

urbano City Coaching

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Project Check & Recommendations

0. Introduction

The City of Södertälje is member of the RegGov-Network, that is co-financed in the framework of the URBACT II-Programme and will form the basis of a co-operation of 10 cities and their Managing Authorities from 9 European countries.

The central focus of this network's activities is to find new ways to achieve an integrated and long-term revitalisation of deprived urban areas in European cities. An additional focus is placed on an improved vertical co-operation between cities and their Managing Authorities in order to create more efficient co-operation and procedures in the use of the European Structural Funds.

The City of Södertälje has made previous positive experiences with the URBACT-programme – especially through the participation in the „Support for Cities“-programme with the neighbourhood of Hovsjö – which has led to an initial integrated planning for this area, but at the same time has led to a high attention for the City of Södertälje in European events and media – creating excellent opportunities to place the City of Södertälje in the European debates and the attention of the URBACT-Secretariat in Paris as well as the European Commission in Brussels as an innovative and dedicated European city.

In the framework of the current RegGov-network, the City of Södertälje has decided, to use the Ronna-estate as target area for this international co-operation, that will last until June 2011 and will provide the area and its key players with expertise and resources to establish a Local Support Group and develop an Integrated Local Action Plan for its future development.

This opportunity, to be part of a transnational partnership until 2011 that will work in close co-operation with 3 important Directorates General of the European Commission and to receive the support of partners from 9 other European cities should be used to gain additional added value for the development of Södertälje.

This refers to the acquisition of resources for additional international and interregional projects as well as to an active use of all opportunities to support the ambitions of the City of Södertälje to make itself known as a successful and innovative European city.

The development and following implementation of a Model Local Action Plan for Ronna is undertaken as one element of that strategic city-wide objective with a very high European visibility and innovation potential.

The URBACT-programme
as a chance to enhance
Södertälje's European
image and visibility

I. SWOT-Analysis

During the first Coaching Visit to Ronna, all members of the Local Support group have, in the Framework of a [Future Workshop](#) for Ronna, undertaken a SWOT-Analysis for the area in order to create a common basis for the development of future strategies and projects - to be put in the framework of an [Integrated Local Action Plan](#) for the area that is to be developed as part of Södertälje's commitment to the RegGov-network and the URBACT-programme.

Future Workshop for the
development of Ronna

I.1 Problems, weaknesses and challenges

Following the assessment of all partners, Ronna is confronted with the following problems, weaknesses and challenges:

- The [bad outside reputation](#) of the area - often created by the media - that does not reflect the real quality of the area and the feeling of living inside Ronna.
- The [feeling of unsafety](#) which has been reduced since there is a better presence of the local police, but still is an issue for some residents [groups].
- [Discrimination](#) of the area and large parts of its residents.
- Outer and inner [segregation](#).
- A [lack of a coherent identity](#) of "Ronna residents".
- A [lack of a sense of responsibility](#) for the own housing and living area amongst its residents.
- The [separation of Ronna into 3 distinct areas](#) which are very different from each other and do not have too many links, creating the feeling of "One Ronna" with different housing and living forms and cultures.
- [Cultural clashes and conflicts](#) within the area and amongst its residents groups.
- The [presence of one large monocultural group](#) which makes the situation different from other areas with a high degree of ethnic minorities that are mixed and add to a multi-cultural neighbourhood life.
- The dominant presence of „[Ethnic television](#)“ keeping people away from learning about Swedish language and society.
- The [lack of language identity and skills](#) amongst large parts of the local community.

Image and reputation are
important factors

How to turn cultural chal-
lenges into opportunities?

