

URBACT



The URBACT programme



"Regions, Cities, Neighbourhoods - strong Partners"

RegGov Fast Track Network

Regional Governance of Sustainable Integrated Neighbourhood Development



Baseline Study



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A. Good Governance in Integrated Neighbourhood Development

European Urban Policy after its Mainstreaming

With the start of the current funding period of the European Structural Funds, a major change in the organisation of responsibility for innovation in urban policy has been realised: Urban policy and its European funding has been “mainstreamed”.

For the 2007-2013 programming period, the guiding principles of the URBAN programme – the so-called “Acquis Urban” – have been integrated into the objectives of convergence and regional competitiveness and employment. The key principles of cohesion policy – additionality, multi-annual programming, partnership and shared management – apply to the three funds.

The principle of shared management means that, in accordance with the principle of subsidiarity, the management of these funds falls within the responsibility of the Member States, which designate the Managing Authority responsible for programming, implementation and monitoring the measures of each Operational Programme.

Each Member State identifies the thematic and territorial priorities on the basis of an analysis of the development disparities, weaknesses and potential. Where appropriate, these priorities include actions relating to sustainable urban development. The action by the Funds in the Member States takes the form of Operational Programmes, which contain a justification of the priorities chosen, information on the priority axes [including the urban axis] and their specific targets and an indicative financial breakdown.

The Operational Programmes financed by the ERDF may include information on the approach to sustainable urban development, the list of cities chosen for addressing urban issues and the procedures for sub-delegation to urban authorities.

This creates a new opportunity for European cities and regions, but a major challenge in terms of governance at the same time: All European regions and Member States have developed their Operational Programmes which – after consultation with the European Commission and agreement – are now the basis for the strategic use of the European Structural Funds. Most of them include a strong element of sustainable urban development strategies and tools, which are building upon the experiences gained in this field on a European-wide basis of the last years and decades.

The leading principles are work in partnership and the design and implementation of integrated development and regeneration strategies.

The Challenge of Integrated Urban Regeneration

The challenge of integrated urban regeneration is to combine the promotion of competitiveness and social inclusion in a way that enhances the quality of the natural and physical environment and of the living conditions of Europe’s citizens. This is a key determinant of the quality of life in urban areas, as well as a deciding factor in attracting business. The emphasis on physical regeneration of city centres and public spaces is particularly important. This includes both the provision of green space, which tend to be in short supply in many urban areas, and the renovation of derelict buildings and land.

In addition, a significant proportion of spending is devoted to developing environmentally friendly public transport systems. This not only includes measures to make the public transport system more effective, but also the promotion of cycle paths and other environmentally friendly forms of urban transport. Funding is also available for the development of effective energy and water management systems, noise reduction, and to support greater use of renewable energy.

In trying to cope with this complex task, urban regeneration in European cities has gone through various “waves” of change and re-definition in recent decades and years. While initially urban regeneration – also often referred to as “slum clearance” in its early stage - meant demolition of existing buildings and structures and construction of entirely new areas. This phase in urban development and regeneration has left many European cities with large mono-structured, often pre-fabricated – housing estates which today form a major problem in various respects.

In the 1970s, there has been a growing recognition of the value of grown structures in European cities – physical structures and buildings as well as social structures in neighbourhoods. This had led the way to more sensitive and conserving strategies of urban regeneration – with a stronger focus on a modernisation and careful development of existing buildings and structures – also placing a higher focus and value on the physical and cultural heritage of European cities and using it as a starting point for the creation of a new future and perspective for the corresponding areas.

Even this generation of urban renewal had a strong focus on physical measures, still neglecting other important factors of sustainable development and revitalisation of urban areas. The results have then shown that such merely physical regeneration initiatives only led to limited results – especially in multiply deprived urban areas they did not correspond to the needs of the local population

– and did not integrate and activate the endogenous potentials of such areas and the key players being active in them.

One of the consequences was very often that physical improvements have been destroyed by vandalism again and the areas did not develop into integrated and independent parts of the surrounding urban society and economy.

On the basis of this observation, a further change in the general understanding of the task of urban regeneration has taken place. In a first phase, elements of job creation have been integrated into such strategies: The necessary modernisation and construction works have been used to employ and train disadvantaged local people. Even though this is not always easy in the framework of the existing regulations of a free labour market, many schemes of “Local Work for Local People” have been implemented across Europe and have helped to create an added value for local people and their chances for an integration in the local and regional labour market thanks to integrated urban regeneration initiatives.

The further development of urban regeneration strategies has then discovered the importance of the local economy as one key factor for the success in sustainable urban development. With the processes of economic change and a general restructuring in industrial and commercial structures, SME's have been recognised more and more as the economic future of cities and neighbourhoods and support for the creation or growth of such small-scale economic structures has become another core topic in urban regeneration.

This has meant in many cases – and still does – to also recognise the potentials and opportunities lying in a strong ethnic economy – as a chance for the revitalisation of deprived urban areas – and at the same time for an integration of ethnic minorities in our urban societies. In these fields, ERDF-funding, often combined with ESF-funding, has created numerous innovative solutions all over Europe – many of them in the framework of the URBAN I and URBAN II Community Initiatives.

This development from mono-structured construction programmes to integrated and comprehensive regeneration strategies has offered significant new chances for the impact of urban development and regeneration in European cities, but has at the same time created major challenges for local actors as well as regional and national governments.

Incentives from the European level have helped to establish this new way of acting in urban policy in most of the European countries – now receiving an additional stimulus through the inclusion of such options into the Regional Operational Programmes.

Core Elements of Integrated Urban Regeneration Strategies

While the core elements of such integrated approaches still are the physical, the social and the economic parts of such strategies, there have been more and more elements of comprehensive policy delivery that needed to be included in order to use and activate all possible local assets and potentials – and to really contribute to a combination of competitiveness and social cohesion with such urban development and regeneration programmes.

This refers especially to the following additional elements that need to be incorporated:

- **Environmental aspects** of urban policy – and the opportunities that lie in local integrated approaches to contribute to environmental improvements on the urban and regional level;
- **Integration** – especially of migrants and ethnic minorities – usually needs to take place in the deprived areas of European cities where these newly arriving cities in most cases find their first home;
- **Cultural development** has been recognised more and more as a source and potential for urban development – using the cultural values and traditions of our multicultural urban society as a starting point for the creation of cohesive and competitive urban areas and communities – including the creation of new touristic attractions, micro-enterprises and employment opportunities;
- **Demographic change** is a relatively new challenge to urban policy – but the development of a sustainably attractive housing stock and the adaptation of social and technical infrastructure to the changing needs of future urban societies is an important task for urban planners and politicians that needs to be included in integrated urban development strategies in a proactive way.
- **Governance**, finally, is a core topic of all integrated development and regeneration programmes: Most of the URBAN I and URBAN II programmes have shown that such innovative integrated approaches can have valuable positive effects that go far beyond the immediate improvements achieved in a neighbourhood. They have, in many cases, been testing grounds for new local procedures, new forms of co-operation and governance, in many cases leading to an improved capacity on the local level to cope with urban problems and challenges for future urban policy in Europe's cities and regions.

The challenge of governance: Working in Partnership

It has been mentioned already that successful and sustainable regeneration of urban areas has become more and more a “matter of partnership”. There are many reasons to form such partnerships in order to achieve an efficient use of invested resources and sustainable results:

- On the one hand, public resources for urban development and regeneration are getting more and more scarce – and there is an urgent need to activate additional resources in the light of major challenges and severe investment needs in many European cities.
- On the other hand, acting in partnership does not only mean to activate and integrate more capital, it also involves more know-how and experience into the operation – especially valuable when public political know-how is combined with entrepreneurial know-how from the private sector and local know-how from the local community – the residents and local stakeholders from an area to be regenerated.
- And finally, especially the involvement of local people in the design and implementation can help to create a stronger sense of ownership and responsibility amongst the later users of newly created improvements – motivating them also to take care of improvements and take an active role in later maintenance.

In an initial phase of such partnership schemes, there was a strong focus on so called “Public Private Partnerships” – at the time mainly nurtured by the need to raise additional financial resources for public regeneration initiatives. In this first wave, many successful partnership schemes have been implemented – and also programmes and strategies co-financed with European funding always were asked to demonstrate that the private sector would actively be involved in such operations.

At a later stage, it has been realised that this public-private element was not always the most important problem of partnership to overcome limitations of single actor implementation. On the one hand, it has been realised that “public-public-partnerships” already are a major challenge – because on all levels of governments – national, regional as well as local – the co-operation between various departments and the creation of synergies with the use of public funds was not always easy to be achieved.

So, a focus in that phase has been placed on strategic co-operation between all relevant departments of public administration – a battle that is still active and has not yet in all regions and cities of Europe led to satisfying results.

In addition, it has been realised more and more that residents and non-profit organisations representing certain target groups are amongst the most important resources of local policy and successful project implementation.

So, at the current stage, where the Acquis Urban has been “mainstreamed”, the focus is not on Public-Private-Partnerships alone, it has clearly shifted towards comprehensive Local Partnerships where everybody who can contribute to the success of a regeneration or development strategy needs to be actively involved.

Such successful local partnerships on the local or regional level do not simply happen, they need a strategic development approach and their success has a number of pre-conditions:

- Successful and sustainable partnerships are created right from the start of an operation. Strategies which have been started as a merely public activity with other partners being “allowed in” at a later stage have in most cases not been successful. Such examples have shown that it is crucial to involve all partners possibly needed during the later implementation right from the start. Only when a partner has been part of the definition of a strategy and the planning of later activities, he can be a dedicated contributor and motivated to invest his own resources in the success of a strategy.
- Another key factor for the success of comprehensive partnership is the joint and very detailed definition of common goals and objectives. It lies in the nature of integrated approaches that they usually do have very complex objectives. In order to allow the agreement on precise objectives, they need to be broken down into detailed operational goals – often using a distinction of targets and objectives aimed at people [training, employment, capacity building etc.], on places [greater attractiveness, regenerated housing stock, more commercial activities] and on procedures [improved co-operation, shared responsibility, more democratic and bottom-up procedures etc.]. In this respect, the traditional PPP-term [Public-Private-Partnership] can get a new meaning in the sense that each strategy should define – jointly by all partners – which immediate, mid-term and long-term effects it wants to have on the People, the Place and on Procedures.
- Once such a common and detailed definition of common objectives has been achieved, it is essential to make reliable agreements between all partners concerning the contribution and responsibilities of each of them. British urban policy has introduced at an early stage the instrument of “Partnership Declarations”, which in many cases were more general expressions of commitment. In recent years that are tendencies to organise such commitment and responsibilities in more formal and reliable ways such as contracts between all partners. This can refer to formal horizontal agreements between partners on the regional or local level, it is also used in many cases for agreements to support “vertical co-operation” between the level of national [co-funding] governments and cities - very often used in that sense in Dutch or the Italian urban policy.

- A very basic principle – and pre-condition for successful partnerships – is that they always must create a win-win-situation for each of the participating partners. Only if each of the partners can see an added value for his own organisation and its objectives – if acting in partnership also contributes to the achievement of his own objectives and goals, a lasting co-operation and a meaningful contribution and commitment of each of the partners can be achieved and – often even more important – maintained throughout the entire implementation period of integrated strategies and programmes for urban development and regeneration.
- This strengthening of the regional level as crucial partner in urban policy does of course not limit the responsibility of national authorities and ministries to find good ways of vertical co-operation with their cities. Dutch, German and British urban policy has demonstrated for many years how important the added value of such vertical co-operation can be. Community Initiatives like URBAN I and URBAN II have led to newly created successful forms of vertical co-operation between national governments and their cities in countries like Spain or Italy over the last years – providing these countries with important new incentives for a higher potential to solve problems and meet challenges with this new kind of acting in partnership between the national, regional and local level.

The Challenge of “Vertical Co-operation” in Integrated Urban Regeneration

It has been mentioned already that such acting in partnership has mainly got a very strong “horizontal” dimension: All relevant partners on the relevant policy level need to be activated and included to work together and create synergies. In contemporary forms of urban governance, the element of vertical co-operation and partnership is getting equally important – creating new challenges, but also opportunities in various respects:

- With a growing focus on area-based initiatives and programmes, the political and administrative systems of European cities need to develop new forms of acting in partnership with their neighbourhoods. Especially in the Western European countries, it has been realised that such co-operation can only be achieved successfully if local communities and neighbourhoods are organised and receive qualified support in their contribution to local partnerships. This has led to the development of various forms of “Neighbourhood Management”, especially applied for the comprehensive regeneration of multiply deprived urban areas.
- In the framework of urban policy in most European regions and cities, a good co-operation between cities and their regional authorities is equally essential. In Germany, where the “Länder” play a strong role in urban policy, such forms of trusting co-operation between regional ministries and local authorities has a long tradition. With the mainstreaming of the “Acquis Urban” and the creation of Managing Authorities on the regional level to manage the European Structural Funds, this feature of a good co-operation between regions and their cities in urban policy has become an important topic in all Member States of the European Union. New forms of such co-operation are therefore emerging in most of the Member States, with initiatives such as “Regions for Economic Change” or the URBACT II-Networks with a “Fast Track Label” providing essential support – to guide participating regions and cities in this task and to generate general lessons that can be used all over Europe.

- And, of course, talking about vertical co-operation in urban policy, acting in partnership with the European level is an important element of success. Here – like in the co-operation between many Member States and their cities – the principle of subsidiarity can be respected – but allow for successful joining of forces at the same time. This strand of vertical co-operation does of course involve significant streams of finance – with the European Structural Funds being an essential source of finance for urban policy in the Member States – but has an equally important element of “transfer of know-how and good practice”.

The Special Challenge of an Integrated Regeneration of Multiply Deprived Urban Neighbourhoods

Social polarisation within cities and the accumulation of social, environmental and economic problems in disadvantaged neighbourhoods is an emerging problem common to all European cities. These areas exist in metropolises such as London, Vienna or Paris despite their economic success and growth. In other regions they are part of wider structural problems. To tackle these problems was at the heart of UPPs and the Community Initiatives URBAN I and II.

After two phases of this Community Initiative, these efforts have now been “mainstreamed” into the Operational Programmes of the Member States and their regions, applying the so-called “Acquis Urban” on a wide basis all across the European Union and providing it with further new experiences in different policy contexts. These efforts can build upon long-standing experiences now and mainly should take the following lessons into account:

- The design of integrated area-based programmes needs to take into account that only very comprehensive programmes offer chances for sustainable progress and achievements. The complex situations in [multiply] deprived urban areas cannot be tackled successfully if they are divided into various approaches that follow

artificially the lines of political or administrative responsibilities.

- This means that successful programmes to revitalise deprived urban areas and offer opportunities for their [re-]integration into the surrounding city and region will always work in partnership – including not only all potential partners who are formally responsible for the policy fields in question, but also each potential partner who can contribute to the production and realisation of sustainable solutions.
- Disadvantaged urban areas do not need short-term and ad hoc measures, but long-term strategies as they have been provided by the many URBAN I and II programmes across Europe – setting a reliable framework for an operational period of at least 5 years.
- The experiences of many URBAN I and II programmes have equally shown that the design of the programme area is crucial for the possible success and achievements: In the boundaries of the formally designated areas, not only the most problematic areas and parts of our cities should be included. It seems essential that such programme areas do equally include areas of opportunities that can be used as starting point for new growth and development.
- Very closely linked to this last conclusion from recent experiences is another observation: In many cases, local policies for the regeneration of deprived urban areas, even integrated ones, continue certain tendencies of stigmatisation. For deprived urban areas, low-level economic opportunities are developed and pursued, while the „high-end“ economic opportunities are realised and developed in other areas of our cities. This leaves deprived urban areas with low level job opportunities and very limited chances to grow, become independent and achieve a real integration into the urban and regional life and progress. Therefore, more contemporary approaches try to establish systematic links between regional and city-wide growth potentials and the regeneration of deprived urban areas – making them part of the overall development towards a growing competitiveness and linking this with the aim to achieve social cohesion.
- This means at the same time – very important for especially for cities in the New Member States – that deprived urban areas can be interesting areas for private investors and private investment. Early approaches that regarded other areas as areas for private investments and competitiveness – and deprived areas as the responsibility of the public sector only – in need of continued support and help only – have been overcome, mainly stimulated by many of the URBAN I and II programmes, so that now all types of urban areas are more and more seen and developed equally in their chances and potentials.
- On the city level, it has become obvious that such area-based approaches need to be embedded into a wider strategic framework. Especially the Dutch experiences have shown that the successful [re-]integration of deprived urban areas can best be achieved on a city level through a simultaneous and systematic combination of city-wide strategies, area-based strategies and target-group oriented strategies.
- On a regional level, experiences – especially in Germany, the Netherlands, but also Italy, France and Spain – have shown that the creation of networks between programme areas in various cities and regions can have a clear added value for the individual local programmes and strategies. This has, in various countries, been supported by corresponding Internet platforms for systematic exchange and dissemination and by training schemes for actors involved in the implementation of integrated local strategies and programmes.
- And, transnational and European networks have contributed significantly over the last decades to the creation and dissemination of know-how and innovation across Europe – ranging from early forms like the „Quartiers en Crise“-network that offered separate exchange and learning cycles for professionals, politicians and residents, across the extremely successful national URBAN I and II networks like in Spain, Italy, France or the German-Austrian networks, to the recent and current activities supported by the URBACT Programme.



B. Partner Cities and Regions of the RegGov-Network

B.1 Introduction

The URBACT II-Programme has already foreseen on the programme level innovation through newly required elements of network activities that ensure a better impact on local policies than they could be achieved in many URBACT I-networks – especially through the compulsory introduction of the elements of a required „Local Action Plan“ and a „Local Support Group“ in each participating city.

The structured integration of the responsible Managing Authorities in the RegGov-network offers an additional chance that the network activities will not only be systematically integrated into wider local debates and policy making, but also have better chance to actually lead to real integrated projects with a co-financing from the Structural Funds.

In order to ensure that these newly gained options lead to practical consequences in all partner cities with a real impact on local policies and projects, the following elements have been part of the RegGov-network's Development Phase:

- Each individual partner city has received a 2-day Intake Visit by the Lead Expert during the Development Phase, where in a very structured set of workshops the intentions and plans of each city have been critically discussed, received inputs from an experienced European expert and could be developed into a local work plan that has realistic chances that it can be achieved during the lifetime of the RegGov-Network and will have a real and realistic impact.
- During these meetings, a workshop with relevant key persons, associations and organisations has been integrated, whose support will be essential to achieve the local authority's objectives and a successful Local Action Plan. During these sessions, the intentions of the local authorities have been discussed with all potential partners – integrating their ideas, local knowledge and expertise – but also clarifying with each of them what their concrete contribution to the success of the plans will be – realised through their active participation in the local support group.
- Furthermore, each Intake Visit in all participating cities included a meeting with the mayor and / or responsible deputy mayor to make sure that only such areas and plans were integrated into the RegGov work programme for which the local politicians are prepared and intending to invest real resources over the next years – to make sure that the network will not produ-

ce integrated plans for „the drawers“, but for real implementation with a strong political will behind it.

- And, in addition, this planning has then – during each Intake Visit – been discussed, validated and – in several cases – been modified in a structured debate with representatives from the responsible Managing Authorities, to make sure that these Local Action Plans are in line with the Regional Operational Programmes and the intentions of the Managing Authorities for the next years. This does not mean an automatic access to funding from the Operational Programme, but it means that high quality integrated plans will have a realistic chance for funding at a later stage.

On the network level, this process of joint development of detailed objectives and a work plan for the Development Phase of the RegGov-network has been supported by 2 seminars organised for all partners during the Development Phase:

- At a very early stage after the approval of funding for the network's Development Phase, the partners have met for a 2-day seminar that was organised by the Swedish partner in Södertälje. This seminar united for the first time the 5 original partner who jointly submitted the funding application with the 5 partners who have been found during the first weeks of the Development Phase. The main purpose of this seminar was to get to know all partners personally and to plan and organise together the contents and organisation of all activities to be carried out during the network's Development Phase.
- A second seminar was then organised at the end of the Development Phase. This 1-day seminar that was held in Duesseldorf was mainly focused at a joint budget and administrative planning and the final process of decision-making with regard to the work programme for the network.

The results of this work, which are presented in this chapter, are the first successful product of personal and distant co-operation and co-production between all RegGov-partners. The main part of these partner descriptions have been written by the partners as part of the City Dossier:

The work that was left to be done by the Lead Partner and the Lead Expert was

- to check the contents,
- discuss open questions during the Intake Visit and give recommendations from the network's point of view and then
- do the editing to convert these City Dossiers into a coherent presentation of all partners for this chapter which is the first product jointly developed by all RegGov-partners.



B.2 The Lead Partner: Duisburg [Germany]

General Information

With a total area of 232.82 square kilometres [89.89 square miles] and 495,668 inhabitants [December 2007], the City of Duisburg is the 12th largest city in Germany. The average population density amounts to 2,142 inhabitants per square kilometre [5,514 inhabitants per square mile]. The City of Duisburg is the product of the merger of formerly independent towns and municipalities and has a higher central function for the Lower Rhine.

The optimum location as regards traffic geography on the confluence of the Rhine and the Ruhr has determined the development of the city from time immemorial. Duisburg is situated at the nodal point of a dense supra-regional motorway and rail network, has the largest inland port in Europe and is located only a few kilometres from the international airport in Düsseldorf. Within the city a university and also major companies in steel production, logistics and microelectronics are located.

The historic development of the city was always closely related to the port as a place of transshipment, and during the last century the dominance of the coal and steel industry was added to that. Coal and ore deposits as well as good accessibility led to the emergence of huge industrial areas for steel production along the Rhine and made this the dominating factor in the development of the city.

With the structural crisis in the coal and steel industry, an economic restructuring process, which is still in progress, was triggered in Duisburg. The jobs lost in metal production and coal mining plunged the city into a serious finan-

cial crisis. As a result, Duisburg has not had a balanced municipal budget for about 20 years now.

The new plans for economic development try to develop a profile for the city, alongside the remaining traditional major structures of the steel industry and the port, as a logistic and office location. Where success is achieved in finding a new use for derelict old sites, new jobs with a future are created [Logport, Inner Harbour, Rhine Park].

Despite these highlights, the city continues, due to its critical financial situation, to be dependent upon national and Community funding. The newly created jobs cannot by any means offset the jobs lost and, above all, require completely different qualifications so that Duisburg in a comparison within the region and also nation-wide still ranks among the cities with the highest unemployment.

The social and demographic situation of Duisburg can be characterised by the following statistical data:

- 495,668 residents [31 December 2007];
- an unemployment rate of 13.2% [31 December 2007];
- 15.1% of foreigners amongst its citizens;
- in total, 31.7% of citizens with a migration background and
- an average monthly net income per tax case of its population of 2.300 Euro [in 2001].

Due to the above-mentioned processes of economic restructuring, but also as a consequence of the overall demographic changes in German cities, Duisburg has lost approximately 18.6% [113,000 residents] since 1975. Amongst the remaining citizens, the age structure is changing more and more towards an ageing urban society:

- the proportion of people younger than 25 years has developed from 34% in 1975 to 25.3% in 2007;
- while the proportion of elderly citizens over 60 years has grown from 19.5% to 26.5% in the same period.

the 'members of the Mayor's cabinet' and selected members of the staff of the municipality responsible for certain population groups [currently the women's representatives and the commissioner for integration];

- the administration is currently sub-divided into 7 divisions which are led by the Lord Mayor and the members of his cabinet;
- the divisions are further sub-divided into departments, special units, working parties, and institutes.



In administrative respect, the city of Duisburg is sub-divided into 7 city districts and 46 neighbourhoods and has the following political structures:

- the political representative is the Lord Mayor or Principal Mayor, supported by three mayors;
- the highest decision-making body is the city council. The latter sets up committees to prepare its decisions [during the current legislative period there are 14 of these]
- in order to take the interests of specific population groups into account, the council sets up advisory boards [e.g. the advisory board for immigration and integration];
- the members of the council and the Lord Mayor are elected by the citizens of Duisburg;
- the district councils which have decision-making and participation rights are also elected by the citizens - a district mayor is the chairman of the district councils;
- by means of citizens' referendums, petitions for a referendum and residents' applications, the citizens can directly influence the political decisions taken by the municipality;
- the city council elects the members of the Mayor's cabinet - these are the interface between politics and the administration.

In terms of administrative structures, the following key features are important to be mentioned:

- the head of the administration is the Lord Mayor;
- the 'Mayor's cabinet' is composed of the Lord Mayor;

Key Challenges for Urban Development and Policy in Duisburg

In social respect, it needs to be mentioned that since 1992, the population figure has continuously dropped from 542,000 to roughly 500,000 in 2007. The population forecast up to 2020 envisages a further decline to about 482,000 inhabitants. The decline can be explained in equal shares by the mortality surplus and migration, with the influence of the natural population development increasing in the future. The share of the inhabitants with a migration background amounts to roughly one third of the total population. This includes predominantly the younger population age groups.

In total, the city has a very marked geographical differentiation of social structure. For example, the northern part of the city does in fact remain demographically stable, but there are neighbourhoods there in which for some years now children with a migration background have been clearly in a majority in the kindergartens. In quite a few neighbourhoods, every 4th child speaks no or poor German when starting school. An increasing ethnic segregation and the danger of the formation of parallel societies cumulate there with a high rate of unemployment and poor housing quality.

The Southern part of the city, on the other hand, currently still presents itself with a largely stable social structure and a relatively high housing value. Here, the trend towards the ageing of the population will make itself felt in the coming years.

In economic respect, it is important to mention that the unemployment rate amounts to about 13 % and with that has for some considerable time been higher than the

average in North Rhine-Westphalia and the whole of Germany. The number of employed persons liable to pay social insurance contributions amounts to about 145,000, i.e. 45 % of the city's inhabitants of working age [15 – 65]. Among the German cities, Duisburg is in first place with the number of recipients of transfer incomes. The city as a whole has a relatively low per capita income, with, also in this case, a very marked geographical differentiation prevailing.

Environmental pollution has been traditionally high in Duisburg due to the proximity of the housing locations to the coal and steel industry. With the withdrawal of old industrial plants, considerable improvements in the environmental situation were achieved. With plans for air pollution control and protection from noise pollution, and, above all, a consistent expansion of green area networking, the citizens are today provided with more possibilities to make use of open spaces for recreation. The connection to regional link-ups of green areas, the renaturing of brownfields and waterways, is today a central focus of the municipal environmental planning.

With regard to the physical structure and situation of Duisburg, it needs to be mentioned that the structure of the city is decisively influenced by the location on the Rhine and the Ruhr. On the one hand, the Rhine divides the city into areas on the left bank and on the right bank of the Rhine. At the same time, already at an early stage - within the scope of industrialisation - large industrial companies were located along the Rhine. Due to the withdrawal of big industry from this area many former industrial locations could be put to a new use; in some areas of the city, however, access to the Rhine is still not possible or at least markedly restricted. The Ruhr divides the city into a Northern part and a Southern part. The port of Duisburg, which in its entirety is one of the largest inland ports in the world, intensifies the barrier effect between the northern part of Duisburg and the city centre as well as the southern part of Duisburg.

To scope of possible action undertaken by the City of Duisburg is very limited: Due to the high level of indebtedness of the city of Duisburg [in 2006: 543 million euros, success having, however, been achieved in reducing the burden of debts to less than half within the last 10 years], Duisburg is a 'budget-safeguarding municipality'. This means that all 'voluntary' expenses, i.e. expenses not specified by law, must be approved by the District Government in Duesseldorf. This considerably restricts the city's planning and implementation possibilities.

Existing Strategies and Plans to guide Integrated Neighbourhood Development

All of the area-based policies and programmes in Germany are offered as joint programmes from the central and the regional government(s). In North-Rhine West-



phalia, and therefore relevant for the City of Duisburg, there are three key policies to support integrated urban development:

- Socially Integrative City – a policy that provides targeted support and resources for the integrated development and regeneration of deprived urban neighbourhoods;
- Urban Restructuring West – a policy that support cities in their efforts to cope with the consequences of demographic change;
- Attractive City Centres – a fairly new policy that helps cities to develop their centres and sub-centres into attractive elements of the urban structure.

On the city level, there is a very intense history of relevant initiatives: As early as the 1970s, expensive modernisation of areas of land was carried out. At the end of the 1980s, an attempt was made by means of housing environment improvement programmes in selected neighbourhoods to enhance the quality of life in housing areas.

For the area of the city centre and the Inner Harbour, a master plan for future urban development was prepared in 2006. With the project 'Duisburg 2027', at present the drawing-up of a new land development plan for the entire city is being carried out. Roughly at the same time, the adaptation of the future infrastructures of the city to the demographic changes to be expected was examined [Vössing expertise].

For the development, co-ordination and implementation of the integrated work in 'problematic neighbourhoods', the development company EG DU Entwicklungsgesellschaft Duisburg mbH ['Development Agency Duisburg'] was founded in 1999. Particular attention is paid in the work of EG DU to the question of transferability of the experience gained in the initially selected neighbourhoods to other areas of the city.

This question is being approached, on the one hand, at a level referring to the area within the city, but also by involvement in and exchange within regional, national and international networks [NRW city network, German-Austrian URBAN-Netzwerk, URBACT]. In this way, also experience gained outside the city and experience at the European level is at the same time being made usable for Duisburg. By more intensive commitment within European cooperation, in future the existing European promotion possibilities for integrated neighbourhood development are also to be explored more intensively and to be made use of much more than has been the case so far.

