

RegGov Fast Track Network

Regional Governance of Sustainable
Integrated Neighbourhood Development



"Regions, Cities, Neighbourhoods - strong Partners"

February 2010



RegGov Network | Thematic Report #1

Developing and Implementing Integrated Local Action Plans

Thematic Report



Connecting cities
Building successes



**urban
agent**
david r. froessler

RegGov Network | Thematic Report #1

Developing and Implementing Integrated Local Action Plans

Thematic Report

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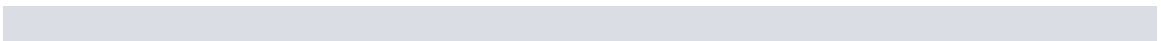


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0. Preface

Successful and sustainable development of urban areas requires **strong local and regional partnerships**. Partnerships also allow **more know-how** to be brought into the operation. This is especially valuable when public political know-how is combined with entrepreneurial know-how from the private sector and local know-how from residents. Also, the involvement of local communities in designing and implementing projects can help create a stronger sense of ownership and responsibility. This is important when public funding comes to an end and local structures take on the role of maintaining the improvements, promoting their areas and attracting business investment.

In early examples of partnership schemes, there was a strong focus on 'Public Private Partnerships', generally due to a pressing need to raise additional financial resources. There have been many successful examples of this. Later, it turned out that residents and non-profit making organisations representing certain target groups need to be brought into the picture as well. Therefore, the focus today is not only on Public Private Partnerships, but also on **comprehensive Local Partnerships**, where everybody who can contribute to the success of regeneration is actively involved.

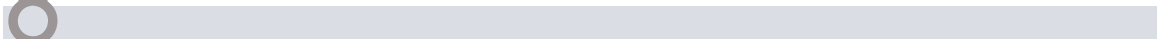
The very nature of partnerships is to **strengthen the horizontal dimension of policies**. There are new moves in urban governance though to improve **vertical cooperation** as well, whereby local, regional and national bodies work more effectively together. Therefore cities and regions must communicate very well to use the funding effectively and to achieve lasting success, sustainable improvements and efficient use of scarce public resources.

Based on such comprehensive local partnerships, the so-called **Integrated Approach** to urban and neighbourhood development has become the most successful model to tackle especially the comprehensive and interlinked problems of deprived urban neighbourhoods. The development of such complex integrated neighbourhood regeneration programmes is as demanding and challenging as their later implementation and the monitoring of their achievements. The RegGov partners have dedicated their first Thematic Seminars for all participating cities and Managing Authorities to this topic: How can really integrated Local Action Plans be successfully developed in partnership - and how can their implementation and financing best be organised and done to achieve sustainable improvements and the best possible use of scarce public resources?



Working in partnerships
achieves better and more
sustainable results

Designing a comprehensive
integrated regeneration pro-
gramme is a complex task



The Integrated Approach

I. Introduction

The Need for Integrated Local Development Planning and its Added Value

David R. Froessler | RegGov Network | Lead Expert

I.1 Integrated Urban Planning: The European Framework

Cohesion Policy plays and will continue to play an important role in the process of supporting the development of Europe's towns and cities on their way towards a sustainable development of competitive and cohesive structures and living conditions. This role expands in the current 2007-2013 programming period as the urban dimension is now fully integrated into programmes and projects that are co-financed by the European Regional Development Fund [ERDF]. This has given Member States and regions the possibility to design, programme and implement tailor-made, integrated development operations in all European cities on the basis of the so-called 'integrated approach'. This approach combines elements such as cross-sectoral coordination of actions, strong horizontal partnerships, increased local responsibilities and the concentration of funding on selected target areas, which form the key elements of this common European 'Acquis Urbain'.

The integrated approach is in line with the conclusions of the Lisbon summit in March 2000, which laid down the goal of the EU being the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and progressing towards economic and social cohesion by 2010. European cities are key to reaching this goal, since they act as the motors for regional growth, innovation and employment creation.

The environmental and sustainability aspects of the integrated approach build on the 2001 European Sustainable Development Strategy [the 'Gothenburg Strategy']. Dealing with multiple aspects of sustainable development, the Strategy proposes measures to tackle threats such as climate change, poverty, social exclusion and the ageing society, as well as issues like public health and transport. On the basis of a review of the Gothenburg Strategy that started in 2004, the European Council adopted the EU Sustainable Development Strategy [SDS] in June 2006. Themes that are crucial to towns and cities are also key priorities under the SDS: climate change and clean energy, sustainable transport, sustainable consumption and production, conservation and management of natural resources, public health, social inclusion, demography and migration as well as global poverty.

Cohesion Policy remains a crucial task on the way to successful European cities

The Acquis Urban and the Integrated Approach are essential basics for urban policy

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The Leipzig Charter on sustainable European cities as important point of reference

With the 'Leipzig Charter on sustainable European cities' they recommended:

- to make greater use of integrated urban development policy approaches through creating and ensuring high quality public spaces, modernising infrastructure networks and improving energy efficiency, proactive innovation and educational policies and
- to pay special attention to deprived neighbourhoods within the context of the city as a whole through pursuing strategies for upgrading the physical environment, strengthening the local economy and local labour market policy, proactive education and training policies, promotion of efficient and affordable urban transport.

For the programming period 2007-2013 and with the end of the Community Initiatives, the guiding principles of the URBAN Community Initiative were included in the regulatory framework for the Operational Programmes of the Convergence and Regional Competitiveness and Employment Objectives ["mainstreaming"]. This important change allows for an integration of different sectoral and thematic policies in all cities throughout Europe in the context of the Lisbon Strategy, the Sustainable Development Strategy and other EU priorities. It means that Member States and regions can continue to apply the successful integrated approach of the URBAN Community Initiatives and invest in towns and cities through 'mainstream' Cohesion Policy Programmes. For the first time in the history of Cohesion Policy, all cities are potential beneficiaries of ERDF funding

Mainstreaming the urban element in European policy has create new challenges

By now, European regions and Member States have already developed their Operational Programmes, which build the basis for the strategic use of EU Structural Funds in 2007-2013. A substantial part of them include a strong element of sustainable urban development, which builds on experience gained in this field around Europe in recent years. The Operational Programmes financed by the ERDF may also 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.

So far, the opportunities offered by the new regulatory framework the have been well exploited by regions and Member States. There is a wide scope and a great variety of actions in the ERDF Operational Programmes, which clearly respond to the strongly diversified needs on the ground, and the different economic backgrounds and historical contexts of Europe's cities, and more cities will be involved in Cohesion Policy projects in 2007-2013 than in previous programming periods. More than half of all ERDF Operational Programmes contain an explicit urban dimension; around one quarter of all OPs have introduced specific urban priority axes.

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1.2 Multiply Disadvantaged Neighbourhoods: A Special Challenge

All European cities have problems with social polarisation and the accumulation of social, environmental and economic problems in disadvantaged neighbourhoods. These areas exist even in cities such as London, Vienna or Paris, despite their economic success and growth. In other regions they are part of wider structural problems.

Stigmatisation of an area is very hard to shift and today's regeneration projects should try to establish links between deprived urban areas and growth that is regional and citywide. Disadvantaged neighbourhoods need to become part of the overall development programme, where every district is becoming more competitive and where strong community identities are forged. This in turn can make deprived urban areas interesting for private investors.

Recognising this, the EU Ministers responsible for urban development recommended in the Leipzig Charter to pay special attention to deprived neighbourhoods within the context of the city as a whole. They considered the following strategies for action to be crucial for disadvantaged urban neighbourhoods:

- Pursuing strategies for upgrading the physical environment, referring to improvements of the housing stock as well as attractive public space and infrastructure facilities.
- Strengthening the local economy and local labour market policy with the creation and securing of jobs as well as training and facilitation activities to support the start-up of new businesses.
- Targeted education and training policies for children and young people, starting as early as possible to overcome disadvantage and to avoid 'inherited exclusion and disadvantage'.
- Development of efficient and affordable urban transport systems that link those neighbourhoods to the city and the region as a whole.