SWOT-Analysis

- The **low educational involvement and achievements** of many young people from Ronna, especially affecting the boys.
- A resulting **lack of perspectives for young people** from the area in the surrounding Swedish society.
- A **lack of orientation, of values and of positive role models** for most of the young people from Ronna.
- A **lack of inter-generational respect and contacts** in the area.
- A **lack of projects**, especially for boys from the area.
- **Difficulties to reach and activate tenants** - with some of them because they belong to groups who are not used to get involved in neighbourhood development, with others because they have been involved in earlier initiatives and have got the feeling that this was without any lasting success, so that today they are frustrated and not motivated anymore.
- A **regular loss of people** who improve their social situation and get a choice where they want to live - and then move out of the area to "better" housing areas and neighbourhoods.
- A **lack of empowerment** amongst the local community
- A **lack of spending power** in the local community to support the growth of a local economy and of wealth in the area.
- **Unemployment** amongst local residents.
- A **lack of employment opportunities in the area** itself which makes it less "complete" and attractive and also is an obstacle on the way towards a full integration of the area in the surrounding city and a sustainable development and success of Ronna.
- A **missing attractive centre and „heart“** for the area.
- The **absence of a Community Centre** that could act as a meeting point, a starting point for activities and commitment for the area and, equally important, a reason to develop a sense of pride for the area amongst the residents.
- The **loss of a local office of the Social Services**.
- The development, the quality and the reputation of the **shopping centre** is a problem - certainly a "missed chance" for a sustainable development of Ronna towards an attractive neighbourhood
- **Gambling issues** - playing an important role for the development and potential of the shopping centre, but difficult to get under control.

Education and training as
key to life perspectives

How to overcome frustra-
tion and lack of interest?

The development of the
local economy is crucial

No future without an
attractive and active centre!

SWOT-Analysis

- Deficits in the [maintenance of public space](#).
- [Garbage in public space](#) – supporting and enforcing the bad image of Ronna and the lack of identity.
- Deficits in [maintenance of some playgrounds](#).
- A [lack of playgrounds](#).
- [Insufficient ways and paths](#) for pedestrians and bicycles.
- A [lack of „furniture“ in public space](#) - important for the use of the area - also an opportunity to improve the image of the area if they were of good design quality.
- Unauthorised [sub-letting of flats](#), partially leading to unacceptable housing conditions, at the same time to a lack of knowledge about the precise number and composition of local residents.
- [Illegal tenants](#) living in bomb-shelters.
- A [lack of funding](#) for projects and a successful development of Ronna.
- A [lack of structured information and detailed knowledge](#) about the area.
- The [lack of an Economic Development Strategy](#) in the past.

[High quality public space as a pre-condition for success](#)

[A closer look at local housing conditions](#)

1.2 Strengths and Opportunities

Despite of all the problems, deficits and challenges which are usually in the focus of public attention, it is also important to identify and analyse strengths and opportunities of Ronna. Not only because they can be starting points for future project development, but also because they are necessary as points of reference for urgently needed strategies to overcome the exaggeratedly bad image of the area and the lack of pride amongst its residents.

[Strengths & opportunities as starting points for change!](#)

The participants in the first Future Workshop for Ronna identified the following strengths and opportunities of the area:

- Young people as [environment guards](#) – an innovative and intelligent project that is paid by the housing company.
- The [proximity of Astra](#) with its development potential and its employment opportunities.
- The strong involvement of the local community in [local associations](#) in Ronna.
- The good quality of the [local school](#).

SWOT-Analysis

- A high degree of **commitment for the area** amongst parts of the residents and co-workers of institutions and organisations.
- The area's **young people** and their pride as a strength and potential for a strong future development of Ronna.
- The area is **well-known** – even though often with negative headlines – but this chance could be used to turn the usual attention and publicity into positive reporting and image.
- The **informal economy** in the area.
- The **hope** of the many young people and the **will** to do something as an important positive energy for the area's development.
- Programme Today: The **Future Workshop** as an important development chance for Ronna if activities will follow.
- The knowledge of several **cultures** and **languages** in the local community as potential for cultural and economic development if supported, developed and valorised.
- The new **ESS-initiatives** offering an easier and faster access to „the system“
- Strong **internal social cohesion** amongst the local residents.
- **Low level of vandalism** compared to many other deprived and socially excluded areas.
- The **local network** with a history of 10 years by now.
- Ronna as part of a city and region with a **future** and with **hope** to which is could contribute a lot if all potentials of the area and its local community were properly supported and developed.
- The high degree of **entrepreneurial skills** in the local community that should be used to overcome the monofunctional character of the area and to develop a strong, diversified and attractive local economic life.
- The **local police station and its staff members** - not only as an important authority in the area to improve the [feeling of] safety, but also as a committed partner in neighbourhood development for Ronna.
- The **good quality of the housing stock** as a core strength of the area that can be used as a strong basis for further improvements and sustainable development.
- The **diversity in the structure and offer of the housing stock** that makes it attractive for various groups and resistant towards changes in demand.

