



Göteborgs Stad

Stadskansliet

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Gruppen för storstadsutveckling
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Göteborgs stads fortsatta deltagande i URBACT-nätverket URBAMECO

Förslag till beslut

I kommunstyrelsen:

- 1) Göteborgs stad deltar i genomförande fas 2 av URBACT-nätverket URBAMECO.
- 2) Kommunstyrelsen bemyndigar ansvarig ersättare i kommunstyrelsen, Ann Lundgren, att skiva under ett *Letter of Commitment* om medfinansiering motsvarande en summa av 147 192 SEK (15 742 Euro) samt en överenskommelse om samverkan (*Joint Agreement*) mellan Grand Lyon och deltagande städer.

Sammanfattning

Göteborgs stad har deltagit i den förberedande fasen av Grand Lyons URBACT-nätverk URBAMECO. Förstudien är nu avslutad och Grand Lyon skall lämna in en ansökan till URBACT-sekretariatet om EU-medel för genomförande i fas 2. Fas 2 skall pågå i 1,5 år med start januari 2008.

URBAMECO har fokus på att utnyttja regional tillväxtpotential för ökad konkurrenskraft och sammanhållning i utsatta stadsdelar. Tio europeiska städer och förvaltande myndigheter för respektive regionalt strukturfondsprogram har deltagit i fas 1. Fas 2 innefattar europeiskt kunskaps- och erfarenhetsutbyte. Varje stad tar också fram en handlingsplan för ekonomisk utveckling och ökad attraktivitet i utsett bostadsområde baserad på såväl regionala möjligheter som lokal potential.

Göteborg har nominerat Hammarkullen som fallstudie i URBAMECO och bostadsnära torg som ett mer generellt tema där fler stadsdelar kan delta och dra nytta av nätverkets resultat.

Bilagorna 1 och 2 nedan utgör tillsammans den förstudie som har arbetats fram i URBAMECO fas 1. Förstudien finns bara på engelska. Del 1 är en genomgång av de deltagande städernas förutsättningar och del 2 är en arbetsplan för URBAMECO fas 2.

Ekonomiska konsekvenser

URBAMECOs totala budget är 5 563 016 SEK (1 euro = 9,35 SEK). Av detta finansierar EU 4 139 432 SEK. Resten består av medfinansiering ifrån deltagande städer. För Göteborgs del uppgår medfinansieringen till 147 192 SEK för att få del av 343 449 SEK i EU medel. Pengarna skall användas till kunskaps- och erfarenhetsutbyte, till koordinering och experthjälp samt till de lokala stödgruppernas arbete i respektive stad. Erforderlig medfinansiering ryms inom stadskansliets ram.

Bilagor:

Finns tillgängliga i databasen kommunstyrelsens sammanträdesrum.

Bilaga 1 Feasibility Study, Part I: Baseline Study

Bilaga 2 Feasibility Study, Part II: Work Plan

Ärendet

Göteborg har deltagit i den förberedande fasen av Grand Lyons URBACT-nätverk URBAMECO under perioden juni-oktober 2007 (anmält vid KS sammanträde 070620). Förstudien är nu avslutad och Grand Lyon skall lämna in en ansökan till URBACT-sekretariatet om EU-medel för genomförande i fas 2. Deltagande städer behöver innan november månads utgång ta ställning till fortsatt deltagande och medfinansiering.

Bakgrund

URBACT-programmet startade 2002 för erfarenhets- och kunskapsutbyte mellan europeiska städer med URBAN-program. I URBACT I 2002-2006 finansierades 20 tematiska nätverk om olika urbana utvecklingsfrågor. Göteborg var med i ett av dessa nätverk. Det hette *Young People* och handlade om ungdomar, skola och utanförskap.

EU kommissionen har beslutat att URBACT-programmet skall vara kvar och utvecklas under budgetperioden 2007-2013. Detta trots att gemenskapsinitiativet URBAN upphör. URBACT skall istället kopplas till genomförandet av de regionala strukturfondsprogrammen runtom i Europa med fortsatt fokus på de urbana utvecklingsfrågorna. Alla städer i EU:s medlemsländer får delta, stora som små. 46 nya tematiska nätverk och 14 arbetsgrupper skall beviljas EU-medel inom sju olika tematiska områden (arbetsgrupper pågår kortare tid, med färre partners och mindre budget än tematiska nätverk). URBACT-sekretariatet i Paris gör för att få in ansökningar till detta två utlysningar - den första i november 2007 med deadline i februari 2008 och den andra år 2010. Varje stad får max vara med i två ansökningar vid varje ansökningsomgång och kan antingen vara ledande part eller deltagande part.

I väntan på URBACT II-programmets godkännande, har URBACT-sekretariatet initierat två pilotprojekt - det ena med Venedig och det andra med Grand Lyon som ansvarig stad. Göteborgs stad har deltagit i den förberedande fasen av Grand Lyons pilotprojekt URBAMECO med representation från bland annat SDF Lärjedalen, Göteborgslokaler, Bostadsbolaget och Vision Angered. Dessa aktörer är positivt inställda till en fortsättning i fas 2. Utöver Grand Lyon och Göteborg har följande städer deltagit: Arnhem (NL), Birmingham (UK), Belfast (UK), Neo Ionia Magnesium (GR), Constanta (RO), Wroclaw (PL), Lodz (PL) och Pila (PL). Alla städer har haft med sig sin förvaltande myndighet för det regionala strukturfondsprogrammet. I Göteborgs fall är detta NUTEK. Även NUTEK har uttryckt sitt intresse till fortsatt deltagande i fas 2.

URBAMECO fas 2 beräknas pågå under perioden januari 2008-juni 2009.

Det övergripande temat är: ”Att använda tillväxtpotential i region och stad för ökad konkurrenskraft och sammanhållning i utsatta stadsdelar genom aktivt stöd från lokala aktörer och integrerade strategier för stadsutveckling.”

Enligt föreslagen arbetsplan för URBAMECO fas 2, gör alla deltagande städer en marknadsundersökning för att identifiera tillväxt- och sysselsättningspotential på regional nivå som kan realiseras i utsatta stadsdelar. En lokal handlingsplan tas sedan fram för ett utsett bostadsområde med aktiviteter för att skapa lokal ekonomisk utveckling och ökad attraktivitet. Dessa aktiviteter baseras på en matchning mellan marknadsundersökningens resultat och det aktuella bostadsområdets förutsättningar och potentiella profilering. Genomförandet sker i samverkan med förvaltande myndighet för det regionala strukturfondsprogrammet i förhoppning om att de aktiviteter som planen innehåller till del kan finansieras med hjälp av strukturfondsmedel.

Parallellt med det lokala utvecklingsarbetet pågår, enligt URBAMECO:s arbetsplan, också ett antal transnationella aktiviteter. Detta sker dels i form av tematiska seminarier där alla städer deltar men också i form av skräddarsydda utbytesaktiviteter anpassade till varje enskild stads behov.

Göteborgs stad har nominerat Hammarkullen som fallstudie i URBAMECO och bostadsnära torg som ett mer generellt tema där fler stadsdelar kan delta och dra nytta av nätverkets resultat. För att garantera en bred spridning och förankring av nätverkets aktiviteter bildas en stödgrupp i staden som tillförs resurser och träffas regelbundet under projektperioden.

URBAMECO kan kopplas till det särskilda insatsområdet för Hållbar stadsutveckling i Västsveriges regionalfondsprogram, till Västsveriges socialfondsplan liksom till det lokala utvecklingsavtalet (LUA) mellan staten och Göteborgs stad om lokalt utvecklingsarbete för att nå de storstadspolitiska målen.

Stadskansliet

I URBACT II-programmet införs arbetssätt som förstärker kopplingen mellan kunskaps- och erfarenhetsutbyte på europeisk nivå och städernas urbana utvecklingsarbete. URBACT II är utformat så att det skall vara ett stöd i städernas strävan att få del av strukturfondernas resurser, vilket ligger i linje med Göteborgs stads strategi för användande av EU:s strukturfonder (KS 070523). I det lokala utvecklingsavtalet mellan staten och Göteborgs stad åtar sig båda parter att aktivt delta i arbetet med erfarenhets- och kunskaps-spridning. För det europeiska utbytet lyfts URBACT-programmet särskilt fram (KS 070829).

Efter att ha deltagit i URBAMECO:s förberedande fas 1 är vår bedömning att nätverket ger Göteborgs stad möjlighet till ny kunskap om hur man genom ett regionalt perspektiv kan skapa ekonomisk utveckling och höjd attraktivitet i socioekonomiskt svaga stadsdelar. NUTEK:s medverkan ökar sannolikt förutsättningarna att realisera den lokala handlingsplan som tas fram för Hammarkullen med hjälp av EU-medel ifrån insatsområdet för Hållbar stadsutveckling i den Västsvenska regionalfonden.

Susan Runsten

Jan Kaaling

URBACT



The URBACT programme

URBAMECO Fast Track Network

Creating Competitiveness & Social Cohesion
in Deprived Urban Areas



Feasibility Study | Part I: Baseline Study



PREFECTURE DE LA REGION RHONE-ALPES
Secrétariat Général pour les Affaires Régionales

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I. Introduction

Regions for Economic Change and the Fast Track Networks within the framework of the URBACT Programme

Regions for Economic Change [RFEC] and Fast Track Networks [FTN] are a new element to the 2007-2013 funding programmes proposed by the European Commission. The first communication about the initiative from 17 November 2006 provides the following description regarding RFEC:

- A new element for 2007-2013 to allow cities and regions to work more closely on questions of economic modernisation and Lisbon and Gothenburg Agenda.
- Regions for Economic Change will be dedicated to discovering best practice in economic modernisation in particular in relation to projects clearly contributing to Union's jobs and growth agenda.



Fast Track Networks, which are one of the tools for implementing RFEC, are particularly relevant for the URBACT 2007-2013 Programme as URBACT will be one of the two main delivery mechanisms.

A FTN is a tool to introduce best practice ideas in the mainstream through the Operational Programmes. It does not include an investment budget but aims to link projects to the finance available in the Operational Programmes approved at regional level. That is why the participation of relevant Managing Authority is compulsory and why representatives from the European Commission [DG Regio and other relevant DG's] also participate in the work of the FTN.

FTN are formed by cities and their regions [Managing Authority], working together as a pair. They exchange on an identified theme with a view to creating and implementing projects and action plans at a local level using local Structural funding programmes.

In order to experiment the organisation and working processes before URBACT II is launched, 2 Pilot FTN have been launched within the framework of URBACT I.

The specificity of these projects is that the Preparatory Phase [Phase 1] is funded under URBACT I and the Operational Phase [Phase 2] under URBACT II. This implies that, for each phase of the Pilot FTN, there will be a specific set of outputs to be produced.

The URBAMECO Fast Track Network

URBAMECO is one of these two experimental Fast Track Initiatives, which are financed under the URBACT I Programme. Lead Partner for this Fast Track Initiative is Grand Lyon, assembling as initial partners several cities that have formed a thematic network in the framework of the URBACT I Programme [REGENERA].

The theme of this Pilot Fast Track Initiative led by Greater Lyon is the integrated regeneration of deprived urban areas with a special focus on economic revitalisation and the achievement of sustainable results and improvements in those neighbourhoods.

Partners in the URBAMECO Fast Track Initiative

The following cities together with their Managing Authorities are partners in this Fast Track Network:

- Grand Lyon [Lead Partner] & the Prefecture of the Region
- Belfast & the Managing Authority for Northern Ireland
- Birmingham & Advantage West Midlands
- Göteborg & NUTEK
- Constanta & the Romanian Ministry of Development, Public Works and Housing.
- Lodz & the Lodzkie Voievodship
- Wroclaw & the Lower Slesian Managing Authority
- Pila & the Wiedkopolska Managing Authority
- Arnhem & the Province of Gelderland as Managing Authority
- Nea Ionia Magnesias & the Managing Authority for the Thessalia region.

Objectives of the Feasibility Phase

The main objectives of the Feasibility Phase that lasted for six months have been:

- to complete the partnership;
- to check the feasibility of this newly established partnership;
- to organise between the partners a further focusing and development of a precise topic for the network and to define operational objectives for its work;
- to select in each member city the target areas and topics for Local Action Plans and define them in detail;
- to jointly develop a transnational Work Plan and an operational structure for an efficient cooperation and achievement of defined objectives.

Activities during the Feasibility Phase

During this Feasibility Phase, the following activities have been undertaken:

- Development of an Intake Document for the network – also to be used to inform potential new partners;
- Completion of partnership with 5 members from competitiveness regions and another 5 member from coherence regions;
- Implementation of an Intake Seminar in Lyon to start cooperation and joint planning and production;
- Completion of a detailed Fast Track City Dossier by each of the partners, providing structured and very comprehensive information about the city, the region and the target neighbourhood – based on a model prepared for the cities by the network's Coordinating Expert.



- A two-day field visit to each of the cities and regions for detailed planning and workshops with a great variety of local and regional stakeholders being involved;
- Development of a draft version for the Feasibility Study and a draft Work Plan – discussed, modified and then decided by all partners during a Follow-Up Seminar in Lyon towards the end of the Feasibility Phase.
- Development of the final version of the network's Feasibility Report.

Topics of City Dossiers and Intake Visits

Partners had to provide the Coordinating Expert in a rather short period of time with detailed "City Dossiers" which were the basis for the planning of each individual field visits.

These City Dossiers have been provided in a very high quality and in great detail all information required and agreed during the Intake Seminar of this Fast Track Network in Lyon in September 2007. This referred to

- basic statistics of the region, the city and the neighbourhoods involved;
- structured information about the political and administrative system on all relevant levels;
- detailed information with regard to all relevant policies and programmes in the city and the region;
- in-depth information for the neighbourhood to be selected for the development of a Local Action Plan;
- a precise definition of this Local Action Plan's objectives and intended outcomes for each city;
- precise definition of the expectations towards the Fast Track partnership and partners.

On the basis of these dossiers, a two-day visit for each city could be organised and implemented – with a structure and topics for the joint work in each member city prepared and provided to the local organisers as guidelines for the organisational preparation.

In each of the cities, the local organisers have managed to activate and involve a high number of potential cooperation partners and stakeholders from the local level as well as from the Managing Authorities.

As a consequence, these two-day Intake Visits could be used to discuss with each partner the problems and potentials to be integrated into the network activities and to define over all visits gradually the requirements towards the Work Programme as well as the precise expectations of each partner with regard to the added value and the concrete outcomes of this network and its future exchange activities.

Key results and conclusions from the Feasibility Phase

The most important conclusion from the work undertaken so far is that – due to the above mentioned character of co-production of operational objectives, planned activities and work plan, all of the partners believe in the added value of these results and are willing and prepared to fully support them. All partners share to very important assessments and expectations:

- The network and its approach is highly innovative, answers to urgent needs in all member cities and regions and the partnership in its current composition can achieve something meaningful and useful with regard to the topic of the network.
- All partners insist that their commitment and investment of resources – time, money and know-how – must lead to tangible results that can be applied in practice and convince all local politicians as well as professionals and local communities of the added value of this investment. There is a very clear statement from all partners that “Eurotourism” needs to be avoided and tailor-made exchange and co-production will be essential.

joint participation and the seminars and the workshops during the Field Visits, creating new exchange and cooperation structures. .

The most important result: A clear focus and work plan for the network

On the basis of the joint work undertaken by the URBA-MECO-partnership during its Feasibility Phase, the initial topic of the network as it was mentioned in the Application Form could be provided with a much clearer focus that has developed over the Intake Visits in local discussion rounds and has then received its final precision and been decided by all partners during the Follow-Up Seminar in Lyon towards the end of the Feasibility Phase.

As a consequence, the topic and objective of the URBA-MECO Fast Track Network is not defined as follows:

„Using regional and city-wide growth potentials and the active support of local residential and business communities to create competitiveness and cohesion in deprived urban areas in the framework of Integrated Neighbourhood Development Strategies“



Added value achieved during the Feasibility Phase

Even though the focus of the work during the Feasibility Phase was primarily a transnational one, various forms and elements of added value have already been achieved amongst the participating cities and Managing Authorities through the Intake-Seminar, the Field Visits and the Follow-Up Seminar:

This refers especially to the following achievements and added value realised already:

- In each of the member cities, the Intake Visit has been used to involve a wide range of stakeholders and potential partners in a discussion of a really innovative approach – leading to new insights in all members cities and to a modification of existing plans and intended procedures.
- A new dialogue between Managing Authorities and local authorities has been established due to the

Reporting:

The structure of the Feasibility Report

The URBAMECO-partners have decided to split the presentation of their Feasibility Study in two parts in order to rather have specific and „lean“ products rather than one big and „user-unfriendly“ report:

- Part 1 of the Feasibility Study is the so-called „Baseline Study“ that presents in details all findings and work results achieved for each individual partner [city and Managing Authority].
- Part 2 is the Strategic Document that presents in detail the analysis of the Feasibility Phase's results, their consequences for the networks potential activities and achievements and a detailed work plan for the networks Operational Phase.

At the end of this introduction it needs to be emphasized that this kind of results could not have been delivered within the short period of time available without the

incredible commitment and spirit of partnership from the participating partners and the ongoing commitment and support from the URBACT-Secretariat in Paris.





Cities and Managing Authorities in URMAMECO

1. The City of Arnhem [Gelderland], The Netherlands

1.1 General information

The regional capital Arnhem with its 142,201 inhabitants is located at the southeast of the Netherlands, close to the German border, about 100 km away from Amsterdam, the national capital city. Arnhem forms part of a city-region with approximately 700,000 inhabitants.

The city as the regional capital has a strategic importance underlined by a regional transport hub with a high speed train Amsterdam-Frankfurt, different motorways, a regional airport that can be reached in 45 minutes and a national airport, reached within one hour.

The city is a tourist centre with the historic innercity and many cultural functions [theatres, orchestra, introduans, tourist attractions like Burgers' Zoo, Dutch Open Air Museum (European Museum of the year 2006), National Park Hoge Veluwe, International Fashion Biennale, Living Statues etc.]. It is also an academic center with HAN University and ArtEZ Academy of the Arts. Within 25 km one can also reach the Radboud University Nijmegen and the Wageningen University.

Demographic structure of the city

The population forecast for the City of Arnhem foresees a growth to approximately 160,000 inhabitants in 2015. That forecast currently is reason for the city to develop a

new large scale neighbourhood with 6,000 new houses. The non-western migrant population forms 21.1% [2005] of the city's entire population.

Economic structure

The City of Arnhem is going through a period of economic stability at the moment. However, the economic policy is aiming to simulate three economic sectors in which the city has good development chances and where it expects to realise a continuing growth. This is

- The creative industry [fashion and design];
- Energy and environmental technology [hydrogen-economy];
- The health sector.

The [cultural] tourism sector also is a sector with a potential for further development.

The current unemployment rate is 10.6% and the average income per household is 26,600 Euro. In total the city of Arnhem has approximately 91,000 employees with the most important branches being:

- Financial and business services [24,208 employees];
- Healthcare and welfare [16,973];
- Wholesale trade and retail [11,744];
- Government organisations [10,978];
- Industry [5,954];
- Education [5,931].

1.2 Specific Information

Social Key Features

Arnhem is a city with two faces: Fine neighbourhoods with nice housing, high income and quality of environment on the one hand, and neighbourhoods with a concentration of social problems on the other. That includes large unemployment, poor housing, unsafety, drug abuse, dumped rubbish, high percentage of migrants, low income etc. Arnhem has especially been confronted with tendencies of social degeneration between 1975 and 2005.

Economic Key Features

There is a strong economic base and several challenges in three economic sectors as mentioned in the chapter above. Though the city has a lot of employment on the one hand, there is on the other hand a lot of unemployment. This is a mismatch at the labourmarket.

In economic respect, the city forms a part of a strong city region with two leading cities: Arnhem and Nijmegen [160,000 inhabitants]. In several respects there exists a competition between the two cities, but in general they are working together to work on the creation of a stronger economic region.

Environmental Key Features

Arnhem is a city situated at the border of the National Park Hoge Veluwe and the river Rhine is crossing the city. The city counts several large parks which contribute to a good quality of urban living with natural resources.

With regard to the topic of air pollution, it is observed that in several areas in the inner city there is a problem with the quality of air. Measures to improve this are needed.

Physical Key Features

In several neighborhoods there is a limited quality of the housing stock. A lot of houses are characterised by poor construction standards, small size, low comfort, low attractivity and by the fact that they are mostly rental flats and houses. The housing stock is and will now be improved in cooperation between the city council and housing corporations. That process will probably take several years to be successful.

Governance

The city council wants to take a stronger influence on the development of the city. That is why currently four city-programmes are developed as guidelines for future urban development. They refer to the following aspects of urban life:

- Attractive city;
- Participation and work;
- Improvement of remaining- and living climate;
- Caring city.

In terms of marketing the city, the slogan created and applied now is "Arnhem, a center of inspiration for leading innovation". It is branded as [Made in Arnhem].

1.3 Decision-making and regulatory framework

The general political and administrative organisation of the city consists of a city council and a court of mayor and aldermen. There are five departments that manage the city's development [economic affairs], the city's management, culture, education, welfare and sport, the social issues and the facilities of the city.

The role of the municipality

The municipality of Arnhem holds the direction, the execution, implementation and the financing together with the national government, the Province of Gelderland, and housing corporations etc.

The role of the regional authorities

The principle role of the regional authorities is facilitating policy making between the national and the local level and financing.

The role of the Managing Authority

The managing authority is responsible for the exchange of knowledge and the financing of the Operational Programme.

The role of national authorities

The national authorities are responsible for the legislation, for the charters between the national government and the city and finally for financial issues.

1.4 Existing strategies to promote the integrated regeneration of deprived neighbourhoods

The national level

The National City Policy [31 cities in the Netherlands: one of them is Arnhem] is the most important strategy in this field. 40 neighbourhoods in 11 cities have been selected by the National Government for an integrated approach. The programme is called "From deprived neighbourhoods to powerful neighbourhoods". Four of those neighbourhoods are located in Arnhem.

The regional level

The most important relevant strategy on the regional level is 'Gelderland City Policy' with eight cities in the province being in the focus of this policy and Arnhem being one of them.

City level

Integrated urban regeneration is part of the programme 3 [see 'Governance'] that is called "Improvement of habi-

tation and living climate". It focusses on five neighbourhoods. Four of them are in the national neighbourhoods' programme and one of them receives particular support from the Province and the City.

The neighbourhood & area based level

In each neighbourhood, the city is developing integrated [social, physical and economic] programmes at the moment.

1.5 The Operational Programme

The Operational Programme has been approved in July/August 2007. It is called "Operational Programme for East Netherlands" and is funded by the ERDF. The City of Arnhem is mentioned in the programme in the priorities two and three.

Integrated neighbourhood regeneration and its link to the Operational Programme

The Operational Programme for the region defines the following three priorities:

- Knowledge economy, entrepreneurship and innovation.
- Stimulating regional investment climate. The city-region of Arnhem and Nijmegen is one of the five regions in the East Netherlands which can develop projects in this priority.
- Attractive cities: In this priority, projects for neighbourhood regeneration are possible. Arnhem is one of the 10 cities in the East Netherlands which can develop projects in this priority.

Funding

The Province of Gelderland is the Managing Authority for this Operational Programme. The City of Arnhem has been involved in the development of the programme and is now partner in its implementation. As this Operational Programme is now approved by the European Commission, projects can be developed and applications for funding and subsidies can be submitted.