In view of the foreseeable expiry of promotion for certain neighbourhoods within the scope of the Socially Integrative City programme, the safeguarding of the sustainability and/or perpetuating of the measures carried out there are currently of decisive importance. For continuous observation of the neighbourhoods/housing quarters and for the identification of further areas with special needs, EG DU has set up a working group on an interdepartmental basis. This working group is pursuing the aim of identifying, from among the large number of parts of the area of the city which are faced with problems within the scope of 'small scale neighbourhood monitoring' in a transparent procedure, areas for which support within the scope of an integrated plan of action appears necessary and promising.

In this way, on the one hand, the overall urban plan assumed by the funding programmes for the selection of the area as well as a major building block for the necessary evaluation of the success of the employment of funds are secured. The neighbourhood monitoring is to be continuously used and further developed as a basis for the constant updating of the programmes 'Socially Integrative City' and 'Urban Restructuring - West'.

The implementation of the integrated plans of action to be developed 'further' on this basis is meant to include as far as possible all of the players and levels involved, and in fact both in the vertical respect [neighbourhood level, city and Land] and in the horizontal respect, i.e. with regard to the players and institutions active in Duisburg in the various areas of urban and neighbourhood development.

In Duisburg at present, within the scope of the 'Socially Integrative City' programme, integrated action programmes are being funded for neighbourhood renewal in the neighbourhoods of Bruckhausen, Marxloh and Hochfeld as well as in the neighbourhood of Beeck.

Within the scope of the Urban Restructuring West programme, there was a study based on the mechanisms of the housing market for the categorisation of housing locations in the neighbourhoods. The result of this was, within the scope of a first step, the selection of two urban conversion areas: the Dichterviertel [Poets' Quarter] and

Hochheide. From the 'Urban Restructuring - West' programme, a procedure for moderating the co-operation of the various players, particularly the housing owners, was financed for the neighbourhood of Hochheide. Moreover, the neighbourhood management of the Poets' Quarter is being supported as a co-operation project between the City of Duisburg, the housing construction company Evonik Wohnen GmbH and EG DU.

In terms of neighbourhood-based integrated approaches, the City of Duisburg can look back to 15 years of experience.

- In 1993, the programme 'Neighbourhoods with particular renewal needs', today known as the 'Socially Integrative City' was developed on the basis of examples including the neighbourhoods of Marxloh and Bruckhausen. From 1995 to 1999, Marxloh was additionally funded from the 'URBAN I' programme of the European Union.
- In 2001, Hochfeld was included in the programme 'Socially Integrative City' on the basis of the special problem situation.
- Since 2003, the integrated neighbourhood development with the main area of prevention in Duisburg-Beeck has been supported with funds from the Socially Integrative City.



For all 4 neighbourhoods there are Integrated Action Plans, which are regularly updated within the scope of applications for funds. Besides the necessary physical stabilisation, also economic and social stabilisation within the scope of appropriate fields of action and projects is being supported.

Due to the population losses in Duisburg, a special plan is currently being developed for the Northern part of Duisburg [Marxloh, Bruckhausen, Beeck] involving all local key players. The plan for the 'Duisburg-North Green Belt' envisages the partial demolition of particularly dilapidated buildings.

In order to achieve comprehensive involvement of the residents, in each neighbourhood participation bodies were set up:

- Consisting of local politicians and representatives of the neighbourhood as neighbourhood committee];
- Consisting of neighbourhood players/residents as Round Table.

In order to enable these groups to directly implement relatively small projects quickly and unproblematically, so-called Neighbourhood Funds for self determined work of the local communities have been made available.

At the neighbourhood level, also Neighbourhood Offices were set up at a central location. Here, the so called Neighbourhood Managers are at the disposal of the residents as contact persons and organisers of local activities and cooperation.

Comparable work has been carried out in the 'Poets' Quarter' since 2006. The aims are a sustainable image improvement and hence improved chances of letting a workers' estate that is under a protection order as a historical monument. Within the scope of various investigations and of neighbourhood monitoring, parts of the neighbourhood of Hochheide, particularly what is known as the 'White Giants' [high rise buildings], but also adjacent areas with comparable structures were identified as being particularly problematic.



The neighbourhood monitoring throughout the whole town has, moreover identified special need for interdepartmental action in the areas of the city Fahrn East and West, Hamborn - An der Abtei, Obermarxloh West, Laar and Hochemmerich Mitte.

Both for the continuation of work in the areas of the Socially Integrative City [Marxloh, Bruckhausen, Hochfeld, Beeck] and the Urban Restructuring West area [Poets' Quarter], and of the additional areas with particular needs [Hochheide, Fahrn East and West, Hamborn – an der Abtei, Obermarxloh West, Laar and Hochemmerich Mitte], integrated programmes of action must be prepared and updated.

The co-ordination with the responsible regional ministry, the Ministry for Construction and Traffic of the Land of North-Rhine Westphalia [MBV NRW] as to which areas of the city will have the opportunity of a particular funding within the scope of urban development funding in NRW and/or of the operational programme of NRW, will take place at the end of 2008 and/or in 2009. Only at that point in time it can finally be decided for which area/which areas a 'Local Action Plan' will be prepared in the framework of the Urbact II programme.

The Baseline Study refers initially to Hochheide because in this neighbourhood urgent need for action exists due to violent riots involving juveniles in early 2008. For this area, an Integrated Action Plan needs to be developed on the basis of previous experiences. In this case it will have to be checked what services can be provided by the city of Duisburg and for what services and/or supplementing this public funds have to be applied for. With public funding at least one 'White Giant' could be demolished. Without any public funding a plan for social stabilisation must be worked out in order to avoid any further disturbances.

As the main area of the work is initially the selection of the areas, the strategic development and control of the overall process of integrated neighbourhood development, the Local Support Group will initially be composed of the relevant specialist departments of the administration. For work in Hochheide, moreover, a working group at the neighbourhood level has already been set up.

The Regional Operational Programme

The Operational Programme for North Rhine-Westphalia does not determine specific areas in which funding can take place. Instead Local Action Plans can be funded throughout the whole region, depending on social and economic problems of the municipalities and the quality of the Action Plans.

Integrated neighbourhood regeneration is formally one of the policies covered by the Operational Programme of North Rhine-Westphalia. Its targets improvement of public spaces, brownfield regeneration, the local economy, integration of different ethnic groups and ecological improvements. A fundamental aspect is an integrated Local Action Plan, which combines the different measures by different players. The programme targets building mea-

asures but also participation and empowerment of the municipalities.

In order to obtain funding from the Operational Programme, Local Action Plans are developed by the municipalities and are assessed by the regional government on the basis of guidelines. The decision is taken by the Ministry of Building and Transport in coordination with other ministries.



The RegGov Target Area: Duisburg Hochheide

The target area, for which a Local Action Plan is going to be developed in the framework of the RegGov-activities, is situated in the Homberg-Hochheide neighbourhood, embedded in a residential area with a high density of detached houses. The area, on the whole, is intact as regards buildings, infrastructure and the social structure. It comprises six blocks of flats with 20 storeys located in Ottostraße, Friedrich-Ebert-Straße and Hanielstraße and some adjacent houses with a smaller number of storeys in Kirchstraße.

The target area has 4,003 residents [31 December 2006] with the percentage of foreigners being at 32.5 %. As of 31.12.2006, 21 % of them were Polish, 19.3 % Turkish nationals. Particularly characteristic is the high number of different ethnic groups; among others there is a large group of Iraqi Kurds who came to Duisburg as refugees. As the entire city, also the target area has lost residents in the recent past, between 2000 and 2006 it has to cope with a loss of population of 22.5 %. Due to a high percentage of immigrant families compared with the average for the city as a whole, there is a young population:

- 30.6 % of the area's residents are under 25 years of age,
- 20.7 of them are over 60 years of age.

The unemployment rate in the area lies at estimated 23.5 %, compared with 13.2 % in Duisburg as a whole. The target area comprises 1,440 housing units in 6 high-rise blocks and is provided with a good and complete set of infrastructural facilities.

The problems of the neighbourhood relate first of all to the housing market - due to the negative population trend [migration and negative natural population balance]

there is an over-supply of rental units, especially in the high-rise block area where the current supply no longer meets the needs of the users. At the same time there is a danger that the dilapidation tendencies of the high-rise block area can spread to the neighbouring residential areas, which are at present still in a stable situation.

Besides the demographic and housing problems, however, the social situation in the neighbourhood is also problematic. Particularly in the high-rise block area, the percentage of people with a migration background is high [also people applying for asylum, seasonal workers from Eastern Europe]. Linked to that are high social transfer payments and above-average unemployment rates in the problem areas.

As a result of these basic conditions, the full utilisation of infrastructures and a good provision of retail outlets can no longer be ensured in the long term.

Strengths and opportunities of the target area:

- An attractive location of the neighbourhood Hochheide on the left bank of the Rhine with a high percentage of green areas.
- With the exception of the high-rise block area, the neighbourhood is in order from the point of view of urban development; the Rheinpreußen estate, a workers' estate constructed during the years 1889 - 1910 which is under a protection order as a historical monument is operated by a tenants' co-operative.
- The supply situation is [still] good, the same applies to the infrastructure provided.
- Active residents and committed agencies and institutions.





Weaknesses and deficits of the target area:

- The high-rise block area is owned by private property owners; the city has only a right of way through the area.
- Some of the owners are using the high rise blocks as speculative properties.
- The influence of the city on the development of the area is low; financial means, which would be required to force development ahead, are lacking.
- In the high-rise block area and in the surroundings, the turnover of tenants is high; the percentage of households receiving transfer incomes is higher than average.

Current status of the regeneration in the target area

Tasks/stages already completed:

- In 2003, the high-rise block estate was registered by the office for Urban Development and Project Management for the competition 'Scene of Activity – the City' in order to position the neighbourhood on a supra-regional basis
- Within the administration, the high-rise block area in Hochheide has been intensively dealt with by the 'Hochheide Working Group' since March 2003.
- In 2006, the high-rise block area and the neighbouring areas were laid down as an urban conversion area in accordance with Art. 171b of the German Building Code - a neighbourhood office was opened on 21.5.2008.
- Social preventive measures in the youth welfare and social fields are being initiated [including the use of street workers].
- The police shows a strong presence on the spot.
- The number of unoccupied rental units in the inhabited areas has decreased markedly due to the activities of property managers.
- Fire protection measures are currently being imple-

mented step by step by the owners in accordance with the stipulations of the Building Code provisions.

Tasks/stages yet to be completed:

- An overall development concept for the high-rise block area with the involvement of all owners has still not been achieved. This should also clarify the question as to whether and, if necessary, which of the total of six high-rise blocks would have to be demolished
- One high-rise block is still at the sale by court order stage and will probably have a new owner before the end of this year
- Another vacant high-rise block is to be modernised shortly
- Comprehensive, integrated neighbourhood management has yet to be set up

Problems/limitations of earlier regeneration initiatives:

- 'Round Tables' – consisting of owners [planned - so far no interest], property managers, tenants, local politicians and business people, led by a clergyman, did not lead to any sustainable success
- Discussions and procedures moderated by Innova AG did not produce any success as the private owners are pursuing their own interests and no co-ordinated strategy for the neighbourhood could be developed



The Local Action Plan

Key Elements that need inputs from the network:

- Handling of difficult urban development and social problems [area segregation]
- Concepts for the revitalisation of dilapidated property, in particular in the high rise block segment
- Strategies for dealing with private property owners who partly pursue speculative intentions

- Experience with the demolition of building substance no longer required and related relocation concepts
- Involvement of the residents in the Local Action Plan, particular emphasis being on people with a migration background
- Experiences dealing with difficult juveniles who, due to their origins, their social position or due to financial problems, show considerable integration deficits.

Outputs to be achieved with the Local Action Plan:

- Adjustment of the housing stock to the changed quantitative and qualitative demand conditions in cooperation with the housing companies, owners and tenants.
- In the opinion of the expert and of the city, the demolition of two high-rise blocks in the high-rise block area in consultation with the owners and the tenants affected is appropriate, but an international property fund has acquired the high rise block proposed for demolition at an auction and wishes to modernise the building at a high level. At the same time it is trying to recruit its new tenants from, among others, habitants of the remaining 5 high-rise blocks [downward spiral].
- Widening of the social-preventive measures initiated [neighbourhood office, public order measures, measures in the youth welfare and social areas] to create a neighbourhood management orientated to the residents with comprehensive involvement of the agencies involved.
- Stabilisation of the infrastructure and of the range of retail outlets.
- Upgrading of the housing stock and of the housing environment by means of systematic capital expenditure.
- Integrated neighbourhood development on the basis of an action plan in close co ordination with agencies and institutions, investors, administrative agencies and residents.

Expectations towards the network activities & partners

Duisburg has had abundant experience in the area of integrated neighbourhood development and co-operation with responsible regional institutions, which can be contributed, but hopes, for its part, for new stimulation by co-operation with the partner cities of the network and other European cities within the scope of the initiatives of the URBACT programme [e.g. within the URBACT thematic poles].

Moreover, Duisburg expects new impetus from the intensive co operation with European institutions working in this field, in particular due to the allocation of the fast-track label by the Commission.

Expectations with regard to such innovative stimuli concern the following areas among others:

- The exchange on the transferability/transfer of experience to new neighbourhoods with those partner cities, which have also had many years of experience within the area of integrated neighbourhood development.
- The development of new concepts for dealing with particularly problematic target groups [juveniles, ethnic minorities].
- The further development of concepts and methods of the participation of the residents with which some partner cities have had comprehensive experience.
- The opening-up of new funding possibilities also outside of the Structural Fund [by the intensification of contacts with the European Community institutions].





B.3 Project Partner I: Belovo [Bulgaria]

General Information

The Municipality of Belovo is located in the west part of Pazardzhik Region in South West Bulgaria, where the Yadenitsa River flows into the Maritsa River. Because of its location at the foot of the three mountains Relva, Rhodopen and Sredna Gora, Belovo has a diverse landscape with many forests and water resources in the area. The town with its 13.334 inhabitants is rich in fresh groundwater, thermal and mineral water sources. Furthermore two quarries can be found within Belovo, where limestone for glass industry and some building materials for construction are mined. Another income source is the paper mill, where toilet paper and other disposable paper products are produced.

Across the territory of Belovo run important transport ways to the west and east directions, connecting the north and south parts of Bulgaria, as well as a country road to Istanbul. The main international railway line connects the Municipality of Belovo not only with Sofia, Plovdiv, Burgas and Varna but also the Central Europe with Asia.

The nature of Belovo represents an important opportunity for the development of ecotourism and a high potential for rural tourism, winter sports and categorisation of small family-hotels. Beside the natural potentials Belovo is rich in cultural and historic sights, as churches, old Christian basilicas or relics of medieval ruins.

There are 4 schools in Belovo: One general education high school, three secondary schools and one primary school.

Demographic characteristics of the city

The population of Belovo counts 13,334 inhabitants within an area of approximately 339 km². The population is declining. The population age structure has been degrading with a tendency of negative natural growth. People of the age of 70+ are in the majority, in comparison with young people between 10-14 years old and newly born children [53 %]. The interior migration [35 % under 30 years old] has a seasonal character associated with unemployment in the region. It determines a continuous concentration of population in the developed centres, cities or abroad.

Statistics state the unemployment rate in Belovo at 13,97 % and the per-capita income at 110 Euro [per month]. The division of ethnic groups shows a very low rate of migrant population:

- 96,82 % Bulgarians,
- 2,6 % gypsies and
- 0,6 % other ethnic groups.



Historic and economic overview

In 1869, the City of Belovo was registered as a settlement or residential area. At the 26th December 1978, according to the enactment of State Council, the Municipality of Belovo was established as an administrative, industrial and cultural centre.

For the last ten years, the local economy has been characterised by a backlog of development on the one hand and, on the other side, by a lot of reserves of unimplemented production capacity, human resources, production and storage areas in town.

The characteristic feature of economy during the last years is a relative growth of the private sector as a result of restructuring measures within private property. There is an increase tendency of small companies in the manufacturing industry, commerce, services and transport.

As far as sector classification is concerned, agriculture and forestry [e.g. woodworking, paper, textile and alimentary industry] along with services belong to the key business and employment sectors. In addition to these sectors the numbers of liberal professions, self-employed and agricultural manufacturers with family farms have been increasing. The amount of small and medium companies and private concerns is also rising.



Economic Key Features

There is only one large employer in Belovo and a clear lack of a healthy scene of small- and medium-size enterprises. The income sources of large parts of the local population rely often on self-sufficiency only.

Due to its location and environmental assets, the future of Belovo is seen as a city that is known for its eco-friendly enterprises, which should be in the focus of all strategic development for new economic life and employment opportunities in the city. This can especially happen in the fields of eco-tourism, of wood-processing and related fields.

An interesting model – potentially interesting input for the RegGov-network is the existence of an enterprise that is owned and run by members of the local ROMA-community. This should also be seen as an interesting starting point for local economic development – exploring further opportunities and potentials for business creation by members of this community that is in many cases excluded from economic life and labour markets.

Environmental Key Features

As far as the ecological situation is concerned, the municipality has a lot of natural potentials and resources described already, but at the same time has a significant lack of infrastructures of all types, such as sewage systems, waste sorting, waste disposal etc. This is a central challenge for the future urban development – with the problem that the available resources are by far not sufficient to meet even the most urgent needs for improvements.



Social Key Features

The main need for action is to be seen in the integration of minority groups, especially of gypsies and unemployed people. The prospective challenge will be the occupation of women and seniors with a very low income generally. Furthermore, it is of essential importance for a successful sustainable development of Belovo that improvements in the quality of life and in the economic structure of the city can be achieved, which help to keep young and educated people in town. Currently, they still tend to leave Belovo, leaving back an ageing urban society and a lack of skills, commitment and resources for the development of the city.



Physical Key Features

The urban development is currently passing a phase of developing objectives and targets and converting them into planning. Neither streets nor provision of the population are area-wide allocated and guaranteed. Central challenges in this respect will be

- the creation of a lively and modern centre for the City of Belovo;
- the provision of basic infrastructure to the local population – especially young people, families and elderly people;
- the creation of new commercial and industrial areas to attract more small- and medium-sized business to the city.

Governance

One of the major problems in terms of governance of local development and planning processes is the lack of qualified personnel, because of the lack of technical knowledge, financial resources and therefore deficient equipment. Therefore, the inclusion of the City of Belovo in learning exercises like the RegGov-network is essential to help establish more know how in the local administration and provide necessary learning inputs.

In term of vertical co-operation, the relationship between the city and its regional and national authorities is a very good one, so that here a trustful and targeted co-operation could be achieved.

Role of municipality /city council

In principle, the mayor has the priority of decision-making while the city council is obliged [exclusively] to undertake the responsibility.

Role of county/regional authorities

The governor embodies the regional authority and represents interests of the state. The following activities belong to the governor's scope of decision-making: e.g. road network development, supra-regional waste sites, environmental inspections and regional development.

Role of Managing Authority

Basically, the mayor makes a decision according to the requirement profile, in particular cases respectively the investor, political demands, attractiveness of financial achievements or constrained foreordinations.

Role of national authorities

The respective governmental departments have the decision-making priority with reference to the implementation, execution of law and financing.

Key Challenges for Urban Development and Policy in Belovo

With the new local government in Belovo, the signs for the city's development have been changed to a new direction – into a time

- for change and innovation;
- for working for and with the local people to provide them with a quality city and new opportunities for their lives;
- for sustainable development – with a long-term vision and with strong elements of co-operation and partnership;
- for Europe – placing the City of Belovo in the European map as a city of innovation – a city where „The New Europe Happens“.

The future development of Belovo now needs a strategic orientation and a long-term perspective – with a clear vision for the role of Belovo in the region, the country and in Europe in the year 2020 - broken down into milestones and individual projects. Elements of such a vision could be „Belovo as a true European City – Open for Innovation and Progress“ – as well as „Belovo as one of the first Eco-Friendly Cities in Bulgaria“.

Such an integrated development plan needs to help create a culture of long-term strategic thinking and planning in Belovo and needs to act as a focal point to attract private capital, national and European funding, co-operation partners and supporters to get them involved in the creation of a sustainable future for Belovo.

For the overall planning it is necessary to complete the

following tasks in the near future, which are essential pre-conditions for the overall future development of the city:

- Feasibility Study „River Management“

For the creation of an attractive and sufficiently high-profile city centre – an important pre-condition for the success of other urban development projects in Belovo - like a Tourism Strategy – it might be necessary to cover parts of the rivers in the city centre – to gain space for public squares, link the train station with the bus station, create a pedestrian area – or create space for busses and coaches to park at the entrance of the city.

Given the recent history of floodings in the city, such coverage of rivers cannot be done without previous Technical Feasibility Studies. As this is a pre-condition for many of the other development activities for Belovo's city centre, it is recommended to commission such a study as soon as possible and gain clarity and a solid basis for the further planning for Belovo's city centre.

- Local & Regional Tourism Strategy

It is obvious that the City of Belovo has great potential for tourism – especially in innovative forms of eco-friendly tourism. There are many historic assets that can be used – as well as potentials of underused land [like vineyards], which could all help to provide Belovo with a new role in the country and region and also with the potential for job and growth.

So far, these potentials have never been assessed in a systematic and comprehensive approach – this would be an absolutely necessary pre-condition for a successful development of this economic sector:

Therefore it is recommended to commission a Touristic Development Strategy for Belovo – which should not be done in an isolated fashion for Belovo – but, if possible, should be done in a regional approach including partner cities in the region. The focus of this strategy should be the development of eco-friendly quality tourism for defined target groups – not an attempt to compete with the mass tourism around the Black Sea.

- Revitalisation of Public Infrastructure

It is very obvious that the public infrastructure of Belovo is in urgent need of maintenance and modernisation. This is a pre-condition to keep especially families with children in the city – a target group which is absolutely necessary for all possible future projects, strategies and development objectives. Therefore, it is recommended to apply for funding – if possible from the Regional Operational Programme – for a comprehensive regeneration programme for the public infrastructure in Belovo city. This should include especially playgrounds for children, sports facilities for young people, targeted offers for elderly people and necessary improvements in kindergartens, schools and public space/green.

- Professional Training for Young Local People

The above mentioned project is mainly consisting of building works - maintenance and modernisation of buildings as well as public spaces and outdoor facilities – a field in which elements of training and capacity building for young people can easily be integrated. It is therefore intended to design a project to include local young people in these works – funded as a training initiative to provide them with long-term employment perspective – possibly co-financed from the European Social Fund. 3 elements of added value could be achieved with such a combined approach:

- Public infrastructure would be improved – contributing to a higher quality of life for people in Belovo and to a better image of the city;
- Young people would have been taken „off the streets“ and been provided with new skills and opportunities on the labour market – which seems to be useful in this sector which is a strongly growing sector in Bulgaria.
- Local young people would have been involved in the improvement of their housing and living environment – which, as all experiences show, helps them to develop a sense of ownership and responsibility so that in future they will help to protect this improvement instead of destroying them with vandalism.





- Organisational tasks:

There is not yet a culture of co-operation in Belovo as it is absolutely necessary to manage the complex task of an integrated regeneration and revitalisation of this city and provide it with a sustainable future development perspective. Therefore, over the next months – with support from the RegGov-partners, new co-operation structures need to be established:

- A Local Support Group

The Local Support Group is required for the participation in the URBACT II RegGov-Network. Here, all relevant key players for integrated urban development need to join together to support the RegGov-activities and at the same time receive support and training from this network. Such a new Local Support Group – including all relevant departments of the local administration, organisations from the social and economic sectors etc. – can help to create a culture of co-operation and creation of synergies for the future development of Belovo.

- A Local Entrepreneur Forum

The private sector will play a key role for the future development of Belovo. It is essential to set up formalised and structured co-operation and dialogue structures with all private companies and entrepreneurs in Belovo. This seems to be necessary in order to be able and plan with them the further development of their enterprises and provide them with the necessary support, to allow them to stay and grow in Belovo. At the same time it is necessary to gain their support for the overall development of the city, so that they can help and contribute actively to a high-quality growth and development of Belovo.

- A Youth Parliament

Belovo has many young people who are the future of the city, but a growing tradition of young people leaving the city – with a lot of creative potential and development energy going lost for Belovo. To stop this trend, a mere project-based participation of young people does not seem to be sufficient.

Therefore, it is necessary to set up formalised structures to activate young people, give them a voice, give them influence in the future development of „their“ city and make them feel co-responsible for that development.

A Local Youth Parliament might be a good organisational option – also acting as a unique selling point for the City of Belovo as the first Bulgarian city having a Youth Parliament. If the City of Belovo is interested in this element of a future strategy, good examples and strategic recommendations can be provided.

- A Belovo Citizen Forum

If the housing area next to the city centre receives an integrated regeneration – focussing mainly on public infrastructure, public space etc. – the residents and owners living in this area must be activated to contribute to this strategy. This has an added value in various respects:

- They can help the planning and realisation with their local knowledge and possibly even with elements of self-help
- If they are participating in planning and realisation of improvements, they can build up a sense of ownership for the newly gained improvements and can contribute to the later maintenance of all element of infrastructure - essential to minimise the costs of the local authority for such maintenance in future.

Existing Strategies and Plans to guide Integrated Neighbourhood Development

National and regional level

National and regional requirements accrue basically from the new regulation of the European framework directives, which are not yet realisable according to the law, administrative and judicial prescriptions.

City level and the neighbourhood and area based level

The Local Action Plan is currently neither completely discussed nor determined according to the activities. Concerning the administrative law one should start planning the Local Action Plan only after the financial coverage from the country proceeds.

The Regional Operational Programme

The Municipality of Belovo is not mentioned in the Regional Operational Programme. Therefore it has not been decided yet, in which way the Operational Programme will cover projects of integrated neighbourhood regeneration. The regeneration of neighbouring areas will be implemented by the governor in accordance with directives of the state.



There is one external certified public accountant, which controls, inspects and certifies the program sequence referring to the proper accounting, Bulgarian tax law and implementation of guidelines. The regional government, embodied by the regional governor, revises these certificates as a superior body.



The RegGov Target Area: The City Centre and related housing area

The target area for the development of a Local Action Plan in Belovo is the city centre with its immediate surroundings. In terms of development needs and potentials, this can be divided into three different parts:

- The city centre – which needs an integrated and targeted initiative to become more lively and attractive with a strong involvement of the local business community.
- A housing area next to the city centre that is in urgent need of social infrastructure and an overall concept to improve the quality of life in the area – in parts putting a special focus on the active involvement of the local ROMA community living in the area.
- Open space next to the city centre that can be used as a location for new economic development with small- and medium-sized enterprises that can contribute to the future image of Belovo as an eco-friendly city.

Strengths and opportunities of the target area:

- Important natural resources and open space
- A very “human” scale with a small city centre that can be developed into an attractive location and close linkages to housing areas as well as potential commercial areas.
- A very strong will to achieve change and a climate of optimism that this can be done now.

Weaknesses and deficits of the target area:

- A lack of attractiveness in open space and general design as it would be necessary for a successful city centre
- A lack of commercial activities and local enterprises



- A very serious lack of the most basic social infrastructure - especially for young people, families and elderly people
- Maintenance needs in parts of the existing housing stock
- A lack of co-operation structures and routines, which would be necessary to activate all possible support and to create synergies in the use of the very limited resources.

The Local Action Plan

Key Elements of the Local Action Plan:

- An agreed vision for the development of the city centre of Belovo
- A development strategy for the integrated long-term development of the city centre
- A comprehensive improvement strategy for the related housing areas with a special focus on the provision of social infrastructure facilities
- A participation strategy and new organisational models for future integrated urban development in Belovo
- A strategy for economic development that supports the creation of new commercial and industrial areas with a focus on small-scale eco-friendly businesses

Outputs to be achieved with the Local Action Plan:

The participation in the RegGov-network needs to lead to the following outputs:

- An integrated development plan for the target area
- Strategic recommendation for the acquisition of

financial resources for the implementation of this plan

- Support with the acquisition of funding for some initial projects
- The existence of sustainable partnership and co-operation structures in Belovo that can be used for a long-term improvement of planning and development in the city.

Expectations towards the network activities & partners

For Belovo it is interesting to learn from the experiences of the network partners in the following fields:

- The development and improvement of underdeveloped regions
- Integration of deprived areas and communities [e.g. gypsies]
- Long-term strategic and integrated urban planning
- Knowledge about necessary elements to be included into such planning
- Improvement of recreational facilities for the local population
- Establishment of business centres and targeted support for new small- and medium-sized enterprises
- Improved concepts of vocational training.







B.4 Project Partner 2: Nyíregyháza [Hungary]

General Information

Nyíregyháza, twin city of Satu Mare that is located across the boarder in Romania, is located in the northeastern region of Hungary, in Central Nyírség, 240 km away from the capital Budapest. Two important cities, Debrecen as the capital of the region with 50 km and Miskolc, the capital of the neighbouring North-Hungary with 80 km distance, are connected with Nyíregyháza by motorways. The borders of Slovakia, Ukraine and Romania are accessible within 100 km. The municipality of Nyíregyháza forms the centre of an agglomeration with various settlements.

The city is an integrated element of the polycentric and cooperative town network system. It is a development sub-centre at the crossing point of two transport axes of both international and regional importance. These are main road 4 from Budapest to Záhony and motorway 3 from Budapest to Nyíregyháza as well as the railway lines as section of the Helsinki corridor V of European importance. Due to this the municipality performs key economic, transport and logistic functions on both international and national level and is the 6th populous city of Hungary. Furthermore, Nyíregyháza has built up a network of intensive foreign relations [e.g. membership in international organisations, sister towns and Carpathian Euro-Region] and has established the related system of institutions and conditions as well.