Many problems and challenges contain opportunities

Ronna offers a rich variety of potentials and energy for the development of the city!

Previous Initiatives & Activities

- The high quality [newspaper of the local school](#) that can act as a model for an improved outside presentation of the area and sense of pride in the local community.
- The Astra sponsored „[Science Centre / Science School](#)“.
- The [Mentorship Programme](#) with Astra.

2. Analysis of previous initiatives and activities

While the analysis of strengths, weaknesses, changes and potentials allowed to create a common understanding of the current situation and perspectives of the area, there is an equal need to create such a common understanding of processes and initiatives in the past which have tried to improve the situation.

Only a good analysis of these initiatives with a precise identification of their strengths and limitations allows a possibly improved and more sustainable approach for the future – trying to build upon positive experiences and achievements while equally trying to avoid reasons for failure and underachievement of previous initiatives.

2.1 Positive elements

One of the very positive elements of previous initiatives – especially as it had a lasting and rather sustainable effect – was the development and creation of a [strong local network](#) that is, in large parts, still active and an important resource and “software” for the future development of Ronna.

Of equal importance and added value has been the [money](#) that has been provided in the framework of previous initiatives and policies [for schools, the Family Centre, the Youth Centre and for local associations](#). This investment has created an equally lasting impact and has created structures which are still essential for the quality of life in Ronna and for its development perspectives.

Two other positive elements of previous initiatives and policies unfortunately could not be maintained: The presence of [Neighbourhood Managers](#) and the creation of a [Residents Consultancy Forum](#) has been appreciated very much by the local community and has been an important potential for the development of Ronna, but both elements unfortunately have not been lasting.

Assessing the experiences
with previous initiatives

Not all of the positive elements
have been lasting

Previous Initiatives & Activities

2.2 Negative elements

One of the most negative elements of previous initiatives were the [end of the financing for the Neighbourhood Managers](#) and the [termination of the Residents Consultancy Forum](#). There strong negative impact results from the fact that they did not only leave Ronna without important elements of possible sustainable development, at the same time this created a high degree of frustration in the local community – the experience that commitment for the own area does not pay out, because local communities still remain dependent on local politicians who can take essential support away from them at any time without consultation. This experience is still very present in the local community and creates an important obstacle towards a new activation for Ronna's development.

[Frustration as a lasting impact of precious initiatives](#)

This last observation and assessment is closely linked to another weakness of previous policies and initiatives that has been decisive for their failure: These initiatives have not been able to create good [links and communication between the local community and local policy makers](#). As the gap between those two “worlds” could not be bridged by these initiatives, the local community remained “consumer of benefits” provided by local politicians - benefits, that could be taken away from them at any time. If the development of good co-operation structures between local policy makers and the local community had been successfully achieved, policy changes could have been developed jointly and in consultation with each other - with the opportunity that compromises could have been found and local commitment and support could have been maintained.

The fact that these things could happen, that the local community was without any power to fight against such negative decisions, indicates a further limitation of previous initiatives: They have been characterised by a [lack of empowerment](#) achieved or intended. Experiences in many European projects and neighbourhoods show that such successful empowerment, even though often linked with fear on the side of local policy makers, in the end always turns out to be a strong resource for local development that does not necessarily work against local policy, but rather as a strong partner of local policy makers - also, or even: especially in times of crisis and problems.