1.3 Special challenges for the new Member States

Most of the new Member States of the European Union are facing special challenges when it comes to urban development and regeneration. In most of the cities of the new Member States [apart from Malta and Cyprus], local authorities became the owners of all former state property with the opening of their borders and the fall of the former political systems. They suddenly found themselves in the role of

Deprived urban neighbourhoods as laboratories for an innovative urban policy

Clear recommendations defined in the Leipzig Charter

More severe challenges and less experiences & know-how in the new Member States



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Cities in the new Member States as property owners and project managers

owners and landlords with significant structural problems to overcome. In addition, most cities in new Member States have seen their population shrink during the recent decade due to out-migration to other, often old Member States. Coping with all these challenges required entirely new systems of local administration and ways of actively engaging with the population that had not been supported in the previous political systems. Furthermore, specific challenges related to the shrinking of cities had to be met.

In addition, severe economic restructuring has meant a tremendous loss of employment opportunities, creating a burden on public resources and support. At the same time, there is an urgent need for investment in industrial areas [such as brown-field regeneration] and the housing stock, as well as physical, technical and social infrastructure.

Moreover, a large number of cities in new Member States have not been able to build their activities and strategies on conditions and experiences that would seem necessary to successfully and efficiently develop integrated urban development strategies as recommended by EU Cohesion Policy. While cities in the old Member States could profit from two generations of experiences with the URBAN Community Initiative and the common development of an 'Acquis urbain', cities in the new Member States could never benefit from this Community instrument or learn from the URBAN experience. In addition, cities in the old Member State often benefited from a longstanding tradition of targeted integrated urban policies on national and/or regional level, whereas cities in many new Member States did not experience such support.

1.4 The Added Value of the Integrated Approach

The long way from early slum clearance programmes to integrated action

Urban development policies in Europe have gone through various 'waves' of change and re-definition over the years. The first urban regeneration projects in the 1960's in Germany, France and the UK centred around slum clearance with the demolition of existing buildings and structures and construction of entirely new areas. This left many European cities with large mono-structured, often pre-fabricated, housing estates, which have created many new problems.

In the 1970s, the emphasis was more on conserving and improving both physical structures and social structures in neighbourhoods. This approach allowed for modernisation and careful development of existing buildings and structures. It placed a higher value on the cultural heritage of European cities and used this as a starting point for the creation of a new and sustainable future.

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However, policies during this period were still focused very much on the physical elements of urban regeneration and the results show us that the benefits are limited. In areas suffering from deprivation, new buildings did not necessarily correspond to the needs of the local communities, who then did not really engage with maintaining and further developing the improvements achieved. They were still cut off from the rest of city life and economic growth, vandalism was prevalent and these communities felt no lasting sense of development.

It taught policy makers that elements of job creation must be integrated into comprehensive and successful regeneration strategies at an early stage. Modernisation and construction works could be used to employ and train disadvantaged local people. Therefore many schemes of 'Local Work for Local People' have been implemented across Europe. They have helped to create an added value for local people and improved their chances for integration in the labour market.

As the urban policies of EU Member States, towns and cities have progressed, the local economy has become increasingly important. Economic change and a general restructuring in industrial and commercial structures mean that both small and medium sized enterprises [SMEs] and large companies have been offered new and different prospects. They are a key part of the economic future of regions, cities and neighbourhoods. And, more and more, the potentials of the ethnic economy as a stimulus for a lasting revitalisation of deprived urban neighbourhoods and as an asset for the overall development of the surrounding towns and regions has been recognised and foreseen with innovative projects and approaches.

In the current phase, two rather new challenges are being more and more added and put high on the agenda of urban regeneration:

- To help cities cope with the consequences of demographic change and their impact on housing markets, infrastructural needs and public transport systems.
- To face the challenge of global climate change and to stop neglecting this crucial element of future development in the framework of local urban and neighbourhood policies and development.

The principal challenge of integrated neighbourhood development is to promote competitiveness and social inclusion, whilst improving both the built and the natural environment, so that living conditions improve.

This is a key determinant of the quality of life in urban areas and also a deciding factor in attracting business.

Gradually widen up the perspective of urban policies towards integrated action

Local Economy and Ethnic Economy as newly discovered potentials in urban policy

Climate Change and Demographic Change as most recently added topics

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Regeneration programmes
need to be as complex as
the problems they tackle

The complexity of integrated neighbourhood development becomes clear when diverse measures are combined in order to create synergies and an added value that goes beyond the possible effects and benefits of the traditional isolated mono-sectoral action. For example, the provision of green space must be seen along with the renovation of derelict buildings and land. Another example are environmentally friendly transport systems, they must cover not only passenger services but also alternative modes of transport, such as provisions for bikes. In addition, these systems must also take factors like energy efficiency, renewable energy, noise levels and air pollution into account.

1.5 Essential Elements of Integrated Neighbourhood Development

Deprived urban neighbour-
hoods are also a potential
for competitiveness

To achieve both competitiveness and social cohesion within neighbourhood development and regeneration strategies and programmes, a number of key elements of integrated urban development must be included into the strategic planning and the later implementation right from the start. The experiences have shown that this refers to a variety of features, such as economic growth and jobs, environmental aspects like energy efficiency and climate change, social exclusion, poverty, crime, integration of migrants and ethnic minorities, gender equality, demographic change, urban sprawl, architecture, culture and governance.

Most of the URBAN I and URBAN II programmes have shown that innovative integrated approaches can have valuable positive effects that go far beyond the immediate improvements achieved in a neighbourhood. They have often been testing grounds for new local procedures, new forms of co-operation and the participation of many different groups in project design and management – in the best cases managing the step from mere participation of stakeholders in public activities to a joint co-production of new perspectives and futures with equal contributions and commitment from all relevant local key players and stakeholders.

Cities can develop and strengthen the local economy through urban development and regeneration projects. Again, there are many different opportunities open to those in authority. By getting closer to local people, cities can help entrepreneurs target new markets and define their needs for business support services. They can work with businesses to identify specialist organisations offering efficient, comprehensive business support.

Cities have a big role to play in providing different types of finance to local businesses. They may become part of guarantee schemes, arrange

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business loans and micro-credits, or offer grants and tax incentives. In addition, cities can take on an entrepreneurial role and actively develop enterprises based on the opportunities identified. They can also work with businesses to identify new markets and encourage small-scale private investment. As a major purchaser, the city can have an important impact on local enterprises.

Cities can have a real impact
in the development of
economic structures

Cities are not powerless when it comes to creating new training and employment opportunities. Integrated urban development policies on national, regional and local level are a great starting point for using the own, local labour force of cities. There is a broad range of options for local authorities as they put regeneration programmes into action:

- Cities can work with public and private business partners to create jobs that have a long-term future. The most successful cities do this by taking a citywide approach to training needs, thereby overcoming labour market barriers. They work towards developing a stronger social identity in deprived areas by identifying the potentials of their local population.
- Cities can close the gap between social services and employment policies to support the transition from social benefit dependency to entering the labour market. Here they should take specific account of the needs of minorities, young people and women.
- Cities can use new technologies to increase access to educational resources and help build life-long learning strategies. This may offer new options for those who have slipped through the formal education system and build bridges between schools, training establishments and employers.
- Cities can analyse trends in the labour market and the local economy and use this knowledge to fill skill gaps for employers. Along with training, cities can offer mentoring support and bring in business leaders who can inspire entrepreneurship among groups who are poorly represented in the economy.
- Cities can use their spending power to create jobs for local people. As major investors and employers, cities can ensure that the recruitment and training policies of large institutions create employment opportunities for disadvantaged groups or areas.

New habits start at home as far as environmental gains are concerned. Problems may be global, but changes in policies locally have much to offer in terms of changing hearts and minds at regional and national level. If urban development and regeneration policies systematically include an environmental strategy, the benefits are wide-ranging. Regarding an energy efficient housing stock, cities can offer incentives for homeowners and housing companies to install contemporary environmental standards that deliver efficiency gains. A similar environ-

Environmental improvements
offer many opportunities for
growth and innovation

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Physical regeneration and construction works offer many additional chances

mental approach to constructing and renovating public buildings and local infrastructure can ensure that a city has truly 'green' credentials to offer its residents. This can be extended to its transport system and public services. Cities can also place more emphasis on improving the quality of their public open spaces.