1.6 URBAMECO Fast Track Neighbourhoods

The City of Arnhem wants to develop a Local Action Plan for two neighbourhoods which are located next to each other. They are called Klarendal and Sint Marten.

The general problems and challenges in these neighbourhoods following trends during the recent decades are:

- Outward migration of households with higher incomes and levels of education.
- Inward migration of socially and economically weaker households.



- Significant growth of unemployment rate.
- Low income per household.
- Decline in residents' economic support capacity for services.
- Strong growth of population with migration background, cultural diversity, diversity of nationalities and lifestyles.
- Erosion of social cohesion and family connections in the neighbourhood.
- Growing tension between population groups.
- Poor quality of housing.
- Growing feeling of unsafety, criminality, drug abuse etc.

1.6.1 Klarendal

Klarendal is located close to the innercity. It is a pre-war working class neighbourhood.

Statistical Data

The neighbourhood occupies 66 ha and is inhabited by 7,595 people:

- 31.5% of this population are non-Western migrants.
- 16% of the total population is under 15,
- 78% is between 15 and 65 and
- only 6% of the population is over 65 years old.

The unemployment rate is much higher than for the whole city of Arnhem with about 16.2%. Also the average income per household is a bit lower [21.100 Euros]. 277 companies are economically active in the neighbourhood and give work to more than 1,500 employees.

Klarendal consists of 3,648 buildings of which 79% are rented and 21% are owned.

Problems

A high percentage of the inhabitants feel unsafe in their neighbourhood [42%].

1.6.2 Sint Marten

This neighbourhood is also located near to the inner city. It is mainly a working class neighbourhood but partly also a residential quarter of good quality.

Statistical Data

The size of Sint Marten is 29 ha with 4,355 inhabitants of whom

- 15.9% are non-Western migrants.
- 10% of the population is under 15 years old,
- 68% are between 15-64 and
- only a 3% is older than 65 years.

The income per household is a bit under the level of the whole city with 23,900 Euros.

There are 228 companies operating in Sint Marten with 617 employees working there.

The neighbourhood provides 2,207 houses of which 46% are rented and the other 52% are not rental.

Key Features of the neighbourhoods

Klarendal/ St. Marten

- Pre-war working class neighbourhood close to the innercity.
- Characteristic buildings.
- Cultural diversity.
- Long term perspective for the neighbourhood development [Klarendal].
- Investment in fashion quarter [Klarendal].
- Wish to develop sustainable environment [St. Marten].
- Socially and economically disadvantaged households.
- Unsafety and criminality.
- Decline of characteristic buildings.
- Long term perspective for the neighbourhood development [St. Marten].
- No good mixture between rental and non rental housing.
- Problems with integration.

1.6.3 Existing planning activities in the neighbourhoods

In Klarendal, the city council, a housing corporation and a foundation in the creative sector developed a plan to create a fashion quarter in a part of this neighbourhood. Inspiration for this choice has its fundament in the economic policy to focus on creative industries. Arnhem counts many creative people, among others because of ArtEZ academy of arts.

In Sint Marten, it is not the city council or other organisations that have a plan for the economic development of the neighbourhood, but it is the residents themselves. They created a plan for the development of a sustainable neighbourhood, including companies that operate sustainably in the area. Branding is also an issue here. The residents are already organised in a foundation which is encouraging residents and companies to engage in sustainable activities. This can be houses with energy from hydrogen and fuelcells or a market with biologic products.

The developed plan here is in another phase than the plan in Klarendal. Here it is more about exploring the possibilities and searching for partners.

1.7 Problems and topics to be addressed by the Local Action Plan

In the Local Action Plan, Arnhem wants to focus on the question how the development of economic potentials in a neighbourhood has effects on the overall development of that neighbourhood and on the competitiveness of the surrounding city and region.



Klarendal

For Arnhem, fashion is one of the economic sectors in which the city can and wants to distinguish from other cities. This sector in Arnhem offers many opportunities for economic development. The city's philosophy is to create several surroundings/environments in which the fashion sector can develop:

- Low-cost ateliers in empty buildings such as former military buildings or schools: for (art)students and people who just graduated.
- Zones with mixed buildings for living and working [ateliers]: for fashion designers who develop [after their study] their own [small-scale] fashion company. Often located in deprived areas where the prices for the accommodation are low

- More expensive environments in locations near the inner city
- A top-environment in the inner city for fashion labels which are nationally and internationally acknowledged.

In Klarendal, the focus is on two zones with mixed buildings for living and working [ateliers]. The housing corporation has the goal to develop about 40 houses/units in a part of the neighbourhood that is deprived. They invest in real estate [partly with financial contribution of the city and a subsidy of the ERDF] and rent them to the fashion designers.

Another topic is the branding of the neighbourhood and scouting of the appropriate entrepreneurs as an integrated part of the strategy.

It is expected that these activities [investment in real estate and the establishment of new fashion companies] will give a strong development impulse to the neighbourhood, but also to the competitiveness of the surrounding city and region.

Sint Marten

With the Local Action Plan for Sint Marten, the city wants to contribute to the bottom-up planning activities of the residents in the neighbourhood which have been started by the residents to give them an additional input and development impulse.

For both neighbourhoods it is a fact that the economic development must be a strong element of an integrated approach that also includes social and physical aspects of regeneration.

1.8 Desired outputs of the Local Action Plans

A set of actions and interventions which could stimulate the [further] economic development in the neighbourhoods, in combination with the social and physical field is wished. Moreover, the aim is to attract more investment in these neighbourhoods by public and private partners. It is also an objective of the Local Action Plan that there will be more residents and companies actively supporting the new neighbourhood profiled [fashion in Klarendal and sustainability in St. Marten]. This can lead to the expectation that there will also be more residents and companies who find the neighbourhood attractive [lively, safe, well-connected].

In that way, the city tries to persuade more new residents and companies to come into these neighbourhoods from other parts of the city and region. And finally the city of Arnhem hopes to develop a strategy on how to translate the experience from their city to the seven other cities in the Province of Gelderland.

1.9 Current status of regeneration processes

Tasks and stages already completed

In Klarendal, a long term perspective for the neighbourhood development has already been created and investment in the fashion quarter has already begun. The present situation is that the first four fashion designers are established in the area. Eight others will follow later this year and in March 2008 a large building will be ready with room for several designers, created to become the heart of the fashion quarter. Further premises will follow later in 2008 and in 2009. And finally, attention was called for the development of this neighbourhood by the national and regional government.

In St. Marten, the initiative for the development of a sustainable neighbourhood has also started. The commitment in the neighbourhood was strengthened and also the attention for the development of the neighbourhood by the regional government was called.



Tasks and stages yet to be completed

In Klarendal, a bridge between fashion designers and other neighbourhood companies and especially residents needs to be established and additional fashion designers need to be attracted to the neighbourhood. And the city needs to become active to attract more public and private investment to the area.

In Sint Marten, the question is how to bring the initiative one or two steps further. Therefore, it needs to be clarified which actions are needed to achieve this objective and how residents and companies can be activated and involved and how their commitment can be stabilised. There is also a need for more public and private investment.

Problems and limitations of earlier regeneration initiatives

The main problems of previous regeneration activities has been a lack of funding and a lack of cooperation between different organisations and stakeholders. Furthermore, previous activities have focussed to narrowly on physical aspects of neighbourhood regeneration and did not achieve a lasting commitment and participation by both residents and organisations.

1.10 Elements to share with the other network partners

For Arnhem, it is interesting to learn from similar developments and approaches in other European cities and to

share and exchange experiences with other European partners. Interesting aspects are

- public-private funding;
- cooperation between various organisations in sustainable local partnerships;
- how to achieve commitment and participation from residents, the private sector and organisations and
- the exchange know-how about economic development strategies for deprived urban areas.

The City of Arnhem is planning to visit two other partner cities during the project and other cities from the network will always be welcome in Arnhem for field visits.





2. The City of Belfast, United Kingdom

2.1 General information

Belfast as the regional capital of Northern Ireland is still a divided city, even though the city does not want to be seen as a city of troubles. The City of Belfast does not want that issue to become the most important characteristic in future policies anymore. But in fact the city is still divided by 41 walls in the whole area. The local people are still not prepared to tear them down.

At an operational level, the Council is divided into seven Departments, each with their own roles and responsibilities. Each Director has overall responsibility for a division of the Council known as a Department. This entails managing the policies it works to, resources it uses and services it provides. Directors also have a portfolio of corporate responsibilities. They work closely with Councillors and Committees providing them with specialist advice to help them develop and implement policies and services.

One tier below Directors is the Heads of Service who are responsible to their Director for the management of a particular Service. Within each service there will be a number of Unit Managers who will be responsible to their Head of Service for the service provision and its associated outputs including the daily management of the people within their span of control.

Demographic structure

Belfast city has a population of approximately 270,000 which represents 15.7% of Northern Ireland's total population and 42% of the Belfast Metropolitan Area's population which is approximately 643,000. The Belfast population consists of

- 47.2% catholics,
- 48.6% protestants and other christians and
- 4.2% without confession or other religions.

The city suffered from a strong population decline in the last decades. In the 1980s Belfast had about 320,000 people but since then the number dropped dramatically. This drop of inhabitants is mainly caused by socio-economic influences like high deprivation and high crime. But it is estimated that up to the year 2015 there will be a slight increase of population.

Economic structure

Over the last ten years, Northern Ireland has been one of the fastest growing regional economies in the UK. During this period, increased political and social stability, generous European funding support and a favourable global economy have combined to revive Belfast's wealth. The city has experienced unprecedented regeneration, sustained economic growth and has reduced unemployment to historically low levels [4.2%]. Regarding the distribution of jobs in Northern Ireland one can see that 29% of all jobs are situated in Belfast, and another 19% in the metropolitan area of the city. In detail the employment figures are structured as the following overview shows [number of workers]:

- Real estate, renting & business activities: 31,165
- Health & social work: 30,378
- Public Administration & defence: 28,278
- Wholesale & retail trade: repairs: 25,861
- Education: 16,237
- Manufacturing: 11,726
- Hotels & Restaurants: 11,363

- Financial Intermediation: 10,996
- Other Service Activities: 10,985
- Transport, storage & communication: 9,286
- Construction: 5,009
- Electricity, gas & water supply: 956
- Fishing: 53.

Belfast right now is the main retail market in Northern Ireland. The city is fast becoming a popular short-break destination and has established itself as one of the most desirable European destinations.

The city lies at the heart of the regional transportation network which is served by the two main airports in Northern Ireland within 20-30 minutes of the city centre. Belfast is one of the busiest ports in Northern Ireland with over 7 million tones of freight and 1.7 million passengers passing through it each year.

There are 38,500 undergraduate and 11,500 postgraduate students attending the two universities around Belfast [Queens University, University of Ulster and Belfast Metropolitan College]. The Belfast Metropolitan College provides education for 53,000 students with a huge range of vocational and academic courses at all levels up to degree and degree equivalent.

One result of a market research that was done recently is that creative industries are a one of the core sectors of future development. More than 1000 businesses are already active in Belfast in this sector. As for many other economic activities in Belfast, Business Matching between local companies and American businesses [e.g. Washington DC] has been organised for this sector with succes. The Arts and Culture Development Unit is also supporting this sector:

The main key businesses in Belfast currently are:

- Property & business services: 37%
- Retail: 16.1%
- Hotels & catering: 9%
- Construction: 8.1%
- Wholesale: 7.6%
- Public admin & other services: 6.8%
- Production: 6.4%
- Motor trades: 2.6%
- Transport: 2.6%
- Health: 1%
- Finance: 0.9%
- Post & Telecom: 0.6%
- Agriculture: 0.5%
- Education: 0.4%

2.2 Specific information

The key challenges of the city can be subdivided in different sectors. There are social, economic, environmental, physical and organisational challenges that the city has to face.

Social challenges

The City of Belfast is facing a new challenge of migrants coming to the city. There is a tradition with a big Chinese community living in the city for many years, but in general Belfast has no tradition like many other European cities. Recently new waves of immigration have been detected. The new immigrants are mainly coming from Poland and Lithuania, most of them are working in the construction and the hospitality sector.

It is expected that this degree of immigration will increase significantly over the next years. Belfast has no experience of what that means for the development of urban policy and deprived urban neighbourhoods. The main part of these immigrants spatially settle down in South Belfast. This leads to many racial attacks because foreigners are not really welcome in these protestantic ruled areas.

48% of Belfast's population are living within the most deprived super output areas in Northern Ireland. Belfast has eight of the 10 most deprived wards in Northern Ireland.

Economic challenges

The key problem in Belfast is not a high unemployment rate [the figure is around 4%], it is the long-term unemployment. Among them there are many people who never worked in their lives. Taking that in mind it will be a big challenge to integrate this group of people into the formal labour market.

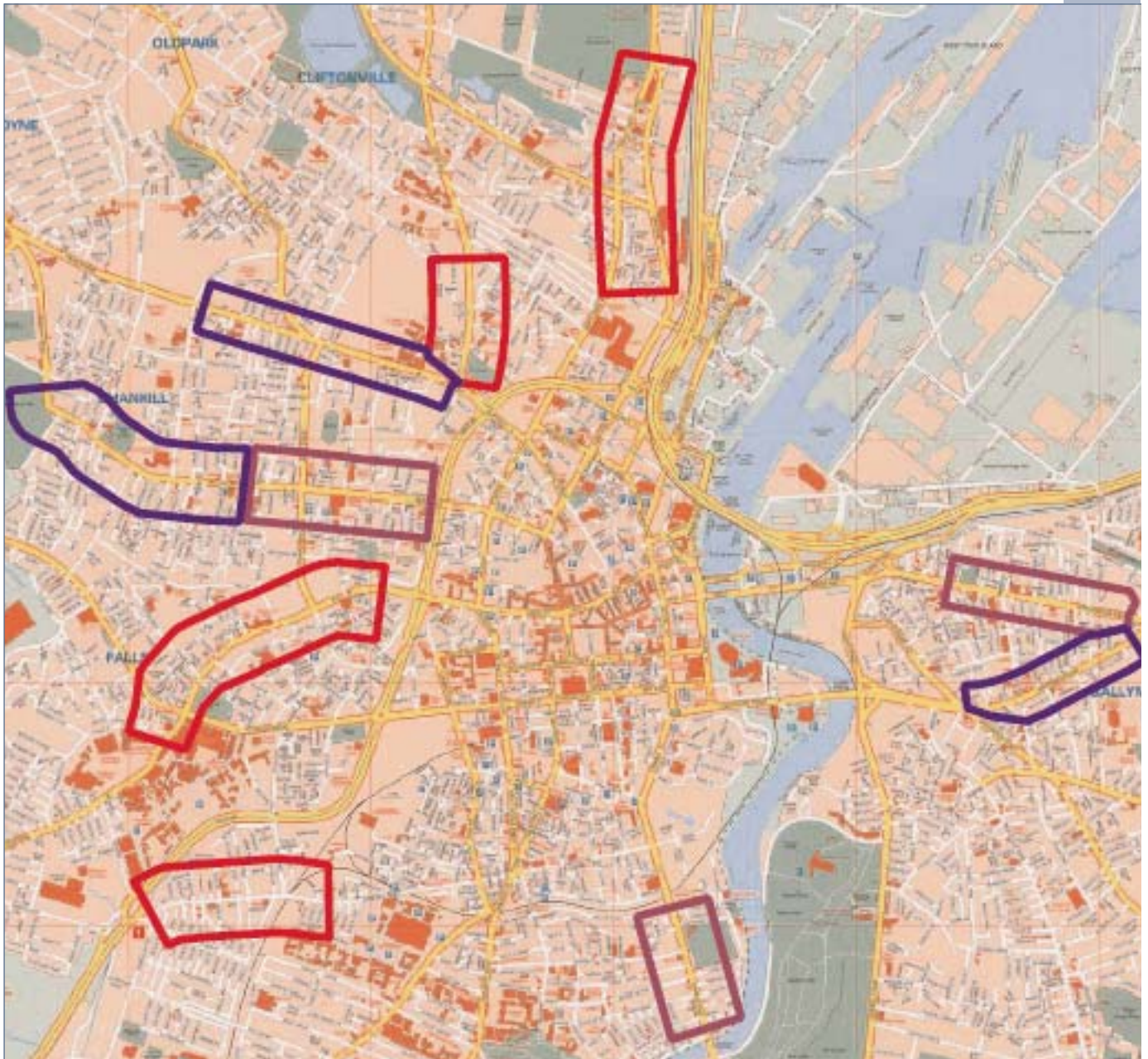
Fashion industry is a sector in Belfast that wants to develop a profile. But in fact, the efforts are still pretty much at the beginning with some first designer lables and fashion events coming up from and in Belfast. So far, a placement for fashion design graduates in Italy has been organised. The first effects of this idea are some people who start to get an international name now in Northern Ireland.

One of the most important topics for the partners is the need for a strategy for high qualified young people – PHD's etc. The strategy must find solutions to keep such people in the region and the city when they finish university or how some of them who left can be motivated to come back to Belfast and contribute to a further and sustainable economic growth in the city. The lack of young, dynamic and qualified people is regarded as one of the major obstacles towards growth and competitiveness in Belfast – as Belfast loses them all to other cities that seem more interesting and offer more opportunities for such people.

Governance

Over the next years, the administrative structure of Northern Ireland will be significantly changed. From the now existing 16 local councils only 11 will remain. After this reorganisation, Belfast will not be the biggest council in Northern Ireland anymore.

government. In the early 1990s, economic development was added to the competences of the local authorities. By 2009/2010, local authorities will take over the responsibility for community planning. But topics like urban planning and urban regeneration are still not part of the tasks of the local authorities, but of Government Agencies, like



2.3 Decision-making and regulatory framework

The role of the Municipality [City Council]

Belfast City Council has not many responsibilities. The formal responsibilities used to be the maintenance of public space, garbage collection and similar tasks. Other tasks were taken care of by government agencies from central

the Housing Executive for Housing and BRO [Belfast Regeneration Office] for urban regeneration.

The role of the Managing Authority

From the managing authority, money is allocated to the city councils, so that they can then define their own priorities and spend the financial resources from the European Structural Funds in line with its regulations.

These financial resources are given to the city councils in Northern Ireland following a distribution key that is based on their population. The local authorities have to respect the regulations and objectives of the Operational Programme, but they can spend the money in that framework following their own priorities, so that here – unlike in other regions – the Managing Authority will not organise public calls for tender, competitions, etc. over the next years.

In the framework of the URBAMECO Fast Track, the Managing Authority will take a seat on the Local Support Group which will be taken by the Department of Enterprise, Trade and Investment within the Managing Authority as this is the department that is responsible for this part of the ERDF.

2.4 Existing strategies to promote the integrated regeneration of deprived neighbourhoods

Beside the usual funding from the Structural Funds, Belfast has received significant resources over the last years as „PEACE Money“ (I & II). These resources have been of important value for the development of the city and local communities. Many community centres have been created with these resources and staff has been paid from these funds to support the development of deprived areas in Belfast. As PEACE III will not pay peoples' jobs anymore, there is a lot of frustration in some areas and an urgent need to find alternative ways of financing work that needs to be done in these deprived neighbourhoods.

Under the PEACE III funding, Belfast will receive 200 Mio as Exit Money to develop such alternative strategies to become independent from these resources that have been provided over the last years.

City Level

With regard to the topic of urban regeneration, there are five Area Partnership Boards collaborating with the private sector [North, East, West, South and Greater Shankhill area]. These partnerships they have been set up in the early 1990s by Belfast Regeneration Office and are still working.

Beside that, there are 12 Neighbourhood Renewal Partnerships since 2005. They are also based on a national policy initiative for deprived areas, in the United Kingdom there are 88 of them. Their task is to put together an Action Plan for those areas - often relating to open space, leisure, graffiti etc. - topics which fall under the responsibility of Belfast City Council. All Neighbourhood Renewal Partnerships were expected to finish their Action Plans by June 2007. However, such area-based Action Plans currently are available only in 6 of these areas. Some had difficulties in identifying the key players in their neighbourhoods which led to delays in the achieve-

ment of their objectives. Some of these partnerships are still in their development phase.

There are in total two Neighbourhood Renewal Partnerships in the South of Belfast, four in the North, four in the West, one in the East and one in the Greater Shankhill area.

There is also a strategy for the Local Economic Development for Belfast that needs to be taken into account when planning this Fast Track for Belfast. The strategy partially breaks its objectives down into areas but probably not that detailed as it is needed, so that it can and should be used as one basis when designing the URBAMECO project for the City of Belfast.

Another relevant strategy in Belfast is the Cultural Tourism Strategy that exists since 2002. During that phase, Belfast has seen a phenomenal growth in the tourism sector. The strategy supported partnership working between key players in the cultural industries and in the tourism industry. It also dealt with the visitor management by introducing a Visitors Guide that is based on a GPS-system. It is world-wide the first system of this kind. Today, even though large hotels are permanently being built and opened, Belfast still has a clear lack of hotel capacities. 17,000 people are currently employed in tourism and creative industries in the City of Belfast.



For the future urban development of Belfast, there are a number of flagship projects and development sites which will fulfil a key role in a sustainable growth and development:

- The Gas Works Site is one of the major development sites in Belfast. It was a disused site with old Gas Works buildings on it for a long time. 10 years ago, Belfast City Council [BC] decided to develop the site. It was developed mainly as a business retail park, with call centres [e.g. Halifax Bank], small business incubation centres and a hotel. It borders on an area of Belfast called the „Markets Area“, which is a severely deprived area. Investors in the develop-

ment of the Gas Works site had to employ local people [Local Work for Local People] for the building process as well as for the later employment opportunities [e.g. employing hotel staff].

- A second major development site will be the **Titanic Quarter**: 185 ha land owned by BCC. A Company called „Titanic Quarter“ was set up – over 5000 apartments and town houses are to be built there, a restaurant, shopping and business area will be finished in honour of the centennial jubilee of the Titanic. More than 100 Mio. Pounds are going to be spent in the development of that area. Some investment will be put into incubation units for the creative industries in order to create different employment in that part of the city that was heavily relying on ship industry etc.
- Across the river, on the opposite side, there is a further major development area, the **Northern Foreshore**, an old landfill site now turned into a Giants Parks – linked to the North of the city with a cable car going across the motorway. It will be developed as a park within the city, facing the Titanic Quarter on the other side of the river.
- A fourth major development site is the **Cathedral Quarter** around St. Anns Cathedral, where one of the universities is located and more creative functions are assembled. A visible cluster is forming itself there at the moment. The area is also supported in order to generate tourism. The surrounding neighbourhoods are some of the most deprived areas in the city. They have an additional importance as they can link the North of the city with more affluent areas in the South.

2.5 The Operational Programme

Northern Ireland is still negotiating the Operational Programme with the Commission. The city hopes that it will be approved early in October 2007. The city is explicitly named in that programme. Funding from ERDF is allocated to Belfast City Council in one sum for use in economic development that is then match funded by Belfast City Council resources. As it has been mentioned, no competition or calls for tender are organised by the Managing Authority.

2.6 Proposed neighbourhoods for the URBAMECO Fast Track

It is agreed that the target area(s) for a Local Action Plan in Belfast will be selected from the so-called “City Places” By the end of September, all 20 City Places will have been agreed with local politicians. It is the overall aim of this initiative to allow Belfast City Council to provide each of the areas with „tailor-made“ council services, based on the assessment that poorer areas need different services

than richer areas in the cities. It is obvious that poorer areas have more needs but they often have the advantage that people are organised and that there are community organisations one can work with. The richer areas have different needs and the additional problem, that people here in many cases are not organised so that it is difficult for the BCC to identify a partner to work with.