[Successful empowerment does not create opposition, but strong partnership](#)

One of the most important structural deficits of previous initiatives has certainly been the fact that in most cases there was a clear [lack of a long-term strategy](#). A chain of many ad hoc initiatives and projects will always be limited in its impact – while a long-term strategy as point of reference and orientation for such projects and activities could have created a significant added value and a higher degree of sustainability for the public resources which have been invested anyhow.

Recommendations

As a consequence, one could say that many of the previous initiatives have rather been limited to the [distribution of time-limited money](#) and [short-term benefits](#) that a starting point and resource for the creation of structural change and improvement.

Changing structures or
distributing money?

With regard to options for a long-term and sustainable development of Ronna, the [absence of an Economic Development Strategy](#) in previous initiatives is regarded as equally decisive and limiting potential for success.

3. Recommendations for future initiatives and activities

This analysis of strengths and weaknesses as well as limitations of previous initiatives has created a good basis for the joint definition of recommendations for future strategies.

With regard to [strategic development](#), the following essential recommendations for the now starting phase of integrated and sustainable development in Ronn are defined by the group:

The analysis of the past gives
clear indications for neces-
sary strategic elements

- Provide the area and the local community with a [long-term strategy](#) that covers all relevant policy fields and aspects of neighbourhood life and quality in an integrated fashion for a long-term period - then broken down into annual planning and milestones to be achieved.
- Make sure that this long-term strategy includes also some [short-term visible successes](#) – the local community needs to see these to get convinced that positive change is coming and to get motivated to co-operate, especially important in the light of previous negative experiences in Ronna.
- Integrate [strong elements of empowerment](#) into that strategy. A strategy that does not dare to empower the local community will not allow it to develop from consumer of public money and benefits to active co-producers - and active co-production of the local community is the only chance for a sustainable neighbourhood development in Ronna and any other multiply deprived neighbourhood.
- Therefore, do not talk about participation processes anymore – but start a process of [Local Co-Production](#) and call it like that – to make everybody realise the difference towards earlier initiatives and convince the local community of the new opportunities offered by this new approach.
- Integrate an [Economic Development Strategy](#) into the new Local Action Plan. Experiences in other comparable areas have shown

Recommendations

that it is possible to convert rather monostructured housing estates into more complete, healthy and sustainable neighbourhoods when they are provided with employment opportunities and a local economy that is geared towards the local needs as well as potentials of an area.

- Integrate a [Marketing Strategy](#) to overcome the lack of pride and identity [internal] and the bad reputation [external] of the area - always making sure that only such elements are receiving marketing and advertising which have been created as concrete improvements and reason for pride - because such marketing strategies need a strong link to the local reality of the area and should not promise or promote strengths which are not existing and to be found in the area.
- Include [strong and active media work](#) – this must also include a systematic „quick response“-element to all negative press coverage – to make sure that the old tradition of reporting only negatively about the area is overcome successfully and completely and that a fair picture of the area is presented to the outside world.

With regard to the [design of future development and regeneration processes](#), the following recommendations are essential – showing that the positive experiences from the past should be used again as a starting point for a new future for Ronna:

- [Complete the Local Support Group](#) to have all necessary / potentially helpful partners on board – including amongst others:
 - a representative of the [National Agency of Labour](#)
 - a representative of the [National Social Insurance Agency](#)
 - a representative of the [health sector](#).
- Include [representatives from all relevant political parties](#) in the Local Support Group right from the start – to create a „Sense of Ownership“ in the political system and make sure that for later requests for funding you receive the necessary political support.
- Establish a [Neighbourhood Manager](#) again as a central resource for the development process - to run the Local Support Group, to maintain the focus of all activities and to detect and involve all available resources and potentials in the process.
- For a certain time, make sure that there is [one field worker only responsible for Ronna](#) – who can closely work together with the Neighbourhood Manager, the Local Police Agent and all other partners to make a visible new start in community development and the creation of social cohesion as well as trust in the future of Ronna as an essential resource for all further activities and investments.

