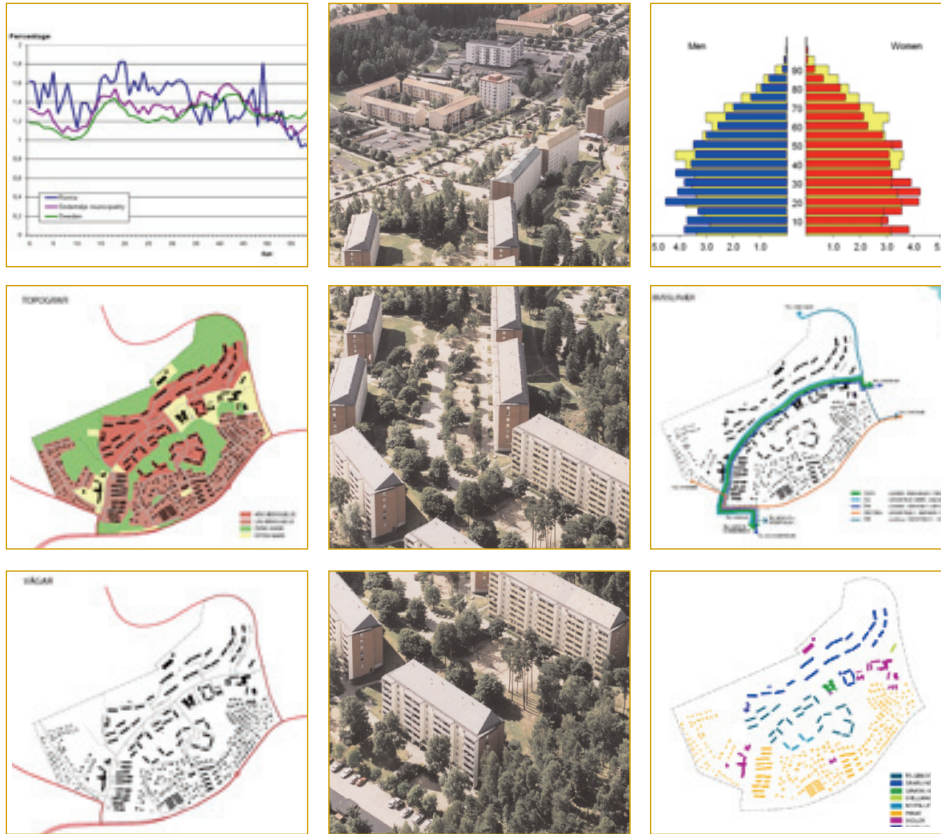


urbano City Coaching



May 2010



Södertälje | Sweden

Coaching Visit | May 2010

Project Check & Cooperative Work Planning

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.

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.

Since the start of this development process and the creation of the Local Support Group, the situation with regard to the need for an Integrated Local Action Plan as well as the changes for its implementation have changed. The **worldwide economic crisis** has also hit Swedish cities and makes it even more important, to make careful use of public resources and to create sustainable solutions.

In future, a city like Södertälje will certainly not be able to permanently finance four deprived areas like in the past, mainly with social support payments and subsidies. There is a growing need to **develop and realise a new generation of sustainable solutions** which do not only contribute to a growing independence of these areas, but do also develop them in a way that they can - with their rich potentials and multi-cultural resources - can actively contribute to a healthy and sustainable development of Södertälje as a European city.

In order to accelerate the production process of an Integrated Local Action Plan for Ronna in this situation, it has been decided to dedicate a workshop of the Local Support Group, with inputs and support from their City Coach, to the **development of a Work Plan** and the agreement of a Production Plan for this ILAP.

David R. Froessler as City Coach prepared, for this purpose, a detailed proposal for this **Production Process**, which was the basis of this one-day workshop's debate. It was discussed by the members of the Local Support Group, improved with their local knowledge and then - in a second group work session - converted into a detailed Work Plan that is divided into **2 phases**:

- **May and June 2010** are used for all preparatory work and framework analysis.
- Following a further workshop in June 2010 where the results of this phase are discussed and some fundamental future decisions are taken, **Phase 2 will then last until the end of October 2010** and lead to a complete Integrated Local Action Plan. Especially for this second phase, **additional sub-groups** will be created by the LSG-members during the next weeks.