Upgrading the environmental standards in public buildings, especially schools, can be used as a practical illustration for environmental education. In addition, cities can offer a vision of more responsible use of natural resources. Sourcing perishable products locally, for example, reduces transport costs and promotes regional products. Finally, cities are more attractive if the public transport system is clean and efficient and if alternative modes of transport, such as cycling, are well provided for.

An area will be attractive partly because of the people who live there. Impressive buildings and infrastructure will not by themselves yield permanent benefits if the abilities and commitment of local people are not used to develop local identity and a sense of community. How can these social assets be incorporated into successful development programmes?

Only well organised local communities can be well organised partners

Cities can establish and support neighbourhood associations, which can then be a focus for local participation in regeneration. These associations can also empower residents to take on formal roles on behalf of local people, such as running committees on areas of interest, taking part in planning discussions and representing people in local political life. Cities can aim to reach marginalised groups within the community and decide on targeted support to encourage their involvement in local development.

Neighbourhood Funds are a way of involving residents in designing and running their own projects within a limited budget. Their practical involvement, through local associations, allows very specific local priorities to be pursued and keeps people more committed over time.

Cultural diversity is a rich resource, which should be used and developed wherever available. There is the physical cultural heritage of an area, but added to this come cultural traditions and the knowledge of local residents. Multi-cultural urban societies have the potential to contribute to new development of urban neighbourhoods in many ways:

- Culture is a key factor in maintaining collective self-esteem and encouraging more active citizenship. It can place a local area 'on the map' and promote its unique identity within a city.
- Cities can use cultural support activities to establish new local associations and build a better image in a deprived area. As the area

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gains popularity, people view it as a more attractive place to live and even offering tourist potential.

- Cities can use the cultural background of deprived urban areas to generate new market opportunities, providing local people with new training and employment.
- Cultural activities can particularly benefit the involvement of women in society. Where cultural assets are given a more prominent role, there are natural ways to include women in the economic life of an urban area.

1.6 The Need for Integrated Multi-Annual Financial Strategies

Securing finance for urban development clearly requires very detailed planning and negotiation. Current urban development programmes should include a long-term financial strategy right from the start, where funding is planned and secured for at least 5 to 10 years. This is crucial for success, giving security to the programme throughout its duration. It also makes it independent of electoral cycles and possible changes in local political majorities and preferences.

Experience has shown that shorter planning periods were inadequate in most cases, as any lasting progress takes several years time, especially if all relevant local stakeholders are to contribute. It also takes time for the local community to become involved and reach the point where they are really integrated into the social and economic context of their surrounding city and region and actively play their part in developing it.

Looking more closely at how finance is structured, successful urban development and regeneration cannot be done with public funding alone. It has become more and more important to get the private sector involved and to acquire private capital, especially for large development projects like the reuse and redevelopment of redundant industrial or military sites.

Cities are aware of the fact that investors and companies receiving planning permission are often also being handed the opportunity to make profits. Therefore, more and more public authorities are now concerned to gain a Social Return when they enable the private sector to make profit, realising that they do not have to give such chances away for nothing. Many European cities now routinely ask private investors to contribute to urban development – generally on the basis of respective urban planning legislation – and lay their conditions for planning permission down in a contract.

Designing a multi-annual integrated programme budget is a challenging task

Private development and profit should deliver a well-planned Social Return

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Revolving Funds – a seriously neglected tool for sustainable urban policy

Revolving funds – by far not yet used even close to their potentials in European urban policy – could be a way of selling limited levels of assets to generate funds for ongoing development projects and ensure that finance covers a long-term perspective. For example, many cities in the new Member States have become owners of large housing stocks after the change in their political systems and therefore have big potential assets at their disposal. Instead of selling all the best elements of that housing stock and keeping only the most unattractive parts, as has happened in the past, it turned out to be much smarter to sell off only limited parts of it. The income generated could become a revolving means of finance for further modernisation, rather than an instant source of revenue to other parts of the economy. Over time, further sales of high quality housing could continue to generate income for future maintenance and modernisation in the local authority housing stock.

This approach could help to keep high quality housing within local authority ownership, for households in need, and at the same time provide them with money to keep this housing in good condition. The same principle can also apply to the development of former military sites, now in the ownership of local authorities.

Since urban development has been integrated into the mainstream Operational Programmes, the [European Structural Funds](#) took on a new relevance for integrated urban development projects. Member States and regions can now include specific provisions for sustainable urban development in their Operational Programmes, providing a very stable financial framework over many years. These funds allow for a combination of both, short-term funding for time-limited tasks, and integrated development concepts with a long-term financial perspective until 2013. But, in order to achieve their full potential, some management problems and uncertainties in some Member States will need to be overcome - as well as the current problems for cities when they want to combine resources from the ERDF with ESF-funding.

1.7 Comprehensive Local Partnerships as Key Factors for Success

Partnerships achieve much more than just the sum of individual achievements

Successful and sustainable development of urban areas requires strong local and regional partnerships. There are many reasons to form such partnerships in order to achieve good results that take account of many policy priorities.

Public resources are limited, so there is an urgent need to secure work with the private sector to access sufficient finance and to bring in new resources and potentials.

Integrated Local Action Plans

Partnerships also allow more know-how to be brought into the operation. This is especially valuable when public political know-how is combined with entrepreneurial know-how from the private sector and local know-how from residents.

Private partners can contribute much more than just additional money

Also, the involvement of local people in designing and implementing projects can help create a stronger sense of ownership and responsibility. This is important when public funding comes to an end and local inhabitants and actors take on the role of maintaining the improvements, promoting their areas and attracting business investment.

In early examples of partnership schemes, there was a strong focus on 'Public Private Partnerships', generally due to a pressing need to raise additional financial resources. There have been many successful examples of this. Later, it turned out that residents and non-profit making organisations representing certain target groups need to be brought into the picture as well. Therefore, the focus today is not only on Public Private Partnerships, but also on comprehensive Local Partnerships, where everybody who can contribute to the success of regeneration is actively involved.

2. Integrated Local Action Plans

Core Elements of Integrated Local Action Plans and Steps to Develop them

David R. Froessler | RegGov Network | Lead Expert

2.1 Introduction

The training sessions that have been part of this First Thematic Seminar of the RegGov Network has provided the network partners with various examples of Good Practices for Local Action Plans – and also with a manual that included many practical tools and exercises to support the process of designing and implementing successfully an Integrated Local Action Plan.

Examples of Good Practice and training how to use them in the own work at home

On the basis of these training elements, the partners have then undertaken various group work sessions to start discussing their own Local Action Plans, explaining where they are in their development and preparation, presenting their intended next steps to colleagues from partner cities, but also raising issues where they feel uncertain and in need of support and inputs from the partner cities or the Lead Expert.

Integrated Local Action Plans

Seminars are just the start
of innovation processes -
ongoing support is needed

This has, already during this group work sessions, led to concrete recommendations from the partner cities. The main work will, however, be done after the seminar – when the partners will discuss the Examples of Good Practice with their Local Support Groups, when they will start working with the manuals they have received – and be support in this initial experimentation through an on-going coaching and support on demand by the RegGov Lead Expert.

It is obvious that there is not the “one and only” formula to design an Integrated Local Action Plan and that each plan will need to be specific, different and unique – tailored to the particular problems, but equally potentials and opportunities of its target area and of the Local Support Groups that contribute to its development and later implementation.

There are, however, some common features, elements and characteristics of Integrated Local Action Plans, in terms of the process to develop and implement them as well as regarding their contents. In order to further support the now following work in the RegGov partner cities, some of these common features, characteristics and elements are presented in the following chapter as a basis for local work and local tailor-made action in each of the 10 RegGov target areas.

2.2 What are Integrated Local Action Plans [LAPs]?

Integrated Local Action
Plans: Result of co-operative
planning processes

Integrated Local Action Plans are results of co-operative processes that provide an area – on our case: a deprived urban area – with a mid-term perspective as a comprehensive vision and development aim – backed up by and broken down into individual projects and activities to achieve these objectives – to realise this vision or come as close to it as possible in a targeted and structured partnership process.

Designing and implementing an Integrated Local Action Plan means working in partnership with all relevant departments of the local authorities as well as all relevant local organisations and associations and with the local communities to achieve a situation of co-production of new perspectives and futures for urban areas – mobilising and integrating all available resources – know-how, experiences, money, etc. – to make best possible use of these resources by creating synergies and added value through comprehensive action.