Once the data for all City Places are complete, the next step of this concept will be to set up citizens engagement mechanisms in each of the City Places.

It could then be checked which ones will be selected for the URBAMECO-project as neighbourhoods that will receive a Local Action Plan. For the selection of these City Places, it is agreed to look at communities at the fringe of the City Centre – Shankhill, Falls Area – communities around the Gasworks site, East Belfast and the Titanic Quarter – as they are communities in close neighbourhood to big development projects which are in desperate need of equally getting some benefit from such positive economic development.



2.7 Problems and topics to be addressed by the Local Action Plan

The target areas for the URBAMECO Local Action plan will be the defined “city places” in the west and east of the city. It is considered that these offer the greatest opportunity for the development of the proposed initiative. Some general topics to be addressed in these neighbourhoods can already be listed:

- There is a clear for a more diversified housing stock in Belfast. It needs to be made sure that affordable housing for socially disadvantaged groups remains available in central locations, but at the same time, housing of higher standards must be developed to support the aim to keep higher qualified and creative people in the city or to attract them to Belfast.

- Another important topic is to develop the city's capacity to produce environmental solutions for businesses. The universities in Belfast are active in this field and contribute to this sector as a potential growth sector for the city of Belfast.
- A further important topic for the Local Action Plan as well as the exchange with the URBAMECO partners is the challenge to keep the small-scale retail-structure of Belfast alive in the growing competition with the large department stores and shopping centres on the new development sites. The „Independent Retail Strategy“ is a strategy in the city of Belfast which is based on the observation that many shops have closed due to the opening of the large department stores in the city centre. This concept tries to support shopping streets and centres in the neighbourhoods around the city centre.
- The problem of migration will not be a special topic in the framework of this Fast Track Network - this should be looked at in the framework of the main URBACT II-network where Belfast is to be the Lead Partner for a network that deals with this topic and has 36 months of funding for exchange.
- Accommodating the growth in the city's economy. While the economy has expanded dramatically in recent years, the city centre has been the main area to benefit from this growth. It is clear that there are opportunities for locating businesses in neighbourhoods which are located on the edge of the city centre (and which have considerable areas of dereliction and vacant land). This will need to be explored further with some assessment of what instruments could be used by the public sector to do this and what sort of partnerships are required with the private sector.

In general, it is agreed that the overall URBAMECO-formula - to do targeted market research for opportunities of growth in the wider city and region and then identify such elements of growth that can be located in deprived neighbourhoods - is relevant for Belfast and will be applied there in the areas which will be selected.

2.8 Desired outputs of the Local Action Plan

The aim for the „Local Neighbourhood Actions Plans“ in Belfast is to develop such a plan for each of the selected City Places in 2008. The research done in the first half of the year needs to get a strong bottom-up support from working with the selected communities as it is foreseen for the City Places for Spring 2008 anyhow.

The fact that a lot of qualified people are missing in Belfast or still leaving the city as the end of their university time leads to the idea that a slightly different approach to the intended market research might be chosen Belfast: The focus of the research for Belfast might not only be

place on sectors that offer potential for growth and sustainable development, but also on specific target groups like young creative people and how they can be attracted to stay in Belfast - possibly with interesting attractions and opportunities that could also be established in the deprived neighbourhoods to be selected. The question will be, how can a strategy be developed either to keep the people in the city after their studies or to attract such people from other European Cities. In the context of URBAMECO it would need to be checked if and how deprived neighbourhoods could fulfil an important function here, e.g. as breeding ground and incubator for such young people to start their careers in an interesting and inspiring environment at low costs for rent etc.



The "top-down" element of the research will be to carry out a land mapping exercise to identify available land, confirm whether it is zoned for particular uses, identify ownership and examine the opportunities for development to accommodate the growing economy. Linkages with both the public and private sector will be required to determine the most appropriate way of moving forward on this.

2.9 Current status of the regeneration processes

The "city places" on which this project will focus have just been approved by Belfast City Council. Work will now get under way to consider how Belfast City Council can re-focus its service delivery to provide more efficient services for local people in these communities.

In addition to this, there will be research on what other facilities these areas need. This is where the Urbameco work will fit in. The research carried out on economic

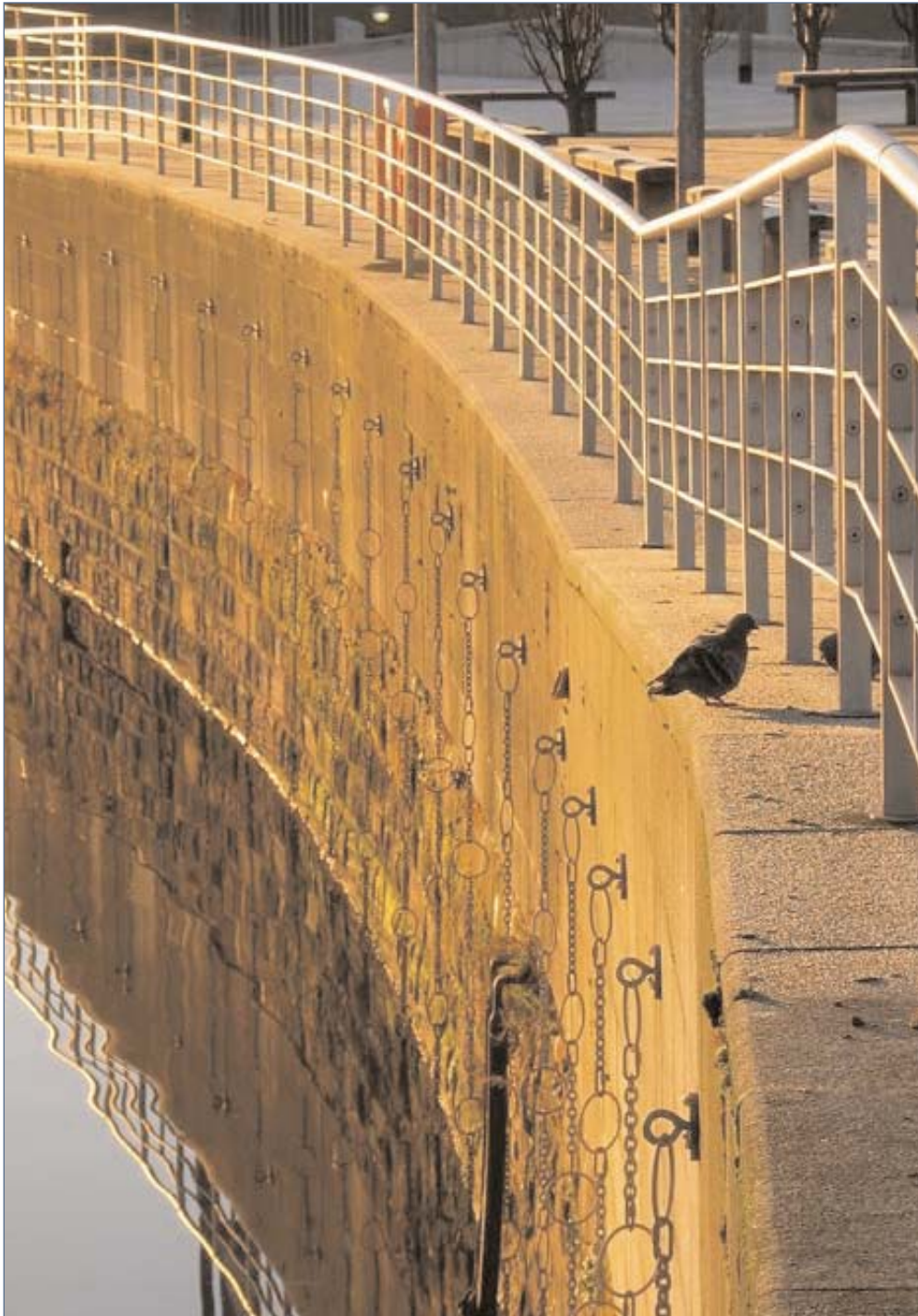
development issues will link with wider social, environmental and physical needs and demands in the area. It will consider balanced growth across the city as well as issues of accessibility of services by people from all parts of the city.

2.10 Elements to share with the other network partners

The Managing Authority is interested in a separate line of exchange with the other Managing Authorities in the

framework of this URBAMECO Fast Track. This could help to start a mutual learning process between the MO's and would allow also to pass on their knowledge from the last years to some Managing Authorities from the new member states with regard to the work with the Structural Funds.

Furthermore, the Managing Authority is looking at the „Regions for Economic Change“-initiative from the Commission in general because Northern Ireland is also preparing to be Lead Partner in an application in the framework of that initiative.





3. The City of Birmingham, Great Britain

3.1 General information

Birmingham is the UK's second city with a population of approximately one million and is the regional capital of the West Midlands which has a population of 5.5 million. The city is a strategic location, particularly for business because of its position at the centre of the UK's motorway network, sitting within the confluence of the M5, M6, M40 and M42 motorways. Seven million people live within an hour's drive of the city. With the new Street Station, which is at the heart of the UK rail network and because of its proximity to Birmingham International Airport, which is the second busiest airport outside London and has flights to over 100 destinations – including cities in Europe, North America and Asia, the strategic location is also stressed.

Demographic structure

29.6% of the whole city's population are from ethnic minorities. Birmingham has a comparatively youthful age structure. 37.1% of Birmingham residents are aged under-25, compared with a national figure of 31.1% [2001 Census]. The biggest minority group are Asians or Asian British people [19.5% of the whole population].

Economic structure

Since the late 1970s Birmingham has successfully managed a transition from an economy with manufacturing at its heart to one based on the financial, professional and business services. Massive local de-industrialisation after 1978 had led to significant proportions of most of the city's manufacturing jobs and capacity being lost. By 2005,

manufacturing accounted for only 16.2% of the economic output and 11.5% of the employment in Birmingham. The city's economy still reflects some of the legacies of a traditional manufacturing economy e.g. lower skills levels.

Birmingham's regeneration strategy has mostly sought to redevelop the city centre to encourage high value added knowledge intensive professional services - and also sectors involved in the "Visitor Economy", such as tourism, conferencing, hospitality, leisure and retailing. This renaissance is being continued by expansion of the city center and rolled out to outside the city center.

This strategy's success is apparent - since 1993 there has been a continual increase in Birmingham's employment. Further major redevelopment is occurring around the city centre and Birmingham is seeking to regain its role in the technology economy with the future development of hi-tech manufacturing and research along the A38 Central Technology Belt.

Birmingham has traditionally had a relatively high migrant population. 2001 Census figures show that 17% of the Birmingham's population was born outside the UK – this is twice the figure for the West Midlands and UK. With the expansion of the EU in May 2004 to include the 'A8' Eastern European countries, there has been a marked change in the migrant worker flows into Birmingham. This influx of migrant labour from Eastern Europe has benefited the local economy by increasing the number of productive workers.

However, anecdotal evidence suggests that this has also created challenges for the local labour market too, with cases of migrant workers displacing indigenous residents in some job markets. Studies shedding light on this issue are due to be released before the end of the year.

Today Birmingham is the economic powerhouse of the West Midlands, providing a concentration of employment and economic activity. It acts as a physical gateway for the wider region and, as the region's one globally recognized city, significantly influences national and international perceptions of the West Midlands. The unemployment rate goes up to 8.6% and the average income per capita makes up 17,783 pounds.

The Birmingham [New Street Station](#) is one of the biggest and busiest rail stations in the UK, and the hub of the local and national rail network in the West Midlands. It serves as the largest interchange station in the region with direct services to most of the country.

In 2005 Birmingham was given [Science City](#) status, this title recognizes the research excellence and investment growth potential of the regional Universities in their strong science-based assets for generating business success in science and technology. The city has three universities [University of Birmingham, Aston University and University of Central England] with a total student population of over 63,000.

Birmingham moreover is a popular [tourist destination](#) and is the third most visited city in the UK with more than 700,000 estimated overnight visits in 2004. It has seen an increase in leisure tourism since the re-opening of the Bull Ring Shopping center in 2003. Birmingham has also

ogy industries. Birmingham is now a recognized leader in nanotechnology, green technologies, new materials and medical technologies.

3.2 Specific Information

The key challenges of the city can be subdivided in different sectors. There are social, economic, environmental, physical and organizational challenges that the city has to face.

Social challenges

Birmingham is planning for the long-term sustainable growth in its population over the next 20 years from 1 million up to 1.1 million. As well as growing, the population of the city is becoming increasingly diverse with the city's white population falling below half of the total [while remaining twice as big as any other single group] by 2024. Alongside this, the changing age profile of the population means that the overall working age population will grow by 62,000.

Many of the city's children struggle to achieve basic levels of education at school – particularly "looked after" children, those from African Caribbean and white working class boys. Birmingham has large areas of disadvantage particularly in the inner city and across some of the outer



developed business tourism attractors such as the NEC [National Exhibition Centre] and the International Convention Centre, which are of national significance.

The city is also the West Midlands' principle [professional, financial and business services centre](#) and the regional capital, with a concentration of government institutions and regional headquarters. In 2005 the financial and business services sector in Birmingham employed over 106,000 people. Since 1981 employment in these knowledge intensive activities has grown by 50,000 within the city.

Birmingham is still a nationally important [manufacturing center](#). The city is diversifying and re-inventing its manufacturing base through the development of the A38 Central Technology Belt, which links the research expertise of its universities to the development of high-technol-

ogical estates where deprivation related problems include poor educational attainment. This may be caused by a range of factors including poverty, lack of aspirations due to a predominant local culture of unemployment, and also poor health and bad housing.

Economic challenges

Total employment in traditional manufacturing is expected to continue to fall, while the city secures investment in higher value manufacturing activities. Jobs in services are forecast to increase.

Birmingham's economy is being transformed into an economy with a growing service sector, in line with the national trend, but also with a vibrant manufacturing sector that is based on advanced skills, technologies and innovation.

It is therefore anticipated that matched with population growth, increased investment and jobs will be created. However, increasing numbers of new employees must come from the city's black and minority ethnic communities – such groups are forecast to account for a third of the city's workforce by 2015. These communities are currently underrepresented in some sectors, such as professional services, and in the higher skilled jobs.

A key barrier to employment opportunities for local people is low skills levels, with a relatively high proportion of residents having no or low qualifications compared with the national average [21.6% in Birmingham, nationally 14.3%] - particularly White Irish, Pakistani and Bangladeshi people. The achievement of higher-level qualifications remains a challenge to many local people.

Despite Birmingham's success in economic regeneration, the challenge remains to better enable existing residents to access the emerging employment opportunities. Currently Birmingham has proportionally high levels of worklessness even compared with other large cities in England:

- 22.5% of the working age population claim workless benefits,
- over 50% higher than the national figure of 14.5%.
- 34,600 people claim Job Seekers Allowance and
- over 53,000 [9% of the working age population] claim Incapacity Benefits.

The latest enterprise date [2007] indicates that there were 31 new VAT registered business per 10,000 of the resident population in Birmingham in 2005, compared to 34 in the region and 38 in England. The 2001 Census also shows that 9.1% of the economically active 16-74 population in Birmingham are self-employed. Therefore by improving the survival rates of Birmingham businesses would have a significant impact on enterprise creation.

And last, Birmingham has a strong research and development base with its universities, hospitals and other public sector institutions as well as businesses and private sector R&D facilities. However this needs to be strengthened to increase innovation and R&D investment and to retain and attract inward investment.

Environmental challenges

Transport and congestion pose particular challenges – with projections of more car trips, more freight movement and more air travel; this will inevitably lead to increased congestion and air pollution, with adverse impacts on economic success, health, and quality of life.

Physical challenges

The government has set a housing growth target to deliver sustainable growth by 2016. For some parts of Birmingham this will mean transformational change. The challenge will be to identify and prioritise specific sites for the development of up to 50,800 new homes and pro-

vide an integrated approach to deliver, housing, transport, employment and local services.

For Birmingham to fully realize the economic growth opportunities is the availability of good quality employment land. The decline in manufacturing, along with productivity improvements in the sector, has freed up land for development in Birmingham. It is important that a balanced approach be taken to land use, retaining high quality core industrial land for employment purposes, while adopting a flexible approach to marginal industrial areas that could be developed for residential purposes. Employment opportunities are necessary for the city to meet its population growth aspirations, and the development of good quality employment land is therefore an important factor.

Transformational change to enable growth in Birmingham will be concentrated in the city center, east Birmingham, south-west Birmingham and in parts of the north-west of the city. The poorest communities will benefit from targeted comprehensive regeneration. Better public services will improve health and the children's education in particular, and where appropriate Birmingham will work with neighbouring authorities to deliver growth.



Governance

The current Community Strategy [Taking Birmingham Forward] provides the framework for actions taken by the Birmingham Strategic Partnership, which was required by the Local Government Act 2000. The emerging Local Government and Public Involvement in Health

Bill, modifies the requirements and changes the name of the document to *Sustainable Community Strategy* [SCS]. The SCS has been prepared in co-operation with partners i.e. Advantage West Midlands [Regional Development Agency], Job Centre Plus, Learning and Skills Council and private and third sector partners.

There is a direct link with the Local Area Agreements funding mechanism, in that this is seen to be the delivery vehicle for the SCS and also has its outcomes agreed by the same partners who have a duty to co-operate in agreeing these. It is the responsibility of Birmingham city Council to prepare SCS and also to act as accountable body for the LAA – through this practice there is considerable input from partners and partnerships – particularly the Birmingham Strategic Partnership in delivering these.

Within the legislation there are key links to the Local Development Framework, deemed to be the Spatial Expression of the SCS and to the Housing and Homelessness Strategies which deliver locally on crucial elements of the Government's Sustainable Communities Agenda – housing growth.

In reference to the regional perspective, there is also a requirement that the SCS is coherent with the Regional Spatial Strategy and the Regional Economic Strategy. Is this a challenge?

3.3 Decision-making and regulatory framework

The role of the municipality [City council]

The City Council is essentially the body which implements higher level physical, environmental, and social regeneration policies, together with more locally based neighbourhood regeneration initiatives. At a macro level, the authority is responsible for securing inward investment and jobs to its area, along with ensuring the diversification and growth of its existing business base. At a more local level, the authority is also charged with ensuring that local people benefit from this investment through access to jobs and training opportunities and associated benefits in terms of income levels, health, housing etc.

In addition, it is the role of the authority to ensure that the general environment necessary to attract both businesses and population to its area is of a satisfactory nature, and that support infrastructure such as local centres, transportation, education, social facilities etc. are provided to the correct level and in the correct locations.

Birmingham City Council operates a cabinet style governance structure. It is composed of 120 members and its key features of this are:

- The *City Council* with responsibility for approving or adopting the Council annual budget and the plans or strategies included within the Council's

"policy framework" and receiving reports from Overview and Scrutiny Committees.

- An *Executive* comprising the Leader and a Cabinet of 9 Members. The Executive is responsible for all functions except those reserved to the full Council, non Executive functions delegated to Regulatory Committees or the Council Business Management Committee, the Overview and Scrutiny function and the new statutory functions of the Standards Committee. Decisions will be made by the Cabinet, a Cabinet Committee or an individual Cabinet Member.
- *Overview and Scrutiny Committees* responsible for scrutinising and reviewing the policies and performance of the Executive and the Council as a whole. They are structured around the Cabinet portfolios, along with a Health Committee which looks at the operation of the NHS locally. The Overview and Scrutiny Committees now have the power to "call in" a decision of the Executive and ask for it to be reviewed. A decision of the Executive cannot be implemented until the "call in" process has been completed.
- *Regulatory Committees* responsible for local licensing, planning and public protection.
- A *Council Business Management Committee* is responsible for planning meetings of the whole Council and other matters that are appropriately dealt with on a 'whole Council' basis or which have been decided are Non Executive functions.
- An *Audit Committee* responsible for providing independent assurance to the Council on the effectiveness of the risk management framework and associated financial and other controls for advising on and/or reviewing the effectiveness of other matters referred to it by the Executive, Overview & Scrutiny and Regulatory Committees.
- A *Standards Committee* responsible for promoting high standards of Conduct and advising on and monitoring of the operation of the Birmingham Code of Conduct. Investigating and determining complaints is a matter for the new national Standards Board.



- **Constituency Committees and Ward Committees** providing representation and decision making at local level and with responsibility for carrying out Executive functions delegated to them by the Executive.

Operationally, the organisation is structured into the following strategic directorates:

- Chief Executive
- Performance Improvement
- Housing
- Development & Culture
- Children, Young People and Families
- Local Services
- Adults and Communities
- Resources.

The role of the county / regional authorities

Regional authorities are responsible for the preparation of various policies and strategies such as an economic policy/strategy which are focused around the attraction of investment and jobs etc, at the regional level. Moreover, these policies are designed to ensure that the individual region is best placed to compete for investment, jobs and growth at both the sub regional and national levels. In addition to this policy role, certain elements of regeneration funding allocated by central government are channelled through regional agencies.

The Role of the Managing Authority

Advantage West Midlands [AWM] is the Regional Development Agency [RDA] for the West Midlands. It is one of nine RDAs in England that were established to transform the English regions through sustainable economic development. AWM has an annual budget of more than £300 million to invest in the economic development of the West Midlands and, at any one time, is managing around 2,500 projects across the region.

Their key task is to provide leadership for the development and delivery of the West Midlands Economic Strategy – the framework for the region's growth. This enables them to leverage and maximise investment into the region and thereby create a far greater impact than could be done by acting in isolation.

3.4 Existing strategies to promote the integrated regeneration of deprived neighbourhoods

An overview of regeneration activity is essentially taken at Government level at which core policies governing Neighbourhood Renewal are formulated and, at which

the legislative frameworks necessary to empower subordinate levels of government to implement these policies are enacted. In addition to policy and legislation, key decisions around the allocation of funding for regeneration activity, as well as the ability of subordinate agencies to raise funding through routes such as prudential borrowing are also controlled at this level.

The national level

Strategies or programmes on the national level are:

- **A New Commitment to Neighbourhood Renewal:** National Strategy, Cabinet Office, January 2001.
- **Strong & Prosperous Communities:** The Local Government White Paper; Department for Communities & Local Government, October 2006.
- **Delivering Housing & Regeneration:** Communities England and the future of housing regulation, Department for Communities & Local Government, June 2007
- DFES Green Paper 'Staying in education post 16.
- DCLG Housing Green Paper 'Homes for the future: More affordable, more sustainable.

The regional level

Strategies or programmes on the regional level are:

- **Regional Economic Strategy and Action Plan [draft]**
Regional Housing Strategy [2005-2021]
- **Regional Spatial Strategy [2001 –2021]** including Regional Transport Plan



- West Midlands Regional Competitiveness and Employment Programme: ERDF Operational Programme [2207 –2013]
- West Midlands ESF Operational Programme 2007 - 2013

The sub-regional level

Strategies and programmes on the sub regional level are:

- City Region Joint Investment Plan [Draft]
- West Midlands Local Transport Plan
- Urban Living Programme
- East Birmingham North Solihull Zone Implementation Plan and Strategic Investment Plan 2007 -2010
- Black Country and North West Birmingham Zone Implementation Plan 2007 -2010

The city level

Over the last 20 years, new challenges have emerged in Birmingham city center and the City Council has commissioned a *City Centre Masterplan* that will influence the strategic decisions of the City Council, Central Government and other public, private and community sector organizations. It will provide a clear physical framework in which long-term decisions can be made about:

- major land use decisions;
- the connectivity and accessibility of the center;
- property assembly and interventions;
- transport and infrastructure provision;
- investment models which can finance change;
- design standards for buildings and the public realm as well as a business plan for investment decisions for the city council.

