project.
2. PARTNERSHIP BUILDING: Research possible partners; Engage press and media sponsors; Complete partnership.
3. WORKSHOP ORGANISATION: Staff guest tutor positions; Manage participants' enquiries; Organise social activities and public events; Organise talks and invite speakers; Engage jury members; Prepare workshop day-to-day schedule; Prepare content for workshop programme; Workshop Week, Manage venue, welcome and guide participants, team, guests ; Workshop Week, Manage submissions of unit work.
4. MEDIA AND COMMUNICATIONS: Research communication channels; Prepare press packs; Prepare website content; Promote workshop phase 1 (after website launch), Circulate announcements across social media pages and groups; Promote workshop phase 1 (after website launch), Prepare and schedule facebook and twitter posts; Promote workshop phase 1 (after website launch), Individual emails to relevant contacts, global list; Promote workshop phase 2 (after programme release), Circulate announcements across social media pages and groups; Promote workshop phase 2 (after programme release), Prepare and schedule facebook and twitter posts; Promote workshop phase 2 (after programme release), Individual emails to relevant contacts, global list; Promote community engagement and public events.
5. ADMINISTRATION: Archive and document project production.
6. PUBLIC REPRESENTATION AND COMMUNICATION: Workshop Week, Moderate internal juries; Workshop Week, Moderate final presentations.

Team management

The Workshop Leader reports to the Project Director and supervises/manages the work and related enquiries of:

1. Workshop Coordinator
2. Host Tutors
3. Guest Tutors
4. Press volunteers

Key Deliverables

1. Workshop Theme Statement
2. Communication Channels, Global List
3. Press Packs
4. Day-to-day Workshop Schedule

4. Workshop Coordinator

Estimated workload: **537.4 hours**

Share of total project workload: **14.57%**

Areas of responsibility including tasks and subtasks as indicated in the project schedule

1. PARTNERSHIP BUILDING: Research possible partners; Engage main partners and secure venue; Engage press and media sponsors; Complete partnership.
2. PROJECT DIRECTION AND MANAGEMENT: Define the urban problem, Review and evaluate project.
3. WORKSHOP ORGANISATION: Organise participants accommodation; Identify sites of investigation/intervention; Collect data and research resources; Staff host tutor positions; Engage jury members; Organise social activities and public events; Organise team accommodation; Register participants; Manage participants' enquiries; Organise talks and invite speakers; Finalise registrations; Check and prepare venue; Workshop Week, Prepare participation certificates.
4. MEDIA AND COMMUNICATIONS: Research communication channels; Promote workshop phase 1 (after website launch), Individual emails to relevant contacts, local list; Promote workshop phase 1 (after website launch), Individual emails to media sponsors and partners; Promote workshop phase 1 (after website launch), Create and manage facebook page; Promote workshop phase 2 (after programme release), Individual emails to relevant contacts, local list; Promote workshop phase 2 (after programme release), Individual emails to media sponsors and partners; Promote workshop phase 2 (after programme release), Create and manage participants facebook group; Promote community engagement and public events.
5. PUBLIC REPRESENTATION AND COMMUNICATION: Workshop Week, Manage venue, welcome and guide participants, team, guests; Workshop Week, Moderate talks; Workshop Week, Moderate final presentations.
6. ADMINISTRATION: Archive and document project production.

Team management

The Workshop Coordinator reports to the Project Director and the workshop Leader, and supervises/manages the work and related enquiries of:

1. Scientific Advisors
2. Facilities volunteers
3. Speakers and Juries

Key Deliverables

1. Definition of the Problem
2. Communication Channels, Local List
3. Social Media platforms

5. Researchers (x2)

Estimated workload (each): **192.8 hours**

Share of total project workload (each): **5.23%**

Areas of responsibility including tasks and subtasks as indicated in the project schedule

1. RESEARCH WORK: Prepare literature review on urban problem; Prepare spatial analysis report; Workshop Week, Process fieldwork data; Prepare urban research report.
2. FIELDWORK AND COMMUNITY ENGAGEMENT ORGANISATION: Prepare fieldwork exercise, Prepare community engagement exercise; Workshop Week, Supervise fieldwork; Workshop Week, Manage community engagement exercise.