In most cases, Integrated Local Action Plans are developed by the local authorities, if necessary with support of external experts and with active contributions from all stakeholders and actors mentioned above.

Integrated Local Action Plans

After initial attempts to achieve such ambitious objectives with time-limited operations of 3 years, there is a growing recognition in the more experienced European countries and cities that – especially when we talk about Integrated Local Action Plans for multiply deprived urban areas – these plans and the accompanying financial planning - should cover a time-span from 5 to 10 years in order to achieve sustainable results.

Integrated Local Action Plans, if they are meant to be successful and receive support from all available forces, need to be based – right from the start – on a commonly agreed analysis of strengths, weaknesses, risks and potentials of the target area.

Such an analysis, if everybody contributes his / her knowledge and experience to it, can form the basis for the joint development of a commonly agreed vision for the development of the target area. If everybody shares this vision – and its presentation must make everybody able to really imagine the area once the vision has been achieved and must agree that then he will really think this joint effort was a big success, worth all the time and resources invested – only then each partner will feel that this project is also “his” project and will fully contribute to its success.

In many cases it has been a successful exercise to condense such a vision in a slogan – “How would you want to advertise for our neighbourhood once we have achieved that vision”. Such a slogan can have the process-related benefit that – found and decided in competition – it helps to involve many people from the neighbourhood in a creative effort to describe with the best possible slogan “their” future better home – and once a good slogan is found – and if possible supported by a creative new logo and CI for the neighbourhood – it can act as an excellent support and focal point for joint activities, for motivating partners and for attracting additional support and resources.

Based on this analysis and vision, and a new CI for the neighbourhood that has been based in it, the way is then free for the actual work in the Integrated Local Action Plans. This should always start with a definition of central objectives for the area’s development and fields of activities that need to be addressed in order to achieve these objectives.

Again, one should be aware that such processes of participatory future development need to involve as many groups as possible – and that different groups usually respond to different forms of working and methods. So, while for young people and SMS-competition or little movies to be shown on YouTube might be the right choice, elderly people simply might need a visit in their homes and centres and a chat over a good cup of coffee and a piece of cake – while migrant women in many cases would find it difficult to express themselves in public meet-

The implementation of integrated Local Action Plans needs
at least 5 - 10 years

Visualise a new and better
future with a clear vision
and an attractive slogan

Integrated Local Action Plans

Each target group needs its own places and methods for successful participation

ings with too many men around – and might find it a lot easier to open up and show all their ideas and creativity in separate meeting.

So, in short, this means that each target group in the initial phase, might need its own creative methods and sometimes unusual places for participation before – at a later stage – everything might be joint into one overall co-production process.

An additional reason for such a differentiated participation start is that most people only get active and involvement when they feel they have a pressing problem they want to deal with. This means, the most promising way for a successful start of comprehensive participation and then co-production process is to organise people around common problems and common interests.

Integrated Local Action Plans then include a list of priority improvement projects for each of the identified fields of activity. The definition of such priorities is not an easy task. First of all, various groups or stakeholders, key players and citizens might have equally various priorities. And only if everybody feels that his or her priorities are recognised and taken serious, participation will happen. This does not mean that all priorities need to be implemented right away – but it means that the process of defining priorities needs to be carefully and thoroughly designed and implemented and the final decision for specific priorities need to be transparent and understandable for everybody.

These local projects are then integrated into the coherent work programme for the integrated and sustainable development of the area. This is usually very demanding tasks that needs experts – but experts who know their job and at the same time know how to carry it out in a way that everybody can follow them. People do not want experts they can adore, they want experts they can talk to and work with.

Successful LAP's need to be integrated into the mainstream policies of the city

These local projects are then also being actively integrated into the relevant programmes and policies of the local authorities – covering the short, medium and long term possibilities. This is again a very dangerous exercise. Because, no matter what a local partnership has decided as priority actions, in the end, those things will be done first for which first resources by local, regional, national and / or European funding authorities can be made available.

Again a very sensitive task to make everybody understand these conditions and limitations – and realise, that if a measure of highest priority can only be implemented at a later stage, this is not betrayal or ignorance of “the system”, but unfortunately a consequence of the realities and limitations which form the framework for all integrated neighbourhood regeneration programmes.

Integrated Local Action Plans

The new plans aim to build on important work done already by the local authorities, organisations and communities; they should not try not to reinvent the wheel.

Use whatever is available for
use and don't try to reinvent
the wheel!

Some improvements identified by the scheme may not be within the responsibility of the local authorities. Where responsibility for an improvement falls outside of the jurisdiction of the council, the city can respond by advocating on behalf of the interests of stakeholders to the relevant authority.

2.3 What are usually topics of a LAP?

There is no general rule concerning the topics that should be included in an Integrated Local Action Plan – and it should certainly be avoided to make the matter more complex than anyhow necessary by including a variety of topics that is mentioned in general recommendations, but might not be relevant for the individual planning case and neighbourhood.

Each neighbourhood and area
needs its own tailor-made
Local Action Plan

Therefore, the easiest and most simple rule is that any topic and field of activity should be included that is relevant and necessary to achieve the overall objective(s) of the Local Action Plan. In the case of a comprehensive and sustainable regeneration and development of multiply deprived urban neighbourhoods, that will in most cases include the following elements and topics:

- **Housing** – with measure to improve and upgrade the housing stock, often also attempts to add new housing to create a better social mix in the local community and to improve the image of a neighbourhood.
- **Housing Environment** – in terms of a general upgrading of public space and quality of the environment, but – most important of all – improvements with a clear view on the needs of the target groups living in the area.
- **Social situation of specific target groups** – experiences have shown that the best results in integrated neighbourhood development are achieved when a comprehensive area-based approach is combined with various target group oriented approach – each of them dealing with the special needs as well as potentials of a specific group – like children, young people, elderly people, single parents, unemployed people, ethnic minorities etc.

Integrated Local Action Plans

- **Local economic development** – in order to make neighbourhoods “more complete” and lively, but also in order to use existing potentials, like elements of an ethnic economy, to create additional employment and income opportunities for the local community.
- **Culture and leisure time activities** – again targeted at the various groups living in an area and trying to make their living situation more attractive as well as improve the quality and image of the area – in an ideal case implemented in a way that creates also reasons for “outsiders” to come and visit the area for sports and leisure time activities, helping to overcome the usually bad reputation and isolation of deprived urban areas in their urban context.
- **Education** with targeted efforts to support especially children and young people as early as possible – helping them to develop perspectives for an independent life, despite their bad starting conditions – and also helping the common tendencies of “inherited exclusion and disadvantage” in our urban societies.
- **Security** – and this relates in most cases to efforts to overcome real risks and deficits in safety in an area, but at the same time very often an exaggeratedly bad feeling concerning security that is often more consequence of stereotypes and the bad image of deprived areas than of real dangers and elements of risk and crime.
- **Integration** – to overcome the usual situation that in deprived urban areas various groups and cultures live next to each other, not knowing a lot about each other and creating the – often bad – image of other groups on stereotypes rather than personal experiences. To overcome this, bridges and reasons to talk to each other need to be created and the process of a co-operative neighbourhood development can be an excellent starting point and reason for such processes, as this process meets all existing groups at the point of a common interest – to get a better and more attractive neighbourhood to live in. Integration does, in this context, not only need to refer to various ethnic groups, it can equally refer to various age or social groups that need to be brought together to one powerful local community.
- **Environmental objectives** should form part of each Integrated Local Action Plan – starting from educational projects at local schools, using an environmentally friendly upgrading of the housing stock to save heating and electricity costs for the local community or even using solar energy for public lights and other public elements in the neighbourhood as a further element to overcome the usually bad image and create a modern and innovative place to live.

Integrated Local Action Plans

- Governance usually is an equally important topic of Integrated Local Action Plan because – and this dimension is usually neglected – not only the places and the people living there need to be “changed”, but in most cases also procedures and routines of the local administrative and political system.

2.4 Local Action Plans: Consultation and Participation Process

Local authorities as organisers and “drivers” of the development of Integrated Local Action Plans should undertake a comprehensive community engagement process to gather a broad pool of what people believe should be preserved and enhanced in their neighbourhood and to motivate the local community to actively participate.