[Sustainable and successful
development needs
intelligent process design!](#)



Recommendations

- Establish a [Residents' Consultancy Forum](#) again to make sure that for the intended process of sustainable co-production the local community is organised and able to fulfil this role of a constructive and active partner of local policy and administration.
- Provide the Residents' Consultancy Forum with a [budget](#) to buy in expertise – to enable them to make qualified contributions to this process of local co-production and not get stuck again in the role of consumers or critical opposition only.
- Establish a [Neighbourhood Budget](#) again to enable the local community to implement small projects which are high on their own agenda in order to create a few short-term successes - essential for the redevelopment of trust and commitment in the local community.
- Establish a [Local Youth Parliament](#) with influence - because the young people are the future of Ronna - and as long as they are not properly involved in the essential and real development questions and planning, they will not be able to act as future “agency of change” and ambassadors of a better life in Ronna and Södertälje.
- Integrate an [accompanying monitoring and evaluation strategy](#) right from the start to make sure that limitations and underachievement are detected during the implementation of future strategies with a chance for reorientation - rather than discovering such limitations at the end of a strategic development when it is too late for a change.
- Define [clear milestones](#) for the process - breaking the long-term strategy down into annual objectives and achievements which allow a control of success on the way.
- Use the [inclusion of Ronna into a European Partnership and Fast Track Network](#) carried out in co-operation with the European Commission as one element of a marketing strategy - not only for Ronna, but for Södertälje as a future-oriented international city.
- Work towards the inclusion of Ronna into a group of [European Quality Quarters](#) [Q2].
- Whenever quality in neighbourhood development has been achieved – like currently already the local school, in future maybe a more attractive shopping centre – think about giving it a new name and undertake [active and targeted marketing](#) for such newly created qualities.

Remaining Key Questions

4. Key Questions to be answered by future strategies

While the Future Workshop has led to a variety of very clear and precise recommendations for the further process, there is a limited number of key questions which still need to be answered during the next phase of the integrated development process for Ronna. And each strategic orientation and project that is planned should be checked with regard to its potential to contribute to providing these questions with appropriate and promising answers:

- How and with which measures can people, who improve their social situation, be kept in the area?
- How can the separation into 3 areas be overcome in order to create „one attractive Ronna“?
- How can a functional integration of Ronna into the City of Södertälje be achieved?
- Which reasons can be created for „outsiders“ to visit and use Ronna?
- How can the high degree of entrepreneurial skills in the local community be used for a sustainable development of Ronna?
- How can the political discrimination of areas like Ronna be overcome – so that local politicians develop more trust in these areas and provide them with more potentials and chances for their development, e.g. locating an International Business Centre in Ronna, using the multi-cultural and international potential of the area to contribute to the City of Södertälje's ambition to become a truly international city.

All projects and strategy elements need to contribute to these Lead Questions

5. Slogans – As initial orientation for the first phase of the planning process

- Ronna – a place to live, to learn and to love!
- Ronna – for the world in Sweden!
- Don't worry – be happy – come and live in Ronna!
- Södertälje – A Taste of Ronna
- Ronna – where it all happens!
- IT'S TIME FOR RONNA!

Creating an atmosphere of change!

6. Project Planning

6.1 Group 1

- Starting immediately after the Future Workshop: Creation of a Decision Making Organisation that will follow the work to be done until 2015

To do this, some investigation and consultancy needs to be done – and some examples of good governance in other cases of similar types – especially in the neighbouring municipalities in the entire region – need to be examined. This work should incorporate all relevant experiences in Ronna as well as in other areas – so, all existing knowledge must be made visible, accessible and usable.

Efficient processes need
efficient management!

- Provide the existing Youth Centre with more resources – so that in an ideal case it can be open seven days a week and also in the holidays

This is also meant as a contribution for the local authorities to save money that is now spent for the repair of vandalism. Therefore a small investigation should be done to estimate how much money could be saved with such an approach. Resources could be taken from the present budget for security for a short-term solution – for the future a structural solution needs to be developed

1. Estimation of costs for the youth centre
2. Research who would benefit and save money
3. Fund raising for a short-term solution
4. Long-term structural solution

Short-term investment can
save long-term expenditure!