Team management

Researchers report to the Project Director and supervise/manage the work and related enquiries of:

1. Research volunteers

Key Deliverables

1. Literature Review
2. Spatial Analysis Report
3. Fieldwork Exercise
4. Community Engagement Exercise
5. Research Report

6. Urban Design Team (x2)

Estimated workload (each): **36 hours**

Share of total project workload (each): **0.98%**

Areas of responsibility including tasks and subtasks as indicated in the project schedule

1. URBAN DESIGN WORK: Prepare urban design and policy report

Team management

The Urban Design Team reports to the Project Director.

Key Deliverables

1. Design and Policy Report

7. Scientific Advisors (x3)

Estimated workload (each): **92 hours**

Share of total project workload (each): **2.49%**

Areas of responsibility including tasks and subtasks as indicated in the project schedule

1. RESEARCH CONSULTANCY: Define the urban problem; Develop theme and directions; Identify sites of investigation/intervention; Collect data and research resources; Define main research questions.

Team management

Scientific Advisors report to the Workshop Coordinator.

Key Deliverables

1. Data and research resources

8. Sponsorship Officer

Estimated workload: **64 hours**

Share of total project workload: **1.73%**

Areas of responsibility including tasks and subtasks as indicated in the project schedule

1. SPONSORSHIP MANAGEMENT: Research possible sponsors; Engage sponsors.

Team management

The Sponsorship Officer reports to the Project Director.

Key Deliverables

1. Sponsors Engagement Plan

9. Graphic and Web Designer

Estimated workload: **140 hours**

Share of total project workload: **3.79%**

Areas of responsibility including tasks and subtasks as indicated in the project schedule

1. GRAPHIC DESIGN WORK: Prepare graphic design matrix; Prepare promotional material; Prepare workshop website; Prepare workshop programme.

Team management

The Graphic and Web Designer reports to the Project Director.

Key Deliverables

1. Graphic design matrix
2. Promotional material
3. Workshop website
4. Workshop programme

10. Host Tutors (x7)

Estimated workload (each): **56 hours**

Share of total project workload (each): **1.52%**

Areas of responsibility including tasks and subtasks as indicated in the project schedule

1. WORKSHOP PREPARATION AND TEACHING: Develop workshop unit abstracts; Develop final unit descriptions; Workshop Week, Visit sites of investigation.

Team management

Host Tutors report to the Workshop Leader.

Key Deliverables

1. Workshop unit abstract
2. Final unit description

11. Guest Tutors (x7)

Estimated workload (each): **72 hours**

Share of total project workload (each): **1.52%**

Areas of responsibility including tasks and subtasks as indicated in the project schedule

1. WORKSHOP PREPARATION AND TEACHING: Develop workshop unit abstracts; Develop final unit descriptions; Workshop Week, Supervise participants' groupwork.

Team management

Guest Tutors report to the Workshop Leader.

Key Deliverables

3. Workshop unit abstract
4. Final unit description

12. Facilities Volunteers (x2)

Estimated workload (each): **43 hours**

Share of total project workload (each): **1.17%**

Areas of responsibility including tasks and subtasks as indicated in the project schedule

1. PROJECT SUPPORT: Workshop Week, Assist venue facilities and IT; Workshop Week, Organise poster productions and exhibition; Workshop Week, Manage printing.

Team management

Facilities Volunteers report to the Workshop Coordinator.

13. Press Volunteers (x2)

Estimated workload (each): **35 hours**

Share of total project workload (each): **0.95%**

Areas of responsibility including tasks and subtasks as indicated in the project schedule

1. PROJECT SUPPORT: Workshop Week, Photo-document workshop and events; Workshop Week, Manage social media and press.

Team management

Press Volunteers report to the Workshop Leader.

14. Research Volunteers (x2)

Estimated workload (each): **32 hours**

Share of total project workload (each): **0.87%**

Areas of responsibility including tasks and subtasks as indicated in the project schedule

1. PROJECT SUPPORT: Workshop Week, Supervise fieldwork; Workshop Week, Assist community engagement exercise; Workshop Week, Process fieldwork data.

Team management

Research Volunteers report to the Researchers.

15. Remuneration

General

Remuneration for each role is dependent on the project's financial success, i.e., on the remaining income after all other expenses, including company fees of 20% on all income received, are paid.

Distribution

Remaining income is distributed amongst collaborators, except volunteers, on the basis of the "Share of total project workload", i.e., the ratio of the individual working hours of each role to the total working hours of the project team.

Exceptions

Remuneration for certain roles (e.g., sponsorship officer) may be through commission or fixed fees. Volunteers are paid a fee for their expenses.

NB

The total amount of the remaining income available for remuneration is accounted in end-of-project accounts communicated to all project collaborators after the end of the project.