It is crucial to overcome “old-fashioned” forms of planning by the local authorities and a later “participation” of local communities. In order to achieve lasting success and broad support, community involvement needs to start at a very early stage, in order to develop a „sense of ownership amongst the local community and all other partners for the planning and its later implementation.

Therefore, one should talk about “co-operative neighbourhood development” rather than participation in neighbourhood development.

This process of co-production, comprehensive partnership and shared responsibility will need to continue and to be maintained and managed throughout the entire delivery and implementation period of the Local Action Plan. In most cases, especially in planning cultures where this is rather new and unusual, it needs professional support and coaching to be successful and lasting.

Consultation should be tailored to suit the specific needs of each area and each individual local community and group – selecting the right places as well as methods for each group.

The active commitment of the local community can be improved significantly if a Neighbourhood Fund is established that allows the local community to implement their own projects with their own priorities. Such Neighbourhood Funds have a very positive impact and usually do not need too much money per year in order to be successful.

Organisation and management of co-operation is a permanent task

Integrated Local Action Plans

2.5 What are elements of LAPs?

Core elements of Local
Action Plans and their
development process

As the Examples of Good Practice have shown, there is a common set of elements that should be contained in most Integrated Local Action Plans:

- A solid analysis of the area, dealing with its specific problems and challenges as well as its potentials and opportunities.
- The definition of an overall vision for the area, if possible “visualised” in a slogan for its future marketing and then broken down into operational objectives.
- A Communication and Participation Planning and the organisation of partners – also containing methods to get access to minority groups. In order to remain efficient, it can become necessary in the course of the process to create a variety of participation forums. Creating an overall Local Support Group and, in addition, a number of smaller thematic working groups or forums.
- A detailed definition of activities to be implemented.
- Right from the start, targeted efforts to achieve and to maintain the necessary political support for the planned activities.
- A solid and strategic planning for the implementation of all planned activities, jointly developed and agreed by all partners – also including clear indications which partner has the Lead Role for which Activities and which partners is exactly contributing what to each activity.
- A jointly defined Priority List for implementation – including „quick-win“-elements as visible measures that can be implemented fast and create motivation amongst partners and the local community.
- A detailed and commonly agreed multi-annual time planning – when to implement and finance what? – that includes also the precise definition of “milestones” – interim achievements to allow for a good monitoring of progress already during the implementation.
- A multi-annual integrated budget planning, based on the time planning to plan and organise necessary finance and also as a tool to integrate all available financial resources into one coherent system and time axis.
- A monitoring and evaluation system with clearly defined indicators and milestones to measure progress and achievement.

Integrated Local Action Plans

2.6 How to develop a Local Action Plan?

In order to plan the development of a solid Integrated Local Action Plan, the following steps and phasing should be taken into consideration:

Developing and implementing
Local Action Plans includes
various steps and phases

- Preparation Phase with the following elements:
 - Definition of the target area and its boundaries
 - Creation of a Local Support Group
 - Development of a communication plan and an organisation model
 - Organisation preparation and structuring of the whole process
 - Definition of methods and activities for participation.

In order to get the stakeholders involved, „win-win“-situations must be created for everybody and made visible to everybody who is asked to participate.

- An analysis of the existing situation, including
 - The use of existing general data at the city level about housing, demography etc.
 - The organisation of important missing data and information
 - The participation of key stakeholders and residents through thematic workshops
 - A well-structured collective SWOT-Analysis of the target area.
- Create a vision for the target area with all relevant stakeholders.
- Formulate longterm goals and tasks based on the outcome of the participation process
- Find „quick-win“ elements within the process to motivate the stakeholders.
- Do a list of priority improvement projects and define responsibilities for the implementation phase.
- Detect ways of funding the projects – including the possibility to install neighbourhood budgets for a community based and led use of money

Integrated Local Action Plans

Make your Local Action Plan
open to public debate and
feedback

- Publication and distribution of the Local Action Plan for public comment and input at a public forum [Community Forums] might support the later process and its necessary support.
- The process of participation has to go on until the final delivery of the LAP.
- Programming: longterm goals and priorities are translated into a programme including measurable mid term goals and a set of projects.
- Decision Making: A document with the process results is prepared for decision making by the local committees and politicians.
- Communication: It is important to communicate the decisions to all civil servants and external stakeholders, such as residents of the neighbourhood and so on to avoid misunderstandings and frustrations.
- Compatibility: Make sure that the developed LAP fits into the overall city planning objectives.

2.7 Implementation and Financing

Implementing in partnership
what has been designed in
partnership

The implementation of an Integrated Local Action Plan should be done as a co-operative exercise of co-production. For this purpose, organisational structures that involve all possible partners and contributors should be created [Local Support Group]

In an agreement between all partners, the objectives, the activities and the role and responsibility of each of the participating partners should be defined and agreed

The implementation of the Integrated Local Action Plan should be broken down into individual activities, which are planned on an annual basis

This planning should lead to long-term and sustainable improvements, but it needs to include elements that create short-term visible improvements [„quick fixes“] to create and maintain the motivation of all partners, especially the local community, to trust the process and actively participate.

For the implementation of the Integrated Local Action Plan and the individual projects, an accompanying financial strategy needs to be developed – including public finance from various levels and sources as well as private contributions.

Long-term activity planning
needs to be backed up by
long-term financial planning

For each year, milestones should be defined and agreed by all partners – what exactly is to be achieved in each year for each of the intended fields of activity

In order to measure progress and to open the way for re-orientation and improvement of the process when necessary, a system of an accompanying monitoring should be developed and applied.

3. Results of Group Work of partner cities

3.1 Introduction

Based on the Examples of Good Practice and the training in how to apply these documents, their instructions and their methodological examples and guidelines for their own planning, the RegGov city partners have undertaken a training session in group work as part of this Thematic Seminar, in order to start a structured analysis and work planning for their own integrated Local Action Plans.

Mutual coaching and support
provided to each other by
RegGov city partners

For this Training Session, three cities were always grouped together to provide each other with feedback, support and ideas for further steps and activities to be carried out.

3.2 Ruda Śląska [supported by Nijmegen and Belovo]

In Ruda Śląska, the following activities have been carried out in order to prepare a comprehensive operational Local Support Group and an integrated Local Action Plan:

- The Local Support Group was founded in the target area. The main members of this support group are the representatives of the neighbourhood, the owner of the "Kaufhaus" building and several experts with specific knowledge and experiences.
- In November 2008, the first meeting of the Local Support Group has taken place in the neighbourhood.

Group Work

- In parallel, the local authorities of Ruda Śląska have started an inventory of the problems inside the target area. The result of this inventory will be discussed on the second meeting of the Local Support Group in February 2009.
- In preparation and as a basis for all further activities, the local authorities of Ruda Śląska finished an initial description of the target area. This initial document is including an update of the existing social database.

City-wide plans are needed
as point of reference for
local action

For the next working period, the following activities are planned by the City of Ruda Śląska:

- A detailed plan for the whole city has to be developed as a framework for all activities before a more detailed planning for the Kaufhaus district can be done. The next step will then focus on a smaller section of the outlined target area.
- In order to achieve this, the City of Ruda Śląska needs to collect the physical data for the target area.
- The next meeting of the Local Support Group will be in February 2009. It is planned to repeat the meetings every three months. The continuation of this new form of co-operation and local partnership is regarded as very important and as an essential pre-condition to achieve the development and implementation of a really integrated Local Action Plan that has a chance to lead to sustainable results.
- After having an overview over the situation of the target area – including its problems and challenges as well as a detailed analysis of its potentials, a detailed integrated planning for the Kaufhaus district must start as a joint exercise of all members of the Local Support Group.
- A pre-condition for the achievement of that objective is the acquisition a budget for the development of this Local Action Plan. This will also include efforts to activate, combine and integrate all existing budgets in an initial step.
- But, even though the integrated use of public resources is essential, it is equally important for a later implementation of all planning and sustainable regeneration of the are to get into contact with new developers, who will support the programme with the construction of new and sustainable housing inside the target area.