Production Proposal

I. Proposal for a Production Plan

Part A: Introduction

1. The Planning and Intervention History of Ronna
2. Why an Integrated Local Action Plan Now? Objectives & Functions
3. The Productions Procedure: Partners and Organisation of the Process
4. Ronna in Europe: URBACT II and RegGov as framework for the ILAP

Part B: Analysis

1. The history of Ronna since its foundation
 - >> Information about the creation / development of Ronna and the different phases
2. The current situation: Statistical and quantitative data
 - >> Number of housing
 - >> Structure and condition of housing
 - >> Public Space
 - >> Social and Technical infrastructure
 - >> Economic Structure and employment opportunities
 - >> Development of local population
 - Age structure
 - Ethnic structure
 - Social situation
 - Employment
 - Educational achievements
3. Strengths and opportunities of the Area
 - >> Physical and geographical elements
 - >> Social capital
 - >> Cultural Capital
4. Weaknesses and risks of the Area
 - >> Isolation for city centre and life
 - >> Lack of employment opportunities
5. Summary Assessment

Production Proposal

Part C: The Way Ahead

1. Objectives and Functions of the Integrated Local Action Plan
2. Four Scenarios for the Development of Ronna
 - >> Ronna 1: Scandal-free home of the disadvantages
 - >> Ronna 2: Mixed housing area with all necessary facilities
 - >> Ronna 3: Södertälje's Second City Centre for International Small-Scale Economy
 - >> Ronna 4: A healthy and complete sub-centre of Södertälje
3. Structured Assessment of Scenarios
4. Definition of Key Objectives for Ronna and its Integrated Development

Part D: Projects

1. Physical Development of Ronna
 - >> Definition of Strategic Objectives
 - >> Definition of Operational Objectives
 - >> Definition of projects and activities to achieve each of the Operational Objectives
2. Economic Development of Ronna
 - >> Definition of Strategic Objectives
 - >> Definition of Operational Objectives
 - >> Definition of projects and activities to achieve each of the Operational Objectives
3. Social Development of Ronna
 - >> Definition of Strategic Objectives
 - >> Definition of Operational Objectives
 - >> Definition of projects and activities to achieve each of the Operational Objectives
4. Cultural Development of Ronna
 - >> Definition of Strategic Objectives
 - >> Definition of Operational Objectives
 - >> Definition of projects and activities to achieve each of the Operational Objectives
5. Image and Functional Development of Ronna in the city and its region
 - >> Definition of Strategic Objectives
 - >> Definition of Operational Objectives
 - >> Definition of projects and activities to achieve each of the Operational Objectives

Production Proposal

Part E: Implementation

1. Organisational Strategy
 - >> Organisational Model and its elements
 - >> Description of each element's members, roles, functions and responsibilities
 - >> Role of the local community as partner and co-producer
 - >> Empowerment and Enabling: Training elements of the implementation process
 - >> System of Meetings
 - >> System of Reporting
 - >> Monitoring and Progress Control

2. Financial Strategy
 - >> European Funding Resources
 - >> National Funding Resources
 - >> Local Funding Resources
 - >> Private Sector Funding
 - >> Specific Funding Opportunities to be used [Culture, Employment, Integration, etc.]
 - >> Acquisition Strategy
 - >> Financial Planning

3. Communication & Marketing Strategy
 - >> CI for the area and the process
 - >> Media to be used
 - >> Internet communication and marketing
 - >> Print media
 - >> Local TV and radio stations

4. Time Planning
 - >> Definition of Implementation Period and possible Principal Phases
 - >> Annual Planning for the Implementation Period
 - >> Definition of Milestones for Progress Control

Feedback & Comments

2. Participants' Feedback & Comments

Following the presentation of this proposal for a production plan for the Integrated Local Action Plan for Ronna, the participants take some time for a discussion in Swedish language and at the end summarise the following comments and recommendations for the way ahead:

- All work in the framework of this Action Plan's development should be **linked to the national urban policy in Sweden**, so that their resources can be also be used and integrated in the Financial Strategy for later implementation.
- Based on this strategy, the **added value of the Structural Funds** could be of great importance: Unlike in previous planning phases, European funding could and should now be used to overcome possible limitations of this national policy – so that all levels should be incorporated to create a scope for action that is going to be as broad and comprehensive as possible.
- With regard to the use of the Structural Funds the information is communicated, that a **hearing with the Swedish Association of Local Authorities and Regions** will take place on Friday, 7 May 2010 from which more clarification about possibilities and options is expected.
- It is suggested, that the **city, the city-region and the regional level organise a separate meeting** where the possible use of EU Structural Funds for local development is discussed – because in cities that is not yet known and they need guidance and support if they are to use it more actively in future.
- There are **good examples of Swedish cities** that use the European Structural Funds like Stockholm, Gothenborg or Malmö – possibly the group should look at these projects and see what can be learnt from them.
- Anders suggests to **include a cost-benefit analysis** into the assessment of the scenarios, because that would make it easier to convince the politicians afterwards to support and finance the chosen option and Local Action Plan.
- A remaining challenge is seen in the question **how to connect the local community to this process**. This will need special consideration and a targeted strategy.
- It is stressed that it will be of crucial importance for the success of the new Integrated Local Action Plan and its implementation to **integrate the process of its development into the mainstream planning activities of the city** – like the development of the Comprehensive Plan. The ILAP for Ronna should be an important part of that plan – as a proposed method and model to be tried out and later, if successful, also applied to other areas in Södertälje.
- In strategic respect, it is also recommended to plan carefully the **involvement of local politicians** so that they are involved and get a chance to develop a sense of ownership for the new plan and its later implementation.

Feedback & Comments

- It will be important for make local politicians understand that this new approach is necessary because times are changing and the city will, in the current period of economic crisis, not be able to support four deprived neighbourhoods with payments, social extra services etc. for decades, but needs to make **a new and targeted effort to create a growing independence for these areas and their local communities**. For this purpose, it might be good to have a seminar with the responsible politicians and an external presentation / input to explain this new situation and possible political responses.
- It is recommended to **visit some good projects and models together with representatives from the local community**, like
 - Upsala – working in a good public-private partnership
 - Kista – new library
- A **report on how to deal with social capital and meeting places in neighbourhood development** will be published soon and should be used for the project and its co-operative work.
- A **new Part F** should be added to the contents of the ILAP, dealing with
 - Monitoring
 - Evaluation
 - Knowledge Managementto ensure an efficient knowledge-based work and production process

3. Work Planning

It is decided that the production process for this new Integrated Local Action Plan will be done as a **bilingual process**. All local participants write the contributions for which they take responsibility in Swedish, while David writes his external contributions in English for later translation once they are discussed with the members of the Local Support Group.

It is the responsibility of **Eva Bjurholm** to oversee and steer the production process and manage the deadlines to make sure all elements of the Integrated Local Action Plan are ready and available in time.

3.1 Activities May & June 2010

On the basis of these decisions, the following planning for **work and responsibilities until June 2010** is decided for the development of parts of the ILAP and the creation of additional new sub-groups:

Part A: Introduction

1. The Planning and Intervention History of Ronna [Eva Bjurholm]
2. Why an Integrated Local Action Plan Now? Objectives & Functions [David Froessler]
3. The Productions Procedure: Partners and Organisation of the Process [David Froessler]
4. Ronna in Europe: URBACT II and RegGov as framework for the ILAP [David Froessler]

Part B: Analysis

1. The history of Ronna since its foundation [Eva Bjurholm & Jennifer Mack]
 - >> Information about the creation / development of Ronna and the different phases
2. The current situation: Statistical and quantitative data [Eva Bjurholm & Anders Bäcklander]
 - >> Number of housing
 - >> Structure and condition of housing
 - >> Public Space
 - >> Social and Technical infrastructure
 - >> Economic Structure and employment opportunities
 - >> Development of local population [Eva Bjurholm]
 - Age structure
 - Ethnic structure
 - Social situation
 - Employment
 - Educational achievements
3. Strengths and opportunities of the Area [David Froessler]
 - >> Physical and geographical elements
 - >> Social capital
 - >> Cultural Capital
4. Weaknesses and risks of the Area [David Froessler]
 - >> Isolation for city centre and life
 - >> Lack of employment opportunities
5. Summary Assessment [David Froessler]