- A new Landmark for Ronna with a new high-quality building for education or leisure time

An architectural competition to build something new that is also more energy-efficient and of high architectural standard should be initiated. The essential objective is to put Ronna on the agenda and to show that Ronna deserves quality. This could include the use of JESSICA-resources

Show that
Ronna deserves quality!

6.2 Group 2

- In 2015 the Ronna-Centre should be opened as a renewed and developed centre with a new name

In order to achieve this objective, in 2011 a private investor needs to be found on the basis of a detailed Feasibility Study that needs to be commissioned by the City of Södertälje in 2010. While this new shopping centre is planned, a meeting and con-

The new Ronna visualised in
a new centre!

Project Planning

sultation space in the existing centre should be opened. A first step towards the realisation of this project would be to contact the owner of the existing shopping centre. There are 2 municipal departments who could be responsible or supportive for this step.

- **Opening of a Mini Townhall in Ronna in the year 2015**

Make members of the Local Support Group visit successful models of such centres in the region as a first step, like Rinkeby. The government supports the idea of decentralised local government offices. A corresponding initiative will start next year and can give support to this project. Once the initial research has been done, negotiations with all potential organisations should be started – also negotiating with EU-institutions.

Ronna as a Pilot Project for
a national policy!

- **Create an Annual Event that is rooted in Ronna – this could be a cultural event, a music of theater festival, a sports event or a relocation of the already existing running race to Ronna**

This event should have a high profile and make Ronna visible to wide audience with a positive notion for at least one day of the year. There has been a Ronna-festival for a number of years which might be used as a starting point for this strategic element. It is important that this event should not be something local, only interesting for Ronna. Instead, a niche needs to be found that has some local connection, but then can raise regional or even national interest. For this purpose, a cultural project manager should be appointed. This strategic element could also include some commercial interest and raise revenue for the area. The first step towards the realisation of this strategic objective will be to open a dialogue with the local people to find out what the topic would be and then establish a working group to develop the project.

Make Ronna widely visible
with a positive event !

- **Create a Cultural Development Strategy for Ronna with all elements – from high end event to ongoing lively events that go on all year**

Such a strategy could be part of a city-wide programme to contribute to the ambition of the City of Södertälje to become more known as a innovative and lively European city. As a first step towards the realisation of this strategic element, a Working Group should be established that designs such a Cultural Development Strategy for Ronna. Such a strategy could also make proposals for a more intense use of schools in the evenings, weekends, holidays etc.

Ronna as a strong element
of a city-wide strategy!

6.3 Group 3

- **Develop a Multi-Sports Arena in Ronna**

Such multi-sports arenas are already existing in some other cities as successful models. In Ronna, it should be opened in 2010. In order to achieve this, the next steps to be undertaken now are:

- Ask the children where in Ronna it should be placed
- Do lobby work to make sure it can and will happen
- Create a link to the Youth Centre to create synergies and bring an added value also for centre.

Such a sports arena has been requested by the local community for many years so that the need is clear and confirmed and for this decision no additional additional research is needed. An important argument for the creation of such a multi-sports arena is that these arenas are not too expensive and do create moderate costs for maintenance. For the development as well as the operation a famous chairperson should be found - that could be Kennedy Bakirciosik, a famous football player who was born in Ronna.