Other strategies and programmes on the city level are:

- Community Strategy 'Taking Birmingham Forward' 2005 –2010
- Sustainable Community Strategy 2026 [draft]
- Birmingham Economic Strategy 2005 -2015
- Birmingham Prospectus 2006
- City Housing Strategy
- Neighbourhood Renewal Strategy
- Birmingham Plan [Unitary Development Plan] 2005 -2015
- Birmingham Transport Strategy 2006

The neighbourhood / area based level

Strategies and programmes at neighbourhood level are:

- New Deal For Community Strategy and Delivery Plan for Aston Pride and Kings Norton 3 Estates.
- District Neighbourhood Renewal Strategies.

3.5 The Operational Programme

The Operational Programme has not been approved yet. It is expected to be done by the end of December 2007. The city isn't named in the Operational Programme but the two main conurbations are; specifically the West Midlands metropolitan area of which Birmingham is the largest authority is a focus for one priority – Priority 3 - achieving sustainable urban development. The city has been active in writing this element of the Operational Programme.

Integrated neighbourhood regeneration and its link to the Operational Programme

Under Priority three packages of projects in defined geographical areas will be brought forward. The areas to be chosen will be older industrial areas linked to areas of disadvantaged communities. This will cover employment creation activities in the older industrial areas plus community enterprise and training activities in the community regeneration areas.

Funding

There will be a two-stage process. The approval of the package areas followed by the development of the package projects. These packages will have local leadership. The project will be selected locally but it will be appraised by the managing authority. The programme is due to go live shortly and will be immediately asking local authorities and partners for their views/submissions for where the package areas will be.

3.6 Proposed neighbourhoods for the URBACT network

The proposed area lies south-east of Birmingham city centre and includes important arterial routes linking with the M42 corridor and towns to the south. It is called Sparkbrook ward.

Statistical data

The chosen neighbourhood has got 34,171 inhabitants.

Ethnic composition

Ethnic Group	Number of People	%age of Ward Population
Asian	20,555	64.3%
Asian Bangladesh	2,660	8.3%
Asian Indian	2,012	6.4%
Asian Pakistani	14,091	44.1%
Black	2,565	8.0%
Black - Caribbean	1,947	6.1%
Chinese, other	868	2.7%
White	6,620	20.7%
White - British	5,409	16.9%
White - Irish	713	2.2%
Mixed Background	1,347	4.2%

Age structure

Years of Age	Number of People	%age of Ward Population
0 - 4	3,494	10.2%
5 - 15	7,050	20.6%
16 - 17	1,190	3.4%
18 - 19	1,409	4.1%
20 - 24	2,992	8.8%
25 - 44	8,535	24.9%
45 - 49	3,449	10.1%
60 - 74	2,816	8.2%
75 - 85	780	2.3%
85+	2,456	7.1%

Social situation [unemployment rate]

	Number	Claimant Rate
Male	1,371	24.1%
Female	392	13.1%
Total	1,763	20.3%

Economic situation [economic activity]

Economic Activity [men 16-64 / women 16-59]	Number of People	%age of Ward Population
Economically Active	8,681	47.9%
Economically Inactive	9,459	52.1%
Employed	6,212	34.2%
With No Qualifications	5,811	32.0%

Housing tenure

	Number of Households	%age of Households
Owner Occupied		42%
Rented		40%
Total Number of Households	9,600	

Infrastructure facilities in the Sparkbrook ward are mainly the A34 Red Route and the Southside Business Park.

Problems

- **Deprivation:** The Sparkbrook ward is classified as the most deprived in Birmingham and is within the highest 10% of most deprived wards nationally, according to the Indices of Multiple Deprivation [IMD 2004] score.

- **Unemployment:** The unemployment rate is 20.3%, more than twice the Birmingham average of [8.6%] and almost 7 times the national figure of 3.1% [source: ONS Aug 07]. Moreover statistical analysis does not draw out the effect of long-term worklessness and benefit dependency on partners and families. In Sparkbrook, second and third generation unemployment occurs within some households and family groupings. As such there is a need for innovative interventions within family /household settings, which are supportive but also address culture and challenging received behaviour.
- **Occupational Patterns:** Evidence from the 2001 census shows that two of the most frequent occupations in Sparkbrook are in sectors estimated by the Learning and Skills Council to be in relatively low demand by 2012 [elementary occupations and plant/machine operatives].
- **Literacy and Numeracy:** Training providers have identified problems with low aspirations and motivation of local residents and businesses regarding education and training. Around 44% of adult residents are at a literacy level below that of the GCSE standard, whilst 81% of adults are at a similar level with numeracy. The percentage of residents with no qualifications is significantly higher than the city average. Only 37% are educated to NVQ Level 2 and above compared to 46% in the city as a whole.
- **Businesses:** Sparkbrook is immediately adjacent to the major economic drivers of Birmingham and the region. However, for those businesses located in the area and VAT registered, the growth rate is poor compared to the rest of Birmingham. This is further compounded by the fact that local firms have reported experiencing recruitment difficulties.



- **Income Levels:** Sparkbrook is the second most income-deprived ward in Birmingham, and within the top 10% "worst off" wards in the country. The average household income in Sparkbrook is between £15,000 and £25,000 per annum.
- **Housing:** Again, the 2001 Census shows 9,600 households in Sparkbrook, of which 42% are owner occupied and 40% rented from the local authority, housing association, or other registered landlord. A quarter of households in Sparkbrook show three or more deprivation characteristics and only 14% of households show no deprivation characteristics [compared to city and national rates of 23% and 31% respectively]. Households suffer from severe overcrowding, with 16% of households having more than 6 residents, the highest rate of all Birmingham wards. Sparkbrook also has the fourth highest levels of homelessness in Birmingham.
- **Crime:** Although crime rates for the area are lower than the average for Birmingham, fear of crime is a major barrier that prevents people participating fully in the life of their immediate neighbourhood.
- **Health:** Life expectancy in the Sparkbrook ward is 74.1 years, more than two years below the figure for Birmingham. It is estimated that one in four residents die before age 65, which is considerably higher than the proportion for Birmingham.
- **Car Ownership/Transport:** The 2001 Population Census illustrates that on average in the UK 27% of households are without a car; for Sparkbrook this figure is almost 54%.
- **Ethnic make-up:** At the 2001 census the ward had over 40% of its population drawn from Pakistani communities with a further 14.6 % being from Bangladeshi and Indian backgrounds. In addition, since the census, a significant influx of new communities has occurred with significant numbers of Somalis moving into the area around Camp Hill/ Stratford Road. Many of this group arrived here as EU citizens having been asylum seekers gaining refugee status in other EU countries [eg. Netherlands]. The needs of, and barriers faced by these groups must be key considerations when devising actions to address worklessness in the ward.

Finally to sum this all up, one can detect certain strengths and opportunities in the neighbourhood but on the same time there are weaknesses and deficits.

Strengths & Opportunities

- **Physical:** Close proximity to the city centre and access to the prosperous borough of Solihull.
- **Social:** Rich and diverse cultural heritage.
- **Economic:** Entrepreneurial communities, many of whom are first and second generation migrants.
- **Young Population:** Vibrancy.

- **Governance:** Experience managing significant regeneration programmes.

Weaknesses & Deficits

- **Physical:** Whilst the character is traditional, the fabric of the area has suffered from under-investment.
- **Social:** Poor literacy and numeracy skill and high levels of deprivation, eg health.
- **Economic:** Declining level of VAT registered businesses and poor business growth rate.
- **Young Population:** Matching aspirations.
- **Governance:** Plethora of programmes and complexity of accountability.



Existing planning activities in the neighbourhood

The area to be targeted by the action plan is focused around a key arterial route into Birmingham City Centre, linking the centre with surrounding areas such as Solihull and Warwickshire. However, as one gets closer to the City Centre along the A34 corridor into the Sparkhill Sparkbrook area, it displays all the classic symptoms of multiple deprivation resulting from low spending power and many years of under investment there are several strands of existing investment targeted at the area, including:

- The Tornado Recovery Package [following a tornado which caused extensive damage in part of the area in 2005].
- The East Birmingham and North Solihull Regeneration Zone, operated by the Regional Authority.
- Direct Advantage West Midlands [the Regional Authority] investment in land assembly.
- A City Council sponsored Local Centres Enhancement Programme

- The European funded Enterprising Communities Programme [designed to improve skill levels/job access].
- Reduced levels of crime and the fear of crime, particularly business-related.
- Improvements to the environment and key gateways to provide a positive image and area identity for/to investors/visitors/local community.

3.7 Problems and topics addressed by the Local Action Plan

However, what is now needed in the chosen neighbourhood is a large scale investment of capital in order to promote transformational projects along the corridor together with more focussed activity around local cohesion in terms of ensuring that local people benefit directly and indirectly from the jobs and training opportunities which are provided by this investment.

The strategy is based around a number of key activities:

- The assembly of major employment sites in order to attract investment and jobs.
- The assembly of sites upon which to provide managed workspace and enterprise support.
- The enhancement of business premises in the area.
- The improvement of the general environment.
- The provision of gateway features.
- The provision of business support activities.

Essentially the key outcomes will be based around improving economic and employment opportunities, as well as providing an example of high quality urban renaissance and thereby contributing to reducing the level of deprivation in the area.

3.9 Current status of regeneration processes

Tasks and stages already completed

From 1996-2001, SRB 2 and URBAN Programmes were done and from 2002 up to date East Birmingham North Solihull Regeneration Zone is being completed.

Tasks and stages yet to be completed

- 2004 - ongoing Enterprising Communities
- 2005 – ongoing date Tornado Recovery Package
- 2007 – ongoing date Red Route Bus Lane
- 2007 - ongoing A34/41 ERDF package.



3.8 Desired outputs of the Local Action Plan

The key outputs of the Local Action Plan that Birmingham is looking for include the following :

- Job creation and safeguarding.
- New business creation.
- Business support to improve their performance.
- Public/private sector investment levered into the area.
- Brownfield land reclaimed and developed.
- Skills – people assisted to improve their skills.
- Improvements to land and property in the area [including security], including an increased supply of employment land and premises.

Problems and limitations of earlier regeneration initiatives

- There are intractable and inextricable links between prosperity and the education and skill levels of the local community. In addition there is mismatch between local skills and jobs opportunities.
- The relative short-termism of grant funding has created stop/start environment.
- The annuality of funding creates constraints on medium term planning. There is difficulty attracting and engaging with businesses, critical for sponsorship, leadership and support for regeneration plans.
- There have assumptions about the capacity and motivation of local people to get involved in developing new activities.

- There has also been a problem because of the fragmentation and conflicting objectives of different funding sources. Different regimes have placed an emphasis on output based agreements which has hindered outcome based decision making.
- The area is very diverse and local community politics and factions are very complex.

3.10 Evaluation and monitoring of regeneration programmes and activities

Each of the Single Regeneration Budget Round 2; URBAN; Enterprising Communities and Tornado Recovery Plan Programmes, required a delivery plan structure that includes baseline evaluations.

The delivery partnerships and programme secretariats were responsible for any monitoring and evaluation requirements. These were reported to the funding agent e.g. AWM/GOWM via Birmingham City Council as accountable body.

With regard to indicators applied, each programme had specific requirements dependent on the conditions of the funding agent. However, most programmes were required to monitor each quarter against profile: grant expenditure; leverage/match funding; other quantifiable outputs; and key indicators of performance.

Evaluations looked to ascertain what impact the programmes had made on the area, and to what extent the strategic objectives, outcomes and outputs, originally forecast by the programmes, had been delivered.

One of the conclusions from the evaluation was that partnership working and the culture of 'new public managerialism', took a while to embed within the cultures and organization of professionals and communities. This was because of the setting up tasks and the rigour of the 'new public managerialism' frameworks.

3.11 Elements to share with the other network partners

Linkages with the URBAMECO Fast Track Network are being sought in relation to this Action Plan in order to ensure that as significant investment is targeted at the Sparkbrook area, this is focused around a 'community centred' approach which ensures that local people will feel part of and identify with the transformation that is proposed.

Critically, we will be keen to learn from others in terms of the manner in which such large scale programmes are phased in order that inward investment patterns are con-



certed with support activities enhancing the ability of the local population to compete effectively for the jobs and training opportunities provided.

In addition, we would be keen to learn from how others have ensured that new business and enterprise space is correctly targeted to the benefit of local communities and in looking at how we ensure that in transforming the image of Sparkbrook we do not alienate its population.



4. The City of Constanta, Romania

4.1 General Information

The Municipality of Constanta is the economic and administrative centre [regional capital] of the Romanian county bearing the same name. It is located in the south-eastern part of Romania with the surface of the administrative territory being 12,489 square kilometres. In total, the city has 315,000 inhabitants and the whole metropolitan area has half a million inhabitants.

The Eastern side of the municipality is limited by the Black Sea and the Danube flows approximately 50 km away from the Western edge of the city.

Constanta, the old Greek citadel Tomis, has an impressive history. 2500 years of existence and 2250 years of documented attestation were celebrated in 1991. The oldest traces of human inhabitation go as far as the Palaeolithic age. Throughout the centuries, the ancient metropolis of Pontus Euxinus has had a close connection with the history of the Romanians and with their commercial and spiritual interests. It has acted as a crossroad for civilization.

Constanta has always represented an important connection between the East and the West. The first period of its development coincided with the settling of the first Greek colony on the Western shore of Pontus Euxinus. This was followed by a period of Roman domination, when the old citadel of Tomis, as well as the whole province Scythia Minor [today Dobrogea], gained a specific strategic importance and experienced an unprecedented economic and cultural development. With the division and decline of the Roman Empire, the flourishing

life of Tomis was severely affected. The city was revived and its unique potential was uncovered in the nineteenth century, after Romania's declaration of independence and the reestablishment of the Romanian State's authority over Dobrogea.

Modern history shows a steady and continuously accelerated development of the city. Constanta currently is

- the second most important urban centre in Romania,
- the largest port on the Black Sea and
- the fourth largest port in Europe

with an overall surface of 3,926 ha, of which 1,312 ha are dry land and 2,614 ha are water. It is situated on the Western coast of the Black Sea. Constanta is also the most developed city in its Euro-region [the 2 South-East Euro-regions].

The Constanta Municipality, by its geographical situation, represents a crossroad of the international transportation route, which links the North, the South and the West of Europe. The existing transport network assures the linkage with the neighbouring countries network, as well as with the countries from Europe and Asia. According to the Pan-European Transport Conference which took place in Crete in 1994, Constanta is located on the pan-European transport corridor no. 4: Berlin – Nuremberg – Prague – Budapest – Bucharest – Constanta – Salonika – Istanbul.

The tourist vocation of Constanta municipality is offered in equal measures by its geographical situation and by cultural-historical profile of the region. The geographic location of the municipality of Constanta is a key element in improving tourism in the area. Located at the confluence

of several pan-European transport corridors and in the vicinity of the Black Sea, Constanta can easily develop varied tourist services, such as summer tourism, health spa tourism, recreational tourism, sporting and aquatic tourism, business tourism and cruise and itinerary tourism.

Another important feature of the city is the mixture of the old and the new, of tradition and modernity. This mixture facilitates the capacity of tourists to know and understand the history and traditions of the places they visit.

The Mamaia resort, situated in to the north of Constanta, has the finest sand and the smoothest beach on the coast. The beach stretches over 8 km and has a width of 100-200 m.

Demographic structure of the city

The number of people living in Constanta has not really changed in the last years. Though a lot of wealthy people tend to leave the city and build houses in the surrounding cities and villages. In 1992, official data showed 320,000 persons living in the City of Constanta, in 2002

Economic structure

In economic respect, Constanta is characterized by a mainly locally developed economy, which means that the small and medium enterprise sector is well represented. The economy of the municipality of Constanta and of the surrounding area is anyhow complex, divided into the following main branches:

- harbour activity and maritime transport,
- tourism,
- food industry,
- trade,
- equipment production,
- chemical and petrochemical industry,
- electricity and thermal energy industry,
- wood processing and paper manufacturing industry and
- ready-made clothes industry.

The current unemployment rate with 1.6% is very low and the average income per capita is 780 Lei [app. 250 EUR per month]. It is estimated that in Constanta the



that figure had dropped to 315,000. In the cities around Constanta, the population doubled in the same period. Many people who have moved to these surrounding cities are commuting to Constanta for work every day.

The ethnic composition of the local population shows the following picture:

- 92.2% of the total population of Constanta are Romanians,
- 2.9% are Turks and
- 2.8% are Tartars.
- The Roma population only makes up 1% of the population.
- Other minorities are Greeks and Russians.

The majority of the local populations is Eastern Orthodox. The Roma population is regarded as fairly integrated in the local society.

average income is higher than this national average, probably around 1,000 Euro, because the service sector that is well developed in Constanta, pays higher salaries than the industry.

The unemployment rate seems very low in the statistics but in reality the rate is much higher. It is estimated that the real unemployment rate in Constanta might be around 4 - 5%. One of the reason for that difference is that many people do not get registered as unemployed because the payments from social services are very low. In many cases they rather depend on transfer of money from family members who work abroad. There is also very much seasonal employment in the tourism sector which is an important income opportunity for Constanta's large student community [25,000 students].

Many qualified people tend to move to other countries - a tendency that creates a lack of qualified employees for the growth and development of the tourism sector here.

According to Constanta's Agenda 21 documentation, the economically inactive population in the city is higher than the economically active population. This 'inactive' population consists of students, pensioners, housewives, disabled persons and people supported by the state.

With regard to the development of this sector, another problem lies in the fact that there are still very unclear ownership structures in the target area of the URBAMECO-project, the central peninsula with the most important potentials for tourism: Many of the houses here are



In general, economically strong points in Constanta are:

- The city is the second largest economic centre of Romania after Bucharest.
- It has a well defined complex economic infrastructure
- Over 90% of the local economy is private.
- Constanta disposes of a well developed tertiary sector:
- Constanta has some important energy resources.
- The city is situated in a strategic geographic location.

4.2 Specific Information

Social challenges

As a social challenge Constanta defines the negative ratio between the active and inactive population. One of the reasons for this situation is that there are many pensioners from the military services who had a chance to go on early retirement and also the port activities allow people to retire earlier than the average employee.

In addition, there is a strong migration tendency towards Western Europe and rural areas that led to a decrease in - economically active - population. The insufficient equipment for police and other bodies to maintain public order is another important social challenge.

Economic challenges

A major potential for the development of Constanta is the tourism sector. The possibilities to develop this sector are currently limited as a major part of Constanta's port is still industrial. It will be given to the city in the near future so that then a large marina can be developed as another major attraction for Constanta as a tourist destination.

either in the process of being transferred back to the persons who owned them before the Communist regime or still waiting for such former owners to claim their houses back. This limits the development potentials in this area significantly.

Shop keepers and the owners of restaurants in the area are not yet organised. They also suffer from the fact that so far Constanta cannot attract tourists over the entire year and is characterised by a seasonal tourism that lasts from April/May until September/October. The current construction of a Conference and Exhibition Centre is meant to offer additional opportunities in this respect.

A further obstacle towards successful economic development on the peninsula is the very bad physical condition of buildings, road and public space that requires massive investment.

Environmental challenges

The increasing of car traffic, especially in the summer season, is one of the most important environmental challenges in Constanta. The City of Constanta has developed a Masterplan for the peninsula that foresees the creation of a pedestrian zone on most parts of the area, but this will certainly not be realised with a short-term perspective. Further relief from traffic congestion is to be achieved with the construction of a new ringroad and with the planned coastal road from the Mamaia beach resort to the future marina of Constanta.

Physical challenges

The bad physical state of archaeological monuments and architecturally and historically important buildings describes the main physical challenges of the city. In addition, the urban infrastructure has severe deficiencies in the peripheral areas [lack of sewage, water and heating networks, lack of adequate access ways]. And the city is

also confronted with the problem of obsolete homes - low standard housing with a severe lack of maintenance. Important challenges are furthermore the insufficient availability of affordable housing for groups with special needs [Roma, young people, persons with low income and families with many children].

Governance

There is a clear lack of civil society involvement at socio-political life of the city. Even though there is a slight tendency for people to get more involved, the history of the former regime still shows its consequences with reluctance of citizens to get involved in public life and participation processes.

By law, the city is obliged to organise public debates for certain activities and topics. The experience in Constanta with such legally binding participation procedures shows that the people's participation is depending on the topics. In most cases, citizens are only prepared to participate in cases when there is a risk that something is taken away from them.

For the Peninsular Area, the local authorities plan support for the creation of different local associations to get the citizens organised and able to start a dialogue and cooperation with the local authorities. Also house owners should be organised in the future in order to cooperate with them, using a local programme that provides subsidies for the renovation of listed houses and facades.

- Public Administration Department
- European Integration, Environmental Protection and Programs Department
- Public Services Department
- Town Management Department
- Patrimony Department
- Technical and Acquisitions Department
- Permit Inspection Department
- Urbanism Department
- Public and Private Administration Department
- Finance Department
- Information – Technology Department
- Event Management and International Relation Department
- Assistance for old and poor persons.

The management and the implementation of the Regional Operational Programme lies in the responsibility of the Managing Authority assigned for this program. This Managing Authority is assisted by other organisations involved in supervising and implementing the Regional Operational Programme.



4.3 Decision-making & regulatory framework

The general structure of the regulatory framework in Constanta consists of different sections within the municipality. The total number of people employed by Constanta City Hall is 688 persons from which

- 69 are leading civil servants,
- 530 executing civil servants and
- 69 people employed by contract.

The local administration of Constanta is organized in departments in order to assure the efficient delivery of tasks allocated to Constanta City Hall as local public administration authority. The local administration has the following 13 departments:

The role of the municipality [City council]

The role of the municipality with regard to the Operation Programme is to identify and prepare the eligible projects. Afterwards it has to prepare the documents that are necessary for the financial application as well as to organise the project implementation and management.

The role of county / regional authorities

Regionally, there are implementation departments called intermediary organisms. Intermediary organisms have the direct contact with the financial applicants through the Regional Operational Programme. The intermediary organisms guide the applicants during the elaboration process, launch the register process of the financial application form, receive and record the financial calls, support the selection process, announce the applicants



regarding the results of the evaluation process and observe the entire implementation process.

Also at the regional level, the Regional Committees for Strategic and Correlation Evaluation are involved. They have a major role in the selection of projects proposed for financial support. These committees evaluate the received applications from a strategic point of view, taking into account the development priorities of the region and the connection of the activities from the project with other different activities made from public funds through other elements of the Operational Programme.

The role of the Managing Authority

The Managing Authority for the Regional Operational Programme is part of the Ministry of Development, Housing and Public Works. This newly created unit has the responsibility for the management and the implementation of the Regional Operational Programme, in line with the European regulations.

The most important responsibilities of MA ROP regarding potential applicants are the elaboration of the selection criteria for financial application forms, the development of an evaluation methodology and in the final stage to sign contracts with selected applicants.

The role of national authorities

The national administrative units which are part of the implementation mechanism for the Regional Operational Programme are the Certifying and Paying Authority [Ministry for Finance and Economics] and the Audit Authority [National Accounts Court of Romania].

4.4 Existing strategies to promote the integrated regeneration of deprived neighbourhoods

The national level

On the national level, there is a National Development National Strategy with one focus placed on the regeneration of urban areas that have social and economic problems.