Nyíregyháza is the seat of Szabolcs-Szatmár-Bereg County and houses numerous public administrations and

public service functions on regional and county level. Partly owing to its qualified inhabitants and the great number of commuters and partly as a result of its economic concentration, it functions as a growth pole and plays a dominant role in the economic and social processes of the county. Besides, Nyíregyháza is a dynamically developing city and an integrated unit with the neighbouring settlements in each field of economy and society.

As it is shown in the National Regional Development Concept, regional labour division might be developed between the large towns of the North Alföld Region in the future. The following areas might involve the most advantages for Nyíregyháza:

- International commercial and financial services,
- International logistic services,
- Regional exhibition and fair activities,
- Recreational activities [leisure, entertainment, culture, sport].

Demographic Information

The municipality has 118.456 inhabitants. Statistics show an unemployment rate of 5,47 % and the following age structure of the local population:

- 15,5% of the local population are in the age group between 0 and 14 years

- 5% of the local population are in the age group between 15 and 18 years
- 27% of the local population are in the age group between 19 and 35 years
- 35.3% of the local population are in the age group between 36 and 60 years
- 17.2% of the local population are 61 years old and older.

The migration balance was slightly positive in 2006 with a growth of 112 citizens.



Historic and economic overview

The history of the municipality goes back to the 13th century. Nyíregyháza acquired the market town rank in 1786 and was a royal tribunal from 1872 and the seat of the Szabolcs County from 1876.

Due to its strategic location and the presence of foreign capital, Nyíregyháza has continuously grown since the 1990s [the value of foreign capital invested in the town was 5.1 billion Euros in 2005]. In 2005 there were 25 companies with foreign participation.

Nyíregyháza operates an industrial park of more than 100 hectares, in which the companies Flextronics and Electrolux employ more than 1.000 persons and several small- and medium-scale enterprises employ approximately 4.000 workers. Moreover, Michelin Hungary is an important employer with 1.900 workers. The economic relevance of the town is featured also by the fact that 1/3 of the employees of the county are employed in Nyíregyháza.

The number of registered enterprises has grown from 15.373 [1998] to 19.185 in 2006. Only 3.621 are legal entities [11.058 are private and 3.959 are deposit companies]. 3 % of these enterprises are active in agriculture and enterprises that pursue industrial-type production as their principal activity make 13 % of all enterprises. 84 %

of registered enterprises pursue principally service-type activities, including 9 % of providers of health, social and educational services.

In comparison with the current weight in economics, the tourism sector has a larger prospective potential for the municipality. In addition to the cultural values of the town and its neighbourhood, the hot springs Sóstógyógyfürdő [Sóstó Spa], a Zoo Park of 23 hectares and the 'Múzeumpark' [Museum Village] are the most important visiting goals. In order to utilize the potentials in the development of tourism and to strengthen the role of the sector, the General Assembly adopted a medium-term Tourism Development Concept in 2006.

Social Key Features

The number of persons living in a disadvantaged situation, also segregated territorially, is estimated to be several thousands, with high proportion of ROMA people. The endeavours of the municipality have resulted in availability of integrated education opportunities and closing of the institutions that have enhanced segregation. One estimates that around 5.000 members of ROMA communities live in Nyíregyháza. Each fourth person with Roma origin lives in the 'Huszár' settlement. 85% of the inhabitants of that settlement declared themselves as of Roma origin.

No exact information is known relating to the geographical and territorial mobility of the Roma population either. According to the experiences of the Child Welfare Centre, geographical mobility is not characteristic for ROMA people. Only 4 or 5 families migrate officially in registered manner [seeking a flat in another settlement] or move in the framework of home building with social policy support not only within Nyíregyháza but also to other settlements.





The labour income of inhabitants of Nyíregyháza was 77 % of the national figure in 1997. The salary of public employees and servants reach 91-92 % of the national salaries. The average old-age pensions in Nyíregyháza show an approximately 12 % negative difference compared to the national average.

The tendency of children's impoverishment strongly accelerated in the 1990s. Vulnerability of children below fifteen has considerably increased in each age group.

The high proportion of unqualified people and the high amount of career starters leads to unemployment, moving towards the 'black economy' and appearance of homelessness are the harmful attributes of the permanent unemployment of unqualified mass of people.

Economic Key Features

A structural problem in the economy of Nyíregyháza is the large proportion of small-scale enterprises and the relative weakness of medium- and large-scale enterprises. The narrower possibilities in the Hungarian economy for small-scale enterprises to become medium-scale ones also contribute to this situation. The greatest problem is the lack of industrial traditions and skilled labour. Notwithstanding that the number of investment projects grew in the town in recent years, the town still lags behind the national average in respect of investment per capita.

Environmental Key Features

The greatest problem in air pollution is caused by fly dust. The semi-annual average values show 2-3 times the per-

mitted value and the maximum values show 6-8 times the limit value. Consequently, the proportion of respiratory diseases attributable also to air pollution has considerably increased in recent years.

The underground waters of the city are in a vertically open system. Vertical access time is low in Nyíregyháza and its neighbourhood and potable water resources might be endangered by pollutions from surface and underground waters. According to that, the water resources supplying Nyíregyháza with potable water are classified vulnerable.

In Nyíregyháza, the quantity of communal solid waste grows from year to year. Waste collected from settlements is managed by disposal at the landfill of communal wastes in Nyíregyháza-Oros. The town has organized selective collection of paper, glass and tyre wastes that are, as possible, recycled.

Drainage of liquid communal waste is not yet solved in the whole town and such waste is now managed now in two wastewater treatment plants.



Physical Key Features

One of the physical future challenges is the improvement of the wastewater treatment and sewerage, which are not yet available in the whole territory of the town. Another problem is the quality of roads within and leading to the town and the bad condition of suburban roads accessing industrial plants.

Governance

The Municipality of Nyíregyháza County Town intends to improve various aspects within in the local administration:

Modernising the decision-making processes:

- Modernising general decision-making competencies and procedures to strengthen strategic management,
- Restructuring the administration to enhance the efficiency [e.g. improving customer service]
- Improving the cooperation between the internal organisational units in the administration
- Modernising the process of regular information flow between the institutions supervised by the Municipality and integrating feedbacks from institutions into the administration
- Introducing indicators measuring the administrative operation and the efficiency of the public services it provides
- Reinforcing the project approach.

Improving the efficiency of budgetary management:

- Regulating financial and management liability procedures,
- Linking strategic designing and the annual budget,
- Establishing content and procedural relations between the Municipality's political priorities and the preparation and acceptance of the budget,
- Using new budget designing and implementing techniques,
- Improving financial and budget implementation auditing.

Strengthening partnership:

- Introducing organisational solutions to improve updated and on-going information of the inhabitants and to make decisions public,
- Mechanism of organisation of the relations with the civil and entrepreneurial sectors.

Existing strategies to guide the integrated regeneration of deprived neighbourhoods

The following four strategies are relevant at the national level:

- National Development Policy Concept [2005]
- National Spatial Development Concept [2005]
- New Hungary Development Plan 2007-2013 [2006]
- Social Renewal Operational Programme [2007]

At the regional level, the following documents need to be taken into account:

- Strategic Programme of the North Alföd Region 2007-2013
- Regional Operational Programme of the North Alföd Region [2007]
- Regional Action Plan for the North Alföd Operational Programme 2007-2008

On the city level, the following documents act as guiding framework and points of reference:

- Long-term Settlement Development Concept [2000]
- Spatial Planning Plan [2005]
- Bencs Programme [2006]
- Integrated Urban Development Strategy [2008]



Key Challenges for Urban Development and Policy in Nyíregyháza

The further development of Nyíregyháza is characterised by many potentials – especially due to its location – but at the same time by many severe challenges that need to be addressed with fairly limited resources.

One of the central future challenges, for which the RegGov-network is to contribute inputs and solutions, is the integration of the city's ROMA communities into the social, cultural and economic life of the city. Even though Nyíregyháza has made real and visible progress in the development of its city over the last decades and years, this group remains excluded from most elements of urban life. There is a strong exclusion from the labour market – and a tendency that small-scale businesses that are opened by members of the ROMA community, especially in the service sector, are avoided by the local population.

This exclusion from most elements of the city's life expresses itself also in the housing situation. Areas, which are inhabited by ROMA communities, are amongst the most deprived areas in the context of the RegGov-network and their regeneration with elements of inclusion and empowerments of their residents is a difficult task and challenge.



Existing Strategies and Plans to guide Integrated Neighbourhood Development

An Integrated Urban Development Strategy was completed in spring 2008, which includes the anti-segregation plan. The purpose is to reduce the number and proportion of disadvantaged Roma population living in the city and improving the life quality and housing conditions in particular in the case of those living in segregated areas. In order to be able to monitor the progress into the direction of the targets formulated in the anti-segregation plan, the segregation processes must be monitored continuously along the following indicators:

- Decrease of the people living under segregated circumstances,
- Increase of the employment rate of the residents living under segregated circumstances,
- Increase of the number of the people that experience disadvantages that are employed in the given year among integrated circumstances.

The municipality values the involvement and active participation of the residents as indispensable. Their participation in planning and defining the targets will be ensured through their interest representation organisations. In several cases, in tenders and in the preparation of anti-segregation plans the Gypsy Minority Self-Government and Romano Trajo Culture Association actively participated. Without the activity of the residents the project cannot be implemented. The city wants to meet their needs and expectations to guarantee the motivation of residents during the participation process.

The Regional Operational Programme

The Attica North Great Plain Operational Programme Regional Action Plan the objective for urban regeneration as following: 'The integration of deprived city areas through the management of the physical environment and social problems, in order to re-integrate the residents of segregated settlement sections into society.'

In the North Great Plain Region mainly the bigger towns, with a population more than 10.000 inhabitants struggle with the problem that certain of their neighbourhoods are disintegrated from the social-physical-economic perspective. Municipalities play a central role in the solution of the urban problems, which, due to the lack of necessary funds are forced to realise short-term measures, such as the maintenance of local social institutions. Consequently, these deprived areas fall behind even more, and offer an increasingly lower standard of living.

The deficiencies of infrastructure in these neighbourhoods often go hand in hand with economic, social and environmental problems. In certain areas, unemployment appears in a concentrated manner, which is further hampered by the problems arising from the disadvantaged groups.

The disintegrated areas in the towns of the region comprise of housing estates, where the wasteful use of energy due to the bad physical conditions of buildings represents an outstanding problem. On the other hand, in the case of a number of towns, the presence of Roma settlements, typically characterised of flats of bad physical condition and without comfort, is a problem.

The complex problems of disintegrated places may be solved in the frames of the integrated settlement-regeneration actions, which in addition to the renewal of the physical condition of the settlement sections intervene with their social problems as well with social, community and educational tools. This integrated approach may be realised only along complex town-development strategies embracing the whole settlement.

Measures in these programmes are:

- Renovation of buildings for low-income households or modernisation to differ the social structures,
- Construction and renovation of public areas and community facilities in relation with the regeneration of Roma settlements; in the case of the development of public areas is the participation of residents mandatory,
- Modernisation of the infrastructure networks of public areas [fresh water; drainage of excess surface waters and rain water in inner areas, energy efficient modernisation of public lightning],
- Development of transportation infrastructure

[pavements, bus waiting points, pedestrian zones, reduced traffic zones, bicycle lanes, bicycle storages, parking places, and building underground garages to reduce traffic, etc.],

- Municipality road construction and road renovation in the inner periphery related to the Improvement of the transportation of settlement sections,
- Activities serving the involvement of the concerned residents in order to have the Interventions locally accepted, properly and successfully implemented [e.g. supporting the establishment of local partnerships, forums, information and communication actions, content development strengthening local ties and roll-out of information in order to get familiar with and integration of the opinion of the population, etc.],

The RegGov Target Area: The Huzár Neighbourhood

90% of the residents of the Huszár neighbourhood are unemployed, which can be explained by their low level of education and the lack of marketable professions. One of the surveys conducted in the 1990's, examining the school education of the residents of the Guszev estate, confirmed the over-representation of those with a very-low level of education, as close to 90% of the residents living there at that time had maximum elementary schooling. Intellectuals, university or college graduates did not live in the estate. The rate of the illiterate was extremely high [14 %].

The records of the labour affairs centre and the data of the parents of children going to kindergarten reflect that



- External and internal renovation and extension of cultural, sports and recreational facilities,
- External and internal renovation and extension of community institutions,
- Strengthening the operation of small and medium-size enterprises [e.g. renovation, alteration of buildings, service facilities rendering incubation services, shops, offices and commercial units operated by small and medium-size enterprises],
- Establishment of services ensuring community building and useful leisure time activities in existing buildings and facilities [community initiatives to preserve traditions, play and hobby houses, cultural and sports events, youth and recreational programmes, exhibitions, etc.],
- Activities facilitating integration into the labour market [e.g. training programmes],
- Supporting civil programmes facilitating local community building, social tolerance and interest representation,
- Employment initiatives to realise activities planned in the action area for establishing work places

unfortunately no significant change has taken place in the education level of the people living there in the past 15-17 years. According to year 2003 data, the schooling of the parents of children going to kindergarten was characterised as follows. The mothers' education level is typically 8 classes of elementary school; one fifth of them did not even finish elementary school. Out of the 86 persons asked, only 8 women had vocational training or a learned profession. Among fathers, the rate of those having a profession is somewhat higher; a total number of 12 were equally qualified, while the rest of them were maximum elementary school graduates. If we take into account that the respondents were young, as the average age of fathers was 32 years, while that of the mothers was 28 years, their situation and permanent unemployment is clearly hopeless.

In 1990, half of the population living there belonged to the age group of 18-60. While in year 1990 close to one third of them was active wage earners, by 1993 practically everybody has become unemployed. The consequence of unemployment is poverty. Close of 90 % of those living there live under the poverty level, the stable source of living in most of the families is the benefits due after the children. Some of the adults and the children are market vendors or carrying out seasonal work and work by the day.

The pupils from the Guszev estate typically perform weaker at school, over-age in the high number of dropouts from school is also typical. The reasons for the failures mainly stem from the social-cultural situation of the families. De-motivation is also apparent in their relation to school, which is mainly caused by discrimination in the labour market and disintegration. The housing conditions significantly affect the living circumstances, and the environment. Labour service programmes have been launched several times in order to renovate the flats of mostly 36-42 square metres without any comfort facilities.



Key Statistics for the Neighbourhood

The population of the Huszár neighbourhood counts 1.921 inhabitants within an area of 2,2 square kilometre. It is situated not far from the city centre, confined by a railway track, industrial complexes and agricultural areas. Remarkable is the ageing pattern and especially the age category up to 14 years that makes 48 % of the inhabitants. Persons between the age of 40 and 60 years only represent 10 % and older persons only 4 %. A high level of unemployment characterizes the population. 57 % of those of active age are economically inactive. The structure of employment is also different from the average. The citizens carry out physical work in high numbers, mainly in construction industry and employment of public interest.

The total number of flats situated in the area is 270, which were built before 1945. Most of the residential houses are single-floor row house altered from previously army stables, where one flat usually consists of one room. In addition to this there are some one-level buildings with bigger flats. They are typically rentals owned by the municipality or function as emergency housing.

The level of infrastructure development can be considered good in the area: piped drinking water, gas, electricity and sewage systems have been built out. However, the individual supplies are not available in many flats due to the debts to public utilities. In the flats, rooms are heated separately. 70 % of the housing estate has solid road surface.

Strengths and opportunities of the target area:

- Positive approach of the municipality to improve the living conditions of the residents
- Ensuring equal opportunities in access to social services
- Well-qualified and committed local stakeholders and co-operation partners
- Tender [EU] possibilities

Weaknesses and deficits of the target area:

- High level of unemployment
- Lack of income; poverty; marginalisation; hopelessness of residents
- Housing conditions need to be improved
- Weak self-assertion of inhabitants

Current status of the regeneration in the target area

Tasks/stages already completed:

The municipality has already established flat renovation programmes, labour service programmes, social and child welfare and a step-by-step kindergarten programme. Furthermore, the school of the neighbourhood was closed in June 2007 to ensure an integrated education.

Tasks/stages yet to be completed:

The improvement of education infrastructure and establishment of community places and buildings as well as securing proper housing conditions and a new usage for the former school building are intended. However, the reconstruction of flats and the labour service programmes are ad-hoc type, and have only reached a part of the residents.

The Local Action Plan

Key Elements of the Local Action Plan

The general objectives of the municipality include the facilitation of social integration, the improvement of life quality, ensuring equal chances, strengthening of cultural identity, cultivation of traditions, strengthening acceptance and admission in the circle of the non-Roma population.

The specific objectives include the mitigation of social-cultural disadvantages, the improvement of equal chances through training and employment, the decrease of segregation through community and cultural programmes.



Tools of implementation, which are of the highest importance for the municipality:

- proper socialisation – support of the families by ways of the social worker network, ensuring day-nursery service, and child welfare service,
- participation of ROMA children in integrated education,
- training of young people and adults, learning marketable professions,
- community organisations, building and establishment of buildings and places of community functions,
- organisation of locally available services [hair-dresser, shoe-maker, bakery, etc.],
- improvement of housing conditions.

Outputs to be achieved with the Local Action Plan:

The development of the neighbourhood is determined by a three-level target system, built from global, specific and operative goals.

The global target is to improve the present and future life quality of the residents of the Huszár estate.

The specific targets include ensuring the breakout possi-

bilities for the residents of the estate, to improve the social and income situation, and to develop the liveability of the area.

Expectations towards the network activities & partners

The most important expectations of Nyíregyháza are concentrated on the following questions:

- How can a long-term and integrated development plan be developed for the target area– with the Local Action Plan for the RegGov target area functioning as a model for future overall strategic acting?
- How can a comprehensive local partnership be established that helps to achieve a contribution from all relevant resource holders and key players to such neighbourhood development and to create synergies and lasting success for the target area as well as future other development initiatives?
- How can excluded people – especially from the ROMA community – be re-integrated into the social, cultural and economic life of the city and how can they be supported in a development from a problem to a potential of neighbourhood and city development?



Ruda Slaska

B.5 Project Partner 3: Ruda Slaska [Poland]

General Information

Ruda Slaska is part of Upper Silesia, lying on the watershed of rivers Odra and Wisla in south Poland. The city is divided into 11 districts, spread over 7,736 sqkm. The number of residents has been showing a decreasing tendency throughout recent years. This fact has been caused by a negative birth rate in the last years, as well as an increased emigration.

Ruda Slaska belongs to a large metropolitan agglomeration that is inhabited by 2.5 million people. It is located in the middle of this metropolis, therefore it is privileged in terms of its transport and accessibility. The A4 highway crosses the city. Three universities operate in Ruda Slaska. One of them is a department of AGH University of Science and Technology in Krakow – one of the most famous universities in Poland.

Demographic characteristics of the city

Ruda Slaska is a city with 146,455 inhabitants, out of which 6.6 % are without employment.

After an increasing tendency after World War II, the population is decreasing in recent years. This tendency is caused by negative birth rate in the last years as well as an increased emigration, especially to Great Britain. A significant percentage of people, however, come into the production age, which is a positive aspect.

The average age of the population is 34 years. In the

period from 2005 to 2010, due to a decrease in professional activity of people from 50 and above, an increase of the number of people in retirement age will be noticed, which signals the need for intensified activities of the local authorities in the fields of health and social care.

Historic and economic overview

Ruda Slaska exists since the year 1243. From the beginning, the city area was connected with the exploitation of metal ores. It has brought to discovery more precious material – hard coal in the middle of the 17th century. The formal efforts to create coalmines in the area of Ruda have begun since 1740. In these times, the Silesian Region was a German province. The rich coal resources attracted a lot of contractors. They invested in this land, built the mines, steelworks, cooking-plants and brickfields. A fast increase of population and a change of the face of Ruda countryside were results of these activities. By that time, the first workers settlements appeared in the surroundings of the mining areas. The local potentates started to create the conditions for housing a very specific social class like the miners. They created their own unique culture.

As a result of the Silesian Insurrections during the years 1919-1921, Ruda Slaska rejoined Poland. Immediately after the Second World War, the residents began to rescue their industrial plants and mines so that the coal output has never stopped. In 1951, as a result of the liquidation of the district of Katowice [the capital of Silesia region], two separated cities were created: Nowy Bytom and Ruda. In 1959 these two cities were connected into one municipality. This was the genesis of City Ruda Slaska in the present form.



Nowadays, modern housing estates exist next to the settlements of old “workers houses” in Ruda Slaska. The old coalmines, which were founded by the German industrialists like Ballestrem, Schaffgotsch, Donnersmarck or Polish industrialist Karol Godula [the king of zinc], have operated until this day. There are the modern industrial plants and coalmines like “Halemba”, too.

The country of Ruda has absorbed a lot of newcomers from the Silesian region, who were encouraged to move here by the jobs in the coalmines. The restructuring of the mining industry began in 1989 with the political and economic transformation in Poland and lasts until now. As a result of these changes, many people lost their jobs in the coalmines.

Nevertheless, coal mining is still a key business in Ruda Slaska. Four coalmines and one steel work still operate in the city, which makes it the most active “mining city” in Europe.

The employment structure reflects this certainty:

- 58,8 % of all jobs in the city are industrial-based, and
- only 41,2 % are service-based jobs.

The Ruda Slaska Business Incubator is a partnership in which the City of Ruda Slaska holds a 100 % share. The headquarters of the Ruda Slaska Business Incubator (RSBI) are situated on the premises of the Upper Silesian Technological Incubator – the new office/warehouse complex.

Social Key Features

The following key challenges with regard to the social sector need to be overcome in order to achieve a successful and sustainable development of the city:

- the low education level of the city's residents
- the accumulation of the social dysfunctions like unemployment, alcoholism as well as criminality
- the high percentage of inhabitants [particular the middle aged inhabitants] who live from social welfare
- the lack of ambition amongst young people to improve the quality of their lives and their perspectives
- the apathy amongst inhabitants because of the lack of housing and infrastructure investments
- the high number of flats with low level of housing standards [one room + kitchen + common toilet in the staircase]
- the really small percentage of middle class people amongst the residents.



Physical and Economic Key Features

The following physical and economic challenges for the city's future development can be summarised as follows:

- a large number of individual flat and house owners
- high building density causing problems with regard to transport across the district [e.g. for lorries]
- fast going degradation of the housing substance as a result of lack of investments by some individual house owners
- uncoordinated and chaotic development of garages on empty sites
- low attractiveness of the postindustrial areas for investors

Environmental Key Features

The following environmental key challenges need to be tackled and solved in order to enable a healthy development of the city:

- the very neglected state of the natural green areas in the post-industrial zones
- air pollution, especially in wintertime because of heating emissions and from the "Bobrek" steel work, which is located in the City of Bytom
- a low rate of restoration of the natural environment on the ore and coal heaps in the northwestern parts of the district
- wild dumping ground litters
- a lack of green areas in the district centre and its periphery for recreation and leisure time activities of the citizens
- a bad administration and control of the brownfield sites by the public services.



Key Challenges for Urban Development and Policy in Ruda Slaska

The following key challenges need to be addressed in the framework of future urban development policies for Ruda Slaska:

- the northern part of the Orzegów district is a post-industrial area [coal mine, coking-plant] with a high number of destroyed infrastructure buildings
- the protective zone around the wastewater treatment is located near housing areas
- a lack of free sites away from the district centre for development of bigger businesses
- difficult access to the districts
- buildings and other infrastructural facilities require urgent maintenance
- degradation of the inside courts in many housing blocks
- there are still many unclarified property questions as a major obstacle to the implementation of certain aspects of planning.

Existing Strategies and Plans to guide Integrated Neighbourhood Development

The National Development Plan 2007-2013 [National Cohesion Strategy] is the main document that defines the strategic directions of polish social-economic development. This document contains the description of the domains, which can be co-financed by the structural funds, especially by the European Regional Development Fund, that is the most important instrument for the support of urban development.

On the regional level, the Development Strategy of the Silesian Voivodship for the years 2000-2020 is of essential importance. It defines the following strategic goals for projects to be implemented and carried out:



- Raising the inhabitants' education level and their ability to adapt to social and economic changes in the sense of social and public security
- Development and upgrading of the technical infrastructure systems
- Increasing the innovativeness and competitiveness of the economy
- Improvement of the quality of the natural and cultural environment and increasing the spatial attractiveness of the region

In order to achieve the strategic goals, action targets have been defined. The action targets will become the basis for the development of regional operational programmes in the future. The objectives and action targets have been selected on the basis of the analysis of the socio-economic situation, identified factors and conditions as well as the existing regional strategies and programmes.



Strategic Goal I:

Raising the inhabitants' education level and their ability to adapt to social and economic changes in the sense of social and public security.

- Action target 1: Improvement of the quality and accessibility of education and adjustment of education to the current and forecasted needs in the labour market
- Action target 2: Extension of the scope and range of occupational retraining and permanent education
- Action target 3: Increased participation of the inhabitants in cultural events and strengthening the artistic communities
- Action target 4: Promotion of active lifestyle in the society
- Action target 5: Integration of the social assistance system, active social policy
- Action target 6: Improvement of health of the inhabitants of the region and ensuring public access to medical services

- Action target 7: Improvement of housing conditions
- Action target 8: Ensuring public security and preventing social pathology and disorganization

Strategic Goal II:

Development and upgrading of the technical infrastructure systems

- Action target 1: Optimization and integration of the transport system
- Action target 2: Rebuilding and modernization of power systems
- Action target 3: Development of the IT and telecommunication systems
- Action target 4: Development and modernization of the municipal infrastructure

Strategic Goal III:

Increasing the innovativeness and competitiveness of the economy

- Action target 1: Creating conditions for the development of small and medium-sized enterprises
- Action target 2: Support for the R+D sector and for the implementation of new technologies
- Action target 3: Increasing of investment attractiveness of the region
- Action target 4: Modernisation of the agro-alimentary sector and development of non-agricultural activity
- Action target 5: Increasing the tourist attractiveness of the region
- Action target 6: Supporting the processes of improved market adaptation and effectiveness of the traditional branches of industry

Strategic Goal IV:

Improvement of the quality of the natural and cultural environment and increasing the spatial attractiveness of the region

- Action target 1: Supporting the development of metropolitan areas
- Action target 2: Development of city centres and degraded districts
- Action target 3: Revitalization of degraded areas
- Action target 4: Development of rural centres
- Action target 5: Organization and implementation of a waste management system
- Action target 6: Development of a system of planning and usage of water resources
- Action target 7: Improvement of air quality
- Action target 8: Noise control
- Action target 9: Formation of a regional system of conservation areas

On the city level, the most important document is the Strategy for the Integrated Inner Development of the City of Ruda Slaska until 2015. This development strategy consists of three strands of decision-making, encompassing respective fields of strategic activities.



The first strand includes three following priorities:

- education and human capital
- municipal management and the protection of environment
- transport and telecommunication.

Directions of strategic development and educational, infrastructural and ecological undertakings aim at creating favourable conditions for business development and formation of new workplaces. Increasing number of highly qualified residents, availability of communication and telecommunication, as well as improvement of ecological situation [revitalization of devastated areas] will raise the attractiveness of the Town for companies, investors, institutions, town dwellers as well as visitors.

These two strategies together constitute the strategy of local economic development. On the one hand, it is ordering the Town structure and on the other, this is the acceleration of initiatives focused on:

- acceleration of restructuring processes in the Town
- enrichment of the Town's economic structure
- attracting investors from outside the region
- development of land regarded as key strategic area for the Town development.

The third strand includes the last three strategic priorities:

- housing management
- health service and social security
- culture and recreation.

All above-mentioned priorities focus on the improvement of living conditions of local residents and particularly on the fight against sub-standard housing, making special medical services available, promoting a healthy lifestyle and providing entertainment to both residents and visitors.

Of special importance for the work in the neighbourhood level in Ruda Slaska is the Local Programme for the Revitalisation of Ruda Slaska in the years 2007-2015. The City of Ruda Slaska can apply for financial support for revitalisation projects within Regional Operational Program under the condition that they result from its Local Revitalisation Programme, influence economic, tourist, cultural and social attractiveness of the city and create conditions for the increase of employment opportunities.



The second strand of developmental perspectives of the town includes two priorities:

- service centres
- entrepreneurship.

The overall strategic aim of this programme is the change of the image of Ruda Slaska, perceived as non-integrated city of industrial monoculture, by means of balanced and harmonious development focused on a revitalisation of urban space, including the wide spectrum of socio-economical conditions. The realisation of this program helps

to create the new image of Ruda Slaska as a city that is attractive for investment and tourism and as a resident-friendly town.



Projects included in the programme are supposed to

- increase the importance of the city,
- improve the conditions of economic development [by means of establishing the centre of the city in the district Nowy Bytom],
- improve the quality of devastated technical infrastructure and
- invest in post-industrial land and facilities [in order to bring back their economic attractiveness], as well as
- develop new functions with respect to social, recreational, tourist and health-related topics.

The programme defines the selected areas, which need revitalisation and the list of projects to be realised in these areas. To the most deprived areas in Ruda Slaska belong:

- the old part of Orzegów district – one of the richest parts of Ruda Slaska in the first half of the 20th century,
- the old part of Ruda district with large number of ex-workers settlements,
- "Kaufhaus" - the famous old workers settlement with a large old warehouse at the turn of 19th and 20th century, near the city centre,
- Chebzie – small old district by the railway station and
- "Nowa Wies" the old neighbourhood near the city court building.