A high and lasting positive
impact for moderate costs

- **Set up and strengthen a Community Board / Neighbourhood Board**

The development of such a board has already started last year. Important steps towards a successful completion of this objective are now:

- To find the right people
- To define guidelines for the function of this board
- To define rules for its operation
- To inform the citizens about this new board and get them interested
- To undertake streetbriefings to talk to everybody and consult them
- To use good experiences from Great Britain and the Netherlands as inspiration for the development of a "Ronna-solution"
- To create some quick success stories - e.g. allow the local community to do barbecue outside
- To show them and convince them that one can act and have an impact and that Ronna deserves such a commitment from its residents.
- The objective is to have an active Community Board established in 2010 that takes decisions and actively takes part in the work to be carried out in the neighbourhood.
- This needs an accompanying media strategy

Reactivate a spirit of
commitment and support

Strategic Recommendations

- **Develop an Information Strategy and create a homepage for Ronna**

There is an agreement that an initial homepage for Ronna can be created right away without significant costs. Once the basic homepage is created, new media and tools like Facebook, RSS and Twitter should be integrated. This website should become Ronna's central information point, its voice for inside as well as outside communication and its window to the world. For the realisation of this objectives, the Information Department of the municipality should be contacted to check which kind of support they could provide. In the further implementation, all partners can and should play an active role and have a voice. The costs for this project are very low compared to its impact and added value – and a further advantage is that such a website could grow “organically” over the years.

Provide Ronna with a
“Window to the World”

7. Strategic Recommendations | Towards a Ronna-based International Pilot Project for Sustainable Integrated Development in Södertälje

The revision of the Strategic Objectives as well as the activities defined during the Future Workshop shows that these are all still valid. Two **guiding principles** of this initiative are still very relevant and regarded as necessary for a sustainable development of Ronna:

Ronna needs a long-term
strategic plan and vision!

- With this new and innovative approach, for the first time a Local Action Plan will be written not for one specific funding programme, but for **the mid-term future of all aspects of development in Ronna** and as a guiding document for all activities and decisions over the next years. And only then, this plan should be offered to all relevant bodies and authorities so that they can give feedback and take responsibility.
- Secondly, it is still essential to overcome the limited understanding and range of objectives for such a plan: If areas like Ronna are continuously seen as “problem areas” that need help and support to be provided to them in a top-down approach, these areas will not only be kept dependent and miss important development opportunities in themselves, they will also not be **valorised in their full potential for the overall development of Södertälje** as a whole. Areas like Ronna with their very young population and their international population offer many valuable opportunities and contributions to an overall sustainable development of Södertälje if these potentials are recognised and developed in a targeted way.

Strategic Recommendations

Especially in the current times of economic crisis, such a [general redefinition and reorientation of neighbourhood policy](#) seems essential in order to make the best possible use of scarce public resources and to activate all possible growth and development potentials in Södertälje. The ESS-initiative has been able to provide the areas with some short-term improvements and successes. This will only be a good investment if now it is backed up with a long-term plan that goes far beyond the reach and objectives of ESS-measures.

For the next period of planning and development, this seems to be mainly an [organisational task](#) with the following key questions to be answered:

Which organisational model is the best and most efficient to start this comprehensive development process? It should, right from the start, involve all relevant stakeholders who have an interest in a sustainable development of Ronna, in an efficient use of public resources and who can contribute to the later implementation of the Local Action Plan. This also means that local politicians need to be involved right from the start.

In [strategic respect](#) this means that a more elaborated system needs to be established than during the recent phase:

- [The Local Support Group \[LSG\]](#) needs to be stabilised and it needs to be checked which organisations are still missing that need to be included.
- At the same time, there needs to be a more powerful [Steering Group](#) at the city level that involves the heads of the relevant departments in the process on an overall management level – so that they are informed about the development of the Local Action Plan, can take influence and especially have a chance to take it into consideration in the daily work of their departments in sectoral policies.
- The Future Workshop and the revision of its conclusions and recommendations has shown very clearly that there is a very high potential for project development and project support in the Local Support Group. In order to make full use of this potential, it is necessary to start a number of [Projekt Development Teams \[PDT's\]](#), each of them with the responsibility to develop elements of the Local Action Plan as a visionary and at the same time realistic project planing with a clear lasting effect and benefit for Ronna as well as for the overall city.
- This wide range of tasks and necessary activities makes it also very clear that such a process will not be running smoothly, in a well-or-

There is no time left for
waste of public resources

Elements of a new organisational model for integrated
area development

Strategic Recommendations

ganised and efficient way and with the necessary force if there is not one distinct person who is managing it and responsible for its progress. Therefore, it seems necessary at this stage to free resources for a [Local Policy and Project Co-ordinator \[LPPC\]](#) who will fulfil this function for Ronna as a pilot project for possible use in the other deprived areas of Södertälje. The current lack of public resources makes this somewhat more difficult, but certainly a valuable investment into the future of Södertälje and Ronna as well as a more efficient use of all public resources invested anyhow.