The national strategy for urban sustainable development wants to achieve a reduction in the imbalances between different urban areas and supports their regeneration by promoting the initiatives aiming at an improvement of infrastructure and public services, and the adjustment of the target areas to the needs of their citizens by supporting economic activities, reconstruction of the cultural and architectural patrimony and their integration in tourist routes.

The regional level

The Regional Development Plan for the South-East Region [Urban Development Priority] defines the objective to increase the attraction of the urban areas and to improve living standards [green spaces, public utilities, capitalization of the monumental and architectonic patrimony].

The city level

Constanta City Hall has already implemented a Strategy for Sustainable Development for Constanta. One of its priorities is the urban refurbishment of the Peninsular Area. The plan for the target area was approved in 2003 after public consultation. It forms now the legal basis for the development of the area and for the provision of building permissions, etc. by the local authorities.

There is also a national programme for thermal isolation of houses. In the framework of this programme, the national government subsidises 30% of the costs with additional 30% being co-financed from the city.

4.5 The Operational Programme

The Operational Programme has already been approved and the City of Constanta is mentioned in it.

Integrated neighbourhood regeneration and its link to the Operational Programme

The Regional Operational Programme covers six main domains. These are called *Priority Axes*. Each of these six main domains is further split into more specific sections called *Key Areas of Intervention*. The integrated projects in urban regeneration are eligible for Priority I – Support for sustainable development of urban growth poles with the key area of Intervention (1.1 – Integrated urban development plans): After 1990, the restructuring process of the Romanian economy, generated by the decline of the industrial activity, especially of the heavy industry, deeply affected Romanian urban centres. Initially it affected small and medium-sized towns with mono-industrial activities but later also the old urban centres with long industrial traditions. The loss of jobs in industrial enterprises, while the number of jobs in the tertiary economic sector did not increase enough to compensate the job loss in the industrial sector, confronted Romania with a

phenomenon of unique intensity in Europe, namely the migration of the population from towns and cities to rural areas. This was also “weekend and holiday migration” of the urban residents that got back their rural land, adding to those that practiced subsistence agriculture.

The decrease in the urban population’s income and related to this, in the local authorities budget, led to the reduction of public investment in the basic urban infrastructure, and to a loss of quality in urban life. This is clearly visible in the outskirts of towns and in old, central parts of cities, where buildings of great historic, cultural and artistic value are abandoned or in an advanced phase of degradation, occupied by ethnic minorities or other groups of marginalized people.



These areas are also characterised by a high level of deteriorated public space. There are streets in poor condition, incomplete and /or inadequate street lighting, poor state of parks and other leisure areas, etc. This situation is worsened by the lack or limited entrepreneurial activities, leading to a situation in which the budget of the local authorities cannot cover all the needs related to the renewal of basic urban infrastructure and the necessary rehabilitation of the old urban areas – public investment that would be needed to attract SME's to these areas or to provide support to disadvantaged groups of citizens.

In order to contribute to the implementation of strategies to overcome these complex problems, the ROP foresees - under this priority axis - financial support for the development of integrated urban development plans of small towns or of urban areas in medium-sized and large cities, called *Urban Action Zones*. The advantage of this integrated approach is its ability to simultaneously address many interrelated problems which also affect the adjacent neighborhoods of the intervention areas. The objective of this field of intervention is to increase the quality of life and to create new jobs in cities, by rehabilitating the urban infrastructure, improving services and including social services as well as by developing business support structures and entrepreneurship.

An Integrated Urban Development Plan is implemented with individual projects. The integrated plan can be financed totally or partially by the ROP and the individual projects implemented in the framework of the ROP must

be part of at least two of the following three categories of projects:

- Rehabilitation of urban infrastructure and improvement of urban services, including urban transport.
- Sustainable development of the local business environment and
- Rehabilitation of social infrastructure, including social housing and improvement of social services.

The general target areas are neighborhoods or areas that are geographically delimited within cities and characterized by a deprived physical and natural environment, declining economic activities and a high share of disadvantaged groups of people.

Funding

The Regional Operational Program has been launched in July 2007. For the first priority the application guide and the call for proposal for Integrated Urban Development Plans will be launched in September 2007.

4.6 Proposed neighbourhood for the Fast Track network

In the view of sustainable development of the county, Constanta City hall intends to develop in the framework of the Regional Operational Programme [Urban Sustainable Development] an integrated project of urban development that contributes to a comprehensive and sustainable regeneration of the Peninsular Area of Constanta County.

The Peninsular Area represents “the heart” of Constanta County, being from the historical point of view the oldest site. The Peninsular Area is the target area for the URBAMECO planning activities. It has clear boundaries which will be of great help for the design and implementation of an integrated regeneration initiative. The area is located in the central zone of Constanta municipality which is also the historical centre of the town. The entire zone is declared archaeological and architectural protection area of national interest. It is placed between the old commercial port and some of the amusement beaches of the city on the Black Sea shore. It represents at the same time a part of Constanta city centre, hosting administrative, commercial and cultural functions.

The area offers a variety of services, especially related to the harbour functions and the tourism sector:

- Cultural activities - including those related to the promotion of historic and monuments sites and architectural, urbanistic heritage;
- Sports activities - especially nautical and underwater activities;
- Festivals, symposiums, congress etc.

An improved design and functional quality of public spaces and a diversified housing stock with quality will create an identity of the place and strengthen the identification with the area.

Regarding the economic development of the area, it is important that the area represents the touristic pole of the town that needs to be developed. It should function for the whole year as a touristic attraction. This is why an accent of development activities needs to be put on the archaeological site other touristic attractions that create business beyond the core season which lasts from April/May until September/October. In addition, the infrastructure has to be renewed and developed.

Important impulses for the development of the area are the planned new harbour with a marina, the motorway from Bucarest to Constanta that needs to be completed in the last part and the new ring road as well as a new coastal road.

Statistical Data

The area covers approximately 90 ha, including the leisure port and has 8,000 inhabitants. Different ethnic groups are represented in the area, such as Romanian, Turkish, Roma and Armenian people.

The total housing surface is 106,333 square meters, with 509 buildings [3048 apartments]. Regarding the legal status of the buildings the private property of the state is predominant, but most of the buildings are in the process of being returned to the persons that owned them before the Communist regime. A small part of buildings and lands will remain under public property of the state, as well as the streets and public squares.

There are few private properties, individual buildings and apartments in blocks of flats. The former owners of the houses on the peninsula, now coming back to recover their property, come from everywhere, their motivation is different and not coherent, so that there is no clear or overall picture what they intend to do with their houses once they have received them back. The people who have already come back to take over their former property are in many cases very old and they have been waiting for this for their entire life. When they finally get their houses back, many of them just want to sell them and use the money as they need it for their living.

With regard to the experiences made so far it can be said that 90% of the buildings that have been given back to the old owners have then been sold. However, there are also other examples - like the Palace Hotel - where former owners come back to start their previous businesses again in the area. But in general it is not yet clear what the investment power and interest of those owners will be. It might be insufficient investment power, leading to further degradation, or too much investment power and interest, leading to gentrification. Once the issue of the legal status is solved, the owners are obliged to rebuild their houses. This is going to take place in the framework of a plan that is going to be established by the local authorities. When the owners have the money and wish



to restore their houses, the City of Constanta can take influence on how the houses are restored by the necessary building permit.

Right beside the target area for the URBAMECO Local Action Plan there are the main streets that lead to the national ways to Bucharest, Tulcea and further to the European corridors. The Mihai Kogalniceanu airport is about 25 km away from Constanta and the Tomis leisure port is located in the Peninsular Area. There are also plans to build a street along the coast between the city centre and Mamaia. Most of the land is owned by the municipality; other parts are owned by the central government but this land will then be given to the municipality. The city has already applied to the national government for approval for the construction of this coastal road. The planning for this project was done by six experts of the World Tourist Council.

The large port at the edge of the target area is owned by the national ministry. The western part of it is now in process of being given back to the town. A touristic port is already existing which will be enlarged once the local authorities are in ownership of the other part of the port. It is then going to be restored and developed into a large leisure port with a marina.



There is no information available about the employment status of the specific neighbourhood. This has also something to do with the fact that most of the people living there are Roma for whom no data is available. The Roma population living in the area is rather integrated in the city. Usually, in their houses there are more people living than officially registered, in most cases in the worst houses of the target area.

Regarding the whole area, the Roma people are only 15% of the area's population. But even though they are a minority in the area, they contribute to a bad image of the area and have a high visibility in the streets. When old owners take over such houses, the Roma people generally do accept that they have to move. They accept to be split up and not staying together in special areas or buildings for their minority. Also the City of

Constanta does not want a special area for them which would be regarded as discrimination. But it also needs to be considered that much of the informal economy of the Rome community is strongly related to the harbour activities in the target area.

The social infrastructure in the area only consists of one high school, a church with a 'social canteen' and some institutions run by NGOs.

Problems of the target area

Despite some strong points, the Peninsula Area suffers from *physical and social degradation*. One of the primary degradation sources is the lack of funding for the rehabilitation of public infrastructure and public spaces. This is a situation that leads to a serious degradation of some buildings which were occupied abusively by homeless people or other disadvantages groups [Roma, long term unemployed etc.].

The most important *environmental problem* is the heating system of the buildings that consists of stoves [wood and coal] with the smoke from these heating systems combined with the marine climate, wet air and the fog, are factors who can favour the appearance of pulmonary affections.

In general, the area shows a wide range of problems, starting with the land use and building structure, as well as the economic development which has stopped over the last years due to a decrease of quality of life in the area. During the Communist period, many families with low income have been moved to this area and the authorities did not show any commitment to improve or maintain the area and a basic quality of life. After the Communist period, the former owners of the buildings have started claiming the ownership for the buildings back - as it has been explained - and this situation is still ongoing, visible at many buildings where the legal situation is not yet clarified and no maintenance is undertaken as a consequence of the unclear ownership.

With regard to *social problems*, one can see that many buildings in the area are still inhabited by disadvantaged

groups of citizens who have rented the apartments. As soon as the old owners will take over, these people will have to leave. This creates another challenge for the local authorities to find other accommodation for these people.

Strengths & Opportunities

- High value as a historical and cultural patrimony;
- Interest and commitment of inhabitants and public authorities to develop the area;
- The central location between the marina and various leisure beaches on the Black Sea shore.

Weaknesses & Deficits

- Insufficiently maintained and developed infrastructure;
- Social and physical degradation – deteriorated buildings used illegally by homeless or poor people;
- Low living standards and quality;
- Low educational levels of the area's population.

Existing planning activities in the neighbourhood

At the moment, an analysis is done to clarify the legal status and ownership structure of the houses. As a result, there will be a much better information basis concerning the ownership structure in the planning area – but that database might not be ready before the end of the year.

4.7 Problems and topics addressed by the Local Action Plan

The refurbishment, preservation and capitalisation of the historic and cultural patrimony of Constanta city is the main topic to be addressed in the Local Action Plan. That includes the

- refurbishment [rehabilitation] of basic infrastructure of the Peninsular Area,
- the creation and rehabilitation of green spaces and
- the establishing and rehabilitation of one social centre.

4.8 Desired outputs of the Local Action Plan

In order to solve all the problems and threats of the chosen neighbourhood, it is very important to draw up an Integrated Urban Development Plan for the area.

As a desired output of the overall regeneration initiative, the number of tourists should be increased by capitalising the area's historic and cultural potential on the national and international tourist market. Another intended output is the creation of about 1,000 new jobs. The planned social centre will be rehabilitated/ established and 10 km of streets may be built/refurbished/modernized including side walks and bicycle lanes as well as 5,000 square metres of green spaces.

4.9 Current status of regeneration processes

Tasks/stages already completed

The municipality has already done some necessary basic work for the development of the required Integrated Urban Development Plan. There is a list of indicators for each building [legal situation, structure, current condition, owners, comparison to original facades and front line]. All houses are visited and sheets are completed by people from the administration. It might take another half year to finish this preparational work.

Tasks/stages yet to be completed

A Call for Tender for the development of the Integrated Urban Development Plan has been published but not received any response. Therefore, a new publication is now foreseen, offering a chance to "harmonise" this planning work with the agenda of the Fast Track project.

Problems/limitations of earlier regeneration initiatives

One problem is the often unclear ownership status of the buildings need to be refurbished. The above mentioned analysis carried out by the local authorities of Constanta will help clarify this situation.



Another limitation is the lack of necessary funds to undertake all the improvements in the housing stock as well as public space and infrastructure that would be needed to make this area really attractive to outside investors.

And finally, the city needs support and input from the partnership with regard to the questions:

- How to get access to wider European funding opportunities.
- How to activate private capital for the regeneration of the target area.
- How to develop in practical terms a solid Integrated Urban Development Plan for the area and breaking it down into a feasible activity and financial planning.

4.10 Elements to share with the other network partners

Constanta is interested in an exchange of experiences and examples of good practices concerning comprehensive renovation processes in cities. Concerned members of the local authorities want to learn through field visits as well as proposals and inputs from the experts with regard to the development and implementation of their rehabilitation strategy.

In this way, they consider that this participation will be a good opportunity to gain experience and learn from good practice examples from partner cities and the establishment of working groups in the field of urban sustainable development.





5. The City of Göteborg, Sweden

5.1 General information

The City of Göteborg is located on the Western coast of Sweden in the region of Västra Götaland. The city has about 491,000 inhabitants and the larger Göteborg area [the municipalities constituting GR, Göteborgsregionen] counted about 888,229 inhabitants in 2006. Hence, Göteborg is the second largest city of Sweden and the biggest one in the Västra Götaland region. Göteborg is the regional capital of the County Administrative Board which is responsible for the central government administration.

Demographic structure

With regard to the ethnic composition of the city's population, the following situation is reported:

- 20% of Göteborg's population was not born in Sweden.
- 48% of the immigrants were born in other parts of Europe.
- 36% were born in Asia and 8.6% were born in Africa.

Economic structure

The city's annual turnover is 34 billion SEK with 45,000 municipal employees of which 30,000 work in the district committees. In total, 91,200 people are employed by the public sector and 192,240 are employed by the private sector.

In addition, a lot of students choose the city as a place to study, mainly at Göteborg's university and Chalmers

University of Technology with a number of 50,000 students in total.

Göteborg is the economic engine of growth in Western Sweden. It has the largest port in Scandinavia. Shipping and trade dominated the industry in Göteborg for a long time and the city became the centre for the East India trade. Large parts of the Swedish imports and exports still pass through this port. Throughout the 1900s, Göteborg was dominated by a large number of successful enterprises and during the 1960s the city was one of the world's largest shipbuilding and repair centres. Today Göteborg has a highly diverse industrial structure with an emphasis on transport and biomedicine.

Over several years Göteborg has experienced significant growth in terms of economy as well as in population. In 2004 Göteborg was appointed growth municipality of the year.

5.2 Specific Information

The key challenges of the city can be subdivided in different sectors. There are social, economic, environmental, physical and organizational challenges that the city has to face.

Social challenges

Göteborg is a segregated city. To deal with segregation is an important challenge for the city. Large efforts are needed by everybody in the city, regardless of area of responsibility. The work against social exclusion needs to be done with a focus on sustainable development.

The fact that growth is not distributed evenly throughout the city is a key challenge for local policy in Göteborg. The

integration of the influx of refugees and their relatives is part of that challenge as most deprived areas are very multicultural. Göteborg is experiencing an increasing polarisation when it comes to economic and ethnic segregation.

Another social challenge that is defined in the budget of the City of Göteborg which is an important steering document for local policy is to make the city an open and secure place for everyone at any time of the day.

The city needs to ensure equal opportunities to its young people when it comes to education, leisure time activities and future work opportunities. For elderly and disabled people, the municipality needs to promote each individual's control of his/her life and equal opportunities.

Economic challenges

The rate of unemployment among people born abroad is twice as high as unemployment among the entire population in Göteborg. The average rate of income in Göteborg is 219,200 SEK while the average rate of income in Hammarkullen as one of the chosen neighbourhoods for the URBEMACO Fast Track is 124,400 SEK.

The richest parts of the city had an increase of 25,000 SEK in their average income per year between 2004 and 2005. In the same period the increase for the more vulnerable areas of the city was only 200 SEK.

Participation in the working life is fundamental for successful integration. More people working are therefore a precondition in order to overcome the economic and social gaps in society. There is also a need to develop greater diversity among the companies within the region in order to be less vulnerable to economic decline.

In the discussion on regional development, entrepreneurship and its promotion is prioritised. Internationalisation is also on the list of what needs to be developed, as well as a coming generation shift in SMEs.

Göteborg wants to contribute to the regional growth. Investments in the infrastructure are needed in order to realise this objective. For instance, the regional train transportation needs to be improved as well as roads and bridges that connect different parts of the city and the region. Another strategy that is to make the core of the city [the central parts of Göteborg] denser in order to promote economic growth and a diverse economy.

Environmental challenges

There is a will to develop and enlarge the region that has led to increased commuting in the region. The increased use of more environmentally friendly cars does not make up for the increased traffic when it comes to the discharge of fossil fuels.

The infrastructure in Göteborg and in the region is insufficient and slows down its growth. The regional train infrastructure needs investments. The harbour produces

air pollution as well as the heavy truck traffic. Too many people still use their car instead of travelling with public transportation or with bicycles. Apart from that, Göteborg is a pioneer in intelligent energy use. Lost heat coming from the industry is used for example in private houses.

Physical challenges

There is a need for more dwellings to meet the growth of the city and the influx of people. The increase in housing units is to be achieved through buildings in the city centre as well as developing a number of core centres in the wider city. Another challenge is to get more mixed forms of housing in the different and segregated parts of the city.

Governance

The City of Göteborg has a decentralised structure with 80 committees and companies. One key challenge is therefore to coordinate the work in the city. The city uses a model for allocation of resources to the different district committees based on a comparison of socio-economic indicators. This model is at the core of the steering of the decentralised organisation.

5.3 Decision-making and regulatory framework

Urban development policy in Göteborg is divided in several different policy areas such as employment, education, integration, regional growth and social welfare. That is why several levels of governance are involved in the related decision-making process.



Göteborg has a decentralised structure consisting of

- 21 district committees,
- around 20 specialised committees [e.g. for education, art and culture, recreation, land and housing, traffic] and

- around 25 companies owned by the municipality [e.g. art and culture, real estate and housing and also industry and commerce].

The role of municipality/city council

Göteborg City Council is the supreme decision making body with 81 elected members who takes all major decisions. The council establishes amongst other things goals and guidelines for the local government operations and approves the budget. It also decides which committees there should be and how work is to be allocated.

The City Executive Board is the executive management organisation of the city appointed by the City Council with 13 elected members. The City Executive Board monitors the compliance with the operational and financial objectives and guidelines adopted by the City Council and ensures that the day-to-day administration in the municipality is handled rationally and economically. The Board also ensures that the municipal authority performs its tasks in accordance with prevailing laws and ordinances.

There are 21 District Committees in Göteborg. They were introduced in 1990 in order to decentralise the political decision-making in the city. The politicians of the district committees are appointed by the City Council and have the same partisan distribution as the City Council itself. The district committees are responsible for the allo-

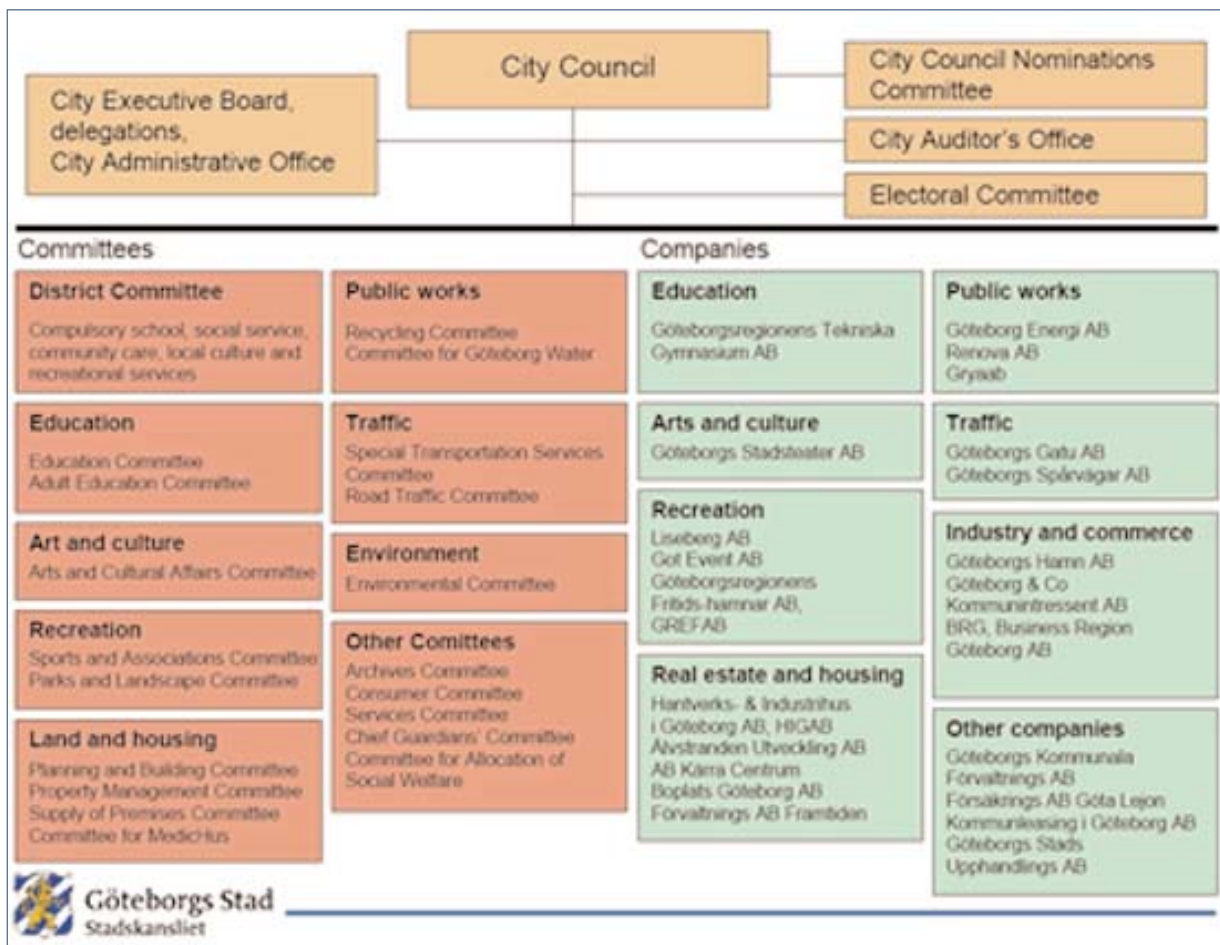
cation of resources to the public activities. The city district administrations then implement these activities.

Most of the public activities are conducted within the framework of the district committees. The city office and the politicians in the city executive board with responsibility for the urban development issues have more of a coordinating and steering function. The City Office is the staff and service organisation of the City Executive Board.

The role of county /regional authorities

1.5 million people of some 130 nationalities live in Västra Götaland's 49 municipalities representing 17% of the overall Swedish population. Geographically, Västra Götaland is one of the largest regions in Sweden with an area of 24,000 square km. Göteborg is the largest city and the centre of growth in the region. The Regional Council with 149 members is the mightiest political decision-making body in the region. Members are chosen in public elections every four years. The council is responsible for healthcare, taking up 90% of the region's budget. Another important assignment for the Council is to create the best conditions for development of business, infrastructure, culture, tourism and environmental issues. It is also authorised to levy council taxes.