Part C: The Way Ahead

1. Objectives and Functions of the Integrated Local Action Plan [David Froessler]
2. Four Scenarios for the Development of Ronna [David Froessler]
 - >> Ronna 1: Scandal-free home of the disadvantages
 - >> Ronna 2: Mixed housing area with all necessary facilities
 - >> Ronna 3: Södertälje's Second City Centre for International Small-Scale Economy
 - >> Ronna 4: A healthy and complete sub-centre of Södertälje
3. Structured Assessment of Scenarios [Group Exercise during next workshop in June]
4. Definition of Key Objectives for Ronna and its Integrated Development [Group Exercise during next workshop in June]

3.2 Activities July – October 2010

Part D: Projects

1. Physical Development of Ronna [Anders Bäcklander & Anders Frykbo]
 - >> Definition of Strategic Objectives
 - >> Definition of Operational Objectives
 - >> Definition of projects and activities to achieve each of the Operational Objectives
2. Economic Development of Ronna [Eva Bjurholm & new sub-group]
 - >> Definition of Strategic Objectives
 - >> Definition of Operational Objectives
 - >> Definition of projects and activities to achieve each of the Operational Objectives
3. Social Development of Ronna [Eva Bjurholm, Anders Bäcklander & new sub-group including police, schools and local community]
 - >> Definition of Strategic Objectives
 - >> Definition of Operational Objectives
 - >> Definition of projects and activities to achieve each of the Operational Objectives
4. Cultural Development of Ronna [Eduardo Morris & new sub-group]
 - >> Definition of Strategic Objectives
 - >> Definition of Operational Objectives
 - >> Definition of projects and activities to achieve each of the Operational Objectives

5. Image and Functional Development of Ronna in the city and its region
[David Froessler & local PR-company as sponsor]
 - >> Definition of Strategic Objectives
 - >> Definition of Operational Objectives
 - >> Definition of projects and activities to achieve each of the Operational Objectives

Part E: Implementation

1. Organisational Strategy [Eva Bjurholm & Anders Bäcklander]
 - >> Organisational Model and its elements
 - >> Description of each element's members, roles, functions and responsibilities
 - >> Role of the local community as partner and co-producer
 - >> System of Meetings
2. Financial Strategy [Eva Bjurholm, Anders Bäcklander, Tobias Olsson & Evert Kroes]
 - >> European Funding Resources
 - >> National Funding Resources
 - >> Local Funding Resources
 - >> Private Sector Funding
 - >> Specific Funding Opportunities to be used [Culture, Employment, Integration, etc.]
 - >> Acquisition Strategy
 - >> Financial Planning
3. Communication & Marketing Strategy [Eduardo Morris]
 - >> CI for the area and the process
 - >> Media to be used
 - >> Internet communication and marketing
 - >> Print media
 - >> Local TV and radio stations
4. Time Planning [Joint Exercise during workshop in October]
 - >> Definition of Implementation Period and possible Principal Phases
 - >> Annual Planning for the Implementation Period
 - >> Definition of Milestones for Progress Control

Part F: Monitoring & Knowledge Management

[Eva Bjurholm & Evert Kroes]

- >> System of Reporting
- >> Monitoring and Progress Control
- >> Empowerment and Enabling: Training elements of the implementation process
- >> System for constant integration of new knowledge, experiences and changing framework conditions

4. Time Planning

The following time planning and deadlines for the overall process are agreed at the end of the workshop:

- **24 May 2010:** All sub-groups are composed and a list with names, addresses and functions of the members of each sub-group is sent to all members of the LSG by each person responsible for the creation of a sub-group.
- **25 May 2010:** The decision, if local politicians want a presentation by David and a debate with regard to sustainable approaches to neighbourhood development in Ronna on 17 June 2010 is taken and David is informed accordingly.
- **11 June 2010:** All documents from Parts A, B & C are ready and validated by the group and sent out to all members of the June-Workshop
- **17 June 2010:** A one-day workshop to discuss the work results from the previous phase, take a decision concerning the scenarios and Lead Objectives for the development of Ronna and to do a first collection of measures and activities. It will lead to the development/agreement of a detailed task and time planning for PHASE 2 of this process until October 2010.

david r froessler | duesseldorf | 9 may 2010



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