Group Work

For the colleagues from the local authorities of Ruda Śląska, some of the next steps are still rather unclear and need some questions to be clarified:

- So far, the local authorities do not know how to find and involve private partners in the process as there are no previous experiences with public-private partnerships that could be used and built upon.
- At this initial stage of a rather long-term and integrated planning, also new for the local authorities of Ruda Śląska, is not yet clear how the budget resources for the later implementation of all developed projects can be acquired and organised into a solid multi-annual financial planning for the implementation of the integrated Local Action Plan..
- Linked to this topic of a solid and well-structured multi-annual work and financial planning is the question, how the developed necessary projects and activities can be organised in a list of priorities to prepare the implementation and make the entire process manageable and financially feasible.

The colleagues from the partner cities give the following recommendations for the further process:

- It is very important to involve the owners of the local housing into the process. It was certainly important as a first step, as it has been done by the partners from Ruda Śląska, to activate and integrate the local inhabitants. For the next phase the partners strongly recommend to also involve the homeowners as they will probably be the ones who have an economic interest in the development of the target area and who might invest in their property, contributing to the development of a more attractive housing stock and living situation in the area.
- In order to create a sustainable community in the future, the colleagues from the partner cities recommend to also think about the use regenerative resources, like sun energy or efficient water recollection systems.

Getting the private sector interested and involved is a new task and challenge

Private homeowners are important partners & need to be involved at an early stage

Group Work

3.3 Satu Mare [supported by Södertälje, Nyíregyháza and Siracusa]

The basic structures have been prepared - now to be made operational

So far, the colleagues from Satu Mare have carried out the following activities to prepare the successful creation of a comprehensive Local Support Group and the development of an integrated Local Action Plan:

- A high number of local stakeholders and potential partners have been invited into the City Hall in order to discuss special issues concerning the target areas.
- After successful applications for funding prepared by the local authorities of Satu Mare, 11 million Euro have been approved for the development and realisation of urban development projects.
- The local authorities gave a contract to an Italian/Spanish consultant for the elaboration of an Integrated Urban Development Plan.
- On the basis of this framework, the City of Satu Mare started to develop a strategy for the target areas, which in their case is the immediate city centre and a larger area of mixed use next to the city centre.
- In order to provide the planning and the process with the necessary basis and support, the local authorities tried to establish contact and co-operation with owners and developers.
- This is of special importance for the development of the target areas as the local authorities sold most of their properties in the early 90ies to the inhabitants, so that now they are depending on the co-operation of the private owners of apartments, houses and development sites.
- The municipality acts as a guide for new interested investors in order to attract investment for the areas and also steer such investment to make sure it is in line with the integrated plan that have been developed or are currently in development. .
- In order to prepare the work of a Local Support Group for the target areas and the development of integrated Local Action Plans, the local authorities have already started to carry out a structured SWOT-analysis for the target areas.

Following the current planning of the local authorities of Satu Mare, the following activities need to be carried out as next steps on the way to the development and implementation of integrated Local Action Plans for the target areas:

Group Work

- The municipality must invest into the infrastructure of the areas – especially in terms of traffic infrastructure, technical infrastructure [sewage system etc.] and social infrastructure in order to make them attractive for private investors and investment.
- Therefore, two integrated Local Action Plans are needed to plan and organise this development process and also as a basis to acquire further resources and partners for implementation.
- One step that needs to be implemented as soon as possible is the development of a strategy to involve the inhabitants of the areas. They are not used to be a part of the planning process and therefore the creation of such a new participation and co-operation culture will not be an easy process, but will need a good and intelligent planning and a lot of attention and support over a longer period of time.
- This clearly shows, that the creation of the Local Support Group and an intense process to make such a Local Support Group really operational and efficient is one of the most important tasks for the next months.
- With the – growing – support of this Local Support Group, the Local Action Plans will then need to be developed as a basis, guidance and orientation for long-term strategies.
- But, the local authorities of Satu Mare are also aware of the fact that the Local Support Group must be trained and accompanied on its way towards a successful and really operational local partnership. It is therefore regarded as very important to define its purpose and its tasks, and it might be necessary to engage a coach or moderator to provide this process of local capacity partnership building with experiences, inputs and professional process support.
- Once such a process has started with the existing interested people and organisations, additional members for the Local Support Group like local associations, inhabitants etc. will need to be identified, activated and included.

Public investment in infrastructure as pre-condition for private investment in the area

A successful Local Support Group needs professional management & coaching

The following tasks and next steps in the process are still unclear for the local authorities of Satu Mare, so that support and input from the partners and the Lead Expert might be needed:

- The municipality of Satu Mare has hardly any experiences with an integrated development of multiply deprived neighbourhoods. That means that they have to learn how to implement a complete re-

Group Work

The organisation of complex planning processes needs experience & support

search of social data, how to do a SWOT-analysis and how to develop a social inclusion strategy.

- The structure of how to organise the later integrated urban development process is equally unclear and the local authorities of Satu Mare will need support with the development of an integrated multi-annual project, work and financial plan.
- The city would also like to know more about successful ways, methods and organisational models to involve other institutions, developers and stakeholders. It seems – without any relevant experiences equally difficult to find methods for a successful activation and integration of the local inhabitants into the comprehensive planning and development process that is now starting.
- And, linked to these organisational and process related questions and challenges the city of Satu Mare feels a need for inputs and support with regard to successful methods of organising, structuring and guiding the work of the newly created Local Support Group.

Distribute tasks and responsibilities amongst the members of the LSG

On the basis of this group's debate, the colleagues give the following recommendations to the City of Satu Mare:

- In order to feel responsible for some projects or tasks, it could be helpful to assign persons to specific tasks. Therefore the municipality has find out the important key persons within the process.
- It will be necessary to do a SWOT-analysis to get a detailed overview of the strengths and weaknesses that characterise the neighbourhoods. In addition, it seems necessary to do some more research in order to analyse and describe the social situation and the resulting problems in more detail as a better and more solid and differentiated basis for all further planning and project development.
- It might be useful to create a proper and realistic timetable to structure the further activities and the next steps to be undertaken.
- It might be helpful for the co-operation with all partners and for their motivation to show which steps are already conducted and what the results have been.
- An equal importance should be given to further training of the city's civil servants in order to make sure that newly gained knowledge remains available in Satu Mare and to reduce the costs for necessary external know-how and consultancy.

- In order to organise as much support and know-how as possible for all the challenging tasks ahead, it might also be helpful to co-operate with the universities in Satu Mare.
- In the further process, it might be useful to look at the experiences of the colleagues from Siracusa with their development of a strategy for social inclusion.

3.4 Kőbánya [Supported by Duisburg and Halandri]

The target area of Kőbánya consists of 888 three-storey flats with a total population of 2,000 residents. Most of the buildings were constructed in the 1930s, half of them still lack essential facilities such as bathrooms.

The average size of the flats is 36 square metres. Mainly young people or very old people are living there. 80% of the flats in the area have been bought by their former tenants for very low prices from the local authorities. The unemployment rate in the area has gone up to 10%, but most of the inhabitants are already retired. 10% of the whole population inside the target area are Sinti and Roma. A very small amount of people has a Greek background.

The area has only a few parking spaces available. The existing green areas belong to the municipality.

The following activities have already been carried out by the colleagues from Kőbánya:

- The area for the Local Action Plan has been defined, it will focus on the area PI [Kis Pongracz].
- The Local Support Group is already been installed and met.
- Some cash resources have been made available for the next steps.
- A first neighbourhood vision has been developed as a basis for the further planning.
- The city's Master Plan was completed some weeks ago and can now be used as a point of reference and framework for the development of an integrated Local Action Plan for the target area.
- The municipality created an Integrated Town Development Plan as an equally important basis and framework for the Local Action Plan.

Regenerating an area with
many 'poor' house owners is a
difficult task

Group Work

The agenda for the LAP and the regeneration process is well defined

- The city defined the following fields of action for the integrated Local Action Plan that will now need to be developed for the target area:
 - Local economy, especially with regard to necessary new shops and services for the target area;
 - Open space, including the development of underground parking spaces;
 - Housing, especially related to the necessary renovation of buildings;
 - Social issues, e.g. facilities for elderly people;
 - Health;
 - Safety, including projects for drug prevention.