The region Västra Götaland has been in charge of the development of the Regional Operational Programme



for 2007-2013. Region Västra Götaland has also coordinated the work with the regional Social Fund plan. They will also run a help desk to guide those wishing to seek funding from ERDF and ESF as well as Interreg.

The role of the Managing Authority

NUTEK is the Managing Authority for the ERDF in Western Sweden. There are eight Operational Programmes for Sweden. Western Sweden is one of them and NUTEK has an office in Göteborg to manage the programme. They are to administer the projects and then pass them on to a Structural Fund Partnership that prioritises the funding applications and projects. The results are then returned to NUTEK that takes the final decision of funding with respect to the priorities made by the Structural Fund Partnership. NUTEK is also responsible for the following up of the projects and their payment. The Swedish ESF Council is the authority responsible for the implementation of the Social Fund [2007 - 2013] in Sweden.

The Structural Fund Partnership [SFP] consists of

- political representatives from the municipalities and regions [9 members],
- labour market organisations [4 members],
- County Administrative Board and County Labour Board [3 members] and
- a representative from NGOs [1 member].

This SFP also sets the priorities between different applications for ESF funding.

The role of national authorities

There are two national authorities that are responsible for the managing of the structural funds: NUTEK and the Swedish ESF Council. They have both established eight regional offices to administer the programmes. In Western Sweden they are situated in Göteborg.

There are also a lot of national authorities involved in the implementation of the national Urban Development Policy. This is done through collaboration agreements with city municipalities. These national authorities include the Labour Market Administration, the National Council for Crime Prevention, the Social Insurance Agency, the National Agency for School Improvement and the National Police Board.



5.4 Existing strategies to promote the integrated regeneration of deprived neighbourhoods

The national level

The national objectives of the urban development policy are:

- Fewer individuals living in exclusion in urban districts characterised by exclusion.
- Fewer urban districts characterised by exclusion.
- More urban districts, as well as metropolitan and large cities as a whole, that are characterised by economic growth and sustainable development in order to increase competitiveness.

Local Development Agreements [LDA's] between the government and the municipalities are used as a tool to implement the national urban development policy. For the period of 2007-2013, 25 municipalities have been invited to sign an LDA. 21 of them have already signed the agreement.

Part of these LDAS' structure is that the chosen deprived city districts establish Strategic Plans to define long-term objectives for the areas' development. Agreements of collaboration between state authorities and municipalities must also be signed. These agreements base on the strategic plans for the district committees and have to state the efforts that must be done in the areas as well as defining the responsibility for the implementation of these activities. Examples of state authorities involved are the Swedish Social Insurance Agency, the police, the Swedish Employment Service and the Swedish Regional Agency for School Improvement.

Signing a Local Development Agreement does not provide any additional funding. The tasks have to be implemented within the budget of the state and the municipality and through the Structural Funds. It has to be conducted within the framework of existing policy documents. Göteborg has already signed this Local Development Agreement. The four chosen city districts - shown on the map below - in this agreement are

- Gunnared,
- Lärjedalen,
- Bergsjön and
- Biskopsgården

and in particular some of the neighbourhoods in these city districts.

Hammarkullen, the area that has been selected for the URBAMECO Fast Track, is part of the Lärjedalen city district but it is not the prioritised neighbourhood for the strategic plan and the LDP – this will be the close-by neighbourhood Hjällbo.

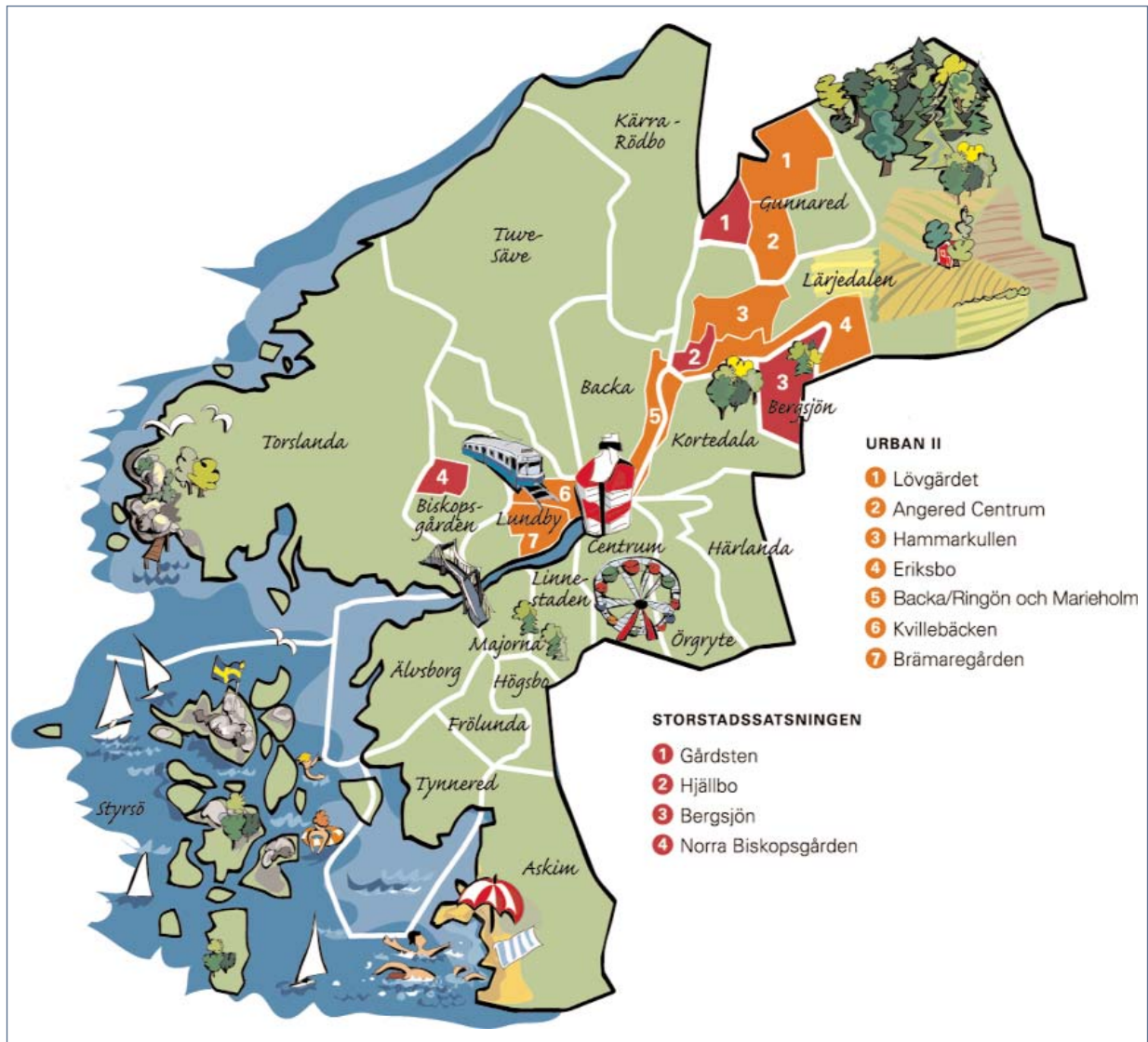
The comprehensive objectives for the local urban development

policy receive their precise design in the framework of the following areas of topics and problems to be dealt with and aims to be achieved:

- Increased level of employment and decreased level of income support.
- Linguistic development and improvement in educational results.
- The creation of attractive and safe communities.
- Local democracy and involvement.
- Public health.
- Growth.

The regional level

Sweden has one National Programme for the European Social Fund aiming at higher employment rates and renewal within the working life. The fund contributes 690 million Euros to Sweden and requires national co-financing with the same amount. There will be a plan for Western Sweden with regard to the ESF. This plan will take into consideration the specific conditions in the



deprived urban areas in Göteborg. Additionally, there are 8 Regional Programmes in Sweden working under the 'Regional Competitiveness and Employment' objective for the European Regional Development Fund 2007-2013. Western Sweden has 63.56 million Euros in total ERDF-funding. Göteborg has a special investment area within the Regional Operational Programme called *Sustainable Urban Development*. This investment area disposes of 10 million Euros, which is 16% of the programme funding.

A *Structural Fund Partnership* has been set up to make priorities between different applications for ESF and ERDF funding in Western Sweden. This partnership consists in the majority of politicians but other sectors of society are also represented.

The *Swedish Agency for Economic and Regional Growth* [NUTEK] is the Managing Authority for ERDF and ESF-rådet for ESF. Both of these are national authorities with a regional office in Göteborg. The two Managing Authorities are supposed to collaborate throughout the programme period in order to find synergies between the projects in the two different funds. The municipality of Göteborg wants to work in a similar way with these two funds to contribute to a sustainable urban development.

The city level

Göteborg is a segregated city. To overcome this situation is a big challenge for the city. Large efforts are needed by everybody, regardless of area of responsibility, in order to reach that vision. To work successfully against this segregation, the authorities need to use an integrated strategy and to have an overall city perspective.

The strategy to reach this objective is to combine the ecological, the economic and the social aspects and let this approach characterise the way in which all activities in the city are implemented.

The city has decided to sign *Local Development Agreements* with the government as a possible contribution to its activities to overcome segregation. The city has also adopted a strategy for the use of the *Structural Funds 2007-2013* and established a helpdesk to assist the development of project applications.

The neighbourhood and area based level

The *District Committees* set their own budgets within their area of responsibility. Those city districts that are included in the *LDA* will develop a *Strategic City District Plan*. These plans must contain

- the present state in the area,
- an analysis of the strengths and weaknesses of the area,
- strategies, local objectives and examples of activities.

It also needs to be defined in these plans for which of the activities *Structural Funds* resources will be used or applied for. This does not only apply to the ERDF but also

to the ESF. The city's strategy for the use of the *Structural Funds 2007-2013* must also be taken into consideration by the city districts.

These are the same four city districts that are selected for the *LDA* as for the ERDF investment area "*Sustainable Urban Development*" [the 10 million Euro in the OP]. The selection of these districts, based on a number of socio-economic indicators, shows them as being the most vul-



nerable areas in the city. The city districts are: Gunnared, Lärjedalen, Bergsjön and Biskopsgården. There is a strong political will to include other neighbourhoods with similar problems in the mentioned activities as well.

Together the two city districts of Lärjedalen and Gunnared are called *Angered*. *Vision Angered* was adapted 2005 and is a strategic document for economic growth in these two city districts. The vision for *Angered* is that it shall, with its diversity and unique prerequisites, be an area in constant development. It is an area with good preconditions with regard to its nature, infrastructure and human resources and shall be an attractive part of the Göteborg region where inhabitants and business owners are proud of the area. A revised version of this strategic document is under development. The new strategy will be called *Growth Angered*.

5.5 The Operational Programme

The *Operational Programme* of Western Sweden has already been approved. The city is explicitly named in this programme because it contains a special investment section that is called *Sustainable Urban Development*. This part of the programme only focuses on Göteborg. There

will also be a focus on urban development in the ESF plan for Western Sweden with regard to employment issues on an individual level.

Integrated neighbourhood regeneration and its link to the operational programme

The aim of this axis of Sustainable Urban Development is to reduce the socio-economic differences between different residential areas and different population groups in Göteborg. Therefore, efforts to increase the attractiveness of deprived urban areas and to contribute to a better integration and cohesion in the city and the region are undertaken.

The deprived areas of Göteborg are in need of investments and local development work creating business, workplaces and employment. Public service, environment, transportation, commercial supply, culture and local networks are examples of aspects contributing to the attractiveness of an area. Activities affecting these aspects positively, activities increasing the status of an area, activities leading to new establishment of business and activities increasing the security are therefore prioritised.

Priority is also given to activities promoting local entrepreneurship, business and employment creation. Collaboration between different actors in the local community as well as the involvement of the civil society and the target groups are regarded as important criteria for a success in such area-based work. The investment area is primarily aimed to create positive effects in areas such as Bergsjön, Biskopsgården, Gunnared and Lärjedalen. Other deprived areas can also be relevant in getting support within the investment area.

The aim of contributing to integration and cohesion of the investment area requires connections to the surrounding area and common efforts from all sectors and keyplayers of the society in the city and the region. New approaches of finding a way to bring together the need for additional employment opportunities in the region with the unexploited supply of labour are needed.

The cooperation between the university, the city and the business world in order to achieve a broader recruitment to higher education is urgent. Such a structured cooperation offers new chances to increase integration and diversity in the city. A more profound cooperation between the city, regional actors and state authorities is needed in order to deal with the challenges of urban development.

Examples of activities in the investment area are:

- Strengthening of economic growth and improvement in the physical environment.
 - Improvement of work-/industrial areas.
 - Support for local business associations.
 - Extension of public transportation.
 - Improvements in public space.

- Promote entrepreneurship, employment and the development of society on a local level:
 - Promote innovative businesses and the social economy.
 - Areas for networking and development of knowledge.
 - Stimulate men and women with foreign background to start their own enterprises.
- Services supplied to the public:
 - Activities improving public services and commercial supply.
 - Crime preventing activities.
 - Investment in culture
- Strategic partnerships:
 - Collaboration between the university, the city and the business world.
 - Partnerships in order to bring together deprived areas with the city and the region.
- Increased diversity in the working life of the region:
 - Bringing together the needs of labour in the region with the unexploited supply of labour.
 - Activities for increased diversity and work to counteract discrimination.
- Cooperation between cities:
 - Exchange of knowledge and experience regarding urban issues and their relations to regional development and growth.

Funding

NUTEK has four application periods per year, the first one ends on September, 28 and the following one in January 2008. They will administer the projects and hand them over to the Structural Fund Partnership which sets priorities among the projects.

NUTEK will then take the formal decision and make the payments to the projects. The projects will run for a maximum of 36 months.

5.6 Proposed neighbourhoods for the URBAMECO Fast Track Network

The now deprived areas in Göteborg were built in the 1960s and 1970s with the idea to resolve the lack of housing and to improve the quality of life in Sweden during that period. These areas are predominated by apartment buildings. A large amount of the dwellings are publicly owned and administered [i.e. owned and administered by one of the companies owned by the City of Göteborg].



In Göteborg, 79% of the dwellings are situated in apartment buildings and the ratio is similar to the four deprived areas earlier mentioned, where 83% of the dwellings are situated in that housing type. The difference is rather the type of ownership and administration. In Göteborg, only 28.3% of the dwellings are publicly owned whereas 51.5% of the dwellings are publicly owned in the four deprived areas used as comparison here.

Statistical data

Angered is located in the northeast of Göteborg and consists of two city district – Lärjedalen and Gunnared. Together they have about 45,000 inhabitants but were originally planned for more than 200,000 people. Economic problems in the 60s and 70s led to a stagnation of growth due to the decline of the harbour and shipbuilding industry. The intended number of inhabitants was never reached.

The neighbourhood Hammarkullen, the target area for the URBAMECO Fast Track, is part of the City District of Lärjedalen. This district has a size of 8,052 ha. and 24,421 inhabitants of which 7,822 live in Hammarkullen.

In Hammarkullen, 58.3% of the inhabitants are born abroad and 65.8% of them are Swedish citizens. 22.6% of the inhabitants in Hammarkullen do not have a Swedish citizenship. The largest group of immigrants comes from Iraq, 18% of the population in Hammarkullen are born there. There are also significant groups of people born in Somalia [5.6%] and in the former republic of Yugoslavia [7.5% including Bosnia-Herzegovina].

The demographic structure of the neighbourhood shows that it has a quite young population:

- 42.7% of the inhabitants of Hammarkullen belong to the group of people between 0 and 24 years.

- 49.1% are 25-64 years old and an 8.2% of the population is older than 65 years.

A high number of residents in Hammarkullen rely on income support: 54.6% [city average: 7,6%].

The unemployment rate in Hammarkullen is 8.8% [4.1% in the city] and a 6.3% [2.5%] of the population is engaged in some form of labour market training. Therefore the average income in Hammarkullen with 124,400 SEK is much lower than the city's average with 219,200 SEK. For men in Hammarkullen the average income is 147,300 SEK [256,100 SEK] and for women 101,900 SEK [183,900 SEK].

The housing market statistics show 2,822 dwellings in Hammarkullen of which 2,242 are situated in apartment buildings. 47.6% of the dwellings are owned and administered by one of the real estate companies belonging to the city and one third of the existing residential estates belong to a Danish company. These companies do already cooperate in terms of neighbourhood improvement.

The central station of Göteborg is connected by tram that will take passengers from there to Hammarkullen in 15 minutes.

Problems

The city districts of Lärjedalen and Gunnared have been working together with a vision of the area, Vision Angered. The city districts work together with city's planning office, the housing companies, the "Business Region Göteborg" [a public company for economic growth in the Göteborg region] and the municipal company that owns the premises where commercial activities are located.



When the two areas decided to cooperate, they both suffered from a lack of investment during many years and a missing focus for their own development. From the outside view, both areas were only regarded as problematic areas with no perspectives for the future. Possible potentials have been ignored and neglected.

- The carnival "Hammarkullekarnevalen" - one of the biggest carnivals in Northern Europe.
- Strong and active local associations.
- A local forum that deals with questions of health and crime prevention in the area.



The primary focus in Vision Angered so far has been on the development of Angered Centre where a swimming pool, an ice-skating hall and an ambulant hospital are planned to be built. The concentration of public and commercial services to Angered Centre is hoped to make it a more attractive centre for a large group of people in the city but it also imposes some problems for the smaller, neighbouring market places. The market places suffer loss of services when these are concentrated in Angered Centre. The market place in Hammarkullen needs to find its own profile and strengths in order to be a vibrant place with a lot of economic activities and public and commercial services.

The development of the market place in Hammarkullen is hoped to be a strategy to improve the life in the neighbourhood in a broader way. The establishment of businesses creates more job opportunities for residents and an establishment of a larger company near Hammarkullen would increase the number of jobs as well as the number of possible visitors to the market place in Hammarkullen. A vibrant market place with a clear profile could attract visitors from the whole city and improve the sense of pride and belonging of the area and the city.

Another idea to improve the quality of life for the present inhabitants is to invest in future housing needs. Therefore, various concepts for elderly people are developed. Those houses have barrier-free entrances, meeting points inside the houses and apartments for relatives. This could be an option especially for owners of flats who get older and want to stay in the neighbourhood.

Strengths & Opportunities of Hammarkullen

- Diversity - competence of culture as well as languages.
- Active and engaged inhabitants and employees.
- Experience of co-operation beyond the borders of the neighbourhood.

Weaknesses & Deficits

- The feeling of alienation.
- Difficulties on the Swedish labour market
- A sense of "immigrant background" even amongst people who were born in Sweden.
- A lack of belief in the area's future.
- People trapped in the system of social allowances.
- Regarded as victims from a majority in the society.

Existing planning activities in the neighbourhood

One of the existing starting points for local action is the Local Forum for Health and Crime Prevention. This is a group of about 20 members from different authorities. They represent all important stakeholders of the neighbourhood [including house owners]. Apart from health issues the group deals with topics like crime prevention and safety, then joined by the local police.

In March 2007, there was a *Future Workshop* dealing with new perspectives for the area with participants who live or work in the area. The participants defined problems in their area and tried to find out how these problems could be interrelated. They were also asked to formulate visions for the neighbourhood's central shopping area - the market place Hammarkulletorget - and to think about ways to reach their objectives. Their work based on the question of how to make the market place in Hammarkullen a vibrant place where everybody feels welcome and secure.

During this workshop, the participants identified the following problems and challenges for the development of their neighbourhood:

- Lack of commitment and lack of a sense of a common responsibility.
- Poor public services.
- High rate of unemployment.

- Poor public lighting.
- No supermarket of any known chain anymore in the area.
- Mostly bad publicity in media
- Little belief in the neighbourhood'S future among its residents.

At the end of this Future Workshop, the participants were asked to formulate some ideas for the future of their neighbourhood. As a result they wanted to

- Install a house for common activities for residents.
- Improve the market place physically [lighting, plants etc.]
- Improve the commitment for the area and disseminate knowledge about it.
- Engage the school in the development work.
- Increase the level of commercial activities in the area.
- Improve public transportation to and from the city centre.

The overall wish was to increase the attractiveness of the area through a revitalisation of the market place as a targeted contribution to a sustainable development of their neighbourhood.

There is a strong political will in Göteborg to support the development of such shopping centres in peripheral housing estates as 'Market Places'. Focusing on them allows a broad perspective on integrated regeneration of deprived areas with possible elements included such as:

- Employment and entrepreneurship.
- Public and commercial services.
- Culture activities that contribute to attractiveness.
- Citizens' involvement.
- Crime prevention and improved feeling of safety.
- Physical improvement of houses and housing environment.
- Investment that leads to new business activities and new employment opportunities.
- Integration and contribution to the growing prosperity of the city and region as a whole.
- Cooperation and partnership.

The work around the market place creates a common ground for strategic cooperation towards a sustainable development and several bodies, public as well as private sector organisations, can be included in the work. This process has just started and needs to be continued and supported.

An important topic for the Local Action Plan to be developed in the framework of the URBAMECO Fast Track is to strengthen the position of Hammarkullen through

economic growth and the development of the market place. The company that invests in the Angered Centre has the perspective that the whole region will grow fast in the next few years because the social situation is about to improve, more and more people seem to find a job and have more available income for consumption. The establishment of the ambulant hospital is also meant to be an incentive for the surrounding areas to visit the district which has a catchment area of about 100,000 people. Also other activities like new camping sites are discussed to attract people visiting the huge natural area that surrounds the neighbourhoods. This work needs to be supplemented in order not to let the neighbourhoods in Angered to lose their own services and economic activities.

More recently, a new - updated - vision for the two areas has been developed that focuses more on the aspect of growth. This new approach, called *Growth Angered*, defines very ambitious goals for the development of Angered over the next ten years with regard to people, dwellings, businesses, infrastructure, ecology, diversity and culture. An increase of population is foreseen for the year 2020 up to 70,000 inhabitants with 7,000 new apartments being built until then and about 5,000 new workplaces created. It is also planned to do undertake major investment in infrastructure. One of the projects in this framework should be the improvement of the still missing important East-West connection.



In terms of residential development, the main idea is to develop affordable housing to offer to a broader part of inhabitants to buy their flats and houses and to stay in the area also in phases when they earn more money and overcome social deprivation.

In the light of these strong development incentives in the neighbouring and surrounding areas, a new profile for Hammarkullen is needed - so that it can start its own economic development and find a new sustainable position in the urban context of Göteborg. This will need

market research as well as a targeted development and marketing campaign based on the results of it.

5.7 Problems and topics to be addressed by the Local Action Plan

The problems in Hammarkullen need to be addressed in an integrated way with focus on economic revitalisation. There is a need to develop the market place in Hammarkullen to a vibrant area with economic activity and various public and commercial services. This is to be done in cooperation with other deprived neighbourhoods in their work with developing neighbourhood market places. The development of the market place in Hammarkullen is also to be done with an overall city perspective; the market place in Hammarkullen is to develop into a place where people from the whole city can go to visit and enjoy.

Through a combined work, with a market research in the region and a bottom-up work with the inhabitants, Hammarkullen can develop to become an attractive neighbourhood and a place that both contributes to and benefits from regional economic growth.

The number of working places needs to be increased and more varied. There is a need for more private employment in the area. The development of a profile for the market place and extended services will make Hammarkullen a more attractive place to live, work and to invest in. The development of Hammarkullen to an attractive area will lead to greater integration when there are more reasons for different groups of people coming to Hammarkullen. Economic growth, employment and the presence of more working places is needed in order to improve the cohesion with the rest of the city.