The Regional Operational Programme

The Regional Operational Programme for Silesia is implemented with three key elements:

- An indicative list of the key projects in the region,
- 4 Programmes for the Development of the Sub-regions [North, West, Southern, Central] and
- Competitions for the beneficiaries

The City of Ruda Slaska is named in the Operational Programme in the frame of Programmes for the Development of the Central Sub-region. There are 4 projects in the area of Ruda Slaska described. One of these projects – named "Local Initiatives Centre in the district Orzegów" – is a regeneration project in the deprived district.

Topics and elements covered by the programme

One of the priorities [VI] of Regional Operational Programme concerns sustainable urban development. The action target 6.1 of the Operational Programme is named "Revitalisation of the deprived areas". Which can include projects of the following types:

- Modernisation and renovation of the post-industrial/ex-military/ post-agro industrial objects, combining aims like: economical, social and cultural, including the surroundings, that can cope with the fundamental economic or social issues at the area under revitalisation [except of the property housing].



- The spatial development on the urban areas, including the set up, development and renewal of the places designated for the commercial, educational, touristy, recreation, social and cultural purposes, along with the surroundings, that can cope with the fundamental economical or social issues at the area under revitalisation [except of the property housing].

- Modernisation and renovation of the existing settlements, including the urban cavity, the renewal of the in-use or not in-use buildings for the economical, social and cultural purposes, including the surroundings, that can cope with the fundamental economical or social issues at the area under revitalisation [except of the property housing].
- The complete preparation of an area for setting up any commercial activity, excluding the resident infrastructure.
- The creation and development of the monitoring systems in order to improve the level of security in the urban area.
- The removal of the asbestos elements in the multi-family buildings, and replacing them with different materials that are less harmful for the humans' health. It is considered with the neutralization only.

The RegGov Target Area: The Kaufhaus Estate

The neighbourhoods are located in the north and central part of the city, mostly near the post-industrial plants and buildings. Old houses, even from the end of 19th century, offering low housing standards and conditions are characteristic for those neighbourhoods. The area of all deprived neighbourhoods is about 5 sqkm with 7,000 residents [about 5 % of the population]. The neighbourhoods as well as the entire city are mono-ethnic. Only in the district Orzegów lives a small group of Gypsies – about 1 % of the districts residents number.

The unemployment rate is very high, about 25 % – 30 %. About 40 % of the inhabitants depend on social welfare. Payments. Poverty and a lack of prospects cause high criminality and alcoholism amongst the residents of these neighbourhoods.

There are about 200 buildings in the areas, which belong to four main groups of owners:

- the municipality – the city of Ruda Slaska,
- a few housing associations,
- the Company for Restructuring the Coal Mines in Bytom [in the district Orzegów] and
- private owners.

The transport network is well developed, but the roads in the deprived neighbourhoods are in bad technical condition. Just as well are housing or infrastructural buildings, which is reflected in the fact that many buildings are classified as in need to be demolished because of the mining damages. Within a large project, which is co-financed by the Cohesion Fund, a new sewage system is created.



Approval of funding

The beneficiaries need prepare their project proposals, complete the application form with a large number of annexes and send it to the Managing Authority, which assesses the applications and takes a decision about the grant. If the cities receive funding from the Operational Programme, they have to realise the project in limited time. During the implementation the beneficiaries receive the grants from the Managing Authority, for example once every three months. According to the Call for Proposal Calendar, there will be three editions of competitions in the years 2007-2013. The first one in November and December 2008, the second one in January and February 2010, and the last in December 2010 and January 2011.



Strengths and opportunities of the target area:

- There is high potential for the creation of a heritage park museum of Silesian architecture in this area
- Parts of the area are already receiving investment
- There is a strong identification of the native inhabitants with their city
- The district is very quiet and can become a high-quality residential area
- These are "districts with traditions" - small "homelands" in the City of Ruda Slaska
- Private University of Trade - in the district of Orzegów



Weaknesses and deficits of the target area:

- Still problematic property ownership issues
- Past approaches which have not been integrated, participative and not back up by sufficient resources have contributed to a bad "mood" in the area
- The houses are in a very dilapidated condition
- There is a very high degree of social problems in the area
- This has led to a culture of passive behaviour – or as one participant during the Intake Visit expressed it: People in the area know, that when you drink, you get money from the city"
- There is an inflow of inhabitants with social problems from the neighbouring city of Bytom
- A high degree of criminality in the "Kaufhaus" neighbourhood

Current status of the regeneration in the target area

Tasks/stages already completed:

A few buildings in the neighbourhoods and the church in district Orzegów are already renovated.

Tasks/stages yet to be completed:

- Further development of services and improvements of the residential function
- Renovation of the historic centre of the district Orzegów
- Restoration of recreational functions – modernisation of the swimming pool
- Regeneration, rehabilitation and further development of public areas
- Correction of the functionality of car traffic and pedestrians' movements
- Creation of safety and delinquency prevention zones
- Adaptation, rebuilding and repair of buildings and public utilities

Problems/limitations of earlier regeneration initiatives:

The majority of the buildings in the district Orzegów is not in the property of the City of Ruda Slaska so that initiatives in the past only had a limited impact. There have also been problems with the financing of the renovation which the city might now overcome with the development of an integrated neighbourhood development plan and possible co-financing from the Regional Operational Programme.

The Local Action Plan

The Local Action Plan in Ruda Slaska will concentrate on the Kaufhaus estate – that is in need of a really integrated development plan including the following elements:

- A positive and shared vision for its future development – helping to overcome the bad image of the area and developing it from a mere "sleeping" area into a lively neighbourhood with a mix of functions and a good use of its valuable architectural heritage.
- A strategy to improve the conditions of the housing stock – if possible including residents' participation and elements of training and professional qualification as part of the construction work
- A strategy to improve the public space – again with a high degree of residents' participation and training elements for the local community



- A social strategy with a special focus on children, young people and the topic of drug abuse
- An economic development strategy with strong elements of training and professional qualification
- A strategy for cultural and leisure time activities – not only for the local community, but also attracting other citizens from Ruda Slaska to the area – in order to overcome its bad reputation and become known as a good quality residential area one day
- A specific strategy for activation and empowerment of the local community as a central pre-condition for any success in the development of the area.

Outputs to be achieved with the Local Action Plan:

The most important element of the Local Action Plan is finding out how to create the self-development needed amongst the residents of deprived areas. A key factor is to get them into job trainings, overtaking care for their neighbourhoods, organizing initiatives for attracting new investors and becoming conscious about gaining funds opportunities [this element should be supported by the city authorities]. Due to the limited financial resources the plan should point out elements that should receive an extra attention concerning.

In detail, the following outputs should be achieved:

- A Financial and Resource Planning for the revitalisation of the neighbourhoods
- The restoration of the recreational and sports function
- The activation of local community leaders, who will help to change the face of district
- Renovation of the urban interior in the historic anti-que district
- Change of social knowledge
- The creation of heritage park museum of Silesian architecture
- Concentration notes on residential construction
- Activation of the traditional Silesian culture for the purposes of neighbourhood development

Expectations towards the network activities & partners

The expectations of Ruda Slaska towards the partnership and its outcomes are focused on the following questions:

- How can a long-term and integrated development plan be developed for the target area – with the Local Action Plan for the RegGov target area functioning as a model for future overall strategic acting?
- How can a comprehensive local partnership be established that helps to achieve a contribution from all relevant resource holders and key players to such neighbourhood development and to create synergies and lasting success for the target area as well as future other development initiatives?
- How can the important architectural heritage of the area be converted into a unique selling point and development potential – adding more commercial and economic functions to this mono-structured area.
- How can the excluded and disadvantaged residents be supported in a development from a problem to a potential of neighbourhood and development – especially by finding way to overcome their overwhelming frustration and lack of trust in a positive future and the added value of commitment and activity?





B.6 Project Partner 4: Södertälje [Sweden]

General Information

Södertälje is situated by the Baltic Sea in the southern part of the Stockholm region, about 30 km from the capital Stockholm. In Södertälje major highways meet, the southbound and westbound railway pass and the Södertälje channel link the Baltic Sea to lake Mälaren. Due to the labour market the city is a centre for the southern part of Stockholm region but also to regions south of it

The Stockholm region has the highest rate of development in Sweden and the whole lake Mälaren region is the fastest growing in Sweden. The city is well known in Sweden for its population, where about 35 % has a foreign background. During the 1960's and 1970's, Södertälje expanded and a lot of persons immigrated from Finland and former Yugoslavia. Later another group came to dominate, the Assyrian/Syrians, and today they are the largest population group next to native Swedes. During the last couple of years Södertälje have faced a quite large immigration from Iraq.

Demographic characteristics of the city

Södertälje has a population of 83.642 inhabitants [2007]. 3,7 % of the citizens are unemployed, from which 1,5 % take part in programmes and similar:

As mentioned above, the population of Södertälje is very miscellaneous. 35 % of the citizens have a foreign background. The largest group next to the native Swedes are

the Assyrian/Syrians. Södertälje has the largest group of Assyrian/Syrians than any other city in the world, with around 22.000 Assyrian/Syrians living in the city. Besides, Södertälje has faced a large influx of Iraqi refugees in the last couple of years.

Historic and economic overview

The history of Södertälje goes back to the 9th century, though the importance of the city has changed during the time. The development of today's Södertälje starts during the 16th century. During the 19th century the industry expanded immensely. Scania was founded in the city in 1891. During the 1970's the municipality grew and three small municipalities were incorporated into Södertälje. The population increased mostly due to immigration and the city expanded with new housing areas. Most of them were blocks of flats for rental. The municipality has a quite hard economic situation and the following years will be hard. The cost for social welfare and integration of newly arrived inhabitants is high today and seems to be growing. The municipality will face lot of challenges in the near future.

Today the Royal Institute of Technology in Stockholm has a campus in Södertälje, which will be further developed in the following years. One of the most famous science parks in Sweden, 'Tom Tit experiments', is located in an old factory building in the city centre. Södertälje is also one of the most eminent sport cities in Sweden. The city



has teams in the highest or second highest league in several sports. Södertälje has one of the largest container ports in Sweden.

Furthermore Södertälje attracts lot of commuters. Every day more than 17,300 persons commute to the city, mostly to Scania or AstraZeneca, two of the largest companies in Sweden that have their main offices in the city. Scania is world known for their trucks and buses. AstraZeneca, the second largest employer in the city, is one of the world leading medicine companies. The company has research centres and manufacturing in the city.

Apart from those two multinational companies, Södertälje has a wide range of small and average companies. Compared to other cities in Sweden there are quite a lot of service companies, restaurants and cafés. As a contrast to the high tech industry and urban environment in Södertälje the southern part of the municipality has one of the largest Anthroposophy centre in the world, Ytterjärna, where a hospital, schools in different education levels, a culture centre and housing areas, built according to the ideas of the movement, are located.



Social Key Features

The last year's immigration to Södertälje has put the social sector in the municipality under pressure. The majority of the immigrants do not have a proper education or language skills to facilitate the integration process. Furthermore is the financial support from the government limited, which means that the municipality will face an extensive cost for education, social welfare, healthcare and so on.

Ronna, the focused deprived neighbourhood, is an area of great cultural diversity, 82 % of the population is of foreign background. That makes Ronna the one city district in Södertälje with the highest level of immigrant density. Ronna suffers from a negative image and is in national media often compared with other problematic city districts in Sweden like e.g. Rinkeby [Stockholm] or Rosengård [Malmö].

Ronna has been facing a steady increase of the population. It has grown with 1103 residents in 10 years. The highest number of residents was recorded in 2007 when 7094 inhabitants lived in the area. The lowest number was recorded in 1998 when the area had 5991 residents. In 2007, 87% of the population in Ronna was of Assyrian/Syrian descent.

Economic Key Features

Södertälje has two large employers: Scania and AstraZeneca. Together with the city itself, the three organizations employ approx. 21.000 persons. This makes Södertälje a regional labour market for the Stockholm region as well as for municipalities south of Södertälje. Furthermore Södertälje has a lot of small and middle large companies, restaurants and service businesses. The rate of unemployment in Södertälje is higher than the Stockholm average. Many of the inhabitants are excluded from the labour market since they do not speak Swedish, have an education that can't be transformed to the Swedish standard or do not have an education at all. These features have a wide impact on the city's economy.

Governance

Since the 1990's, the municipality as well as the state have spent lots of money on Metropolitan issues. Södertälje has [among with four other cities] been chosen in a particular project where the city has gained aid money to develop Ronna and other deprived neighbourhoods. In recent years there have been several initiatives to secure participation in the development process. Local parliaments, local neighbourhood councils and further more have been tried but there have been little focus on the physical structure. Today the city has formed a specific company to maintain and administrate the housing estates. The tenants have the majority of the board of the company. The company works towards the inhabitants in local court councils. In Fornhojden there is still a working local council, which was implemented during the 1990's according to the national metropolitan program.

There are local development agreements between the city and the national government to guide the integrated regeneration of deprived neighbourhoods on the national level. On the regional level there are several cooperation's between other similar municipalities in the southern part of Stockholm region.

The integrated regeneration of deprived neighbourhoods on city level is guided by:

- Strategy of building and housing [defines target groups for future building, which type of houses to build],
- Plan for diversity [strategy to work with diversity and integration in Södertälje] and
- Effective Cooperation in Södertälje ECS [cooperation between the municipality and the Police to ensure readiness to act in order to prevent crime and drug-related problems, especially among the young population in the entire municipality].

The planning in Södertälje [as well as in other cities in Sweden] must be done according to Planning and Building Legislation, PBL. Planning often starts with a developer's intention to develop a property or an area. The municipality starts a planning process in order to work out a detailed plan. The plan regulates the development in detail and is made in a democratic process with participation of neighbours, other municipal offices, the government administration and specific persons or groups concerned by the development. When the detailed plan becomes legally binding the developer can start to exploit the property/area.

The Municipality council appoints the detailed plan which makes it legally binding. The planning department in the municipality can also produce the detailed plan for the development.

The regional authorities [Lansstyrelsen] are responsible for the national interest in the planning process. They coordinate the interests of the different branches and are also the trial authority for the detailed plans.

The Management Authority in Sweden administrates the structural funds. Together with the regional authorities NUTEK decides the priority for the regions work according to the operational program. They form the regional operational program and decide the priority for each region. NUTEK also administrates the applications from Swedish municipalities.

The Regional Operational Programme

One of the themes of the regional work is integration and multitude. The regeneration work in Södertälje will fit in this framework according to its contacts to NUTEK and Stockholm region. In addition, Södertälje takes part in a feasibility study linked to the JESSICA-programme. This process has just started.



The RegGov Target Area: Ronna

Ronna is located in the eastern part of Södertälje. The communication by public transportation, to and from Ronna, is good. There are five bus lines that go to different parts of the city. The city district of Ronna is divided in to three areas:

- Ronna,
- Ronna Park and
- Västra Ronna.

In 1962 it was decided that 650 apartments would be built in apartment blocks with a maximum of eight storeys. In the spring of 1966 the plans for additionally 340 apartments were established. Three years later in 1969 the construction of 32 row houses began.

The area of Ronna consists of only large apartment blocks built between 1965 and 1967 as part of the national million homes programme. This program aimed to build one million flats during a period of ten years in the 1970's. The industrialized building resulted in similar neighbourhoods all over the country where blocks of flats came to dominate. From the beginning this area has suffered from different sorts of social problems. Västra Ronna and Ronna Park consist of self-contained houses and a few blocks of row houses.

The city district of Ronna holds two primary schools and five day care centres, one that is a day care centre for asylum seeking children¹⁸. Ronna centre provides the area with a relatively broad range of facilities. In 2003, Ronna centre was sold to a private company by the municipality of Södertälje.

The employment rate of Ronna was 37,4% and 18% of the inhabitants received economic support in 2006.

Since the 1990's, the municipality as well as the state have spend lots of money on Metropolitan issues. Södertälje has [among with four other cities] been chosen in a particular project where the city has gained aid money to develop Ronna and other deprived neighbourhoods. In recent years there have been several initiatives to secure participation in the development process. Local parliaments, local neighbourhood councils and further more have been tried but there have been little focus on the physical structure. Today the city has formed a specific company to maintain and administrate the housing estates. The tenants have the majority of the board of the company. The company works towards the inhabitants in local court councils. In Fornhojden there is still a working local council, which was implemented during the 1990's according to the national metropolitan program.



Problems and Challenges in the Neighbourhood

Compared with other cities in Sweden, Södertälje has a unique population. Almost 35 % of the citizens have a foreign background and the majority of them are Assyrian/Syrians, which means that they come from Turkey, Syria, Lebanon or Iraq. They have a quite different cultural background than the native Swedish inhabitants and many of them only speak Arabic or Suroyo. Of course other cities in Sweden have inhabitants with a foreign background but they usually come from many different countries.

To create a safe and attractive area it is important to work together with the inhabitants but it is very difficult to reach them. How does the municipality know that everyone who wants to participate really does? How do we make sure that not only the organisations and those who are already well integrated in the society take part in the process?



The municipality needs to increase its knowledge in regeneration of segregated and homogeneous areas to help it create a generic method in planning that can be used for the work in the area of Ronna. The municipality has to learn how to work with the inhabitants who often have been investigated and been part of different sorts of programmes and do not want to take part in another project with an uncertain outcome.

The municipality of Södertälje wants to create a model for planning which can be used in homogeneous and segregated areas to enable a safe and attractive development of the city. The new method should secure the democratic process to show the inhabitants, that their participation is important for the final result. Moreover the city wants to create a planning method or check list, which can be used to secure a high quality in planning.

The focus will be on social factors, education and unemployment because the physical environment might be one of the keys to success. A safe and pleasant neighbourhood creates good conditions for an increasing population. If you enjoy the area you live in, you will be more careful and protective about it and you can achieve a positive development.

Strengths and Weaknesses

- the development of Ronna has a high priority for the municipality and the municipality owns the company Telge;
- the city has already collected and prepared a lot of background material;
- the inhabitants are interested in a co-operative project to improve their neighbourhood;
- there is already an active network within the neighbourhood where the schools, churches, health care, property owners, associations who know each other and want to work together;
- Södertälje is in national focus when it comes to issues about integration and immigration from the Middle East since its mayor talked to the American congress.

Weaknesses and Deficits

- the neighbourhood needs an extensive renovation, the buildings are about 30 years old, and this will cost a lot of money;
- there are cultural clashes as the inhabitants do not know the Swedish planning process or have little knowledge in the Swedish administration;
- there are language problems, lot of inhabitants do not speak Swedish;
- there is a high degree of tiredness among the inhabitants as Ronna has been object of many investigations and programmes without visible results for the local community - therefore something proper needs to be achieved this time to regain the inhabitants' confidence;
- vandalism and criminality is common in these areas.

Current status of the regeneration in the target area

Tasks/stages already:

A housing company has been created [Telge Hovsjö] which is responsible for the administration of the blocks of flats. The company will present a vision for the entire neighbourhood, not only their estates but also the privately owned estates in springtime.

Problems/limitations of earlier regeneration initiatives:

The neighbourhood Ronna participates in the regeneration programme and has been part of the national metropolitan programme. The focus of that programme has been on social issues, but none effort has been put on the environment. This has led to quite a lot of solita-

ry projects with a lack of long-term strategy. Many projects have been successful for individuals but sustainable results for the entire neighbourhood are hard to find in general. Since the population has been in focus in earlier efforts and projects there might be tiredness among the inhabitants to take part in yet another project.



The Local Action Plan

Topic to be addressed by the Local Action Plan:

The neighbourhood of Ronna is in great need for maintenance. The planning ideals from the 1970's are questioned nowadays, so there is time for a more comprehensive change. For us it is important to secure the participation of inhabitants in the process and we have, during the Support for Cities project, agreed upon three key topics for the following work:

- How to make strong ethnic minority communities partners in urban regeneration and in civic society – new forms of lasting and successful co-operation and co-production with strong ethnic minority groups.

- Young people: From threatening elements of public neighbourhood life to integrated members of a local community with a real perspective in life.
- How to convert a larger mono-structured housing estate into a lively urban neighbourhood that is attractive for various social groups and lifestyles and enriching the competitiveness of the entire city.

The specific challenge of the city is the regeneration of Ronna and involvement of the inhabitants in the process at the same time. We believe that urban development and regeneration in combination with commitment to improve social factors such as local democracy, education level, language skills and employment will generate a sustainable development for the neighbourhoods. That will strengthen Södertälje and make it a more attractive and competitive municipality.

Desired outputs of the Local Action Plan

The aim is to use the work in the Urbact II network and the Local Action Plan as an overall strategy for other European projects. We would like to link projects and applications to our work so that we will have a general strategy for our work.

For planning we would like to create a check-list/general method that we can use for the regeneration process in

Södertälje and that we can share with other municipalities with similar issues. We want to be able to secure the democratic aspect when we start the renewal of a neighbourhood regardless of language skills, knowledge in planning, education and furthermore.

We hope that the future physical structure in these areas will help to strengthen the inhabitants and also will be able to attract new investors and businesses. The result directly related to the inhabitants is to create qualitative neighbourhoods that can offer attractive places to live in combination with public and commercial services and workplaces.

Expectations towards the network activities and partners

The municipality of Södertälje requires inputs from the partners of the RegGov-Network for the following issues:

- Knowledge in how to work with strong ethnic minorities, to make them partners in the regeneration process.
- Methods in how to create strong and lasting networks with inhabitants.
- Knowledge in creating a regeneration process that attracts new investors, inhabitants and businesses.





Köbánya

B.7 Project Partner 5: Köbánya [Hungary]

General Information

The 10th district of Budapest is located on the Pest side of the capital in central Hungary. Its area amounts 3,254 sqkm, which makes it one of the largest in town. The Capital's geometrical centre is positioned in Köbánya.

Köbánya is surrounded by a section of the capital turn-off of two main traffic roads: No. 30 in the north and No. 4 in the south. The Ferihegy expressway also runs through the district. Jászberényi road, cutting through the district in the southeastern direction, is the lead-in section of road No. 31. Two MÁV railway lines, Budapest – Cegléd and Budapest – Miskolc, run through the area. There is a metro line in the northern and the southern border of the district respectively.

The ethnic composition of the district is quite heterogeneous. There is a significant Roma presence in the district and a number of small but visible immigrant communities, notably the Chinese community that is still growing.

Due to the intensive public activity of the ethnic minorities, there are 9 minority administrations operating at present: Roma, Greek, German, Romanian, Polish, Croatian, Bulgarian, Ruthenian, Armenian.

The district has suffered much setback after the collapse of Socialism in 1989-1990. Nowadays, the district is rebuilding itself into a living area for the middle classes. Due to its large size, there are several diverse areas within Köbánya, each with different architecture.

Because of Köbánya's geographical location, transit traffic is significant in the district. One of the biggest exhibition areas of Hungary, the HUNGEXPO City Fair Hall, is also located in the district, as well as the Kincsem park Gallop-course of Nemzeti Lóverseny /National Kft. The largest park of Köbánya is Népliget, which, considering its size is one of the most significant green areas of the capital.

Demographic characteristics of Köbánya

The population of Budapest counts 1.696.128 inhabitants and Köbánya has approximately 77.800 residents.

The age composition within the resident population is spread in

- 14 % between the age of 0 and 14 years
- 66 % between the age of 15 and 59
- 20 % older than 60 years of age.

Concerning the district's population, Köbánya hit the rock bottom in 2003 with a population of 76,971 citizens. Since then, there is a tendency of increase.

Historic and economic overview

The name 'Köbánya' [stone-pit] refers to quarrying dating back to the Middle Ages. The cavities and water emerging

in the place of the excavated stone created the conditions of beer brewery, the exploit clay those of brick and tile manufacturing, the hills provided for grapes and vine-growing, while its pastures allowed lice-stock breeding. In the course of history, the district has become the most significant industrial area.

By now, the district has undergone significant changes. The industrial activities previously characterising the area have been gradually pushed to the background, and their use has been considerably restructured. The places of the earlier industrial areas have been gradually converted in commercial, service, institutional and residential areas. A number of new residential houses and housing estate have been built in Kőbánya, in the recent past,



If the present favourable tendency of changes, that have taken place in the utilisation of areas, would continue, the population of the district would start to grow and the composition of the population may change in a favourable direction.

With the gradual disappearance of the production plants and operations disturbing the environment, the image of the settlement may change positively. If companies with commercial-service profile settle in, the jobs having ceased may be replaced.

In the course of the city's history a number of large factories have operated in Kőbánya. Food production, pharmaceuticals and machine manufacturing have been significant in the district. There are still three large factories operating in the district at present:

- DREHER Sörgyárak Zrt.,
- Richter Gedeon NyRt. and
- EGIS Gyógyszergyár NyRt.

HUNGEXPO City Fair Hall plays a significant role on the domestic and international level. Out of the companies registered in Kőbánya [2006], the highest number was active in the economic sector of real estate and economic services [4,779 companies], while commercial enterprises also represented a significant part [3,528 companies]. Companies with an industrial [941 companies], and construction [973 companies] profile are also present in a significant number.



Social Key Features

The population number of Budapest's 10th district decreased from 97 thousand to 77 thousand between 1990 and 2005. Since then, continuous growth can be observed.

Within the resident population, the distribution of age groups shows that the proportion of people over 60 years is 6 % higher than that of young people in the age group of 0-14 years. Compared to the total resident population, the proportion of young people is very low [14 %]. The decrease of the resident population in the 10th district was mainly caused by the fact that – analysing the emigration indicators – the number of emigrants was higher than the number of people moving in. Looking at the distribution of age groups, the aging of the district is apparent.

The change in the number of job seekers registered in the district between 2001 and 2006 moved parallel to

the average of Budapest. With regards to the whole 10th district, the proportion of employed people within the population aged 15 - 64 years old is 60 %, and the rate of households living without employment is 34,6 %. The rate of people without regular income from work in the district is 36.1 % within the active age group.

The age structure of the population of the district shows the signs of demographic ageing, and in the upcoming years a higher number of the population [the currently 50 – 59 years old people] will retire. This will result in the fact that several thousands of people will appear in social care.

The situation of those families whose members are on regular welfare deserves special attention. Their number is currently changing between 240–250 persons.

Close to 10 % of the population of Köbánya is of ROMA origin. A high number of ROMA population lives in tiny flats without comfort, several generations together. The rate of the ROMA population in the socially disadvantaged neighbourhoods of the district [P1 and P2] is higher than the average of the district.

Many of the families struggle with arrears in payable fees, and the accumulation of debts towards several public utility fees – water, electricity, gas, rental – is not rare. In a number of cases, due to the high amount of accumulated debt toward rentals, social welfare cannot be granted to the residents.

Economic Key Features

In the 10th district, the number of enterprises has stagnated in recent years. In 2005, 7,120 companies were registered in the district, which means that the number of companies per 1,000 persons is 91.49. This value, projected to the whole Budapest is 208.74, which reflects that the number of enterprises is very low.

Companies dealing with real estate and providing economic services make up 47 % of the total number of the companies. The relatively low rate of private enterprises, however, is interesting and is significantly lower than the Budapest rate [Budapest: 45.55 %, 10th district: 34.17 %].

Due to the recession of the industry, employment is decreasing. Because of the high transit traffic, the roads in town are overloaded.

Environmental Key Features

Since the middle of the 18th century, a number of large factories were founded in Köbánya. The mill owned by István Széchenyi used to be situated at the junction of the Rákos stream and Kerepesi road. At the very beginning of



the 19th century, Drasche - the first brick factory - was built, which then was taken over by "Koszénbánya és Téglyagyár-Társulat Pesten" in 1868. The fundamentals of the famous Köbánya beer factories were laid down in the 1850's when Perlmutter [the later Dreher factory] started its operation. In 1906, Richter Gedeon founded its famous pharmaceutical factory in Gyömrői road.

After the change of the political regime, the production of heavy industry receded, and has not reached the level of the time before 1989 even by now. This is also a scar in Köbánya's landscape, as many unused industrial areas have been left behind.

The large housing estates, and deteriorated suburban type of sections involve plenty of problems to be solved. Due to its central role the transit traffic is quite high, which puts significant load – noise and air pollution – on the city section.

It is important to note that previously a number of dumpsites operated in the area, whose utilisation is not solved now.

Physical Key Features

The heavy traffic and overloaded roads in Köbánya are results of the insufficient capacity of the junctions. The building of the most important junctions [Éles sarok, Kőér street road overpass] depend mostly on the Capital.

A significant part of the transit traffic forced to use the network of main roads of the district will have to discontinue or moderate. The reduction of the internal traffic – mainly with regards to freight traffic – and the noise protection of the concerned regions must be solved with technical and law enforcement tools. The planting of trees along the routes and noise protection of the adjoining areas have to be considered.

Governance

The Mayor's Office with the local administration carries out the direct governance of the settlement. As a part of the capital of Budapest, with regards to the topics of public utility and energy infrastructure, as well as settlement development, close cooperation and joint decisions are needed with the Mayor of the Capital. The district does not have a regional, agglomeration related role.

The capital of Budapest prepared the Settlement Structure Plan for all 23 districts as well as the Capital Regulation Framework Plan. Each district prepares its own respective regulation plan that should be adjusted to the level above.

In the Mayor's Office, at present the Mayor's Cabinet carries out the harmonisation of the urban development activities. All competent organisational units of the Office are part of the work group set up.