Once such organisational arrangements have been organised, a solid time planning and distribution of responsibilities and tasks needs to be decided – especially with regard to the question who will actually write the Integrated Local Action Plan for Ronna. The [expectations towards the quality of this plan](#) – that can be developed with the support from the international RegGov-partners, are high especially in two respects:

- It must be able – as opposed to earlier plans and experiences – to provide Ronna with [a real long-term development perspective](#) – clearly reducing unemployment, poverty, social welfare payments and dependency in the area so that the implementation of this plan will rather be a good long-term investment than again a short-term and costly support activity.
- With the parallel lobby work and the European framework for the development of this Integrated Local Action Plan, it must be of [sufficient quality and innovation potential to attract a significant amount of European financial support](#) from ERDF and possibly ESF and other sources. Therefore, it needs to take into account, right from the start, the objectives of the Regional Operational Programme and the philosophy that is linked to it. These conditions and objectives need to be clarified in the next weeks as a basis for all further work.

In order to attract the necessary support and free all possible innovation potential, one of the next steps needs to be the development of a [new Corporate Identity for Ronna](#) and the integrated development process starting here – possibly right from the start using the international label of [Quality Quarters \[Q2\]](#) as one element.

[Core elements](#) of such a quality label for Ronna will be

- For the first time in the history of this area, the creation of [a comprehensive long-term Economic Development Strategy](#) for the area that uses all existing potentials, creates a healthy mixture of housing, leisure time, social facilities, but also employment opportunities and local economic activities in the area which can contribute to the overall development and competitiveness of Södertälje.

[A solid planning for activities
and responsibilities](#)

[Ronna on the way towards a
European Quality Quarter](#)

Strategic Recommendations

- An elaborated and ambitious [Environmental Model Strategy](#) to answer current challenges of climate change which have high priority on the European Agenda, developing Ronna towards an [Eco Model Estate of European Standards](#) with a variety of elements – starting with a general decision that all illumination of public space will only be using solar energy in future and linking Ronna and its development to the Sustainable Cities Movement.
- A solid, realistic but at the same time forward looking and ambitious [Cultural Development Strategy](#) for Ronna that finally makes full use of the rich cultural potentials in the area and converts them into development incentives for local pride, local visibility and economic opportunities.

8. Next Activities of the Ronna Local Support Group

For the next weeks and months – to be completed before the end of the year 2009 – the following activities of the Local Support Group have been agreed:

Agreed agenda for the Local
Support Group until
the end of 2009

- Organise a joint session with a person who has detailed information about the [Structural Funds](#) in the region to understand in more detail how European funding can be obtained for the integrated development of Ronna.
- Prepare and discuss and overview over [existing and available funding streams and options](#) that can be used for / integrated into a funding strategy and budget planning for an integrated development of Ronna on the basis of a long-term Local Action Plan.
- Develop, discuss and document three [scenarios for a long-term development of Ronna](#) [Ronna as European Ecological Model Estate, Ronna as International and Economically Lively Neighbourhood, etc.]
- Organise and document a seminar dealing with [culture and creativity as engines for a sustainable development of Ronna](#).

urbano City Coaching

Södertälje | Sweden

Coaching Visit | October 2009

Assessment & Recommendations



Dipl.-Ing. David R. Froessler



urbano
URban Research & Consultancy
Talstrasse 22 - 24
D - 40217 Duesseldorf

Fon: +49 211 - 5 444 866

Fax: + 49 211 5 444 865

eMail: info@urbano.de

Web: www.urbano.de

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