The feeling of anonymity amongst the residents in the area, the weak interest for the neighbourhood and the low involvement among the citizens and the employees are problems that need to be overcome by the Local Action Plan. This work is intended to increase the attractiveness of the area through a better environment and a sense of pride among the inhabitants.

A continued and extended work with different actors in the City District [civil actors, organizations, authorities etc.] is aspired. Hammarkullen also want to re-establish the doorway meetings and to develop the system of doorway hosts, which was a project in the URBAN II programme.

Common activities in all schools and pre-schools and other programmes are needed in the area [youth recreation centres, libraries etc.]. Children and young people do not see any positive future perspectives and their participation in Swedish society is very limited. It is intended to continue and develop the cooperation with



Kommununiversitetet [Municipality University] and the University of Göteborg. Work with the children in the area is of importance for the future of the area and for the long term success for the work done today.

There is a need to fight the feeling of lack of comfort and security in the neighbourhood. In order to improve the attractiveness of the area, it will be important to continue and to intensify the activities against littering and damage and to improve the - feeling of - safety in the area.

5.8 Desired outputs of the Local Action Plan

It is expected that the planned Local Action Plan has clear outputs and visible effects on the development of Hammarkullen.

One desired output is the revitalisation of the market place in Hammarkullen in order to meet the basic needs of public and commercial service for the residents. The market place should also attract people from other parts of the city. In order to reach this, a clear profile for the market place is needed and the public and commercial services need to be more extensive. The development of the market place is hoped to contribute to the desired improved attractiveness of Hammarkullen.

Another desired output is to make Hammarkullen an attractive place for businesses to invest in. The establishment of working places in the near area of Hammarkullen creates a greater foundation for possible visitors to the market place and creates job opportunities for the people living in Hammarkullen.

A desired output of the Local Action Plan is to connect Hammarkullen in a better way to the city and the region. Hammarkullen is hoped to both contribute to and benefit from economic growth. A better connection to the city as a whole could be one step towards greater integration.

Another desired output is to overcome the feeling of



anonymity amongst the inhabitants and to increase their interest and involvement in activities to develop and stabilise their neighbourhood.

The improvement of the comfort and security in the neighbourhood through physical improvements in the area is another desired output. This is also a part of the strategy to increase the attractiveness of the area.

5.9 Current status of regeneration processes

Tasks and stages already completed

Hammarkullen was part of the URBAN II area in Göteborg. In the framework of this Community Initiative, three projects had a clear focus on Hammarkullen:

- The first one was called *Safer Hammarkullen*. This was a cooperation between the district administration and the housing company Bostadsbolaget.
- The second project was called *Papula* and was run by an NGO. It was a meeting place for elderly people, most of them born abroad with a refugee background.
- The third project was called *Green Schoolyards* and focused on improving the outdoor environment in Hammarkulleskolan through pupil involvement and democratic procedures. The aim was to make the schoolyard a natural place for teaching and learning.

There were also a number of projects focusing on employment where people in Hammarkullen were the target group. Lärjedalen District Administration has been quite active and successful with regard to innovative employment strategies in the framework of that initiative. They implemented a framework called *The Stairway* that offers activities to unemployed inhabitants who obtain

social welfare based on an evaluation of their personal capacities and skills.

A researcher from Göteborg University has done qualitative research and evaluation on selected URBAN II projects. *Safer Hammarkullen* and *Papula* are described and analysed in that report, as well as the neighbourhood Hammarkullen. Some conclusions from the URBAN II projects:

Safer Hammarkullen: This project was initiated as a response to a survey showing that the inhabitants felt unsafe even though the level of crime was relatively low in the area. The project organised four working groups but the main activity were so-called *Doorway Meetings* with the inhabitants in the different doorways of the houses in the area. One of the main conclusions was that such meetings in the houses of people were a good way to get in contact with the inhabitants. The report also stated the importance of identifying key persons in an area and getting them involved.

Papula: The project *Papula* was a daily activity primarily focused on elderly people in the area. The objective of the project was to end isolation and segregation by working as a bridge between generations and cultures. *Papula* was a place where different generations and cultures could help each other. The project was very successful in the eyes of the District Committee, the politicians and the target groups. It was also in line with the objective of achieving an increased engagement of citizens in local society. *Papula* was mainly based on the work of a single woman in Hammarkullen and despite its success *Papula* did not continue after the end of the project funding.

One of the elementary schools in Hammarkullen [*Nytorpsskolan*] participated in the URBACT I-Network *Young People - From Exclusion to Inclusion*. They contributed with a good example on their parental school board.

The *Metropolitan Initiative* was an initiative offered to deprived urban areas in Sweden by central government.



It had two overall objectives. The first objective was to provide the metropolitan regions with suitable conditions for long-term, sustainable growth, enabling them to contribute to the creation of new employment opportunities in the metropolitan regions and in other parts of the country. The second objectives was to break down social, ethnic and discriminatory segregation in metropolitan regions and to work to bring about equal conditions for people living in the cities.

In the selected neighbourhoods in Göteborg - Bergsjön, Gardsten, Hjällbo and Norra Biskopsgården - such improvements have been achieved. In these areas, more people have obtained employment and a number of measures have been successfully implemented to improve the education of children and young people.

The metropolitan initiative is now continuing in other forms and the experiences that emerged will still be used to translate the initiative's work to other projects in the city.

Tasks and stages yet to be completed

There is a need for a Local Action Plan with an integrated approach to the problems and potentials of the neighbourhood Hammarkullen and its inhabitants. This plan should probably include:

- An analysis of the situation in the neighbourhood.
- A strategy of how to overcome the problems and capitalise on the assets.
- A precise definition of aims and expected results.
- A precise list and planning of suggested activities to achieve these objectives including the definition of 'milestone' to monitor progress and achievement.
- A proposal for an efficient and sustainable local partnership.
- A strategic plan for successful and lasting dialogue and cooperation with the local community.

There is also a need to focus more on sustainable growth and cohesion, finding new and innovative ways to connect the neighbourhood to the rest of the city and region.

The city district of Lärjedalen is going to develop a Strategic City District Plan connected to the Local Development Agreement with the government. In what way Hammarkullen will be included in that plan is not decided yet. The main focus will be on the close-by neighbourhood Hjällbo.

Problems and limitations of earlier regeneration initiatives

The projects within Urban II in Hammarkullen have not been based on a Local Action Plan with an integrated approach. The area based strategic level was missing. This also led to problems with implementation when the EU funding ended.

The different initiatives [Metropolitan initiative, Urban II, ESF, Urbact] did not connect to each other in a good way. They were used in different areas and each within its own logic and funding philosophy without a common approach on a city level or a clear connection to an overall strategy for urban development.

For the period 2007-2013, the City of Göteborg wants to change that. Göteborg's urban development policy should clearly guide the use of the different tools that are offered on a regional, national or European level. The Local Development Agreements with the government, ERDF, ESF and Urbact should be used in a more holistic and strategic way to achieve the defined political objectives [i.e. the fight against segregation and exclusion].

There is also a clear political view that the problems in the deprived neighbourhoods of Göteborg cannot be solved through isolated work in the suburbs, but rather through the development and implementation of a whole city concept.



5.10 Evaluation and monitoring of regeneration programmes and activities

Urban II and the Metropolitan initiative had researchers from Göteborg University to follow the initiatives for several years.

The City of Göteborg hired a private company to do the ex-ante evaluation for URBAN II. The Monitoring Committee paid another private company to do the mid-term evaluation. The Monitoring Committee also financed a study on the partnership of Urban II in Göteborg. To complement these evaluations, the city financed a researcher from the Göteborg University to do a qualitative evaluation of some selected projects. His task was to find out which were the successful innovative methods and new approaches to urban development issues with-

in these projects. The title of the report is "Small solutions to big problems" [Anders Törnquist].

For the metropolitan initiative, extensive evaluations were conducted. All of the projects did self-evaluations.

Numerous researchers from Göteborg University took part in an evaluation focused on different themes, such as

- school and education,
- employment,
- democracy,
- area based structures etc.

There are several reports available in Swedish language that present the results and conclusions from these research activities.

5.11 Elements to share with the other network partners

On a local level, Göteborg wants to invite representatives from the other deprived neighbourhoods in the city to their Local Support Group so that they can share the experience and knowledge and apply it in their own neighbourhood.

With the international partners, Göteborg want to exchange on possibilities to identify economic growth potentials on a city-wide and regional level and on ways



to convert them into incentives for lasting growth and integration of deprived urban areas in the city.

The municipality is also interested in innovative concepts to modernise and improve the social infrastructure in deprived areas - like the concept of the „Broad Schools“ as it is implemented by the Dutch partner in the Province of Gelderland.





2.6 The city of Lodz, Poland

2.6.1 General Information

Lodz is the second largest Polish city. It is located in the centre of Poland, at the intersection of important trans-European communication routes that run from the North to the South and from the East to the West.

The regional capital Lodz has more than 760,000 inhabitants and is once again experiencing a dynamic growth. Lodz was granted municipal rights in the early 15th century, but its economic and demographic development – initially planned, then spontaneously – only took place after 1820. Before World War II, Lodz was a multicultural city. Germans, Jews, Poles, Russians and people of other nationalities built the town that emerged from a little village to an industrial metropolis in only a few decades.

The rise of Lodz was to a high degree the merit of the newcomers from abroad. The memory of the four different cultures that founded the city is still alive among the citizens. The Festival of the Dialogue of Four Cultures evokes this multiculturalism of Lodz.

The city, also called the Polish Manchester, has been famous for its textile industry, flourishing especially during the fin de siècle. From that time, there is a lot of factories and postindustrial buildings characterising the current city. These buildings provide the city of today with an impressand and interesting cultural heritage, being a tremendous potential and a real challenge for urban regeneration at the same time. Other actions of the art circle are connected mainly with the Art Museum, the Lodz Film School and with some artistic groups: The International Artists' Museum, Lodz Kaliska and The Workshop of the Film Form.

Demographic structure of the city

Table I Lodz's population in the period 1991-2006 [in thousand]

Year	Population
1991	844,9
1995	823,2
2000	793,2
2001	786,5
2002	787,5
2003	779,1
2004	774,0
2005	767,6
2006	760,3

Source: Lodz Statistics Office

As one can see from the table above, within one year's time Lodz's population has decreased by more than 7,000 inhabitants. A loss of population is observed in nearly all Polish cities. According to a population forecast [GUS – National Statistics Office], by 2020 Poland's population will decrease by a million and, in the first place, this loss will affect the cities.

According to a demographic forecast developed by the City Office's Strategies and Analyses Department, in the period 2007-2010 the population figure will be decreasing, but the population downturn rate will be relatively low – less than 1% per year. As shown by the current data for the period 2005-2006, the forecast for that period proved right.

An analysis of the population structure, divided in economic age groups, indicates that the group of young people that is not yet working is consistently, though slowly, decreasing from 15.2% in 2003 to 13.9% in 2006.

A moderate decrease is also being observed in the economically active group from 65.5% in 2003 to 64.1% in 2006. The share of the group of retired persons in the economic structure is higher than the one of the group of young people [by 5.5 percentage points] and, in conformity to the 2007-2010 forecast, this disparity will be increasing [7.2 percentage points].

In the period 1990-2005, the number of births in Lodz showed a clearly negative tendency [by nearly 25%]. This downwards tendency is not specific to Lodz alone, actually it is a characteristic of the whole country. A short-term increase in the number of births between 2003 - 2006 was only the result from the fact that the generation of the children of the post-war baby boom entered a period of increased childbearing [persons born between 1978-1982].

In 2005, the number of births in Lodz was 5,851, in line with the forecast by the City Council's Strategies and Analyses Department. It increased by 1% compared to the previous year. According to the forecast, the year 2006 will mark the beginning of another downwards trend in the population of new born babies in Lodz.

Economic structure

The current development of Lodz is based on services and innovation. Since 2002, conditions have been established that are designed to be investor-friendly in order to support and stimulate local entrepreneurship. As part of a project co-financed by the EU, McKinsey Company has developed an Economic Growth Strategy for Lodz.

There are four priority branches for the city's development:

- Business Process Offshoring, logistics.
- Household Appliances [white goods].
- Manufacturing and
- a Hardware and Software Production Centre - IT Cluster.

The key focus in these areas is placed on new technologies. The average income per capita adds up to 7,660 Euro and the unemployment rate rests with 10.2%.

Originally the city is a product of the industrial revolution with all its advantages and disadvantages. In a very short period, the city became one of the largest textile industrial centres in Europe. At the beginning of the economic transformation in Poland – the transition from centrally planned to market economy in the 1990s – the city's condition was worse than in other large Polish cities. The local textile industry, underinvested and based on inflexible state-owned enterprises, could not compete under open market conditions. This unfavourable situation was

further deteriorated by cheap imports from Asia and the absence of the government's alleviative treatments designed for the time of the transition. The breakdown of the "Eastern market" [former Soviet republics], the major buying market for Polish textiles that absorbed large quantities of average quality products, further deepened the crisis. Since the state-owned textile enterprises employed over 60% of the city's active workforce, their collapse caused massive redundancies which in the worst period exceeded 80,000 people. The local government in Lodz was aware that the situation could be improved primarily through investment that would generate new jobs.

The local authorities started to effectively implement such a strategy by attracting large investors, especially in the priority industries recognised to be key for effective growth. As a result, such focused activities to create a household appliances manufacturing cluster, utilising the existing local resources, has helped to create in Lodz Poland's largest household appliances manufacturing hub. Concurrently, decisions were made to support the development of local entrepreneurship and care was taken to improve the city's attractiveness.

Public support schemes were adopted under which real estate tax exemption was offered to companies that would invest sufficient capital and create and maintain new jobs over a defined period of time in Lodz. High-tech companies like Dell and Gillette have already used these schemes as well as vendors that modernise local marketplaces, or investors that build 3- to 5-star hotels in Lodz.

Between 2003 and 2006, foreign and domestic entrepreneurs invested in Lodz more than 800 million Euro and created 17,500 new jobs. In the years to follow, investors have committed themselves to create 13,500 jobs in the city and to invest over 600 million Euro, which will definitely and permanently solve the unemployment issue in the city and its conurbation.

The city is not only effectively attracting investors, but at the same time increasing its own capital expenditure. The share of the funds budgeted for council investment projects has raised from 13.2 % in 2002 to 19.6% in 2006. This year it will witness further growth in capital expenditure up to the level of 21.5 %, i.e. 105 million Euro.





For one of the identified sectors of growth, the city developed a strategy that is called **Media Cluster**. The partnership of this cluster began with the signature of a Letter of Intent by 50 partners. The second step included the creation of a foundation representing the media, which was joined by 14 companies and schools. The third step was the signature of agreements between 25 companies and the foundation. This is the core of the new Media Cluster. Within this cluster a new Media Institute is going to be built, giving educational support to the film school, supporting the new media, digital media, internet, etc. The central building of this cluster will probably be located between the Film School and Priest's Mill, a large redundant industrial site that is currently developed into high-standard inner city apartments.

Another area with growth potential is connected to film production and post-production including three large companies active in this sector. Łódź is the film centre of Poland. The city gained its fame thanks to the famous Film School, The Leon Schiller Higher School of Film, Television and Theatre in Łódź. The most famous graduates are Andrzej Wajda, Roman Polanski, Krzysztof Zanussi, Krzysztof Kieślowski and Kazimierz Kutz. The school is also the organiser of the International Festival of Film Schools, offering young filmmakers an opportunity to show their talents.

Łódź is also well known for its International Festival of the Art of Cinematography Camerimage, taking place every year.

The favourable effects of the city's financial policy in the years 2002 – 2006 are also reflected in its interim ratings. The Standard & Poor's Ratings Agency has upgraded three times its ratings for Łódź to the level of BBB with stable outlook.

The city of Łódź has also got a strategic importance in the region because it is

- the regional capital,
- a key port,
- a regional transport hub,
- an important tourist centre and
- a scientific/academic centre.

In the vicinity of Łódź, two pan-European transport routes [route II and VI] cross, which is reason for the creation of an intermodal transport centre, whose impact area has a population of more than 10 million people. New opportunities for Łódź also developed through numerous infrastructural projects that have been implemented in the city's boundaries. That is why the area is now known as Poland's Central Communication Hub. The projected hub is comprised of the following components:

- The A1 motorway [Gdańsk – Łódź – Gliwice – Ostrava, Czech Republic],
- The A2 motorway [Berlin – Poznań – Łódź – Warsaw – Minsk, Belarus],
- The S8 express road [Wrocław – Łódź – Warsaw – Kaunas, Lithuania],
- The S14 express road [Łódź's West Circular],
- A system of railway connections, primarily including high-speed railway [Warsaw – Łódź – Wrocław / Poznań],
- W. Reymont Łódź Airport, located approx. 130 km away from the nearest international airport,
- Poland's central airport, which may be launched after 2015.



The hub will be complemented and strengthened by various logistic bases, both already existing and others currently being established, business offshoring centres, hotels, and tourist facilities.

Lodz also is a strong research and academic centre. The city hosts 24 universities and numerous research centres. Under the guidance of 6,300 academic teachers, 116,000 students study here, frequently at very unique faculties.

6.2 Specific Information

Social challenges

The revitalisation as a “healing” process in the prevention and liquidation of deprived areas and social exclusion is one of the social challenges. Another very important challenge is the problem of unemployment. Especially a lot of young people are unemployed. Staying unemployed during many generations with an absolute lack of positive role models for young people is a very common problem in Lodz. Good examples of getting out of this vicious circle are very rare. In terms of the demographic structure of the city, it needs to be mentioned that there is a high concentration of poor old people in the city centre, the target area of the URBAMECO Local Action Plan.

Another challenge will be the renaturation of Lodz's rivers which are contaminated to a high degree.

Physical challenges

One of the physical challenges to be faced for a successful urban development in lodge is the need to reduce the traffic in the city centre by building an external ring road and express roads for Lodz within the national highway network. The second measure needs to be the construction of an internal ring road.

A further major challenge in terms of physical regeneration of the city is the revitalisation of the inner city and the brownfields to prevent urban sprawl.

The old buildings in the centre of the city have to be prepared for the so-called “new time”. The old structure very often does not fit into the requirements of today's development according to the needs of people living and working in the areas.

Governance

The biggest challenge in terms of governance is the question how to motivate and organise owners to invest into their property and cooperate with the local authorities. This is one of the main challenges for the integrated ren-



Economic challenges

The task is to continue the diversification of the local economic structure and to replace the traditional textile industry by high tech branches and metropolitan services.

Environmental challenges

The challenges in this area deal with the improvement of the urban environment's quality through investment in water and sewer systems, sewage treatment and improved solid waste management. Equally necessary is the finalisation of investments in the field of waste management – this will solve in a complex way the problem of utilisation of liquid and solid wastes in the city. There is already a collective sewage treatment plant and a solid waste utilisation installation operational, as well as modern bio-container composting and a waste handling station. But the city still needs a sewage incinerator plant and an installation for thermal utilisation of waste.

ovation of the city. In Poland, there are no funds for urban development and renovation provided by national or regional government. The state is distributing funds to the cities which are completely used to co-finance the EU Structural Funds. That means that only projects eligible for such European funding will be implemented in the city of Lodz and no other grant schemes or subsidies can be offered to house owners.

There are some private investors who have implemented successful projects in the inner city, but the intensity and speed of such innovation is far too low compared to the actual need for physical regeneration and investment in the city centre. In between these two options there are no possibilities left for Lodz to invest own money into the urban renewal process. Therefore, it needs to be part of the work in the framework of the URBAMECO Fast Track to find new ways to activate private house owners and private capital for the process or regenerating the inner city of Lodz - including the search for new and innovative models and financial tools.



6.3 Decision-making and regulatory framework

The role of the municipality

The city's executive board consists of five mayors with different areas of responsibility. The main mayor's tasks are finances, strategic planning and crisis management. The first deputy mayor is responsible for communal services, culture, housing, IT and investment supervising. The other three deputy mayors are split up in health/welfare, roads/education/European funds/sports and Labour/urban planning/environment/property management. All the projects have to be approved by the City Board [Mayor and Deputy Mayors plus advisors]. Without the positive decision of the City Council the municipality cannot spend money or implement any project.

The role of the regional authorities

Only if the project is co-financed by ERDF, the regional authorities have to choose a project during the procedure of application. For the further cooperation in the framework of the URBAMECO Fast Track, the regional authorities in their role as Managing Authority have stressed that they would only provide financial support to an integrated development project in the target area if the planning for such a project would include a clear regional element: What the region could contribute to the strategy and how the region itself would benefit from that project's implementation.

6.4 Existing strategies to promote the integrated regeneration of deprived neighbourhoods

The regional level

On the regional level, there is the *Development Strategy of Lodzkie Voivodship* [the region] for the years 2007 –

2020 in which revitalisation is one of the aspects dealt with.

The city level

On the local level, the simplified *Local Revitalisation Programme* describes the area where the local authorities concentrate their activities. It identified several development obstacles and problems, like the bad condition of public space in the city centre or the demographic and labour market situation. The objectives focus on

- the development of metropolitan functions,
- the creation of a positive image of the city,
- the prevention of social and economic exclusion and crime, and finally
- the protection of the environment.

The neighbourhood and area based level

On that level, the city developed the concept *A New Centre of the City of Lodz* which is no formal instrument but rather a strategic document.

6.5 The Operational Programme

The *Regional Operational Programme* for the Lodz Region has been signed in October 2007. The "Supplement to the ROP" currently is in its social consultation phase and it is expected that the Management Board of Voivodship will accept it at the end of October 2007. The City of Lodz is mentioned on the list of beneficiaries of the Operational Programme as a "Unit of Local Government", moreover the city's several big infrastructural projects are named on the list of the ROP as key projects. The project called "Revitalization and Reconstruction of EC-I Heat and Power Station for Cultural and Artistic Purposes", the core of the future URBAMECO activities, is one of these projects mentioned in the *Regional Operational Programme*.

Within the *Regional Operational Programme*, all topics dealing with urban renewal are eligible as long they follow the guidelines of an integrated approach.

Integrated neighbourhood regeneration and its link to the Operational Programme

Integrated neighbourhood regeneration is described by the priority axis VI "Revitalisation of urban areas":

Under this priority axis, initiatives will be implemented that are connected with the integrated revitalisation of problematic areas, defined in the local revitalisation programmes, created with the help of methods based on social participation, which will ensure a long-term effect of implemented measures and the achievement of coherent objectives. The projects implemented under this priority axis will be connected with the renovation, modernization or reconstruction of buildings and facilities [in particular, in degraded urban districts, residential districts,

postindustrial and post-military areas] or with their adjustment to new functions [economic, social, educational, cultural, recreational or touristic] leading to the creation of new jobs and a reduction of social disadvantage and exclusion.

Co-financing will also be granted for projects concerning the rehabilitation of public space of revitalised areas, including the construction or rehabilitation of small architectural elements in public space as well as the establishment or modernisation of recreational places or green spaces.

Financial support will equally be provided for projects connected with the improvement in safety of buildings and facilities and crime prevention within degraded areas subject to revitalisation. This support will comprise measures with regard to the construction of relevant fire protection and anti-burglary devices in revitalised facilities and monitoring systems to improve public safety.

A co-financing is also possible for activities to prepare areas for the implementation of new economic investment [providing areas with installations for future investment, removing facilities, preparing facilities for the needs of commercial activities etc.], and the modernisation of the existing network infrastructure, which should contribute to the economic and social recovery of revitalised areas [extensive measures].