The controlling tasks, and the operation of the monitoring system is carried out by the District Development and Environment Protection Committee, which sets up the IUS Monitoring Committee. The members of this Monitoring Committee include

- the District Development and Environment Protection Committee,
- the members of the Asset Management and District Operation Committee as well as
- the Chief Architect.
- As an invited guest, the head of the Integrated Urban Development Group and the representatives of the civil organisations and the players of economy may also participate.
- From the part of the Office, the representative of the Construction and Environment protection Division takes part in the work of the Monitoring Committee.

In the operation of the IUS monitoring system, the IUS is reviewed on an annual basis. In the continuous planning, fundamentally management tasks are carried out by the District Development and Environment Protection Committee, together with the competent partner-Committees. As a result of that, beside the Mayor a so-called Integrated Urban Development Consulting Body is set up, which is participated by the representatives of the relevant Committees, the economy and civil society and the head of the Construction and Environment protection Division, as well as of the IUC.

All projects are discussed by the Central Hungary Regional Development Council based on the opinion and proposal of the Pro Region Central Hungary Regional Development and Services Kht. The Central Hungary

Regional Development Council formulates a recommendation to the Managing Authority, which is to decide on the granting of the aid.

The national authorities keep the following functions:

- Preparation and announcement of financing tenders
- Appraisal of the applications received and preparation of proposals to the decision makers
- Concluding the financing support contract
- Supervision of the execution of the support contracts



Key Challenges for Urban Development and Policy in Kőbánya

Kőbánya has commissioned an Integrated Development Plan for its entire city that is co-financed by European resources. On the basis of this overall plan, there is an urgent need now to develop Local Action Plans, which use the overall Development Plan as a framework – but achieve more detailed and concrete planning of objectives and activities for individual neighbourhoods. The target area of the RegGov-Project is meant to act as a pilot for this new level of integrated urban planning in Kőbánya.

The major challenges the city is facing in the development of its neighbourhoods are

- a high degree of poverty and social exclusion in several areas;
- the high proportion of “poor house owners” who have acquired their houses from the local authorities at a very low price, but now aren’t even able to pay the running costs for their homes – especially heating and electricity;
- growing tendencies of absolute exclusion and poverty amongst the many members of the local ROMA community as an additional element of social and spatial segregation and polarisation in this city.

Existing Strategies and Plans to guide Integrated Neighbourhood Development

In recent years several strategies at the national level were installed to guide the integrated regeneration of deprived neighbourhoods:

- National Development Policy Concept [2005]
- National Settlement Development Concept [2005]
- New Hungary Development Plan 2007-2013 [2006]
- Social Renewal Operational Programme [2007]

Concerning the regeneration of deprived neighbourhoods the following strategies were aligned at regional level:

- Central Hungary Region Strategic Programme [2007-2013]
- Central Hungary Region Regional Operational Programme [2007]
- Central Hungary Operative Programme Regional Action Plan [2007-2008]

Also on the city level there are various relevant strategies and framework documents:

- Budapest Köbánya Municipality integrated urban development strategy (2007-2013)
- Köbánya, Budapest 10th district Urban Development Concept 2007.
- Budapest 10th district Municipality Equal Chances in Public Education Status Analysis
- Budapest 10th district Municipality Equal Chances in Public Education Programme
- Budapest Capital 10th district Municipality of Köbánya Equal Chances Programme, 2008.

- Budapest Capital 10th district Municipality, status survey related to access ensured for the disabled, 2007.
- Budapest Köbánya Municipality Public Education Quality Control Programme, 2005.
- BÉKÍTŐ – Peaceful School Learning Environment Project, Köbánya, 2007.



The Integrated Urban Development Strategy was completed in June 2008, which contains the Anti-Segregation Plan. This Anti-Segregation Plan aims at the improvement of those locations, where social disintegration or social isolation appeared. It also aims at preventing any potential segregating effect of the function extension projects of the city. The implementation of the anti-segregation approach and activity are included among the basic tasks of the city. Therefore, the municipality’s decree and the rules providing a frame to the operation of the institutions and services will be reviewed before the end of 2008.

Moreover, in the future the prevention of segregation will be regarded as a requirement and a horizontal criterion in the creation of all local rules, measures and decrees.

The cooperation agreement between the neighbourhoods in the action area and the Managing Authority is going to be worked out.

The citizens of Köbánya have different possibilities to participate in the regeneration programme, e.g. in the implementation of the strategy, the identification of social groups or the building of necessary partnerships.

Target group	Participation in partnership	Method of building communication, partnership
Residents of the district	Making a proposal in the planning and commenting phase	Internet, questionnaires, civil forums, newspaper articles, and media publicity, informative leaflet
Residents of the district sections	Making a proposal in the planning and commenting phase	Internet, questionnaires, civil forums, newspaper articles, and media publicity, informative leaflet
Active civil organisations of district development	Making a proposal in the planning and commenting phase	Forum, interviews
Civil organisations concerned in anti-segregation (the Disabled, Large families, the Poor, the Roma, etc.)	Making a proposal in the planning and commenting phase	Interviews, forum
Civil organisations dealing with the environment	Making a proposal in the planning and commenting phase	Forum, interviews
Minority Self-governments	Making a proposal in the planning and commenting phase	Interviews
Economic players – current large investors,	Making a proposal in the planning and commenting phase	Forum, interviews
Economic players – non-profit organisation operating in the city	Making a proposal in the planning and commenting phase	Forum, questionnaires
Economic players – potential investors	Making a proposal in the planning and commenting phase	Forum, interviews

The Regional Operational Programme

The city is named in the Central-Hungary Operational Programme:

- Budapest district centre development topic KMOP-2007-5.2.2.B
- Integrated social urban rehabilitation KMOP 2007 5.1.1.C

The Regional Operational Programme covers the rehabilitation of district centres by extending functions:

- social city rehabilitation of housing estates / city sections built by using industrial technology
- city rehabilitation of the residential environment and crisis areas of traditionally built city section

After the announcement of the tender, the deadline set for submission is 2-3 months. However, the so-called Completion Guide Programme becomes available on the Internet, at the website of the NDA, 2-3 weeks prior to the submission deadline.



The RegGov Target Areas: Pongrácz District & Újhegyi housing estate

The data of the Central Statistical Office on segregation was prepared in 2001. Being aware of the actual processes taking place in the district, the municipality specified three urban rehabilitation project locations to be handled with key importance:

1. Kis-Pongrácz housing estate [P1]
2. Nagy-Pongrácz housing estate [P2]
3. Újhegyi housing estate, the area bordered by Mádi street – Tavasz street – Gergely street – Sibrik Miklós road.

The main part of these target areas are residential areas – most of them with a very delapidated housing stock. In the centre of the Pongrácz area, there are social infrastructure facilities which need to be included into the planning activities to be carried out. The main problem with the regeneration of the target areas is that they are characterised by the predominant type of “poor house owners” – former tenants who have acquired their apartment from the local authorities for a very low price – but are not in many cases not even able to pay for the necessary energy and heating costs – leaving no money at all for necessary maintenance and modernisation works.

The rate of residents with primary schooling as the highest level of education within the age group of 15-59

years is 35 % in the Kis-Pongrácz [P1] housing estate, which is very high compared to the data of the Nagy-Pongrácz [P2: 24 %] and Újhegyi housing estate [22 %].

The rate of those not receiving a regular income from work is 41 % in the above-mentioned project locations, which significantly differs from the 36.1 % rate of the whole district.

While the proportion of flats with low comfort level is 13 % in the Nagy-Pongrácz [P2] housing estate and in the Újhegyi housing estate 2 %, this rate shows a value of 47 % in the Kis-Pongrácz [P1] housing estate.

Special attention needs to be paid to the situation of those families, whose members are on regular social welfare. Their number varies between 240–250 persons at present. In the three urban rehabilitation neighbourhoods the change in the number of people receiving regular social welfare is different in time. The number of people granted flat maintenance aid shows a decrease, as opposed to the 1.511 households receiving support in 2007; in 2003 still 2.571 were granted this type of aid. In the Kis-Pongrácz [P1] housing estate this proportion in 2007 was half [6 %] of the 13 % of the previous year [2006].

Key Statistics for the Neighbourhoods

The project location is situated in the section of Köbánya called Laposdűlő, close to the western border of the district, embraced by the capital's main road /Hungária ring/ - railway areas and Salgótarjáni road.

The total size of the area is approximately 15 ha.

Number of inhabitants:

Kis-Pongrácz [P1] housing estate: 1.783 persons

Nagy-Pongrácz [P2] housing estate: 2.291 persons

The ethnic composition is very miscellaneous [Hungarian, Roma, Asian].

Age structure:

	Kis-Pongrácz [P1] housing estate	Nagy-Pongrácz [P2] housing estate
Age group 0-14	21.7 %	16.2 %
Age group 15-59	63.5 %	66.5 %
Age group 60+	14.9 %	17.4 %

The unemployment rate is in Kis-Pongrácz [P1: 10,6 %] higher than in Nagy-Pongrácz [P2: 7,1 %]

55,7 % of the population in the action area is economically inactive.

Most of the flats in the action area are in a deteriorated technical condition and mouldy.

In the district all cabled / piped public utilities are installed, the city section is well equipped in this respect. Insufficiencies are found only in relation with pavements.

The rate of flats with restricted comfort level, without comfort facilities and emergency housing is 45,7 %



Strengths and opportunities of the target area:

- Positive approach of the municipality, firm intention to improve the living conditions of the residents of the estate
- Ensuring equal opportunity in access to social services
- Well-qualified, committed local organisations and stakeholders who want to participate
- Tender (EU) possibilities

Weaknesses and deficits of the target area:

- Low level of the residents' education, unemployment,
- Lack of income, poverty, marginalisation, hopelessness of residents
- Bad housing conditions
- Weak self-assertion role of the Roma population
- Lack of community spirit
- Tendencies of growing spatial and social segregation.

Current status of the regeneration in the target area

Up to now no development or rehabilitation plan has been prepared for the project area. The Intake Visit of the RegGov-network's Lead Expert has been the first occasion for all relevant people and organisations to meet and enter a structured debate concerning a future regeneration initiative for the target area.

The Local Action Plan

The Municipality of Köbánya is aiming to improve the social situation and living conditions of the residents of Kis-Pongrácz and Nagy-Pongrácz housing estate as a global target. The more specific targets include the abolishment of segregation within the district and a housing estate with younger and qualified work force.

The objectives of the Local Action Plan can be summarised as follows:

- Improving the housing conditions of the local community
- Improving the quality of the local housing environment
- Establishing comprehensive and lasting co-operation and participation structures in the target areas
- Increasing the chances on the labour market [legal and psychological consulting, learning integration programmes, playing clubs, consulting on arrears and debt management, household management consulting of employment training]
- Supporting families with small children, one-parent families, and large families [Increasing the service offered by the Child Welfare Centre, regular family friendly programmes and events]
- Improvement the situation and living quality of the disabled
- Mitigation of the isolation, social segregation of the elderly
- Actions serving the prevention of segregation in public education [principle of equal treatment, ensuring equal chances in access to services]

Outputs to be achieved with the Local Action Plan:

- A set of long-term strategic and integrated neighbourhood planning tools
- A plan and tools to integrated deprived areas and communities [e.g. ROMA] into the city life
- A strategy and financial planning for the improvement of housing conditions in the target area.
- A successful and working model for local democracy and an active local partnership as model also for other parts of the city,

Expectations towards the network activities & partners

Köbánya has already made very positive experiences with regard to international co-operation and tangible results

of such projects with English and Italian cities and project. In the framework of the RegGov-Network, it wants to continue and deepen these success stories with regard to the following topics:

- How can an integrated development plan for deprived areas be developed and implemented successfully in such difficult situations – especially with regard to the inclusion of social and economic facilities and the needs of an aging urban population with special needs.
- How can a positive vision for such areas be developed as a joint effort of all concerned?
- How can successful local partnerships be established in order to bundle all resources for the achievement of sustainable positive development?
- How can disadvantaged and poor residents be helped to overcome their feeling as victims and gain trust and confidence to become active co-producers of improvements and innovation development solutions?
- How can such participation processes be used to equally activate and integrate members of the ROMA communities?





B.8 Project Partner 6: Halandri [Greece]

General Information

The Municipality of Halandri is one of the biggest in the wider Athens area, around 12 km off from the centre of the capital. It is situated in the northeastern part of the Attica basin covering an area of approximately 11 km². In this significant surface of varied relief one can travel from the quiet relaxed country [like residential zones] to a bustling commercial centre and powerful entrepreneurial axes in the periphery. Nevertheless, the main land use remains purely residential with an urban city plan to safeguard this character of the city. According to the last national census of 2001, the local population has risen to 75.000 inhabitants while it is estimated that more than 120.000 people dwell and work in Halandri.

The municipality is served by wide networks of major road axes and a diverse transportation system, which includes multiple public, and municipal bus lines as well as two metro stations [+2 under construction] and 2 suburban railway stations. Halandri is also home to various embassies from across the world.

Demographic characteristics of the city

Halandri has 71.884 inhabitants, but according to last national census of 2001, the local population has risen to ca. 75.000. Although the number of residents is increasing since the 1960s, the municipality is relatively sparsely populated, hence to the area of approx. 11 km².

The municipality of Halandri has a relatively low unem-

ployment rate [0,11 %] and a GDP [income per capita] of 11.295 Euros.



Historic and economic overview

A great number of ancient remains and relics scattered throughout its surface, consist the mere proof of the long history of the city. Habituated since the late prehistoric or early protohistoric times. Halandri was originally bearing the name "Flya" which literally means "fertile land".

Ancient Flya covered an area wider than today's administrative boundaries of Halandri and included large parts of the neighbouring municipalities. Its modern name is

believed to be instated during the early Byzantine times. It is homeland of the great tragic poet Euripides.

Until 40 years ago, Halandri was a small village in Attica. With the rapid expansion of Athens and Halandri during the 1960s and 1970s, the two eventually met and the border with Athens is now indistinguishable.

The distribution of the economic activity presents a peak in the tertiary sector [services account for the 65 % of the local business] while a smaller percentage [29 %] is being occupied by secondary sector activities. Primary sector activities are hardly present [they cover only 0.9 %] and are restricted to the outskirts of the city on the foothill of mount Pendeli.

Social Key Features

The main need for action is to be seen in the improvement and equal distribution of social infrastructure as well as the protection of the residential character of the city and ROMA settlement.

Economic Key Features

The municipality aims to increase business activity within its area and to launch sufficient funds in order to support the restoration of historical and cultural heritage of the city.

Environmental Key Features

The municipality of Halandri identifies the following challenges concerning the environmental situation:

- Integrated management of the Halandri stream as a key resource for urban green space and also leisure area for the local residents.
- Water resources management and flooding preventions
- Energy efficiency schemes
- Increasing traffic flux
- Further promotion of recycling

Physical Key Features

One of the physical future challenges is the improvement of Halandri's accessibility not only from the centre of Athens but also from other boroughs of the city and towns in the Attica region. Another challenge is the upgrading of the city's image according to waste management, underground cables and open green spaces. Furthermore, the completion of infrastructure is formulated as a key feature.

Governance

Beside the re-organisation of municipal services the installation of sufficient e-governance is laid down as a future organisational challenge. The municipality is claiming an ISO certification for all municipal departments. The improvement of communication and cooperation with other levels of governance is also demanded.



The following three strategies are guiding the integrated regeneration of deprived neighbourhoods on the national level:

- National Strategic Reference Framework 2007-2013
- Operational Programme "Environment"
- L. 2508/97 Sustainable urban development of cities and settlements of the country

The Operational Programme Priorities are the guidelines of the integrated regeneration of deprived neighbourhoods on the regional level.

At the city level the following three documents are relevant for the RegGov project:

- Master city Plan [under revision]
- Business plan of the city [4 years]
- Habitat Agenda [integrated plans of sustainable development]

The Habitat Agenda is also on the neighbourhood level the relevant guideline for the integrated neighbourhood regeneration.

The regulatory framework in Greece is often characterized by the overlapping of different authorities. The decisive role depends on the scale [mainly size and budget] and the nature [development, delivery or implementation] of the proposed projects.

The role of the city council is consultative and takes decisions on a wide variety of subjects concerning the city with the most important ones the city master plan, city's urban planning and lastly the regulatory city plan. Minor alterations and soft action [i.e. development of a regeneration plan] can and are usually regulated by city council decisions.

However all of the decisions of the city council have to be approved by the Prefecture of Attica and in some cases could be overturned. The role of the Managing Authority is to prepare and oversee the operational program.

On the national level, significant changes in the City Master Plan must also be approved by the responsible ministry. A ministerial decision must be issued to validate new land use status.



Key Challenges for Urban Development and Policy in Halandri

The main challenge for future urban development in Halandri is to cope with the consequences of growth. This relates especially to

- the provision of traffic infrastructure in the newly created neighbourhoods;
- the provision of necessary infrastructural facilities in the new neighbourhood;
- an efficient system of traffic management and reduction of car use in the city centre and
- the provision of green space for its citizens.

The participation in the RegGov-network seeks to develop and implement new partnership solutions to cope with the challenges on neighbourhood level in one target area - in order to use it afterwards as a model for a more integrated and partnership-oriented urban development in the entire city.

Existing Strategies and Plans to guide Integrated Neighbourhood Development

The only existing innovative strategy that shows the way to new solutions in neighbourhood development has been developed in the framework of the Habitat Agenda. This has been a very positive experience and has convinced the local key players in Halandri that this way needs to be continued – building on these experiences and its outcomes in an international partnership like the RegGov-network.

The Regional Operational Programme

The Attica Regional Operational Programme 2007-2013 formulates the "regeneration of urban areas" as topic in the priority axe 4: "...The implementation of urban regeneration actions is focused on the improvement of natural and economic environment of the intervention areas". Through this priority axe, a solution to the problem of urban diffusion through the creation of new areas [within the complex] for the installation of economic activities is attempted.

Funding is approved in the Operational Program of Region of Attica, in the global grants funding schemes and in the calls for tender of the operational program of Region of Attica. The time period of possible calls for tender would approximately be at the beginning of September 2008.

The RegGov Target Area: Patima

The Patima neighbourhood covers an area of approximately 2 qkm and it situated in the northeastern part of the municipality. It has a size of 1,486 sqkm which are divided into the 2 distinct areas

- Patima I with 2,395 residents and 5.4% of migrant population;
- Patima II with 341 residents and 10.0% of migrant population.

The age structure of the area(s) shows the following distribution with a fairly young population and a low part of elderly residents – probably typical for an estate like Patima that consists mainly of newly constructed houses:

	Patima I	Patima II
population	2395	341
0-14	17.9 %	22.3 %
15-24	11.9 %	13.5 %
25-39	30.0 %	30.5 %
40-64	30.8 %	27.3 %
65+	9.4 %	6.5 %

The following table shows that the quota of house ownership is rather high in both areas:

occupancy	Patima I	Patima II
residences	1276	135
ownership	77.41 %	67.92 %
lease	10.86 %	11.32 %



One of the main problems of this area that is rapidly growing is the need for additional infrastructural facilities – in terms of technical as well as social infrastructure.

Currently the following facilities are available:

- 1 secondary school
- 1 kindergarten + primary education (1)
- 1 Nursery
- a Driving education park
- an open-air municipal cinema
- the municipal cemetery



The area is facing a rather unique situation: On one hand, as it is a new “acquisition” for the city it is being developed under the latest policy standards regarding urban development and in particular housing. On the other hand, its geographical position makes it rather “cut off” from the rest of the city, a fact that raises many issues regarding the administration of this area.

The rapid economic development of the last decades has lead to a respective housing development in such a way that there is a lack of supporting infrastructure such as schools, parks, social services, etc. This situation is also amplified from the lack of development funds from the state.

In order for an integrated development of the area assistance in matter of planning, funding, citizens' involvement and policy shift is necessary.

The key challenge the Municipality is facing is the smooth integration of Patima and the mitigation of the effects of an unbalanced development.

Strengths and opportunities of the target area:

- The district of Patima has a great priority amongst politicians because of the expected money contribution.
- The residents are very interested in the improvement of the area.
- The area is a purely residential area, only at the main roads commercial infrastructure is being developed.



- The area provides an easy access to the airport and is located closely to the metro and suburban stations.
- The area is the newest acquisition of the city with a great potential in open spaces, which are lacking in the entire city.

Weaknesses and deficits of the target area:

- The cemetery is an area of great debate during the recent city master plan discussion.
- Elementary social infrastructure for the rapidly growing area is missing.
- The estate is located far away from the administrative and commercial centre of the city.
- There are rapidly growing building activities with the existing infrastructural capacities not being able to cope with this rapid growth.
- There is a light industrial area near the cemetery area in the middle of this new housing area for which a solution needs to be developed in terms of relocation of these businesses.
- There are no plans regarding the management of the Patima stream.
- A high-speed road is leading directly into this residential area

Current status of the regeneration in the target area

Tasks/stages already:

The Habitat Agenda is currently in the last phase [local strategic plans for the whole city including the target area].

Tasks/stages yet to be completed:

- The improvement of education infrastructure and public playgrounds are tasks still to be completed.
- The inexperience in public consultation procedures has to be enhanced.
- Solutions for the industrial activities in the area need to be developed in close co-operation with the owners of businesses.

The Local Action Plan

Key Elements to be addressed by the Local Action Plan

The Local Action Plan is going to broach the issue of balanced infrastructure development [public utilities networks, streets, education infrastructure, public playgrounds], the protection of the residential character of the municipality in the further development as well as the energy efficiency schemes.

The Local Action Plan is going to be developed under the use of public consultation. Moreover, the authorities will establish an observatory of development indicators.

Outputs to be achieved with the Local Action Plan:

The outputs of the Local Action Plan need to be divided into 2 categories:

- On the one hand, an integrated plan that has been elaborated in co-operation with all local stakeholders is needed to guide the future development of this area and to serve as a basis for the acquisition of necessary financial resources.
- On the other hand – and equally important – this Local Action Plan and its development need to develop and introduce locally new forms of co-ope-

orative planning and shared responsibility – to support the local residents and other key players on their way from mere “consumers” and “complainers” to active and dedicated partners in urban and neighbourhood development.



Expectations towards the network activities & partners

For Halandri it is interesting to get inputs from the network partners in the following topics:

- Creation of a really integrated and comprehensive approach including all local stakeholders and the city council.
- Introduction of innovative regeneration plans with a long-term perspective and a clear vision for each target area.
- Establishment of an observatory and development indicators to monitor on a city-wide basis the development of individual neighbourhoods.
- Protection of the residential character of the target area.





B.9 Project Partner 7: Nijmegen [The Netherlands]

General Information

Nijmegen is a middle-sized city [162.000 inhabitants] in the middle east of the Netherlands, near the German border, and is situated along the river "Waal" [a splitting of the Rhine]. Nijmegen is the oldest city of the Netherlands [about the year 50 a.c.].

Nijmegen has - together with the nearby city of Arnhem [141.000 inhabitants] - an important role in the region Arnhem/Nijmegen, which aims for regional cooperation in the areas of housing, transport and economic development.

Moreover, Nijmegen is an academic city with about 33.000 students [this is 20 % of the whole population].

The city of Nijmegen is also a visiting-goal for many Dutch and foreign tourists, because of its green environment, a lot of history and because of the world-wide known summer festivity in July, during the 4-days walk in and around Nijmegen.

Demographic characteristics of the city

The population of Nijmegen counts approximately 162.000 inhabitants [2008] within an area of approximately 58 km².

Statistics state the unemployment rate in Nijmegen at 8,9 % [2007] and the per-capita income at 26.400 Euro [2005].

The division of ethnic groups is represented by 12 % non-western, 12 % western and 76 % domestic citizens.

The housing sector is represented by 44 % private housing estate and 56 % rental housing, of which 43 % are corporation and 12 % private rental.

Historic and economic overview

Nijmegen is a growing city since the mid of the 20th century. Several new residential areas were built between 1950 and 2000, particularly to the south and west. The housing problem is still unsolved, making further expansion necessary. In 1999, it was decided to expand across the river Waal where more than 11,000 houses for 30,000 inhabitants are to be built. The project, known as the Waalsprong, is ranked among the top five of sustainable building locations in the Netherlands.

The main employers of Nijmegen are in particular the University and the university hospital with all in all 20,000 employees. Furthermore has NXP (formerly Philips), a producer of semiconductors, around 5,000 workers.

An important fact is that the amount of jobs for well-educated people is increasing, but the number of low-educated jobs is simultaneously decreasing. The unemployment rate of less educated inhabitants is consequently rising.

Social Key Features

The main need for action is to be seen in avoiding the social segregation of ethnic and low-income-groups.

Economic Key Features

The main challenge will be to create a sufficient amount of jobs in the low-educated sector. Accompanying to this strives the city administration for ways of training and supporting job applicants.

Environmental Key Features

Industrial estates in western parts of the city and the heavy traffic within the city represent the most urgent problems in maintaining a good air quality.

Physical Key Features

In relation with the enormous housing developments in the north of Nijmegen is an improvement of the accessibility by road needed. Secondly the Municipality considers the need for more diversity and differentiation of the housing estates to meet the requirements of different income-groups.

Governance

The local authority is the most powerful agency in land use planning. It is working in close co-operation with developers and stakeholders in the concerning neighbourhood. On the level of concrete regeneration-projects are the national and regional government in the favourable role.

The city council determines a local development plan for the city as a whole, district development plans for specific neighbourhoods and sectoral plans for housing, health, etc. Moreover gives the municipality subsidies.

At regional level, there is a development plan, which integrates issues as housing, economic aspects, infrastructure, recreation and welfare. There are also thematic plans made by the regional authority. Moreover the province has worked out a regional city plan for helping the cities to solve specific problems within the urban policy of Gelderland ["Gelders Stedelijk Ontwikkelingsbeleid", GSO]. The province provides subsidies, too.

The Managing Authority of the EDRF programme GO-Oost Nederland is involved in the decision-making. The respective governmental departments have the decision-making priority with reference to the legal framework, thematic plans and integrated plans as part of the national urban policy [Grotestedenbeleid].

Within the province of Gelderland, there is the city-region Arnhem/Nijmegen – a cooperation of 25 municipalities. The general executive of the region makes a regional structure plan that sets out the desired future development in large-scale issues like economics, traffic, housing and recreation.

Organized groups of inhabitants decide about activities in their neighbourhood and are involved as partners in the participation-meetings with the municipality and other stakeholders about their area. Moreover, other stakeholders in a neighbourhood like schools, entrepreneurs or e.g. housing corporations are also participated.



In terms of organisational aspects is a stronger emphasis on regional cooperation placed but at the other hand Nijmegen identifies the issues of neighbourhoods and wants more to take into account the participation of residents and the strengthening of community facilities.

The 'Grotstedenbeleid' [Urban policy] is the national strategy to help the cities in reducing the integrated problems in their deprived neighbourhoods. The objective is an economically vital city offering high quality locations and social cohesion. The programme includes legal assistance, special interventions and in particular subsidies for the 31 larger cities in the Netherlands.

The central government and the cities are making result-oriented and measurable agreements with one another to restructure neighbourhoods. For this purpose the cities formulate their ambitions in a Long-Term Development Programme [LTDP].

The general executive of the province of Gelderland has made a provincial structure plan, which contains new areas for housing for each municipality. The cities have to take into account these specifications.

Within the regional policy is a focus on the so-called 'Kulturhus'. These neighbourhood centres provide various types of facilities like schools, public libraries, healthcare organisations, kindergartens or centre of art education. The Kulturhus has in addition the function of a meeting place for the inhabitants of an area. The province of Gelderland has determined a policy to stimulate local authorities in establishing this kind of facility.

For the city level, the city council of Nijmegen has formulated a local vision with all relevant stakeholders. It gives a 15 years legal framework in which the various sectoral plans – for housing or transport, etc – can be coordinated with each other. Based on this vision there are integrated district-plans for 6 of the 40 districts developed. The housing-corporations are besides the inhabitants very important partners in this process.

The Regional Operational Programme

The Municipality of Nijmegen is mentioned in the Operational Programme of the EDRF, in particular under the priority "urban regeneration". The purpose of this priority is to decrease problems in deprived areas of cities. The city will apply for EDRF-subsidies in the period of 2008-2009. Regarding the regional funding scheme "Kulturhusen" it is intended to ask for financial support in the period 2009-2010.

The RegGov Target Area: Het Waterkwartier

The city of Nijmegen focuses the endeavours on the

neighbourhood "Waterkwartier", which is influenced by traditional problems of a working-class quarter. On the other hand is this case combined with two large-scale developments at two places of the area, which leads to the situation that the number of houses will be doubled in the upcoming 15 years.



The total size of the area is 131 hectares. The number of inhabitants is 7.000. The rate of non-western inhabitants is a bit lower than in the whole city [Waterkwartier: 11%; Nijmegen: 12%]. In relation to the age structure, there are no special characteristics in comparison with the city as a whole.

The area offers a higher unemployment rate than the average of Nijmegen and 51% persons with a low income [Nijmegen: 43%]. The Waterkwartier is mainly a residential area with 3.122 houses and 68% of them to rent [Nijmegen: 56%]. Economical functions are situated at the edge or outside of the area. Furthermore, one primary school, two community centres and one small shopping centre are situated in the neighbourhood.

Other relevant data:

- 76% of the inhabitants are satisfied with their health [Nijmegen: 81%].
- The satisfaction with their neighbourhood at all has been rated with a 6.8 [Nijmegen: 7.3].
- The flow-through from the primary school to the secondary and higher education is with 35% of the pupils significant lower than in whole city with 52%.