On the basis of this work that has been accomplished successfully, the following next steps will now need to be carried out:

- The development of an integrated Local Action Plan with the support from all partners in the Local Support Group. The actual development of the plan will be assigned to a private consultancy firm.
- The development of a detailed and well-structured time table for the whole process.
- Priorisation of action fields and activities, with a high priority for the development of green spaces and public areas.
- The preparation of a multi-annual finance plan.
- The development and installation of a monitoring system, for which especially the right indicators still need to be defined.
- Targeted activities to make the newly created Local Support Group operational.
- In addition to the further development of the Local Support Group, a council of private houseowners needs to be established.

For the colleagues from Köbánya, the following next steps and tasks are still unclear and will need further input and support:

- The funding system in Hungary changes very often so that no one knows exactly how this will affect the ongoing and planned activities.
- It is still unclear how the co-operation with the Managing Authority will work as there are no experiences with such co-operation from the part.

Peer Review

- The programme's framework is not yet transparent for the municipality of Kőbánya, so that here further guidance and information from the Managing Authority is needed.

Changing conditions of
national funding & rules make
long-term action difficult

On the basis of this group work sessions, the colleagues from the partner cities make the following recommendations:

- The politicians and the citizens should meet half way. This shows that both sides are willing to change something together.
- The municipality may think of a neighbourhood budget in order to implement smaller actions that are visible in a short term process.
- For the sustainable success of the developments, it is necessary to involve all partners from the beginning.
- It is important to listen to the needs and suggestions of the local residents. Otherwise activities and projects carried out might not meet the local community's interests and needs and then would not lead so sustainable success and improvement in the target area.

4. Results of Peer Review for the local Halandri project

Introduction

The Peer Review of the local integrated action planning for the Halandri target area is conducted to ensure that activities implemented are adequate, competently performed, properly documented, and satisfy established quality requirements.

A Peer Review with visiting
colleagues as a good tool of
interregional co-operation

Such a Peer Review may provide an evaluation of a subject where quantitative methods of analysis or measures of success are unavailable or undefined.

The following Peer Review is characterised by a one-time interaction by independent Peer Reviewers who are members of the RegGov network. The Peer Review works with the following objectives:

- To provide the host city with a qualified feedback from the partner cities and give them recommendations based on the experiences made in the partner cities with similar tasks and challenges

Peer Review

- To train the members in the use of the Peer Review so that they will be enabled to also apply and use it in their own local projects to jointly assess and improve their work with their local partners.
- To complete and improve the understanding of the local projects visited so that they can be documented in the range of possible network products in a more comprehensive and qualified way.

The first Peer Review was conducted in Halandri, Greece, where the network partners had the possibility to visit the municipality's target area Patima. First of all it was important to make sure that everybody had a full picture of the problems in the target areas for the Halandri Local Action Plan.

By doing that exercise new aspects appeared that were not directly visible during the field trip.

Problems

An outsider's view on areas
and regeneration initiatives
offers useful insights

Physically, the most obvious problems for the Peer Reviewers were related to the bad condition of roads and pavements. The unfinished development of the area and the resulting lack of a comprehensive road system make it difficult for old and disabled people to move independently.

The facilities like the tennis court and other sporting areas that the Reviewers visited at the beginning of the field trip did not seem very inviting and attracting to the neighbourhood population. The experienced situation produced a rather abandoned and locked up character of those facilities. In total, the visitors had the impression that the supply of open space, especially for children, is not sufficient.

During the field trip the visitors learned that only a 60% of the buildings inside the target area are connected to the municipal sewage system. This seems to be one of the most important problems to cope with. The Halandri planners explained the existing situation by describing the Greek planning system.

As soon as a municipality develops a master plan for a certain site the landowners are allowed to start constructing their homes. That means that they do it without being connected to the basic infrastructure. The municipality's task is now to connect them step-by-step afterwards.

Electricity and fresh water is delivered by semi-state enterprises; that is why these basic needs can be offered very promptly. The municipal-

Peer Review

ity is responsible for the sewage, garbage and road connection but lacks of public money to develop those basic needs quickly. That is why developing the area before the land owners start to construct their homes is not possible. The owner's money is absolutely necessary for the further development.

Inside the area, some industrial sites and production units are still active. In the vicinity of the central areas [cemetery, playgrounds and future green areas] a marble factory is still working. This is a disadvantage for the further development of that specific area.

The existing law in Greece prohibits using land in the proximity of 200 metres around a cemetery. That means by now that the owners cannot use the surrounding lands in the centre of the target area anymore. As a result the land's price is dropping and the owners lose their money.

It is time consuming for the municipality to acquire vacant grounds to develop public infrastructure. Additionally there is a lack of money that does not allow buying the vacant areas. That is why the surroundings of the cemetery are still fallows.

In general, the Peer Reviewers miss an overall spatial planning in that area. Planning seems to be like a patchwork. In addition there is no overall planning for all municipalities in the region although the target area adjoins to several other municipalities. A comprehensive planning with defined strategic objectives is thus not possible so far.

The private house owners, who already constructed within the area, slowly start to demand for municipal investments like sewage, roads and other social infrastructure. If there is no public investment many owners fear that prices of their properties could drop.

Socially, the community shows an obvious lack of communication structures. Furthermore the municipality does not possess current social data to check what the current age structure is.

This represents another difficulty: The municipality does not exactly know who actually lives in the area. It is necessary to firstly know what kind of requirements there are until one can improve the infrastructure.

Apart from that it could be very useful to talk to all owners in the area in order to find out about their specific needs and requirements. Most of them work in Athens and dispose of an over average income which is seen in the architecture of the houses.

Private houseowners and
investors putting pressure on
local authorities

A comprehensive area plan is
a pre-condition for successful
neighbourhood development

Peer Review

Activities and projects

The total investment that was undertaken so far sums up to 11 million Euros. In addition to that the necessary Local Support Group was founded. The first meeting is yet to come soon.

In terms of *infrastructure*, the Peer Reviewers perceived the two main new constructions in that area. On the one hand the municipality invested into a well-arranged kindergarten. The children can stay there the whole day. A well-educated and specialised staff takes care of the small inhabitants. On the other hand the municipality is constructing a new school that will start in September 2009.

Nearly two thirds of the *sewage system* could be installed so far. Furthermore the garbage recollection works out without problems. The municipality could setup a public transport system that connects the district with the inner city of Halandri. The Peer Reviewers suggest that the completion of the sewage system must go on quickly.

The participants think that the *development of attractive public spaces* has to be one of the main objectives.

The process and further recommendations

No successful neighbourhood development without successful citizens' involvement

The process to develop the target area is still at the beginning. The Local Support Group has not yet held any meeting. The biggest task is to *involve the inhabitants* of Halandri's target area.

As the owners are still not involved into the process, the participants suggest looking for a *close partnership with the different developers* during the process. They all know that this kind of co-operation might be very difficult to achieve but it is nonetheless one important aspect to create a sustainable further development here.

The *lack of comprehensive planning* is visible. Roads and pavements do not seem to belong to an overall system. The whole district is characterised by high quality housing, vacant estates and fractioned roads and pavements.

The *social infrastructure* is quite new or respectively in construction. The best way to develop the district would have been discussing the key objectives for the area before letting the owners build their houses. That would have been implied laws that restrict constructions after elaborating the master plan.

Because of the Greek law, this approach was not possible. Therefore it is now important to find some kind of communication system and establish co-operation structures to integrate the owners' needs into further planning.

Good communication and co-operation structures are the most important software

This can be some kind of round table in order to give them the possibility to participate in the actions that must be done in the near future. It is also important to have other kinds of communication structures like attractive public meeting points, publicly accessible buildings and so on.

The area has a high level of ground water that has to be pumped down while constructing a building. It might be useful if the future development of the target area will find alternative ways to use this water more ecologically. This could be work out by installing drainage systems or small streams within the area.

5. Support to Cities from a Managing Authority: The International Funding Acquisition Unit at the Province of Gelderland

Wilko van Kalkerem | Province of Gelderland

The Province of Gelderland is discussed as an example of how Managing Authorities can help and support cities on their way to develop and implement advanced integrated Local Action Plans and how they can gain the necessary funding for such activities. For this purpose, the Province of Gelderland is developing an International Funding Acquisition Unit as a new and innovative approach.