Problems and Challenges in the Neighbourhood

The neighbourhood is situated along the river Waal and close to the city-centre. The private owners will extend the already existing small shopping centre at the Maria- and Koekstreet. Moreover, the inhabitants are in general proud of their neighbourhood and the roman history of the area. Another strength is the high standard of social control.

The most important problem of this location is the near industrial area and the environmental problems that are caused by various companies. The low education level causes in general a small income, but also unemployment and domestic problems. Due to the close city-centre drug-related problems and a high crime-rate are located in the Waterkwartier. Moreover, the shopping centre is negatively influenced by the more attractive city. The municipality recognises also the danger of an increasing segregation because of the low housing-differentiation.

Current status of the regeneration in the target area

Tasks/stages already:

Several stages are already completed. These are the District Vision and an Action Plan of 2005. The implementation of the 9 focuses of the action-plan has fulfilled 35% right now. In addition is an agreement between the municipality, a school and the current private community centre achieved to start the process of realising a Central Integrated Community-Centre.

Other tasks that have to be finalized are the feasibility-study, which is ready in November 2008 and the design of the school besides the construction from 2010.

The commitment of the independent stakeholders in earlier regeneration initiatives has taken a lot of time and energy to arrive at an agreement. Furthermore, the lack of available subsidies to build this type of community centre was a limitation.

The Local Action Plan

Topic to be addressed by the Local Action Plan:

The municipality has made a midterm district-vision with participation of the inhabitants and relevant stakeholders in 2005, followed by an action-plan containing 9 emphases. The district vision contains the following objectives for the 'Waterkwartier':

- Accentuation of an own neighbourhood character:
 - Reconstruction of dwellings at the Rijnstreet
 - Formulation of a management plan about the prospective development of housing areas
 - Protection of the neighbourhood-specific appearance
 - Development of new residential houses within the Waterkwartier and along the river Waal
- Sufficient facilities for common activities:
 - Realisation of a new retail business centre combined with flats for the elderly
 - Improvement of the public space
 - Construction of houses for the elderly and disabled persons.
 - Realisation of a integrated community centre [see below]
 - Further development of the open primary school for childcare and computer trainings
 - Development of leisure activities for both young and old citizens
 - Funding of citizens initiatives through the municipality in cooperation with a foundation
- Improvement of the environment:
 - Enhancement of the air quality
 - Provision of dog-grounds to avoid dog dirt in the public space
 - Support of environmental neighbourhood services by children
- Improvement of the relation with the city centre:
 - Redesign of the western entrance to the main station

- Improvement of the safety situation of the tunnel under the main station
- Strengthening of the relation through holistic planning along streets
- Establishing a connection with the river Waal:
 - Enabling of recreation along the Waal
- Reduction of traffic and parking vehicles:
 - Realisation of a parking space management behind the main station
 - Development of an integrated package of traffic measures
 - Construction of a parking garage
 - Traffic calming at Water- and Kanaalstreet
- Making the history visible:
 - Publication of a brochure about the history of the neighbourhood
 - Consideration of the history in the neighbourhood development
- Sufficient green spaces, facilities for sport and playgrounds:
 - Improvement of the accessibility of the northern parts of Park West
 - Improvement of the green space in the Krayenhofpark
- Improvement of safety:
 - Intensive cooperation between the municipality, police and housing companies to fight [drug] crime
 - Improvement of the public lighting
 - Development of a network in youth welfare services with various partners

Desired outputs of the Local Action Plan

One of the most important efforts is to realise a Central Integrated Community-Centre [CIC] with an open "broad" school. Objectives and desired outputs of the CIC are:

- Improvement of the social cohesion
- Improvement of the integration of new inhabitants
- Enhancement of the school facilities
- Creation of a close relation between school and parents
- Improvement of the childcare
- Extension of the leisure opportunities for pupils

Expectations towards the network activities and partners

Nijmegen realises two CIC's in two working-class neighbourhoods. Both, the one in the Waterkwartier and the other one in the Willemskwartier, are in an early phase. The municipality wants to share experiences but also problems with other cities. The concept of the Central Integrated Community-Centre is estimated as an unique one and therefore probably interesting for other cities.

On the basis of the relevant experiences, the City of Nijmegen can offer the following experiences and know how to share with the network partners:



- longstanding experiences with the design and co-operative delivery of integrated approaches in neighbourhood regeneration;
- Longstanding experiences with the activation and structural involvement of local communities and residents in integrated neighbourhood initiatives;
- the use of Neighbourhood Budgets to support an active involvement of residents;
- recent innovative approaches to develop neighbourhoods into place where citizens find suitable homes and infrastructural facilities for an entire lifetime;
- innovative planning and realisation processes for new infrastructural facilities;
- the creation of a social mix in formerly segregated and deprived urban neighbourhoods;
- the co-operative development and implementation of Neighbourhood Visions;
- projects for young people realised with local artists;
- the concept of the „Broad School“ as comprehensive neighbourhood and education centres;
- also with regard to this new neighbourhood centre: How can it be designed and developed in a way, that is can build bridges between the existing residents in the target area and the newly arriving citizens in the newly constructed up-market housing area at its edge – to be solved with architectural solutions, the right partners and offers in its operation and also with the right form of management.
- this topic also needs to be developed – with the support from other RegGov-partners in an overall respect: How can an integration of newly arriving up-market residents with a deprived local community be achieved?
- an improvement of the quality of life in the target area – how can such improvements be achieved beyond the individual flat or infrastructural facility – and also reach the public space and the general atmosphere and image of a formerly deprived urban area?
- this leads to the very important topic of Neighbourhood Branding – how a better image for a deprived urban area can be developed and then be „sold“ – to the local residents [to develop self-esteem] as well as to the surrounding city and region?

But, despite all these innovative experiences, there are topics where the City of Nijmegen expects input and know how from the RegGov-partners. This refers to the following topics:

- improvements with regard to the use of Neighbourhood Budgets to support an active involvement of residents;
- the concept for the new neighbourhood centre – how to develop a building that is a home for all existing associations and citizens in the target area?
- a special focus of exchange needs to be placed on the integration of young people – who grew up in a deprived and socially excluded situation and are now at risk to enter criminal careers?
- the creation of the new neighbourhood centre will start with intense demolition work and then a long construction period – here, ways need to be found to help the local community cope with this and not fall into an even deeper negative image of their neighbourhood during that phase.



B.10 Project Partner 8: Satu Mare [Romania]

General Information

The City of Satu Mare is situated in the northwestern part of Romania, on the banks of the river Somes. It is located very close to the border with Hungary [10 km] and the border with Ukraine [46 km]. The city is situated more than 600 km away from the capital of Romania, Bucharest. Satu Mare is the cultural, economical and administrative centre of the Satu Mare County.

The city has - as for its high school - an important role in the educational sector. Although there are few high schools in the other towns of the county, most of the children in the county come and study in Satu Mare. Also private and public universities [8 universities: 4 private and 4 state funded] are situated in the city.

From an economic point of view, the city is very important: While only 31.3 % of the county's total population lives in the Satu Mare city, 58 % of the firms are registered in this administrative centre, most notably the important and big ones. Satu Mare benefits from the nearby borders with Hungary and the Ukraine, so that it has established itself as a prime location for logistical and industrial parks.

From a transport point of view, the city is important because it is situated at the cross-road of European roads E 81 [Hungary], E 81/IC [Ukraine] and E 671 [Oradea, Arad, Timisoara].

The City of Satu Mare is also important for tourism. The

city is accessible by Satu Mare International Airport, which is located only 5 km south of the city. Its strategic tourist objectives are mainly situated in the historical centre of the city, which has maintained its features from the beginning of the 20th century. The main cultural institutions of the county are sited in Satu Mare, such as North Theatre, Philharmonic Hall, cultural houses, libraries and museums.

Demographic characteristics of the city

Satu Mare has a population of 113,668 inhabitants, out of which

- 57,9 % are Romanians,
- 39,3 % Hungarians,
- 1 % Germans and
- 1,8 % of other nationalities.

The density of the population is of 756,7 inhabitants/km².

According to the existing statistics from 2006, there were 172 emigrating persons, but it is very important to notice that large parts of the young population has emigrated to Western European countries and are not registered in the statistics. This tendency is mainly due to the fact that the city is situated very close to the border with

Hungary. Also the young generation undertaking studies in the well-known academic centres of Romania, such as Cluj Napoca and Timisoara, has many incentives to start their careers in the cities where they studied due to the many opportunities these developed cities have to offer them.

The total number of population is decreasing with each year that passes, the average decrease in the last five years being of 0.78 %. This decrease is also a consequence of the fact that the number of births is lower than the number of deceases. For example in 2005, the number of deceased persons was 1,240 while the number of births was at 1,215. It is equally important to mention that the number of women in the city is with approximately 11 % higher than that of men. Life expectancy in the City of Satu Mare is with some 3 years lower than the national average.



period and is in a period of slow but steady growth. The available statistics indicate that the GDP per capita has been growing in the City of Satu Mare at a rate higher than the national one, a sign that could indicate the healthiness of the economy. Also the gross investments and the social subscribed capital for the enterprises registered in Satu Mare have been rising continuously over the last years. The salaries and the work productivity have reached higher level in the last years, but these statistics depend on the sector that is taken into account.

Even though the city benefits from important foreign investment, more strategic investment would be needed. But, due to the fact that the infrastructure of the city is not very well developed, investors are reluctant to establish new businesses in the city. When investors are interested in the area, this is mainly due to the location of the city near the border with Hungary and Ukraine. It should also be mentioned that there aren't many places in the city where investors could set up new businesses. This was the main reason for the city to develop two industrial parks: The South Industrial Park and the West Industrial Park. More than 15 investors have occupied the South Industrial Park, which benefits from good infrastructural facilities, and therefore currently there are no more free sites in this industrial park. The South Industrial Park is considered to be one of the biggest existing in the Northwestern part of Romania. The Satu Mare City benefits from the existence of the South Industrial Park due to the taxes and duties paid by the enterprises established there, which help a lot the local budget. The West Industrial Park is not as developed as the one situated in the South of the city as its infrastructure has some flaws, but still it ensures jobs for some 1,000 citizens.

Historic and economic overview

The City of Satu Mare has a balanced economic profile. In the socialist period, the city was affected less by the decisions of forced industrialisation than other urban centres. As such, the industrial legacy is less significant, especially after the partial closure of some big units such as Union and some companies from the southwestern industrial platform. The loss of jobs and the economic deficit caused by these closures was partially compensated by new successful investments in some branches of production. At the same time, numerous factories of medium and small size [furniture, textile, logistic, storage, technical services] took the vacant industrial over, diversifying the economic activities and structure of the city. Nevertheless, the service sector still is poorly developed due to the low incomes of the population that cannot sustain the development of the city.

It can be said that the City of Satu Mare has recovered to a large extent from the marks left by the communist





Social Key Features

There are many challenges that the city has to face and to solve in the social area. The most important one would be the migration of the young population not only into Western Europe, but also in bigger economic centres, usually where they have previously undertaken their university studies.

The elderly population is slowly but constantly rising and the city does not have the material means to sustain this population, namely well-equipped centres for elderly people. The City of Satu Mare has, at the current moment, only one residential centre for the elderly and even that one is in an advanced state of degradation. In Satu Mare, social services for elderly people are provided by NGOs that collaborate with the Local Council and usually receive funds for their activities from the budget of the local authorities.

There are some local NGOs doing their best in the area, but the local administration also needs to take some action in this field. From the experiences with their twin cities from Western Europe, the local authorities of Satu Mare have noticed that private social services are also a solution to this problem, but unfortunately such models cannot be transferred to Satu Mare without problems, especially as the legislation with regard to private sponsorship in social services delivery is not available.

There are ROMA people who are not well integrated in the social life of the city, although many actions have been undertaken in order to make them feel equal. The local public administration has not been much open until now to the problems of this ethnic group but has given its help and support to NGOs and the Public Service for Social Assistance in their programmes related to the integration of this ethnic group. In the future, it would be welcomed to see more local action in this sector – also due to the fact that more and more ROMA people become beggars and in the time even delinquents, representing a public danger for the community.

Children who have been abandoned by their parents and have benefited until the age of 18 from the social assistance system by living in special centres established for them, have no chances of being re-integrated in the society after leaving the system. The life conditions of most of them are usually getting worse after being abandoned by the system as well: it is very hard for them to find a job, a house to live as the rent is high and the society is in general reluctant to help and support them. This situation is also a consequence of the fact that the city does not have much social housing where these young people could be accommodated.



Economic Key Features

The city needs new investment and the development in the service sector and exploitation of the tourist potential of the city. There are several reasons why investors hesitate to invest in the city:

- the lack of technological, innovation and business centres in the city that would ensure the logistic support;
- the construction entrepreneurs do not concentrate on assuring business locations in order to help the development of this sector; instead they focus only on construction of blocks for residential purposes;

- a lack of spaces to rent for the development of a business;
- a shortage of qualified personnel in some production and activity sectors, for example engineers, architects, technical personnel etc.
- the service sector is poorly developed and offers no incentives for the investors to set up in Satu Mare;
- transport infrastructure is in a bad condition, many roads being in an advanced state of degradation and in need of capital reparation. Moreover, the City of Satu Mare does not have a belt highway, which could help with a more efficient traffic;
- low level of competition of some enterprises due to the high level of degradation of production factors and old technology used in the production process.

The City of Satu Mare has important potentials for tourism, but the low number of visitors registered in the city indicates that the city is not able to fully use and activate this natural offer of the region, to develop the specific infrastructure, or to formulate cultural or sports programmes in order to become a visiting target. The natural resources of thermal waters, although used inside the relaxation base of the city, do not constitute an offer appreciated outside the borders of the city. There is no coherent marketing strategy in the tourism sector which could lead to improvements, neither is there a masterplan to promote tourism in the entire area in which the city is situated. In the same area, there are no tourist maps at the level of city or tourism guides for the potential visitors of the city, from where one can notice the lack of promotion of this economic sector. The historic buildings situated in the old centre of the city are in a state of degradation and would need to be renovated in order for tourists to be attracted by this aspect of the city. Also, the city could benefit a lot from its location on the banks of the river Somes, which could be modernised and equipped properly for the tourists to be able to have walks along it and to navigate on it.



Environmental Key Features

An analysis of the City of Satu Mare shows a deficit of public arranged green areas, which the City Hall is trying to eliminate at the current moment [the number of square meters of green areas per citizen indicates that the city is green]. With the exception of the Rome Garden and the swimming place, there are no places for relaxation offered by the city to its citizens. An important first step to overcome this deficit is the extension of the public green areas unused or deprived, such as the bed of the Somes river; Cubic and Pescarus lakes, the waste deposit area, and blank areas situated near the residential districts. There are also many illegal deposits of waste that need to be cleaned as soon as possible constituting a danger for the healthy life of the city. The principal causes of the currently bad condition of the environment and which would need to be addressed by the local public administration are the following:



- pollution of the River Somes due to the lack of environmental education of the local producers, economic agents and due to the lack of technologies that would protect the environment;
- there is no modernised and ecological deposit waste at the level of the municipality;
- noise pollution caused by the traffic and different works taking place in the city [infrastructure, construction of new blocks etc.];
- absence of some information centres regarding protection of the environment;
- shortage of money and personnel for the protection and arrangement of new green areas;
- extension of construction areas against the green ones.



Physical Key Features

The spatial and physical problems of the city are a direct consequence of lack of coordination between the economic development and the spatial development. The big industrial investments after the 1990s occupy luxury locations inside the city [Electrolux factory] or, on the contrary, are situated too far away from the city centre, causing a big infrastructural effort and an inutile consumption of terrain [Draxlmaier Factory, Industrial Park]. At the same time, the traditional industrial platforms in the Southwest of the city, well equipped and connected, fall into decay or are used well under their real capacity. The new generation of small industries is colonising the penetration roads of the city, prolonging the city into the natural neighbourhood.

Such an uncontrolled evolution means inefficient use of land [an essential resource of the city], an unjustified extension of the infrastructure network and an incoherent image of the urban ensemble. The big distances between the residential districts and the main concentration of working places generate additional traffic problems inside the city and pollution.

A significant part of the free spaces in the city is polluted or in a state of deprivation. The economic restructuring that has taken place over the last 15 years had as one effect the dramatic restraint of the production activities from the big industrial platforms. As a consequence, large surfaces of terrain located inside the city are used under their capacity or even abandoned. Directing the investors to these inner urban areas that have the potential to be revived, needs to be imposed as an alternative to the development of agricultural sites situated at the city's periphery. The existing industrial platforms include units that can be reutilized, big surfaces being at the current moment unused. These locations could also be used for

constructing new houses, an operation that would lead to the raising of the value of the neighbouring areas and taking them out of isolation.

A coherent development presupposes planning the city from the centre to the periphery; in this sense, a better utilization of the terrain existing in the city is seen as a priority in comparison with its extension outside the current borders.

The incoherent image of the city is also caused by chaotic constructions of blocks. Lack of space in the city means that almost always blocks are constructed in areas previously occupied by smaller houses. These new constructions situated in the near vicinity of houses cause damages to the image of the city and to the residents. This situation can mainly be noticed in the old city centre and areas adjacent to it.

There are also physical problems with regard to the old centre of the city, most of the buildings situated in this area dating from the end of the 19th century and the beginning of the 20th century. The majority of them would need to be renovated [as for example the North Theatre], not only for the city to have a better appearance, but also for their tourist potential.

Apart from the centre of the city, in all residential areas the housing blocks are in an advanced state of degradation due to a long lack of maintenance and modernisation, being in need of energetic rehabilitation and renovation of the facades. There is a public programme to financially support house owners with this task, but as the programme requires also a contribution of the persons living in those blocks, the success of the programme was not as high as it was expected. In the last years, it could be noticed a process of degradation and isolation of the residential areas, in which mainly blocks are located. It is con-

sidered necessary in the future to pay more attention to the former industrial sites and deprived areas and try to revitalize the big residential areas, in order to better the usage of inner city space.



Governance

The Satu Mare City Hall has long ago identified its problems of governance and is currently in the stage of trying to solve at least those problems that depend exclusively on it. The most important threats and weaknesses mentioned in a current internal SWOT analysis were the lack of coordination and collaboration between the different departments of the City Hall accompanied by deficiencies in communication. Because the organisation is a young one benefiting from an advantageous average age of the employees, it is considered that these problems can and should be addressed as soon as possible. The city will more and more be in need of integrated projects, which implies a strong collaboration between the different departments in order to have success. The City Hall also suffers from a lack of specialists, such as engineers, architects etc.

Satu Mare has well developed relations with some twin cities [Zutphen in The Netherlands, Nyiregyhaza in Hungary and Wolfenbuttel in Germany] from which it could benefit a lot regards to the organization and functioning of local public administration. At present, the Satu Mare City Hall is involved along with the city of Zutphen in the Logo East II Project aiming at an improvement of the human resources management. It is expected that the final results of this project will include the improvement of the internal management as well as the activity and the services offered to the citizens. During the project, the City Hall will implement some organisational changes, such as better internal and external communication, a new evaluation methodology of the personnel, establishing a Board of Directors that will ensure the management for integrated projects and increase the efficiency of the organization's activity. The City Hall of Satu Mare is also planning to hire a City Manager in order to improve its capacity to deal with various problems.

The City has good relations with other authorities from the regional and national level, but improvements would be needed especially towards the cooperation and communication between the different levels of governance. Most of the time, information arrives at the level of the local administration with delays. Concerning the structural funds and the relation with the Management Authority, more communication, collaboration and support is needed between the regional representatives and the local actors.

Structures of Decision Making

There are different levels of decision-making in Romania due to the decentralization process. The City of Satu Mare has the main responsibility for all actions undertaken in the area of regeneration projects, even though the help of the regional as well as national authorities is also needed at some point.

The Satu Mare City Hall is responsible for the development and implementation of urban regeneration projects. It should be mentioned that no urban regeneration projects have been implemented so far at the level of the Satu Mare municipality. The integrated regeneration projects can be proposed either by the employees of the City Hall in cooperation with the representatives of all interested and relevant departments or by a consultancy firm contracted by the City Hall. In both cases, all the interested parties are consulted: the City Hall, public opinion, relevant NGOs, public institutions etc.

Each urban regeneration project has to be approved not only by the mayor, but also by the local council, not only in the situation in which the project is totally financed by the local budget but also in cases where the Municipality only has to oblige itself to co-finance only partially the project. In all previous projects, the implementation was

ensured by project teams formed by employees of different departments of the City Hall, but maybe in the case of urban regeneration projects, which are very ample also the assistance from outside would be helpful. The employees of the City Hall are responsible for monitoring the evolution of the project, making reports and maintaining the relation with the financing body if there is such a body at the European, regional or national level.

Generally, the county authorities are not involved in the project if they do not finance it. The county authorities can and should be consulted regarding the project that is going to be formulated. As for the regional authorities they can give advice on the projects, and the regional representatives of the Managing Authorities gives support and informs the local authorities with reference to urban regeneration projects.

In the case of Romania the Managing Authority for the Regional Operation Programme [the one through which projects for urban regeneration can be financed] is situated at the national level, being a General Direction of the Ministry for Development, Public Works and Housing, namely the General Direction Management Authority for the Regional Operational Programme. The Managing Authority is very important in case the project is financed through European funds, because it is responsible for selecting and approving the projects that are going to be financed as well as for the monitoring of the project through documents and on spot. The Managing Authority also offers support in any kind of problems that may appear during the project implementation.

The Ministry of Development, Public Works and Housing is responsible for the management of the Regional Operational Programme. Except for them and the Finance Ministry, that has a special direction responsible for certificating the payments, no other national authority is involved in the projects for urban regeneration.

In the case of integrated plans for urban regeneration it is considered that all the interested parties should be consulted not only for the project and its results to be accepted in the end but also due to the fact that it may be the case that some of these actors have ideas concerning the actions that should be taken in the neighbourhood. The Satu Mare City Hall considers, that actors from all levels and areas of the municipal life should be consulted:

- civil society,
- NGOs relevant for the topic [in our case NGOs preoccupied with the environment or tourism],
- public institutions having a good relation with the economic sector [e.g. the Trade and Industry Chamber],
- business environment,
- public institutions responsible for the social sector

[Public Service for Social Assistance],

- institutions responsible for the environment [Agency for Protection of the Environment],
- organisations and persons with experience in construction [architects] and
- representatives of the City Hall's departments, responsible for constructing or repairing roads, for the urban constructions, for green spaces etc.



Existing Strategies and Plans to guide Integrated Neighbourhood Development

The 2007-2013 National Development Strategy intends to stop the decline of urban areas and their regeneration as one of the specific objectives to be pursued in the next years. According to this strategy, the 2007-2013 Regional Operational Programme specifies support for urban development as one of the priorities and support of integrated plans for urban development at the local level as a specific objective of priority to be attained by using the structural funds available for Romania. The Regional Operational Programme also has other priority axes, which do not address urban regeneration specifically. But their results will lead in the end to the attainment of this objective. For example, the priority axis number 4 includes as a major domain for intervention the rehabilitation of unused and polluted industrial areas as well as their preparation for new activities. The rehabilitation of this type of areas can lead to more attractive areas from the economic point of view, creation of residential areas and green places and setting of citizens in the area. As a consequence, the old industrial site is integrated in the urban area and receives a new destination.

The same strategies and documents developed at the national level are valid at the regional level as well. Taking into account that Romania does not have experience in

this area, it will take time until more strategies and documents are going to be developed.

On the city level, the City of Satu Mare wanted for a long time to take some action in urban regeneration of the Cubic, 14th May and Solidaritatii areas, but now this opportunity seems more plausible than ever due to the existence of non-refundable funds available to be accessed through structural funds.

The City of Satu Mare has already developed a Strategic Plan for the Development of the municipality. It mentions the strengths and weaknesses of the city, the opportunities as well as the threats, but also the urgent actions that the city has to take and the direction in which the city is moving for the near future. This strategic development plan of the city also includes a local action plan in which the defined projects to be implemented in the medium and long term will be mentioned. The document mentions several times the area of the old city centre and the adjacent areas as one of the parts of the city in which local action for regeneration is urgently needed. If in the area of culture and tourism, the rehabilitation of the old buildings and historical monuments as well as the rehabilitation of the cultural institutions situated in the old city centre is mentioned as a priority for the city, in the area of infrastructure the rehabilitation of the Cubic, 14th May and Solidaritatii areas are seen as being of crucial importance.

Moreover, the City Hall has undertaken a tender for a General Urban Plan to be developed. In the specification conditions was this area mentioned in which urgent local action is needed to transform it into green areas and to attract it for investors and tourists.

With regard to the neighbourhood level, three are no strategies are available at the level of the Cubic/Solidaritatii area, only the City Hall develops such strategies as this area is an integral part of the city of Satu Mare.

The Regional Operational Programme

No specific city is named in the 2007-2013 Regional Operational Programme as the programme addresses all cities defined as urban poles of growth or urban poles of development. The City of Satu Mare was defined as an urban pole of development, so it can apply for projects of urban regeneration included in the first priority axis of this programme. There will be a call of proposal in autumn this year, but so far this specific axis referring to urban regeneration has not started yet and the application guide in its final form has not been published. But it is expected that it will be soon published. In the meantime, the local authorities need to prepare the individual projects that they want to be financed.

Topics and elements covered by the programme

The 2007-2013 Regional Operational Programme has six main priority axes:

- support for sustainable development of cities,
- improvement of the transport network,
- improvement of social infrastructure,
- support for development of the business environment,
- sustainable development and tourism promotion as well as
- technical assistance.



The sustainable development of cities is concerning Satu Mare and referring specifically to urban regeneration. The main objective of this axis is rising the level of life quality and creation of new jobs through rehabilitation of the urban infrastructure, improvement of urban services as well as through development of the support structures for business and entrepreneurship. It is considered that regeneration of neighbourhoods or residential areas with problems situated in the urban centres is necessary in order not to affect or alter the functions that they have to accomplish. The major area of intervention of this priority axis is consisting of integrated plans for urban development. This approach consists in simultaneous support of activities for physical renovation of the urban environment and rehabilitation of the basis infrastructure, as well as actions aimed for economic development, rising of competition and occupation, integration of ethnic groups in condition of protecting the environment. The integrated plans for urban development will have to be implemented through projects, which address the following types of activities:

- rehabilitation of the urban infrastructure and improvement of urban services,

- sustainable development of the business environment and
- rehabilitation of the social infrastructure.

Rehabilitation of the urban infrastructure deals directly with the problem of urban regeneration as it is addressed to areas situated at the periphery of the cities and which are in advanced state of degradation.

It is known that the axis referring to urban regeneration of the Operational Regional Programme will benefit in the period 2007-2013 of approximately 1 billion euros. Projects are selected at the national level. Probably, as in the case of other European programmes, there will be calls for proposals and not open tenders, meaning that the projects would need to be sent in a very short defined period of time. The axis will probably be launched at the end of the year 2008.

The RegGov Target Area: The city centre and neighbouring housing areas

Satu Mare would like to develop a Local Action Plan and to concentrate its attention on the old city centre and the adjacent areas expanding up to the city's periphery [14th May, Cubic and Solidaritatii] in the framework of the RegGov project. The area taken into consideration is situated in the Northern part of the city, being delimited by the Baritiu, Stefan cel Mare and Nicolae Golescu streets in the West, Somes river at the South, Botizului street in the East and prolonging in the Northern part up to the city's extremities. The area contains many unused or sub-used terrains as well as important industrial sites and green areas [Rome Garden with 6,41 ha, the central park of the city with 1,76 ha and the former Cubic lake with approximately 6 ha in municipality's property].

The old city centre represents one of the areas of the city that needs special attention. The area includes the old city centre, the Cubic, Solidaritatii and 14 Mai areas and two important industrial areas situated at the city's periphery.

The old city centre contains many buildings that are in advanced state of degradation and need renovation and consolidation [museums, the theatre, old buildings with special meaning for the city, churches, high-schools]. Some of the old buildings situated around the city's main square have been refurbished and renovated by investors having opened their businesses there. The situation is not the same with other buildings situated in the old city centre, especially with those situated on Horea Street and other adjacent streets. But the problem there is that most of them are situated in the city's patrimony functioning as social housings where mostly Roma people are living. Also the building of the North Theatre, dating from the 18th century and being one of the tourist attractions and a

very active cultural and artistic place, is situated on Horea Street.

The city is also proud of five types of churches that represent different religions in the old centre: Jewish, Orthodox, Romano-Catholic, Greco Catholic and Protestant. Some of the churches situated around the main square of the city have been renovated in the last decade, but others are in an advanced state of degradation like the Synagogue, which was constructed at the beginning of the 20th century and considered one of the most impressive monuments of architecture in the city.

Analysing the spatial and physical characteristics of the area taken into account, it should be mentioned that mostly houses are located here; the exception is the Solidaritatii area where also blocks of flats are encountered. In the last years, a new problem has appeared in this part of the city: more and more entrepreneurs construct blocks of flats in areas where only houses are located, leading to an incoherent image of the city and to problems between citizens living in the area and constructors.



Having considered the problem of the ROMA population on Horea Street, it should be mentioned that many people belonging to this ethnic group are situated also in the Cuza Voda street and Lucaciu street, two streets situated close to the central park, and in Solidaritatii and Cubic areas, at the city's periphery.

In the old city centre also green areas like for example the central park situated in the Liberty Square and the Rome garden are situated. The municipality has been considering a plan to demolish the central park and to reconstruct it after building an underground parking place. This project is desired in order to solve an urgent problem of the city, namely the lack of parking spaces in the city centre. As for



the Rome garden, this green area has for many years been in an advanced state of degradation although it is an important and large green area and recreation place situated inside of the city. In the last years, the city has paid more attention to this area, and has established a playing ground for children inside of it. This is seen only as a first step to rehabilitate the garden. Many more actions are needed, as for example arranging the lake in the area. Currently, the municipality is implementing a European funded project that is aimed at the rehabilitation of the old building of the former Public Bath, considered to be a monument of architecture and situated in the Rome garden. The building will be developed as a Centre for Ecological Education and to monitor the air quality.

Many buildings for educational purposes in this area need a renovation. This is the case with the Art High-School 'Aurel Popp' and the 'Ioan Slavici' National High-School. Other education buildings are in a much better condition. The old city centre also accommodates two important health facilities, the Isolation hospital and the Tuberculosis hospital, both needing generous reparations in order to function in normal conditions.

The Cubic area represents the largest reserve of terrain situated in the Northern part of the city and being in the city's property. The disappearance of the former lakes of the area led to the creation of an immense brown field. The largest part of the site is unused. The industrial activities in the area contribute to the excessive pollution. The entire area is poor in economic and infrastructure aspects.

The Solidaritatii and 14th May areas are situated just next to the Cubic area. These residential districts suffer from the shortage of green areas, from the physical degradation of buildings and the deficit of parking places. Due to the fact that there is no coordinated planning for the area, the spontaneous appearance of different buildings threatens to disturb the residential district and the future development of the area. An important investment in the infrastructure of the area is the construction of a passage above the railway, that connects the Solidaritatii, Cubic and 14th May areas with the Botizului street.

Approximately 15 streets of the area are soil streets without any asphalt. The municipality prepares a feasibility study for improving these streets. Moreover, it is crucial to extend the water supply network in the area and the

canalisation network. Also the Public Service for Social Assistance having 60 employees as well as the asylum for elderly people are situated in this area, the later one being in an advanced state of degradation. The National Agency of Housings is going to construct dwellings for young married couples in the north part of the Cubic area. The entire area can be considered to be a very poor one; mainly Roma people live in this residential district, an ethnic group that is still not well integrated from the social and economical point of view. The most important fact is that all the blocks are very old. It is evaluated as one of the worst on the real estate market.

As mentioned above, the area also contains very important industrial sites. The first one is situated in the southern part, very close to the banks of the Somes river. This industrial site accommodates the Electrolux factory and a mall in construction. Another industrial site located in the northern part of the area is inactive but could be regenerated and transformed into a location for businesses. Furthermore, the area contains one more industrial site, where important factories and businesses are located. This industrial site is situated in between the railway and Botizului Street and is the place where the Ave Impex factory [biggest chicken processing factory in the country] and a beer factory are settled.

The municipality would like to regenerate the old city centre, rehabilitate the buildings situated in the area, solve the social problems of the area and make it more attractive for tourists.

Strengths and opportunities of the target area:

- the large surface of the area - a large part of it being unused in a period in which space is very important;
- the area could become more attractive for tourists;
- the area's potential for constructing or rehabilitating green areas and transform them into recreation places;
- the possibility of some investors being interested to develop/ set up some businesses in the area or to construct new residential areas;
- the desire of citizens of these areas to be regenerated and be more integrated in the life of the city;



- the interest of all local actors to take some action in the area as soon as possible;
- the area is rich in historic values and architectural / cultural heritage;
- the possibility of developing tourism.
- unprotected urban values;
- lack of communication between the key factors for development.

The Local Action Plan

Key Topics to be addressed by the Local Action Plan:

The problems that the City Hall wants to address in relation to the old city centre and the adjacent areas are the following:

Weaknesses and deficits of the target area:

- poor infrastructure [transport, water supplies, parking places and other facilities];
- poor and elderly population;
- polluted Cubic/Solidaritatii-area, which became in time also an illegal deposit of waste;
- bad reputation of the area among the citizens;
- absence of economic life in the area and of investors;
- reluctance of investors to settle in the city's periphery;
- presence of a big community of ROMA people unwilling to integrate;
- the advanced state of degradation of the buildings located in the area;
- historic monuments falling into decay;
- lack of public green areas;
- development and/or rehabilitation of the infrastructure and public utilities, respectively rehabilitation of public roads, situated in this area, inclusively the rehabilitation and extension of water distribution and canalisation networks where it is necessary,
- improvement of transport infrastructure in order to raise the mobilisation of the population in the area, for the purpose of making the traffic easier,
- creation and/or conservation of green and recreation places,
- cleaning and bringing to life the Cubic area,
- public lightning,
- increasing the number of public parking spaces,
- splitting the remaining terrain and offering it for construction of housing,

- attracting investment to the area,
 - improve the social infrastructure in the area,
 - rehabilitation of the historic and cultural monuments in the old city centre in order to raise the interest of potential tourists,
 - solving the problem of the ROMA population located in the central part and in the Solidaritatii/Cubic area,
 - renovation of the high schools in the area,
 - improvement of the existing industrial sites situated at the periphery.
- Improving the social infrastructure by constructing in the area a residential centre for elderly people and separately rehabilitation of the heating station located in the area in order to establish a Counselling Centre for Family and Child.
 - Renewing the housing in the area by renovation of the facades, renovation of their roofs, renovation of the technical installations common to the blocks and energetic rehabilitation.
 - Rehabilitation of the education institutions being in urgent need for renovation.

Outputs to be achieved with the Local Action Plan:

- Creation of recreation places for the citizens in the area through cleaning of the former terrain occupied by the lakes and realization of a public green area [maybe even rehabilitation of the former lake],
 - Continuing the rehabilitation of the Rome Garden,
 - Raising the quality of life in the area through investments in the transport infrastructure, water supply and canalisation infrastructure and creation of new parking places,
 - Making the city more attractive for tourism by rehabilitating the historical and cultural monuments in the city centre,
 - Creation of new jobs in the area by attracting investors, which could locate their facilities there,
 - Construction of new housing by splitting the terrain and giving it to construction investors,
- The main interest of Satu Mare is focused on the following questions:
- How can a long-term and integrated development plan be developed for the city centre and the deprived areas of the city – with the Local Action Plan for the RegGov target area functioning as a model for future overall strategic acting?
 - How can a comprehensive local partnership be established that helps to achieve a contribution from all relevant resource holders and key players to such neighbourhood development and to create synergies and lasting success for the target area as well as future other development initiatives?
 - How can excluded people – especially from the ROMA community – be re-integrated into the social, cultural and economic life of the city and how can they be supported in a development from a problem to a potential of neighbourhood and city development?

Expectations towards the network activities & partners





Siracusa

B.1.1 Project Partner 9: Siracusa [Italy]

General Information

The City of Siracusa is the capital of the province Siracusa and located in the south-eastern corner of the isle Sicily, at the gulf of Syracuse and next to the Ionian Sea.

Siracusa is known for its rich Greek history and culture and more than 2,700 years old. The city was one of the most powerful urban areas of the Mediterranean world in ancient times. Therefore Siracusa is listed as a World Heritage by the UNESCO because of the Necropolis of Pantalica.

Nowadays, agriculture and heavy industry are the leading activities of the Siracusan economy. The agricultural sector represents 29 % of the total economy. At the same time, one of the biggest petrochemical sites in Europe is located in the industrial sites of Siracusa, Melilli, Priolo and Augusta. More than 80 % of all work places in the province are situated there.

In the sectors of traditional handicrafts, tourism and advanced services, an expansion of the workforce is needed to create a higher employment rate. Statistics show unemployment rate at approximately 18 % and the income per capita at 800 Euros per month.

Demographic characteristics of the city

The population of Siracusa counts 123,322 inhabitants within an area of 204 square kilometres. The population's age structure is relatively young with 17,3 % under the

age of 15, while elderly represent almost 15,1 % off all inhabitants. 2,584 citizens have a foreign background and represent 2.09 % of the local population.



Historic and economic overview

Siracusa was founded by ancient Greek Corinthians more than 2,700 years ago and became a powerful city-state. Siracusa was allied with Sparta and Corinth, exerting influence over the entire 'Magna Grecia' area of which it was the most important city. Once described by Cicero as 'the greatest Greek city and the most beautiful of them all', it became later part of the Roman Republic and Byzantine Empire. At a later stage, Palermo overtook Siracusa in its importance, as the capital of the Kingdom of Sicily. Eventually the kingdom was united with the Kingdom of Naples to form the Two Sicily's until the Italian unification of 1860.

Today, the Siracusan territory is made up of 21 local councils, organised around the City of Siracusa, which has a population of 30% of the whole province. The strongest expansion of the city in terms of population and economic growth has been in the 1990's. The area of Siracusa is characterised by very important reserves of great environmental and naturalistic interest.

Other relevant economic and productive activities beside agriculture and the petrochemistry are fishery, diversified high quality handcraft, agro-food industries and the tourism sector.

Social and Economic Key Features

The Province of Siracusa is characterised by a high unemployment level and a hesitation of entrepreneurs to start up new businesses. At the moment, the economy grows, despite manifold inadequate attempts to set up a support network for entrepreneurs.

The serious unemployment situation affects, above all, in particular the younger sections of the population. Moreover, in the area of Grotta Santa, Akradina and S.Lucia [the target areas for Local Action Plans] the following problems are dominating:

- micro-criminality,
- low or almost no education,
- drug abuse and dealing,
- insufficient amount of houses for families.

Ortigia with a baroque city centre is visited by tourists daily and is the only area that experiences a positive transformation.

The institutions of the government [region, province and the local councils] have the task of promoting growth in the territory to solve the aforementioned unemployment problems.

The strategic planning of the socio-economic future of the province requires the co-operation of all relevant actors of governmental and non-political organisations. An essential step is to be seen in the need of a cultural change that young inhabitants can be employed.

Environmental and Physical Key Features

In Siracusa there is a lack of kind of infrastructural facilities such as clarification plants, waste sorting, waste disposal etc. Furthermore, the municipality of Siracusa estimates several requirements in the future development:

- Regeneration of the historic and architectural inheritance and the tourist activities, through the

reinforcement of the divided management between public and private partners.

- An integrated approach in terms of physical conservation and regeneration of the town's centres.
- An integrated approach to promote the traditional industries, the tourist services, and the cultural activities.



Governance

In Italy, three levels of local government exist. Five of the Italian regions [Valle d'Aosta, Friuli, Trentino, Sardinia and Sicily] have a special status and are given more power than the others have. Provinces mostly work on infrastructures and education. They coordinate the activities of the municipalities located in the surrounding area.

The municipality is responsible for the local management of the city according to the Regional and Provincial rules and programmes. Additional activities are provided on an ad-hoc basis by APAT/ARPA and university research centres, according to specific requests.

The Regional Programming Directorate of the Presidency of the Sicily region is the Managing Authority for the Objective 1 programme. It coordinates all involved actors in implementing the programme and organises meetings of the monitoring committee. It is comprised of seven working groups corresponding to the priorities of the Regional Operational Programme. The Monitoring Committee has a two-tier structure: a decision-making level whose participants include the managing authority

and the national administrations and a consultation level that involves the other administrations and socio-economic partners. The regional directors, who are responsible for implementing the programme measures assess applications and select projects.

The Regional City and Province's Department for Economic Development [DFED] in Siracusa intend to undertake initiatives to stimulate job creation in their territory. The Department aims to encourage the creation of new businesses based on local cultural and handcraft activities. The DFED's overall plan will take into consideration the absence of services specifically aimed at promoting training and employment opportunities for young people and the creation of businesses. Moreover, the plan will also address the shortage of motivation and successful models among young entrepreneurs.

the Fourth Strategic Plan, aiming to experiment with interventions for the development of eco-cultural tourism,

- Programme of Urban Re-qualification for the Sustainable Spatial Development (PRUSST), for the integrated development of tourism and connected services, environmental re-qualification and local economy internationalisation.

Regional:

- Territorial Pact for the integrated development of different sectors like agro-food, manufacturing, tourism and innovative services,
- Integrated Area Plans [PIA] for the development of cultural and environmental tourism systems,



Existing strategies to guide the integrated regeneration of deprived neighbourhoods

The municipality of Siracusa has developed, during the last decade, various programs of integrated and sustainable local development, as listed below:

National:

- CIP URBAN I, for the integrated re-vitalisation of the historic centre in sectors like cultural tourism, new economic activities [handcraft, advanced services and tourism commerce], social activities, security, infrastructure, green spaces and mobility,
- CIPTERRA, DIAS project, for integrated spatial planning of cultural and environmental heritage, in partnership with Spain and Greece. Siracusa has led

- Territorial Integrated Programme [PIT], which aims at the valorisation of historic and cultural resources with the recuperation of the cultural identity linked to places, jobs, traditions and typical products,
- Strategic Integrated Plan for Commercial Systems [PISSC], directed at the re-qualification and valorisation of the existing sales and distributions network in the historical centre and its neighbouring areas,
- Urban Transformation Company [STU] for the protection, re-qualification and valorisation of the immense historical buildings and the managing of specific tools like the Particular Plan for Historic Centre [PPO], two Urban Re-qualification Programmes [PRU], an Intervention Integrated Programme [PII] and several quarter contracts.

City level and the neighbourhood and area based level

The municipality of Siracusa aims to improve its consolidated development model for a progressive recuperation of degraded and disused building heritage [with eco-cultural tourism purpose] linked with an encouragement of a possible coexistence between tourism, entrepreneurial activities and functions like social services or housing.

Because of that, Siracusa is prepared to offer methods and good practices in themes like:

- multifunctional reconnection of neighbourhoods with new employment creation,
- re-qualification of appreciated historic-architectural buildings for the experimentation of innovative models of eco-cultural tourism,
- integrated development of sectors like culture, environment, landscape, human typical activities from the territorial identity for a sustainable and durable tourism development,
- promotion of local economies and sustainable urban development.



Key Challenges for Urban Development and Policy in Siracusa

The City of Siracusa has achieved major success over the last years in the development of its historic city centre. With the help of European funding as well as national and regional resources, a lasting revitalisation of this area has been achieved. The remaining major challenges with respect to the overall urban development in Siracusa are:

- The existence of large parts of the city, which have not been excluded from this positive development and are getting more and more stigmatised and deprived.
- In these areas, the development of an entire generation of excluded young people who are at risk of going into a criminal career and are more and more

contributing to a bad reputation and isolation of these neighbourhoods.

- A regional surrounding that is still characterised by high unemployment rates and a severe lack of economic opportunities and development.



The Regional Operational Programme

The City of Siracusa is named in the Operational Programme. The relevant objective in the Regional Operational Programme aims at promoting urban centres in regional and local economic development through the improvement of the transport infrastructure, economic revitalization, environmental measures as well as [under specific conditions] tourism and cultural heritage projects. Between 2001 and 2006, Structural Funds budget for these measures were about €1 billion and the total public resource more than €2 billion. Sicily receives in the current budget phase 3.27 billion euros. The rate of co-financing is 50% of eligible costs.

The overall objective of the programme is to increase and stabilise the rate of growth of the regional economy by creating conditions in the region, which are more attractive to productive enterprises. Development must be sustainable with attention to the environment and to social cohesion.

The programme aims at contributing significantly to the objectives of the Lisbon strategy [48 % of ERDF assistance] with considerable support for research, technological transfer and innovation [approximately 12 % of community resources].

The expected impacts of the investments are:

- Increase in annual GDP to 2 % [currently 1.5 % per year],



- Creation of 15.000 workplaces
- Reduction of greenhouse emissions [-0.5 % of the total or 250 000 tons CO2 over the current funding period].
- low or almost no education amongst the socially excluded residents,
- drug consumption and drug dealing.

The RegGov Target Areas: Grotta Santa, Akradina and S. Lucia

The most deprived neighbourhoods in Siracusa are:

- Grotta Santa,
- Akradina and
- S.Lucia.

Visits to all of these areas and intense discussions with the local district administrations of each of them have led to the decision that a Local Action Plan should be done for each of them – allowing the key players from all three areas to work together, learn from each other and the partnership and deliver at the end of this URBACT II-network a complete set of three Local Action Plans for the city's most deprived urban areas.

Grotta Santa and Akradina are located in the uptown of Siracusa, while S.Lucia is located closer to the city centre and the south.

The most important problems of these neighbourhoods are:

- insufficient amount of appropriate houses for families
- an extremely poor state of public space
- a monostructure of mere housing estates with only a few social infrastructural facilities;
- a very bad image and high stigmatisation in the city and the region
- high rates of unemployment,
- a high degree micro-criminality, also of young people,

Furthermore, the number of inhabitants with a foreign background has been doubled through immigration what has caused different problems of integration.

The public services in these parts of the city are not able to overcome all the existing problems. The municipality gives as reaction different economic incentives, extra services and education for young people and assistance for the immigrants. There are also seven kindergartens in the area of Grotta Santa and Akradina, but there is a big lack of continuity of different projects of the city and a low level of public budget to help the operators who work in these areas.



Strengths and opportunities of the target areas:

- Provision of good practice and transferability of knowledge in sustainable urban development
- Political will to participate in the network
- Technical support and coordination by local authority's Department for Social Affairs

- Activities related to sustainable urban development such as Agenda 21
- Excellent commitment and support from local district councils and heads of infrastructural facilities in the areas
- Cooperation of the municipalities in the international networks

Weaknesses and deficits of the target areas:

- Lack of 'social inclusion culture' and consideration of "rights" as "favours"
- Lack of self-organisation of the citizens
- Shortage of economic resources
- Absence of an integrated concept in Sustainable Urban Development
- No achievement of concrete actions, but knowledge, forums, experiences and dialogues
- Loss of interest when the municipality carries out a project without funding for urban works and infrastructures



Current status of the regeneration in the target areas

Tasks/stages already completed:

- Some residential services for elderly and disabled persons have been established
- Projects for the reintegration of former prisoners and preventive services to reduce the micro-criminality have been set up.

Tasks/stages yet to be completed:

- Problems/limitations of initiatives for the young generation,
- Inadequate budget compared to the demand.



Problems/limitations of earlier regeneration initiatives:

The main limitations of previous initiatives have been

- that they have been time-limited ad hoc measure rather than long-term plans;
- that they have not been based on long-term visions for a successful integrated development of the three deprived areas;
- that they have not been sufficiently funded.

The Local Action Plan

Topics to be addressed by the Local Action Plan:

The problems and topics that are going to be addressed with the Local Action Plan are:

- Development of local commitment and participation structures in each of the areas
- Development of a positive vision and a related long-term integrated action plan for each of the areas
- Improvement of the housing situation in the areas
- Improvement of the housing and living environment in the areas
- Prevention of poverty through cultural and training activities for the young citizens,
- Creation of a project in which the youth can work and play together and exhibit their works,





- The social secretariat,
- The training of the social service operators,
- Services for the support of parents and poor families,
- Services for disabled persons,
- House-to-house service,
- Residential services,
- Services for immigrants.

The city of Siracusa also wants to achieve the following aspects:

- Continuity of the APQ projects,
- Helping the persons requesting right of asylum,
- Strengthening of day-time centres,
- House-to-house service for disabled persons,
- Transportation service for disabled persons.

- Information and support of prisoners and immigrants for integration,
- Development of local economy in each of the areas
- Coordination between the different neighbourhoods of the city.

Outputs to be achieved with the Local Action Plan:

In order to reach the minimum level of assistance provided by the Regional law, the Social Department must be implemented:





Expectations towards the network activities & partners

The main interest of the City of Siracusa is directed towards the following questions:

- How can a long-term and integrated development plan be developed for the three most deprived areas of the city?
- How can a comprehensive local partnership be established that helps to achieve a contribution from all relevant resource holders and key players to such neighbourhood development and to create synergies and lasting success?
- How can excluded young people be re-integrated

into the social, cultural and economic life of the city and its neighbourhoods with local processes of participation, activation and empowerment as a starting point?

This includes:

- To establish a common methodology from the analysis of experiences
- To define indicators of evaluation with regard to the efficiency of the different patterns of integration in the sustained and urban projects of development
- To specify right methods concerning politics in integrated urban development,
- To check their effectiveness.



C. Conclusions and Work Programme

C.1 Findings from the Intake Visits & Development Phase

The Baseline Study presents for each of the participating partners in detail the findings from the Intake Visits and the contents of the City Dossiers. These detailed results will serve as a permanent basis for the further design of the exchange and learning process between all partners of the RegGov-network.

For the purpose of this Summary Chapter and for the Application to be submitted to the URBACT Secretariat, the essentials with regard to

- local situation
- challenges
- expectations
- possible contributions

have been summarised to allow a synoptical view as a basis for the derivation of a work programme and methodological choices to be made. This overview shows the following picture:

C.1.1 Duisburg

Local Situation:

The City of Duisburg is situated in a region that has been hit severely by processes of economic restructuring over the last decades – especially with regard to coal mining and steel production industries. The city has been very active in the development and implementation of approaches to cope with these challenges – on the level of integrated development initiatives for multiply deprived urban areas as well as the regeneration of its city centre.

Challenges:

For the current and future development of the city, several challenges remain to be faced and solved:

- a continuing high degree of unemployment and spatial as well as social segregation;
- a further need to carefully monitor the development in various neighbourhoods and estates in order to allow for an early and targeted intervention in situations of cumulative negative development;
- additional challenges caused by processes of demographic change – a loss of population, a more and more

aging population and a continuing tendency towards a multi-cultural urban society.

Expectations:

The main expectations towards the work and the outcomes of the RegGov-Network are focused on the following questions:

- How can integrated approaches be developed and implemented that can help areas affected by tendencies of demographic change towards a sustainable future development?
- Which models of local and bottom-up management can contribute best to the realisation of such long-term and sustainable improvements and stabilisation of estates?
- How can excluded young people be re-integrated into the social, cultural and economic life of the city and its neighbourhoods with local processes of participation, activation and empowerment as a starting point?
- How can a Monitoring System be developed and established that can act as an Early Warning System to allow early intervention in areas that start to be hit by negative development tendencies?

Potential contributions:

The City of Duisburg has long-standing experiences with

- integrated bottom-up approaches to regenerate deprived urban areas,
- active involvement and participation of residents and ethnic minority groups in such processes,
- good and targeted regional co-operation between cities in the field of integrated neighbourhood development;
- a close and constructive co-operation between the city and the regional [MA-] level that it wants to share with the partners.

C.1.2 Belovo

Local Situation:

The City of Belovo is acting under extremely difficult development conditions – with a tremendous need for action and development in a situation where resources are by far not sufficient. During the last years, a lot has been achieved, but still the need for investment is tremendous. Local policy has developed a coherent vision for the future development of the city – and a truly European and environmentally friendly – model city – but major challenges do still form obstacles on the way towards this future vision.

Challenges:

The major challenges for the development of Belovo are

- The urgent need to create an attractive city centre as a pre-condition for all other development objectives of the city.
- The nearly complete lack of good infrastructural facilities that contributes – together with a lack of an attractive centre - to the existing tendencies of young and active citizens to move away from Belovo to Sofia or other cities.
- The need to develop and implement a coherent strategy of economic development in the fields of eco-tourism and economically responsible products and production processes.
- The existence of a large group of ROMA population that forms an additional challenge in terms of participation and integration into future development.

Expectations:

The City of Belovo expect support especially with regard to

- methods and ways to develop integrated long-term development strategies for urban areas and neighbourhoods;
- tools to successfully implement such strategies and realise their objectives;
- support with regard to the creation of comprehensive local partnerships to provide such strategies with all possible and necessary support;
- further ideas and models to integrate members of the ROMA-community into such initiatives.

Potential contributions:

The City of Satu Mare has a clear vision of its development to a truly European city – especially targeted at young people's integration in such projects and activities that the city want to exploit and share with the partners. Beside that, the City of Belovo has the only enterprise owned by members of the ROMA community that will be used as a model and starting point for similar developments and possibly business foundations in partner cities.

C.1.3 Nyíregyháza

Nyíregyháza, twin city of Satu Mare and very close to it – just “across the boarder” – has a good tradition in the development and implementation of joint initiatives and projects with its partner city Satu Mare – and now wants to put this on a broader basis of international co-operation. Like Siracusa, Nyíregyháza has achieved very positive

development in its overall and city centre development, but certain areas of the city and of the population have been excluded from this development. Therefore, targeted approaches are now necessary to avoid further social and spatial segregation and tension in the city.

Challenges:

The major challenge in the successful and sustainable development of Nyíregyháza is the large ROMA community in the city. They are not accepted by the surrounding society, live in extremely poor and disadvantaged areas and in many cases it is difficult to establish a positive and trustful relation and co-operation with them.

Expectations:

The most important expectations of Nyíregyháza are concentrated on the following questions:

- How can a long-term and integrated development plan be developed for the target area – with the Local Action Plan for the RegGov target area functioning as a model for future overall strategic acting?
- How can a comprehensive local partnership be established that helps to achieve a contribution from all relevant resource holders and key players to such neighbourhood development and to create synergies and lasting success for the target area as well as future other development initiatives?
- How can excluded people – especially from the ROMA community – be re-integrated into the social, cultural and economic life of the city and how can they be supported in a development from a problem to a potential of neighbourhood and city development?

Potential contributions:

While the City of Nyíregyháza lacks the know how and experience to develop and implement long-term integrated development strategies, it has made numerous very successful experiences with individual projects and activities to re-integrate the most excluded groups of its citizens into social activities and bring them closer to the labour market. The responsible local foundations and associations are all “on board” and interested to share these experiences with the partners and possibly put them into the broader framework of integrated development strategies.

C.1.4 Ruda Slaska

Local Situation:

The City of Ruda Slaska is still characterised by a strong presence of coal mining and steel factory – in its urban area as well as its immediate city centre. Many development challenges remain to be solved – especially with

regard to the stabilisation of its economic basis and the improvement of its environmental situation and the quality of life for its residents.

Challenges:

The major challenge with respect to the target area is

- the very hopeless and frustrated atmosphere amongst its residents – especially children and young people who grow up in a world where it does not seem to be worth to get involved and try to do something;
- the poor physical state of the area linked with the mono-structure of a mere area for hanging round and sleeping – without any functions that could contribute to a real attractive neighbourhood life;
- the lack of a comprehensive positive vision of the future development or the area – also as a tool to work successfully against its very bad image in the local and regional context.
- the high value of the area's architectural heritage that is not used at all as a potential for a positive and successful neighbourhood development;

Expectations:

The expectations of Ruda Slaska towards the partnership and its outcomes are focused on the following questions:

- How can a long-term and integrated development plan be developed for the target area– with the Local Action Plan for the RegGov target area functioning as a model for future overall strategic acting?
- How can a comprehensive local partnership be established that helps to achieve a contribution from all relevant resource holders and key players to such neighbourhood development and to create synergies and lasting success for the target area as well as future other development initiatives?
- How can the important architectural heritage of the area be converted into a unique selling point and development potential – adding more commercial and economic functions to this mono-structured area.
- How can the excluded and disadvantaged residents be supported in a development from a problem to a potential of neighbourhood and development – especially by finding way to overcome their overwhelming frustration and lack of trust in a positive future and the added value of commitment and activity?

Potential contributions:

While Ruda Slaska lacks the know how and experience to develop and implement long-term integrated development strategies, it has made numerous very successful experiences with individual projects and activities to re-integrate the most excluded groups of its citizens into

social activities and bring them closer to the labour market. The responsible local foundations and associations are all “on board” and interested to share these experiences with the partners and possibly put them into the broader framework of integrated development strategies.

C.1.5 Södertälje

Local Situation:

The City of Södertälje is located in the proximity of Stockholm and is characterised by the fact that it hosts some major international companies and head offices and a strong base of employment opportunities in the city. Even though the economic basis of the city is a strong one, there is a tendency of growing social and spatial situation that does not only affect the social climate in the city, but could develop into a major development obstacles.

Challenges:

The major challenges with respect to urban development are:

- The City of Södertälje hosts a very high community of Assyrian/Syrians with a still growing tendency. This group of immigrants understands itself as living “in diaspora” and has a very strong culture of its own and a very low willingness to get integrated into the host society.
- The members of this community are concentrated in a few peripheral housing estates, which have been constructed as part of the Swedish “Million Homes Programme”. These estates are characterised by an often isolated location, a mono-structure as housing estates only and a bad reputation in their surrounding cities and regions.
- In terms of governance, the main challenges is seen in the fact that in the past numerous initiatives have been implemented in these estates – but that most of them have not been integrated and implemented in partnership and that they had – in most cases – rather the nature of ad-hoc measures than long-term and sustainable strategies.

Expectations:

The City of Södertälje expects inputs and innovation especially with regard to the questions

- how the existing funding and other resources can be converted into an integrated, long-term and sustainable strategy for neighbourhood regeneration;
- how isolated action of various agencies, key players and departments can be overcome in order to establish comprehensive local partnerships ad

- how citizens – especially from minority groups - can be motivated to get engaged with such partnerships and regeneration initiatives and make an active contribution to the improvement of their housing and living situation.

Potential contributions:

In Södertälje, a high number of local key players has gathered into an interdepartmental project group – founded at the occasion of the Support for Cities-Project – that is composed of very committed people with long-standing experiences in working in deprived neighbourhoods – especially in social and cultural initiatives – which can be contributed to the partnerships work.