A Managing Authority as supportive and innovative partner of its cities

The International Funding Acquisition Unit [IF Unit] is a service providing organisation that is part of the Province of Gelderland. The IF Unit implements activities for the local authorities in the Province of Gelderland, for the regions and for the Province itself.

The activities contain support for local authorities and the Province with the search for opportunities to acquire additional financial resources for the implementation of plans which are included in the "Regions and Cities Programme"-contracts.

The acquisition of international funding is the missing element in current value chains, which the authorities need to bridge in co-operation with commercial partners.

MA Support

A newly created value chain
between cities, Managing
Authorities & other partners

Through the addition of the IF UNIT to this value chain, the unit will be able to maintain more intense contacts with local authorities, regions and the internal organisation. This will lead to many international requests directed to Europe, while currently the policy of all related parties is more a sum of ad hoc activities.

Therefore, direct contacts will be intense which will mean that the office is always well informed about developments on the side of potential clients.

The core objective of the Unit is always to support local authorities, regions and the Province with the acquisition of additional financial resources for the purpose of the implementation of this Cities and Regions Programme [RSP].

It is also an objective to offer to all interested partners in the local authorities, in the regions and within the Province administration a competent partner for all questions related to European and national subsidies.

This can also help to avoid wrong competition between cities and regions amongst each other or between the Province and cities – because in theory all of them can become competitors when they submit funding applications for national or European funding.

In the provision of its service, the Unit benefit from

- a wide network of [European] partners,
- the use of its own financial resources,
- lobby work and
- the good and close contacts with local authorities, regions and the internal departments of the Province administration.

For the implementation of all activities, the work of the IF Uni is based on the following principles, which form the core elements of its Mission Statement:

- all work will take the form of integrated action;
- there will be a strong focus on co-operation, partnership and client-oriented work;
- there will be no repetitive routines, but a permanently creative way of working;
- even though the IF Unit is part of a large regional authority, there will always be open communication;

- one of the main functions of the IF Unit will be building bridges between various geographical levels [cities – regions – countries – European level] and between policy fields;
- there will be no 08.00 - 17.00 o'clock mentality, but instead full commitment for a challenging task that does not ask for office hours;
- the IF Unit will not be a "reacting authority", but rather take the initiative;
- the IF Unit will not only act as an incubator to help resources, bring partners together and get innovative action off the ground, it will also continue to take care of its supported initiatives once they have become operational;
- predominant features of the IF Units work will be commitment, quality and reliability

In its efforts to turn this Mission Statement into reality, the unit offers the following services to internal and external clients:

- provision of relevant [EU] information concerning opportunities to acquire subsidies;
- support for local authorities and regions with the development of funding applications and in some cases participation in the development of funding applications and support until the final accounting;
- the search for project partners within and outside Europe;
- support with lobby work;
- search for sponsors and co-financers and
- provision of information to civil servants in local authorities and regions.

The unit intends to improve the co-operation between cities, regions and other authorities. As the unit is composed of co-workers of the regional authorities, there is only a short line between the cities and the region.

Also, the staff of the unit knows the way of working of regional authorities very well. The co-operation can be built upon a trustful relationship between the region and the local authorities that has been built up over the last years.

A Managing Authority as
service provider for cities and
international partners

MA Support

Unique quality of services
and an attractive product
range for cities

In summary, the strengths of the unit are

- unique quality and skills of the staff with regard to European regulations;
- a special relation with users [local authorities, regions and internal departments]
- quality of service
- a unique product range.

Another advantage is that the experiences of especially smaller local authorities with regard to Europe will be enlarged in a simple way. This will help to improve the know how of civil servants in these local authorities as another additional positive policy effect.

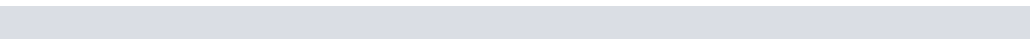
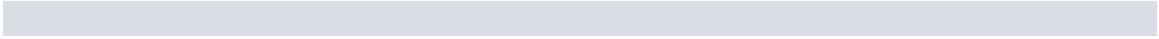
The unit will make a targeted effort to use and activate potentials for the local authorities and regions which are not yet used to this kind of working and activities until now.

Annex

List of Participants

Romanian Checklist for Integrated Projects

Imprint



List of Participants

List of Participants

- Alexandra Alexandropoulou | City of Halandri
- Linda Axelsson | City of Södertälje
- Alexander Cappos | City of Halandri
- Tóthné Ildikó Csatlós | Nyíregyháza
- Anders Frykbo | City of Södertälje
- Stoyan Georgiev | Bulgarian Ministry of Regional Development and Public Works
- Brigitte Grandt | RegGov Lead Partner
- Bozena Hnat | Marshal Office of the Śląskie Voivodeship
- Wilko van Kalkerem | Province of Gelderland
- Aneta Kecheva | City of Belovo
- Andrea Kóncz | City of Satu Mare
- Nicoleta Lasan | City of Satu Mare
- Mariagiovanna Laudani | City of Siracusa
- Irina Leidinger | City of Belovo
- Róbert Leiwolf | District Köbánya
- Antonis Marakomibelakis | City of Halandri
- Alexandra Mavrogonatou | Region of Attica
- Dr. Bernd Mielke | Ministry for Construction and Traffic of the Land of North Rhine-Westphalia
- Agnes Mozsár | District of Köbánya
- Péter Nagy | City of Nyíregyháza
- Psvetelina Niklova | City of Belovo

List of Participants

- Stefan Oachesu | Romanian Ministry of Development, Public Works and Housing
- Tomasz Rzeżucha | City of Ruda Śląska
- Peter Schneider | RegGov Financial Officer
- Reiner Schuette | City of Belovo
- Marion Steiner | RegGov Communication Officer
- Csaba Szász | District of Köbánya
- Paul Stein | Province of Gelderland
- Hendrik Jan ter Schegget | City of Nijmegen
- Margit Tünnemann | European Commission | DG REGIO
- Lella Zagarella | City of Siracusa

Moderation:

- David R. Froessler | urbano | Urban Research & Consultancy

Moderation Assistance:

- Frank Schulz | urbano | Urban Research & Consultancy

CHECK LIST FOR THE ADMISIBILITY OF AN INTEGRATED URBAN DEVELOPMENT PLAN

(for urban development poles, like Satu Mare)

	ADMINISTRATIVE COMPLIANCE	YES / NO Clarification ¹
1	Integrated plan (with the attached documents) and each application form for individual projects is submitted in 4 exemplary (1 original and 3 copies)	
2	The integrated plan is numbered, signed and stamped according to Applicants Guide requests	
3	The integrated urban development plan complies with the structure provided by the Applicant Guide	
4	The integrated urban development plan is submitted together with application forms for at least two individual projects of the integrated plan	
5	Declaration of assuming the Integrated urban development plan is attached in original and it is accompanied by the Local Council Decision regarding the approval of integrated urban development plan	
6	Declaration of assuming the Integrated urban development plan complies with the format provided in Applicant Guide and is signed by the legal representative of the city - urban development pole	
	ADMISIBILITY	
7	The integrated urban development plan aims at socio-economic development and urban regeneration of the city - urban development pole	
8	The development needs of the urban development pole are correlated with the socio-economic analisis results and with the development priorities of the city	
9	The integrated plan aims to simultaneous solve different problems among which it exist relations of interdependence	
10	The integrated plan came with at least two individual projects: - which corresponds to at least two different categories of eligible operations - of which at least one project is from the category of eligible expenditures regarding the rehabilitation of urban	

¹ Yes / No - request accomplished / unaccomplished

Checklist

	infrastructure and improving urban services, including urban transport	
11	The individual projects are to be implemented within the urban development pole, according to the city map showing the geographical location of the individual projects	
12	Individual projects of the integrated plan responds to identified development needs and to development priorities of the city	
13	The Management structure of the Integrated Plan is clearly identified and it can provide a proper management of its implementation	
14	The Plan was the object of a public information	

Imprint

RegGov Fast Track Network

Regional Governance of Sustainable
Integrated Neighbourhood Development

RegGov Network
Thematic Report #1

Developing and Implementing
Integrated Local Action Plans

Thematic Report

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