C.1.6 Köbánya

Local Situation:

Köbánya has commissioned an Integrated Development Plan for its entire city that is co-financed by European resources. On the basis of this overall plan, there is an urgent need now to develop Local Action Plans, which use the overall Development Plan as a framework – but achieve more detailed and concrete planning of objectives and activities for individual neighbourhoods. The target area of the RegGov-Project is meant to act as a pilot for this new level of integrated urban planning in Köbánya.

Challenges:

The major challenges the city is facing in the development of its neighbourhoods are:

- a high degree of poverty and social exclusion in several areas;
- the high proportion of “poor house owners” who have acquired their houses from the local authorities at a very low price, but now aren’t even able to pay the running costs for their homes – especially heating and electricity;
- growing tendencies of absolute exclusion and poverty amongst the many members of the local Roma community as an additional element of social and spatial segregation and polarisation in this city.

Expectations:

Köbánya has already made very positive experiences with regard to international co-operation and tangible results of such projects with English and Italian cities and project. In the framework of the RegGov-Network, it wants to continue and deepen these success stories with regard to the following topics:

- How can an integrated development plan for deprived

areas be developed and implemented successfully in such difficult situations – especially with regard to the inclusion of social and economic facilities and the needs of an aging urban population with special needs.

- How can a positive vision for such areas be developed as a joint effort of all concerned?
- How can successful local partnerships be established in order to bundle all resources for the achievement of sustainable positive development?
- How can disadvantaged and poor residents be helped to overcome their feeling as victims and gain trust and confidence to become active co-producers of improvements and innovation development solutions?
- How can such participation processes be used to equally activate and integrate members of the ROMA communities?

Potential contributions:

Köbánya has several positive experiences and model projects that can be used as a valuable input for the partnership, such as

- housing projects for the most deprived groups in the city to improve their living and housing conditions;
- strong and committed associations of owners who are ready to get involved and
- strong organisation of local self-representation for minorities as bridges to the members of such communities.

C.1.7 Halandri

Local Situation:

Halandri is a municipality in the Athens region that has benefited very much from improvements, which have been achieved during the preparation for the Olympic Games. Since then, Halandri is very closely linked to a motorway, Athens international Airport and has various stops of the newly introduced underground system. This has created a significant growth incentive for the city and its development.

Challenges:

The major challenges with respect to urban development are:

- The rapid growth of Halandri poses major challenges with regard to traffic and lack of streets and parking space.
- The target area for which a Local Action Plan will be developed, is growing equally fast through the construction of new housing by private investors in a speed,

that the city cannot provide the necessary social and technical infrastructure as well as green spaces in the necessary speed.

- In terms of governance, the main problem is a total lack of partnership thinking and collective acting in the city's neighbourhoods. There is a tendency of permanent individual requests and complaints to local politicians – with citizens always remaining in the position of consumers who have no tendency to get organised and take over responsibility for an improvement of their neighbourhoods,

Expectations:

Halandri expects exchange, innovation and support from partners with regard to the following questions:

- How can local citizens and stakeholders be motivated to form local partnerships, co-operate and take the step from complaining consumers to active co-producers of integrated local development?
- How can all relevant agencies, departments and levels of state be convinced to work in partnership and create synergies while spending their resources on urban development?
- How can a monitoring system be developed and established that allows the municipality to monitor the social and economic development in its neighbourhoods and act as an "early warning system" for necessary intervention?

Potential contributions:

Halandri has made very positive experiences with a first approach to integrated neighbourhood planning in the framework of the HABITAT and wants to share these initial experience with the partners, but also take partnership thinking and participative planning a step further with their help.

C.1.8 Nijmegen

Local Situation:

The target area in Nijmegen is a centrally located neighbourhood that is characterised by a certain degree of concentration of residents in socially disadvantaged situations and stigmatisation as a "bad and poor" area. In the next future, 2 important incentives will be placed here which need to be carefully planned to create positive impact on the development of this neighbourhood:

- An existing community centre will be demolished to realise here a new building as a community centre with a very comprehensive approach.
- At the edge of the target area, major development will take place through the construction of several hundred

new flats at the waterfront, which aim at a rather upmarket segment of tenants and buyers.

Challenges:

The major challenge with respect to the target area is the question

- How a newly constructed Peoples' House in the area can be planned and realised in a way that it will be accepted and actively used by all existing groups of residents?
- How can the development of an upmarket housing area at the waterfront at the edge of the target area be used as a potential for growth in the deprived area rather than create further polarisation and stigmatisation?

Expectations:

The City of Nijmegen expects inputs and innovation especially with regard to the questions:

- How can a development incentive created by a new and upmarket development be linked to a neighbouring deprived neighbourhood and create development incentives for such a neighbourhood?
- How can difficult and excluded young people be integrated into such initiatives as a starting point for their re-integration into labour market and city life?
- How can the overwhelming responsibility of local authorities for such sustainable neighbourhood development be shared with others – especially in terms of active citizens?

Potential contributions:

The City of Nijmegen has long-standing experiences with

- integrated bottom-up approaches to regenerate deprived urban areas,
- active involvement and participation of residents,
- processes to develop and realise Neighbourhood Visions and convert them into mid-term integrated planning as well as
- a close and constructive co-operation between the city and the regional [MA-] level that it wants to share with the partners.

C.1.9 Satu Mare

Local Situation:

The City of Satu Mare has gone – like all Romanian cities – through a difficult and challenging phase in its development over the last years. The city was successful in attract-

ing investors and stimulating the economic development and the creation of new employment opportunities. The price for this necessary development has been to accept any investor in any location of the city in many cases, without any planning framework that would guide such investment and organisation of the urban space. This development has created many new problems and development obstacles for a future sustainable development of the city.

Challenges:

The major challenge for the city is to get into a pro-active position, where future investment and development can be based on a long-term development plan as a point of reference for all negotiations with investors and political decisions. This is why there is

- the urgent need to create a comprehensive development plan for the city centre and a deprived area at the boarder of this centre to guide future policy and projects and
- the strong wish of local politicians and professionals to activate and involve as many forces and resources as possible to cope with the development task and challenge.

Expectations:

The main interest of Satu Mare is focused on the following questions:

- How can a long-term and integrated development plan be developed for the city centre and a deprived area of the city – with the Local Action Plan for the RegGov target area functioning as a model for future overall strategic acting?
- How can a comprehensive local partnership be established that helps to achieve a contribution from all relevant resource holders and key players to such neighbourhood development and to create synergies and lasting success for the target area as well as future other development initiatives?
- How can excluded people – especially from the ROMA community – be re-integrated into the social, cultural and economic life of the city and how can they be supported in a development from a problem to a potential of neighbourhood and city development?

Potential contributions:

The City of Satu Mare has very good experiences with locally based social and cultural work for excluded groups of citizens. The experiences of these approaches and organisations can – through their active involvement in the RegGov-project, be shared and developed with the partners.

C.1.10 Siracusa

Local Situation:

The City of Siracusa has achieved major success over the last years in the development of its historic city centre. With the help of European funding as well as national and regional resources, a lasting revitalisation of this area has been achieved.

Challenges:

The major challenges with respect to the overall urban development in Siracusa are:

- The existence of large parts of the city, which have not been excluded from this positive development and are getting more and more stigmatised and deprived.
- In these areas, the development of an entire generation of excluded young people who are at risk of going into a criminal career and are more and more contributing to a bad reputation and isolation of these neighbourhoods.
- A regional surrounding that is still characterised by high unemployment rates and a severe lack of economic opportunities and development.

Expectations:

The main interest of the City of Siracusa is directed towards the following questions:

- How can a long-term and integrated development plan be developed for the three most deprived areas of the city?
- How can a comprehensive local partnership be established that helps to achieve a contribution from all relevant resource holders and key players to such neighbourhood development and to create synergies and lasting success?
- How can excluded young people be re-integrated into the social, cultural and economic life of the city and its neighbourhoods with local processes of participation, activation and empowerment as a starting point?

Potential contributions:

The City of Siracusa has a system of local district councils, which are very committed supporters of their neighbourhoods and active in creating new and creative solutions to – often urgent – local problems. They are all actively involved in the project and its local support groups and willing to share their experiences and know-how with regard to the development of disadvantaged urban neighbourhoods.

C.2 Conclusions and Consequences for the Work Programme

The overall topic of the RegGov-Network has been defined at the initial stage of project development in order to submit a successful application for funding to the URBACT-Programme. This overall topic remains unchanged: The main issue of this network is the question, how – in integrated urban and neighbourhood development – good forms of governance can be established, not only allowing for a lasting and efficient „horizontal“ co-operation between all relevant actors on the local level, but also with a special focus on the question how better and more reliable form of vertical co-operation – from the neighbourhood level across the city level to the level of Managing Authorities – can be achieved. This is of special relevance after the mainstreaming of the urban dimension in European policy – giving a high responsibility to regional authorities all across Europe in this field of integrated urban policy.

C.2.1 Lead Questions for the Work Programme

The Development Phase – and especially the Intake Visits to all partner cities and regions as well as the discussions of the then finalised partnership of 10 members during 2 seminars – has contributed to a more detailed definition of the issues to be addressed and to be converted into a Work Programme for the partnership. Following this development work, the network activities will focus on the following issues and questions, which are only mentioned in this application, but are explained in more detail in the Baseline Study:

- How to develop long-term Integrated Action Plans and the necessary related financial planning for the sustainable regeneration of deprived urban areas?
- How to monitor progress and achievements in Integrated Neighbourhood Regeneration as a tool for local decision makers as well as Managing Authorities?
- How to establish and maintain comprehensive and sustainable partnerships for Integrated Neighbourhood Regeneration?
- How can good forms of governance and vertical co-operation for Integrated Urban Development Planning be developed and maintained between cities and their regional authorities?
- How can good forms of regional exchange, learning and co-operation in the field of integrated urban regeneration between cities in European regions be developed and maintained?
- How can representatives of the private sector as well as the local communities and their associations success-

fully be integrated in efficient governance models and the development as well as implementation of Integrated Local Action Plans?

- How can the most excluded groups in our urban societies – e.g. members of the ROMA communities, but also young people at risk of entering a criminal career – be integrated into the social, cultural and economic lives of their cities by using participation processes as starting point for their re-integration?
- How can efficient citywide monitoring systems be developed and applied in order to allow local policy and administration to intervene in neighbourhoods at risk of degradation at an early stage?

C.2.2 Methodological Consequences for the Work Programme

Methodological framework for project implementation

The findings from the discussions in all partner cities and with all relevant partners in the cities and regions of the RegGov-network have shown that a standardised exchange programme would not result in the most efficient use of the scarce resources. Therefore, the methodological framework to be applied that has been developed and decided by the partners contains the following elements:

- There will be 3 Thematic Seminars that will involve all network partners – cities as well as Managing Authorities. These 3 seminars will focus on topics that have been identified during the Intake Visits as topics of general interest – topics where all partners are interested to gain input and know how from the other partners. These 3 network with the participation from all partners are decisive in methodological respect to „keep the partnership together“ and allow in a structured setting the exchange and personal meetings of all partners – so that they are likely to consult each other wherever useful or necessary also individually in between network activities.
- As the Intake Visits have equally shown that below that level of shared interest in the topic there is a variety of specific local challenges, problems and learning needs, it has been decided to introduce a second, more focused level of exchange, co-operation and co-production: This is the level of Thematic Clusters – joining cities together in one production cycle who share a common specific interest and need for learning and producing innovation.
- An additional challenge for the RegGov-network that needed a specific methodological answer is – not only because of the nature as a Fast Track Network, but also due to its topic of governance – the need to support

good co-operation in various directions and dimensions: between European cities and neighbourhoods, between cities and their responsible Managing Authorities, and at the same time between different European Managing Authorities. In order to cope with this additional challenge in an efficient way, a tailor-made seminar structure has been foreseen: All seminars will include parts where only cities work together and produce their own solutions, while in parallel the same is done by the Managing Authorities, so that each group has space in the seminars where they can focus on their own and very specific needs and interests. In other parts of the seminars cities and Managing Authorities will work together, so that the development of a better understanding and of better partnership acting between cities and their Managing Authorities can equally be supported. A participation of Managing Authorities in Thematic Cluster Seminars cannot be financed as a general rule, but it is hoped that this exchange strand is sufficiently attractive and useful to motivate individual Managing Authorities to participate in seminars, which are relevant for their work on their own expenses.

- Finally, a method needed to be developed that could help to ensure that all partners have a real input in the network activities and outcomes and feel responsible for it. For this reason, the principle of „shared responsibility“ has been introduced, with each partner having a lead role for one element of the work programme and network activities.

Involvement of partners

All experiences in partnership working – locally, regionally or inter-regionally – shows, that an active involvement of partners cannot be achieved if one Lead Partner develops an agenda and a work programme for the partnership and then expects all other partners to contribute actively to its realisation. A partner will only contribute actively if he is a real „co-producer“ of the work plan and has had an opportunity to develop a sense of ownership for the partnership’s objectives. Therefore, the RegGov-network has put such a great emphasis on the Intake Visits during the Development Phase to make sure that in each city all potential partners have been met and consulted, and that they all have had a real and practical impact on the design of the partnership’s Work Programme and intended outputs.

This Work Programme therefore is not an externally developed document, but the result of a first work process where the initial idea has gradually developed into a detailed programme with each individual visit and local debate. Therefore, at the end of this Development Phase, the RegGov-Partnership is confident not only to have concluded a document that meets the full support and commitment of all partners, but also a work process that has demonstrated by now that for each individual partner

this network „counts“, is relevant and receives the full support. This has been demonstrated practically by each individual partner through

- the completion of a detailed City Dossier – a very comprehensive structured document that created significant work in each participating city – but has been completed in time and in good quality by each partner;
- the organisation of a 2-day programme for the Intake Visit for which a wide range of key player from the neighbourhood, the city and the regional level needed to be activated and motivated to participate – again, as a task that each individual partner has completed very successfully.

On the basis of these achievements, the starting condition for the network are excellent at this stage – the most decisive pre-conditions for an active participation of all partners have been achieved at the end of the Development Phase. In order to maintain such an active involvement of all partners, the following planning has been decided:

- All partners will contribute to and participate in 3 overall network seminars with topics that are relevant to all partners – as a platform for exchange and co-production that involves all partners and all the know-how that is available in the partnership.
- All experiences with international networks show that such big events – including partners from 10 different cities and regions – have their limitations when it comes to the practical added value for each individual participant. In order to maximise this added value – and the motivation for an active participation – the RegGov-partners have decided to split their budget for transnational activities. Next to the network-wide seminars, which are important to keep the network together as a complete group – there will be a more focused strand of activities with a specific thematic focus. These Thematic Clusters involve only those cities, who really have a shared and very strong interest in the particular topic and who get the chance in these Thematic Cluster to implement a very targeted and output-oriented exchange and co-production process.
- Following the principle of shared responsibility and empowerment, these activities are not completely organised by the Lead Partner and external experts. In order to help the partners to be active network drivers rather than consumers of network activities and products, each partner will have a lead role for individual network activities and products. In fulfilling this role, that partners receive support and guidance, but the activities and products will be „Their“ activities and products.

With these structural decisions, the RegGov-partners think to have prepared all possible elements that can lead to an active involvement of partners. Nevertheless, it is

obvious and clear that the real participation will always be a result of good or bad partnership work and management. Partners will only actively contribute over a 3-year period when the network activities and products can always show their clear added value and compete with the local duties of each partner which are always much more present and pressing than an international agenda or remote partners. This remains an ongoing challenge throughout the entire network life. A challenge that cannot be overcome by „moral“ arguments or pressure – but by convincing partnership work and management as an ongoing task.

Involvement of Managing Authorities

As it has been mentioned, the Managing Authorities have been met for a half-day work session during the Intake Visits to the network's partner cities. As it has been mentioned there, it was one part of these meetings, to find out in detail for each of the participating Managing Authorities what exactly could be an added value for them that could be achieved through their active participation in the network's life – to make sure that such needs can be integrated into the Work Programme – because all experiences in partnership work demonstrate that a partner will only contribute actively to a joint work agenda when he/she has a very concrete added value for his/her own work and when that added value is very clearly and precisely seen and acknowledged. This is of even greater importance in international partnerships where the joint work agenda and objectives often are very far away from the daily workload and pressure.

On the basis of this structured and comprehensive analysis, the involvement of the Managing Authorities has been carefully planned as described in Chapter 3.1.4 of this application. It mainly consists of the following elements:

- **Involvement on the local level:**

The most important challenge – offering the most significant potential for sustainable positive achievement in all participating cities and regions, is the development of good co-operation and partnership structures between each individual city and its Managing Authority. This has been initiated through the joint workshop during the Intake Visit – and now needs to be developed and stabilised. It has become obvious during this first meeting that Managing Authorities will not participate in each meeting of the Local Support Groups in most cases. First of all, because that might for some of the Managing Authorities be too time consuming. Secondly, because here, a careful balance needs to be kept and established: Managing Authorities should become good partners of the cities, but at the same time they need to be able to keep a certain distance – as they are at the same time „authorities“ that need to treat all cities in their region in a fair way. Therefore, it has been decided that the Managing Authorities will not participate in each meeting

of the Local Support Groups, but they will meet „their“ RegGov-city twice a year – to discuss progress with regard to the Local Action Plan and Local Support group and establish a regular exchange with regard to the network topic. At the occasion of this meeting, they will each time take part in one meeting of the Local Support Groups, to get a personal impression of its work, progress and added value for local policy delivery.

- **Involvement on regional level:**

It is obvious that the main purpose of this active involvement of the Managing Authorities is not only to support in the one network city in each region, but much more to make sure that the Managing Authorities acquire additional know how and expertise for their general functioning as Managing Authorities in the entire region. Therefore, it has been discussed with them that from all seminars, cluster meetings etc. they will receive practical outputs that they can use for their overall work. Requests have been directed especially towards the question how funding applications in the framework of the Structural Funds can be assessed on the basis of a set of reliable indicators as well as how progress in co-funded progress can be measured and monitored by the Managing Authorities. To these and other questions they will receive network products for a wider use in their overall work as Managing Authorities – most of them developed in joint working sessions between the Managing Authorities during seminars. In order to support such regional impact, an active involvement of regional networks and associations of cities will be an essential part of the work and has already been planned in the first member regions [e.g. Duisburg, Nijmegen, Ruda Slaska, Halandri].

- **Involvement on network level:**

On the level of the overall RegGov activities – and to allow for such exchange and joint production processes between Managing Authorities – they will be involved in the 3 thematic seminars of the network. In parts, they will have joint sessions there with the cities – to help establish the necessary culture of mutual understanding and co-operation – in other parts of the seminars they will work together only in a group of Managing Authority – where they can pursue their own specific agenda and create the innovation and know how they need and expect from the partnership. In addition, each of the Managing Authorities will always be informed about the agenda and activities of each Thematic Cluster and will have the opportunity to participate in their meetings. This would, however, need to be done on their own expenses (their budgets for technical assistance or other sources of finance), because the network budget does not allow to finance such a more intense participation of Managing Authorities. It is expected that each Managing Authority that has a real interest in cluster activities and sees the chance to achieve an added value there, will be able and willing to pay for their own participation there.

- Involvement on wider European level:

The RegGov-network has a Fast Track Label – and therefore it is not only essential that the Managing Authorities do actively participate in all aspects of the network's life, it is equally essential that they establish a good thematic and focused exchange and co-operation with the DG's that want to participate actively in this network. In order to foresee this with a solid starting incentive and to define options and potentials in detail, a seminar between the Managing Authorities and the 3 participating DG's has been foreseen at an early stage of the networks Implementation Phase. Here, details of such wider relevance and involvement of the Managing Authorities will be discussed and planned.

Integration of Local Support Group Activities

The Local Support Groups in each partner city have had their initial meeting during the Intake Visit of the Lead Expert. The group that has met at this occasion needs to be regarded as the „starting“ or „core“ group for the Local Action Plan:

- A careful analysis of each planning case and local situation during these 2 days has always led to the identification of additional partners of which local organisers had not thought, but who are – from all relevant experiences – necessary for a successful development and later implementation of an Integrated Neighbourhood Development Plan. So, at the end of each Intake Visit there was a more complete list of participants to be included.
- In some cities, it has become obvious during these meetings, that there is a number of participants that is too large for an efficient co-operation. In these cases, sub-structures will need to be developed – to make sure that all persons and institutions that want to participate and contribute are included, but that this happens in an organisational model that can achieve efficient work.

On the basis of this initial planning phase, all 10 Local Support Groups are now completed and until the end of the year will have signed a Partnership Declaration. For their later operation, it has been decided that each partner will have a standardised Reporting Form to be completed after each meeting of his/her Local Support Group. In this form, the most important topics of the meeting, the decision taken and activities planned – but also the problems and obstacles encountered are reported to the network level. With this lean reporting system it can be ensured, that on the network level there is always the necessary insight into the life of each Local Support Group – so that guidance and support can be provided when necessary.

This structured reporting also allows to include requests, needs but also possible inputs of good practice into the

network activities – on the level of Thematic Seminars as well as Cluster Meetings. A flexible and pro-active as well as reactive planning of all network activities is then necessary, to give the best possible support to each Local Support Group, but also use the findings of their work and their achievements to feed them into learning processes of which all partners can benefit.

The decision to organise the first Thematic Seminar of the network in January 2009 in Halandri is an example of such flexible work planning: During the Intake Visit to Halandri it has become obvious, that here working in partnership on the neighbourhood level is still a very new idea – and that its full potential is not yet understood by all relevant people from the neighbourhood. Therefore, it has been decided to have the seminar with all 10 partners in this neighbourhood, so that not only 2 local representatives can learn about this directly from other European cities, but the entire newly established Local Support Group from Halandri can meet the partners and get an incentive and a motivation for their new task.

This kind of flexible reaction to the needs of the 10 Local Support Groups needs to be maintained throughout the entire duration of the network.

Further qualification of the Local Support Groups can then be supported also by the budget that is allocated to them – in many cities there are already ideas how to use this budget – and further impact of the Local Support Groups into the network life can be achieved through the delegation of individual Local Support Group members to the various Thematic Clusters which are operating in parallel.

C.3 Work Programme

C.3.1 Time schedule for the realisation of the RegGov-objectives

Before a detailed Work Plan has been developed by the RegGov-partners, a general division in and definition of Phases of Work has been created, leading to the following planning:

Month 1 – 6: Feasibility Phase with the following activities and tasks:

- Completion of partnership and check of its feasibility
- Further focusing and development of a precise topic and set of operational objectives for the network
- Selection and detailed description of target areas and topics for Local Action Plans

- Selection of members for 10 Local Support Groups
- Joint development and agreement of transnational Work Plan

3 Seminars of Cluster 4

The development of city-wide monitoring systems for the development in urban neighbourhoods
Lead Role: Duisburg
[2 representatives per participating city]

Month 7 – 8: Groundwork Phase with the following tasks and activities:

- Get Local Support Groups confirmed and operational in all partner cities [Signature of Partnership Declaration for each of them];
- All necessary preparation for the Implementation Phase with different needs and tasks in each city, based on advice provided by the Lead Expert as a result of the Intake Visit and the analysis of its findings [Distant Coaching];
- Development of detailed planning for the following first Thematic Seminar
- Cluster Forming - Developing of detailed work programme participation for each of the 4 Thematic Clusters

Participation in central activities on programme level and meetings of Thematic Pole
[Lead Partner; Lead Expert]

Month 31 – 36: Capitalisation Phase

- Preparation of Final Products and Outputs
- Guidance to all partners for the development of reliable Exit Strategies
- Final Conference
[3 representatives from each city, 2 representatives from each participating Managing Authority]

Month 9 – 30: Exchange and Co-Production Phase with the following activities:

3 Central Thematic Seminars
with topics relevant for all partners [2 members per city / 1 member per Managing Authority]

1 Thematic Workshop for Managing Authorities
[2 representatives from each Managing Authority and representatives from the European Commission as well as Lead Partner and Lead Expert]

3 Seminars of Cluster 1
New forms of regional co-operation in integrated neighbourhood development
Lead Role: Ruda Slaska
[2 representatives per participating city]

3 Seminars of Cluster 2
The involvement of private sector and community representatives in efficient governance models for the regeneration of deprived urban neighbourhoods
Lead Role: Södertälje
[2 representatives per participating city]

3 Seminars of Cluster 3
Integration of ROMA-population into the social, cultural and economic life of their cities
Lead Role: Satu Mare & Nyíregyháza
[2 representatives per participating city]

C.4 Outputs

As far as it can be overseen at this stage – the end of the Development Phase – the network will have the following concrete outputs and results:

- 10 + x sustainable comprehensive local partnerships [Local Support Groups]:

During the Development Phase's Intake Visits to each of the partner cities, the core groups for these Local Support Groups have been met, have agreed in a meeting chaired by the Lead Expert on common objectives and will before the end of the year each sign a Partnership Agreement. Through careful guidance and monitoring from the network level – and supported by their own budget – it will be ensured that they all work successfully, deliver a concrete added value for each participating organisation and will then have all necessary potential to develop into sustainable partnerships. As several cities want to use these RegGov Local Support Groups as an experimental local model, to learn how such partnerships can be developed and maintained, and to demonstrate the added value to other neighbourhoods in their cities, it can be expected that beyond the 10 Local Support Groups in the starting phase there will be additional ones in several partner cities by the end of the RegGov Implementation Phase.

- 13 + x Integrated Local Action Plans:

It was the initial intention – as foreseen in the programme – that each of the partner cities would develop one Local Action Plan during the network's life. During the Intake Visits, some cities have expressed their interest to use this unique chance to develop such a Local Action Plan with the support from the network partners and their Managing Authority for more than only one area. These ambitious plans have been carefully checked during the Intake Visit – and also discussed with the local politicians and the responsible Managing Authorities. As a result, there is now a reliable planning for 13 Local Action Plans to be developed during the duration of this network. As several cities want to use these Local Action Plans, developed in international co-production and with strong Local Support Groups as an experimental local model, to learn how such integrated long-term development plans can be developed, it can be expected that beyond these 13 Local Action Plans there will be additional ones in several partner cities by the end of the RegGov Implementation Phase – either completed or in their development phase.

- 13 Case Studies of Good Practice in Integrated Neighbourhood Development

For each of the target areas that will receive a Local Action Plan, a Case Study will be produced as an example of Good Practice in integrated neighbourhood development. In order to provide products offering lessons for other cities and Managing Authorities in Europe, these Case Studies will be produced as „Developing Documents“: In the first year, each of the target areas will produce with guidance from the Lead Partner and Lead Expert a Case Study at an early stage for dissemination and capitalisation. At this stage, the projects might not have achieved many practical results, but an early presentation of their activities and objectives will allow to open up exchange and consultation with other European cities and neighbourhoods at an early stage. Following these initial versions, each Case Study will then receive a six-monthly update – with each update more and more tangible results and outcomes to be included and made available for other interested cities and neighbourhoods.

- 3 Thematic Seminar Reports and related Products:

On the overall level, the RegGov-Network will implement 3 Thematic Seminars which are topic-based seminars of general importance with participation from all cities and Managing Authorities. For each of the seminars, there will be a Thematic Report – which will in each case be followed by a product that is converted from a report into a practicably usable tool for the cities and Managing Authorities:

- The first seminar will deal with the question how to

develop a long-term integrated neighbourhood development plan. On the basis of existing good practical examples the partners lay the foundation for a practical manual for local and regional actors – following the report this manual will then be developed and distributed for practical use.

- The second seminar will focus on the topic „How to monitor progress and achievements in Integrated Neighbourhood Regeneration“ – again working with all partner cities and Managing Authorities on the basis of existing good examples – jointly developing them further into a comprehensive report – and then into a practical manual for all members and other European cities and Managing Authorities.
- The third seminar will then – based on practical experience the partners have gained by then – deal with the topic of governance and partnership – and again produce a seminar report and a practical manual.

- 4 Thematic Cluster Reports and related Products:

The same formula – to do structured joint work and present the results in Thematic Report – then to be converted into practically usable products – will be applied for the network's 4 Thematic Clusters, which have to following topics for which they will deliver focused practical products:

- New forms of regional co-operation in Integrated Neighbourhood Regeneration
- The involvement of private sector and community representatives in efficient governance models for the regeneration of deprived urban areas.
- Integration of ROMA-population and other most deprived and excluded groups into the social, cultural and economic life of their cities.
- The development of citywide Monitoring Systems for the development in urban neighbourhoods.

- Additional target-group related projects with European funding

During the Intake Visits and the debates with the 10 partner cities and partner Managing Authorities, it has become very obvious that all partners want to use this finance for a 3-year structured exchange, co-operation and co-production process as a platform to achieve further added value. This relates also to the chance to use this network that is a topic-based network [Governance in Integrated Neighbourhood Development] as a platform to acquire additional resources for more target-group oriented projects. The organisational platform for the joint development of such spin-off projects and applications for additional funding will be the Thematic

Clusters, as their work has a focus on more specific topics so that they are best suited to achieve this objective in a joint, cluster-based effort.

- Additional interregional projects

During the Intake Visit, especially the Managing Authorities have expressed a strong interest to use this oppor-

tunity of a 3-year structured exchange with other Managing Authorities in Europe as a platform to equally produce spin-offs: For them, such spin-offs should lie in an improved structural co-operation with other Managing Authorities and – wherever possible – additional interregional projects. These will be developed by the Managing Authorities in their separate programme parts during the Thematic Seminars and possibly additional meetings for which financial resources still need to be acquired.



The RegGov-partners at their first joint seminar in Södertälje

RegGov Fast Track Network

Regional Governance
of Sustainable Integrated
Neighbourhood Development

Baseline Study

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