Main types of projects co-financed in the framework of this Regional Operational Programme therefore will be:

- Renovation or modernisation of buildings and facilities [in particular, in degraded urban districts, residential districts, post-industrial and post-military areas] to adjust them to new functions which can contribute to the creation of new jobs.
- Conservation, restoration or other construction measures are eligible in case of historic monuments and facilities to adjust them to new functions or to maintain their former functions.
- Preparation of revitalised areas for the implementation of new economic investments [including equipping the area with installations for future investments, removing facilities, preparing facilities for the needs of business activities.
- Overall development of public space of revitalised areas, including the construction or reconstruction of small architectural forms as well as the establishment or modernisation of recreational places or green spaces.
- Renovation of shared areas of multi-family flat buildings, which includes investment with regard to technical installations of buildings, measures with regard to energy saving, restoration of main elements of a building, that is the roof, the outside elevation, window or door frames, staircases, internal or external corridors, entrances, elements of the external building construction and lifts.

- Renovation and conversion of existing buildings owned by public authorities or nonprofit organisations in order to prepare modern social flat buildings for use.

The selection of projects for funding will be based on the following procedure:

- A call for proposal will be published on the MA's [Marshal's Office of Lodzkie Region] website and in a big regional journal.
- Submitted proposals pass the formal assessment.
- In the next step, proposals pass a content-related assessment [an "Experts Panel" is responsible for this step].
- The expert's assessment with the projects scores goes to the Management Board of Lodzkie Voivodship [Marshal of Lodzkie Voivodship, Vice Marshals and Members of the Management Board].
- On the basis of the scores, the Management Board takes a decision with regard to the approval of funding.
- The decision of the Management Board is published and beneficiaries are informed about the subsidies provided.

It is expected that the first calls for proposals will be organised at the end of 2007 or at the beginning of next year.



6.6 Proposed neighbourhood for the URBAMECO Fast Track

The „New Centre of Lodz“, focus of the city’s participation in the URBAMECO Fast Track Network, is a strategy that contains several major development projects in the city centre of Lodz and is one of the central topics of the local Revitalisation Programme that was approved by the Town Council in 2004.

There are Pilot Areas and Priority Areas defined for the city centre development district.:

- The Pilot Areas were the first renewal districts of the city. Originally they were supposed to be the focus of the whole regeneration process.
- The Priority Areas are sites that have been selected for priority intervention at a later stage.

The neighbourhoods to be selected for the development of a Local Action Plan are located in the city centre of Lodz. In the whole district, there are 78,747 inhabitants. This is the oldest and most deprived area of Lodz that is characterised by a severe lack of investment and maintenance over many years which has led to a situation where all mobile people have left the area, moving to the suburbs, and the remaining population being hit by serious social disadvantage.

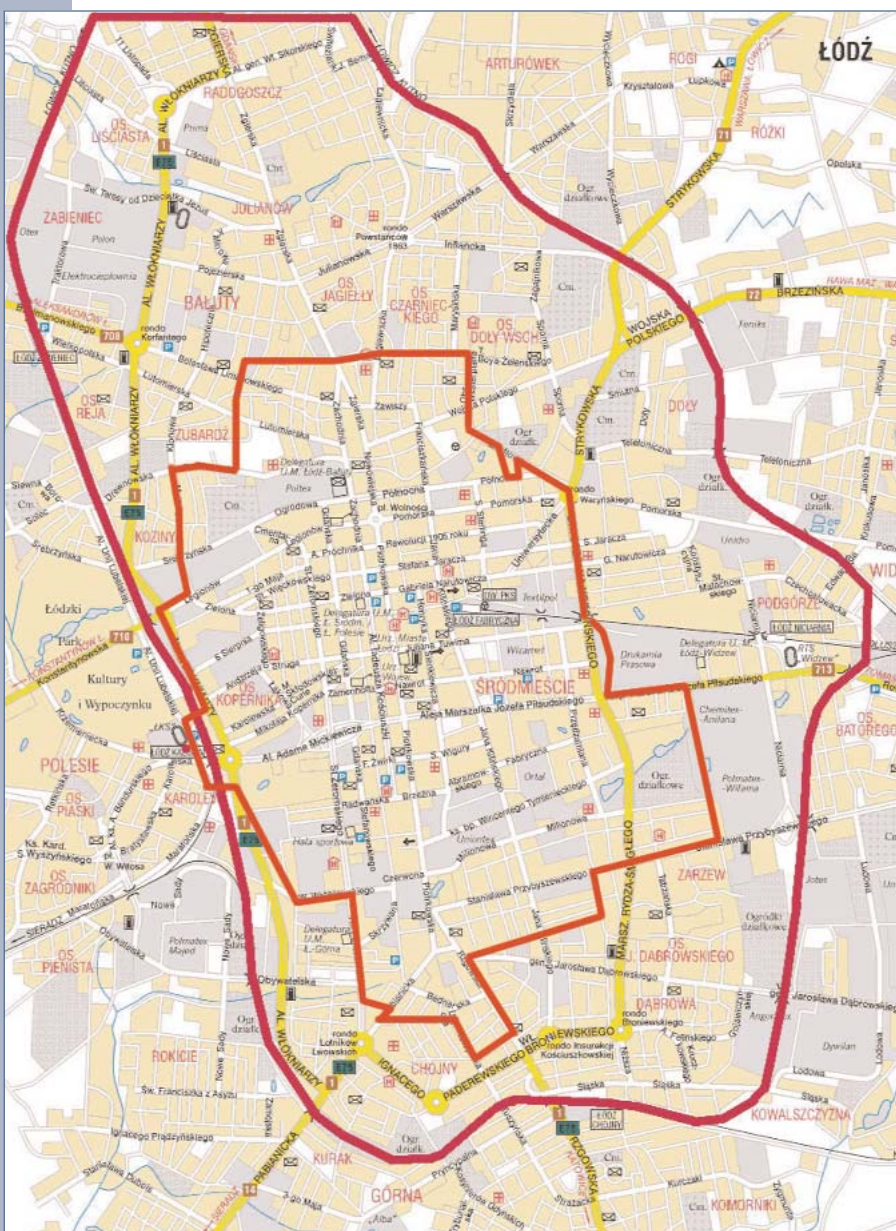
The demographic structure of the area shows a high number of elderly people. Other elements of social disadvantage and deprivation such as poverty and insecurity are also severe problems in the target area.

In physical respect, there is an urgent need for investment in the housing stock, in necessary infrastructure and in public space and the road system. Such investment is not only crucial for the urban development of Lodz in order to improve the living and housing conditions for the citizens living here. It is also of vital importance for the overall development of the city because this is the core of the city centre where economic and retail activities need to be developed to stabilise the centre and prevent it from further decline.

The planned revitalisation of the city centre is one of the major projects mentioned in the Regional Operational Programme.

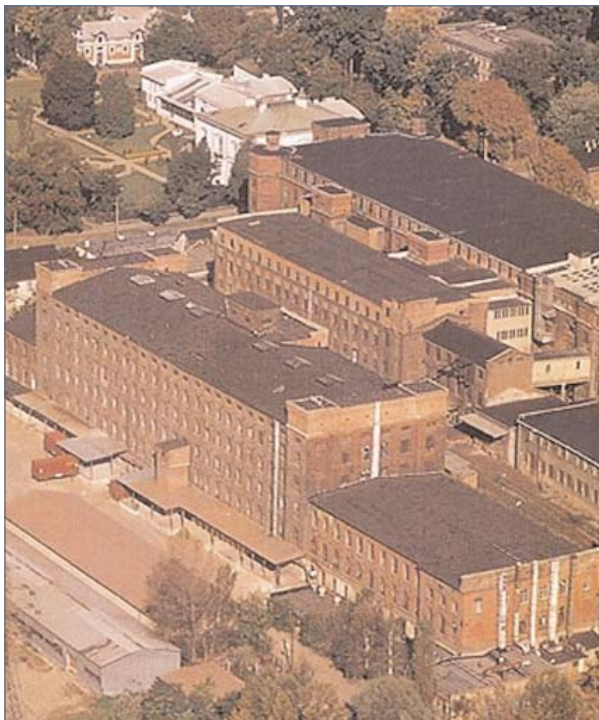
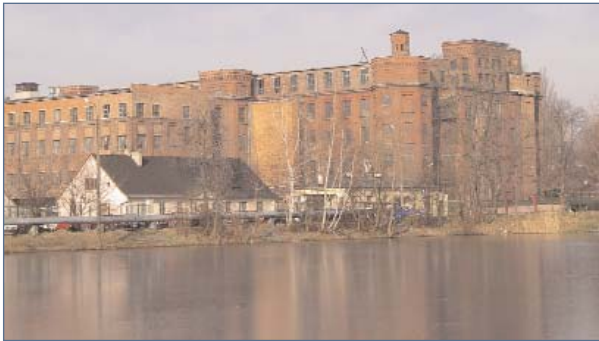
Some of the major development projects and opportunities in the area should be briefly presented in this context:

- **Manufaktura:** Manufaktura can certainly be regarded as one of the successful flagship projects in revitalising redundant industrial sites of high European standard. On this former industrial site, using most of the historic buildings, a large shopping centre and leisure area has been realised that also includes a Multiplex Cinema. This development of high architectural standard is one of the main attractions of the new and modern City of Lodz. The construction on this site is still going on with the conversion of one former industrial building into a large hotel and the conversion of another building into a municipal museum.
- **Priest Mill:** Priest Mill is another flagship project in the field of conversion where an impressive historic industrial building, located at the water, is cur-



rently rebuilt to host upmarket apartments for inner city living in the future. Even though the price level of these apartments will be very high for the average standard in Lodz, all of the apartments have been sold already, long before the construction work is finished.

- **Historic Workers' Estate:** Next to Priest Mill, there is a workers' colony with houses of high architectural and historic value, but without heating and any other equipment that would be necessary for contemporary living. Here, the City of Lodz has designed a different project, involving the local com-



munity right from the start and now being implemented in partnership with a private developer. After the residents had expressed their wish to move to other, more modern apartments in the city, the municipality has signed a contract with a private developer who will now first of all construct new housing for these families. Once these houses are finished and the local people can move to their new

homes, this newly constructed housing will be transferred into the property of the municipality, and the private investor will in return become owner of most of the listed buildings in this workers' colony. He can then restore them and convert them into housing of high architectural standards in the inner city of Lodz.

- **EC I:** This development site is located next to one of two central train stations in Lodz. The entire area has a surface of 90 ha and will be divided in different zones which defined in a master plan. In the first zone, there will be a concentration of cultural pro-



jects, while the second zone will primarily be used for commercial activities and housing. One key element of the strategy for this development site is to demolish the existing train station and to create an entirely new underground train station instead.

There has been an analysis in order to investigate the owner's structure for the area. In July 2007, the city has signed a partnership agreement with the railway company so that both partners will develop the site in cooperation.



- **Moniuszko Park:** This park is located right next to the newly constructed underground railway station. Even though it is one of the main entrances to the city centre for visitors arriving by train at this station, it shows a severe lack of maintenance and design quality with some houses in a very poor physical condition being located at the entrance of this park. In order to support a sustainable development and good conditions for investment and growth in Lodz, this park is to be developed into an attractive entrance to the city centre. This will probably involve demolition of the houses at its entrance, a complete redesign of the park and its equipment with high standard facilities for recreational functions. The regeneration to be implemented will also have to include the conservation of an old orthodox church in this park.

6.7 Problems and topics to be addressed by the Local Action Plan

The Local Action Plan for the City of Lodz will focus on one or two selected neighbourhoods in the city centre. It will include the Moniuszko Park as the core project, but will go one important step further: It will be the main objectives of this Local Action Plan, to establish links between the described large-scale investments and projects in the city centre and the social challenges and disadvantages of the people living here.

Therefore, it must be a central objective of this Local Action Plan to identify elements of economic growth that can be used to create new opportunities for economic activities, income and employment on a smaller scale for the inner city of Lodz. This will also include ways to activate private capital to support investment and improvement in the area, so that the sustainability of the large scale projects is supported by small-scale additional incentives and development.

6.8 Desired outputs of the Local Action Plan

The most important output is the construction [on the basis of a coherent strategy] of a new and improved space for living and business in the central area of the city. Currently the central area is almost empty and not valuable from an architectural, cultural and habitant point of view.

During the implementation of all planned projects, the local authorities want to create new working places, more comfortable places to live and more innovative places for culture and art in the city centre.

6.9 Elements to share with the other network partners

The City of Lodz wants to know from the other partners how to develop and implement a coherent strategy for the revitalisation of its city centre in an innovative and sustainable way. They also want to learn about ways to deal with problems during the process of revitalisation focusing on the social and economic aspects.

For the success of this strategy in Lodz it will be of equally vital importance to exchange and learn about successful ways and procedures to encourage inhabitants to participate in the process of revitalisation and to deal with complex ownership structures.

With regard to the private owners it will be important to develop and test ways to activate them also for an investment in their property, so that they become real partners and private capital is mobilised for the regeneration process.

Another topic that Lodz shares with Belfast and that should be a topic for exchange is the need of a strategy to help the traditional small shops survive in this new and hard competition with suddenly growing large department stores and shopping centres.





7. Greater Lyon, France

7.1 General Information

Greater Lyon, the regional capital of the Rhone Alpes Region, hosts approximately 1.3 million inhabitants. The city is a regional metropolis in growth whose inhabitants grew by 150,000 in the last 15 years. Lyon is a commercial and economic centre for research which supports development clusters.

It is furthermore a tourist centre - a fact that is underlined by the new Congress Hall for 3,000 people and its fame for the French cuisine. In addition, Lyon is an international centre for culture with a famous dance festival, art festivals, light festival and etc.

Demographic structure of the city

24% of the city's population is younger than 20 years and approximately 19% is older than 60. 15% of the whole population was born abroad.

The social situation is reflected by the fact that 9% of the local population live under the minimum level and 34,489 people live with RMI [minimum income]. They mainly live in public social flats which form one fourth of the complete housing stock in Lyon. But still, 40,000 households are on the waiting list for a public social flat.

12% of the people are graduated. The city has furthermore a huge university infrastructure with about 130,000 students.

Economic structure

Greater Lyon has always been the second most important metropolitan area in France with different economic sectors. In the 20th century, there have been different critical phases in various economic sectors but nevertheless the city always continued its growth.

For 15 years, Greater Lyon is now in a period of very strong adaptations to a new global economic development.

Today Lyon hosts approximately 120,000 businesses which offer 750,000 jobs. The key sectors are

- biotechnology,
- chemical industries and environment,
- transport systems,
- fashion and design,
- digital technology,
- the service sector [60%],
- logistics and trucks.

50,300 people are currently unemployed.

7.2 Specific Information

Social challenges

One of the most important social challenge for the city of Lyon is to enhance social cohesion between people of different social groups. The segregation within the city is one of the basic problems.

Geographically, the richer people live in the centre and in the Western parts of Lyon while the poorer people live in the Eastern part. Arrangements have to be implemented focussing on educational, health, social and cultural issues.

Linked to this challenge is the construction of more new flats in the whole city area. One third of the new housing is supposed to be public social flats in order to demolish the old social housing blocks in deprived areas. These old areas should be used for the construction of more private flats. This is also meant to generate more social diversity.

Economic challenges

The challenge in this field will be to go on adapting the action to European level with five priorities that are

- the tertiary sector [which attributes 60% to Lyon's economy],
- logistics,
- the university,
- shopping centres and
- a centre of excellence [cluster research/factory].

Furthermore it will be important to combine arrangements to fight unemployment and to enhance the economic growth.

7.3 Decision-making and regulatory framework

The role of the municipality

Greater Lyon is an urban community consisting of 57 different cities. It has competence in housing, local planning, public domain, water, administration of public thoroughfares, economy, cleaning public domain and waste. In total there are 4,500 people working for the Greater Lyon administration.

Its field activities are

- the recording of public services [management of services for the people, water, sewage, waste collection and transformation, cleaning, traffic management and maintenance of public domains and the public transport];
- planning and development [urban development, housing, travel, development of the influence of Greater Lyon, economic affairs];
- the development of perspectives and strategies for Greater Lyon and territorial governance and

The public administration of Greater Lyon is organised as follows:

- Delegation for urban development which includes urban housing, social cohesion, ecology, operational urban projects and transport



Environmental challenges

The city follows the aim of sustainable development which includes actions for

- the water and sewage sector,
- for the reduction of air pollution and noise,
- HQE for housing,
- for the promotion of sustainable mobility [metro, tramway, bicycle, etc.] and
- for the creation and maintenance of large green spaces.

Physical challenges

Greater Lyon pursues a lot of projects which are situated on the one hand in the old part of the city [Gerland, Vaise, Confluent etc.] and on the other in some of the suburbs [Carré de soie, Vauxl en velin, Duchere, Vénissieux Renault trucks, etc.].

- Delegation for economics
- Direction Water
- Direction Cleaning
- Direction public domain and streets
- Direction territorial governance
- Direction Prospectivity
- Direction Human and financial resources.

The city department has competences in social action [elderly people, handicapped, families, children], registration, the investment for colleges, culture and high roads.

The role of county and regional authorities

The region has competence in young people and adults training, economy and investments for lycées.

The role of national authorities

The government has competence in security, education, justice and health.

7.4 Existing strategies to promote the integrated regeneration of deprived neighbourhoods

The national level

A national policy exists since the 1980's when riots arose in some suburbs of Greater Lyon namely in Minguettes, in Vénissieux and Vaulx en velin. Hence, the French government changed its policies according to these neighborhoods. In 1990, after new riots in a neighborhood in Greater Lyon [Vaulx en Velin] a special minister was sent there.

Today this policy is named **Social Cohesion** which is represented by two national agencies:

- the **national urban renovation agency** for urban housing projects and
- the **ACSE** for social affairs, education, culture, security, prevention and unemployment action.

In addition, there is a strategy focusing on economic development of deprived areas that offers tax free zones for enterprises.

Furthermore, there is a strategy to fight unemployment with special insertion jobs in the tertiary sector:

In the whole metropolitan area the governments of the different cities signed a contract with the local authority to fix their priorities for the next three years.

The regional level

The Region Rhone Alpes wants to have a special policy for social cohesion which was signed finally in a contract with the Prefect in order to assign the priorities and to reserve the credits for the next three years.

The city level

Greater Lyon signed a contract for social cohesion in June 2007. This contract was signed by the Region Rhone Alpes, by the department and by all the cities which have a priority area.

When the politicians were elected for Greater Lyon, the social cohesion topic was indicated like one of their priorities.

The neighbourhood and area based level

In Greater Lyon, the priority areas were subdivided in four groups starting with the most important area to the least important. For each chosen area in each town a special contract is signed with the entire partnership.

7.5 The Operational Programme

The Operational Programme was agreed in August 2007.

Integrated neighbourhood regeneration and its link to the operational programme

There is only one special action programme for neighborhoods [urban action]. The Managing Authority has to decide if they want to implement an urban supply offer for those neighborhoods. This offer is made to use all the arrangements of the Operational Programme for the neighborhoods.

Funding

The first call was sent in December with an answer asked for April. The first meeting about the answer of Greater Lyon was in June, then a second answer was sent in July. A second meeting was at the end of September and a decision is expected for the end of 2007.

7.6 Proposed neighbourhoods for the URBAMECO Fast Track

Vaulx en Velin

This area is a small city of 40,000 inhabitants in the Eastern part of Greater Lyon. It is a new town built in the sixties and seventies.

This large housing estate was designed in accordance with the principles of separating traffic and pedestrians, with a large shopping centre as the new town centre and the residential areas around it, isolated from each other.



As from the eighties on, Vaulx en Velin began to deteriorate with a concentration of social and economic problems amongst the inhabitants, the successive closure of shops and rising delinquency was the consequence.



The population in the project area is 30,000 people and the percentage of public social housing is 85%. There is also a high percentage of people with a migration background [24%] and a very high rate of unemployment [28%].

Lyon la Duchere

This large estate was built between 1958 and 1963 at a time of housing shortage. It consists of large apartment blocks.

La Duchere's situation worsened progressively in the eighties as the buildings deteriorated and flats were left increasingly empty.

Social and economic vulnerability of the people living there increased and delinquency caused an image degradation and contributed to the isolation of the neighborhood within an area of very strong economic development.

Currently, 12,000 people live there in 80% of public social housing. The unemployment rate rests at a high level of 20% of the population.

7.7 Problems and topics to be addressed by the Local Action Plan

In these two neighborhoods great efforts are undertaken to demolish huge parts of the existing blocks in order to establish new private housing there. In addition to that project, the city plans to reconstruct squares and streets within the neighbourhood.

Furthermore the Local Action Plan has to address topics regarding the people who still live there. These topics deal with education, training to fight unemployment, culture, etc.

Another topic is the enhancement of economic development. This covers support for new shops, special programmes for the inhabitants and the creation of new types of economy sectors. The objective is that then people who do not live in this place come here to work.

It is also planned to support people who live in the neighborhoods to create private corporations.

7.8 Desired outputs of the Local Action Plan

The desired output includes a local strategy for economic development in an integrated project. This strategy will integrate

- the nursery for private corporation;
- new buildings for private activities,
- the creation of a new relationship between the new economic projects and the economic development of the metropolitan area of Greater Lyon.



Nea Ionia Magnesias

8. The City of Nea Ionia Magnesias, Greece

8.1 General information

The City of Nea Ionia Magnesias has approximately 32,000 inhabitants and is located in the central Eastern part of Greece in the Region of Thessaly, being part of the Prefecture of Magnesia. Together with the neighbouring City of Volos, it forms the agglomeration of Volos-Nea Ionia. The whole city of Nea Ionia covers an area of 63.314 km² from which its urban area covers 4.208 km². The ring-road that leads through the Northern part of the City of Nea Ionia unites the administrative-regional centre of Larisa with the City of Volos.

The first habitants in Nea Ionia were refugees displaced from the coast of Asia Minor. The history of Nea Ionia is directly connected to the destructions in Asia Minor in 1922, when Greeks who had been living there for centuries were forced to pull up roots, leave everything behind and move to Greece searching for a new land to settle down. The name of Nea Ionia was given to the new city in commemoration of the lost homelands in Asia-Minor; the Greek Ionia.

When the area was still belonging to Volos, it was named *Refugee District* or simply *District*. The final name *Nea Ionia* was given to the area in 1947 when it received that status of an independent municipality. Since the settlement of the refugees, the increase of the city's population has been rapid caused by various reasons:

- The wave of urbanisation just after the 2nd World War:

- The civil war of 1945-1946, when the peasants descended to the cities in order to be protected by the war's hazards.
- The transformation of the area into a municipality in 1947 and the developmental perspectives that were the result of this transformation.
- The great earthquakes of the period 1955-1957, when incentives to construct new buildings were given to the residents.
- The cheap land for the construction of housing.
- The factories that were located within the municipality's area.
- The Roma population.

Demographic structure

The development and structure of the local population in Nea Ionia is shown in the table on the next page. It shows, that the city has grown over the reporting period by 10% in average.

Economic structure

The City of Nea Ionia is an athletic centre after its selection and operation as one of the five Olympic cities in Greece during the Olympic Games of 2004.

It is furthermore an academic centre since in its territory two departments [Agriculture Departments] of the University of Thessaly have been located.

Since 1997, 253 new enterprises were set up in Nea Ionia with a total capital of more than 32 million Euros invested.

The population size of Nea Ionia:

	Real population			Legal population		
	TOTAL	Municipal Departments		TOTAL	Municipal Departments	
		Seat	Municipal Department 1		Seat	Municipal Department 1
Population 1991	29.018	28.537	481	29.759	29.330	429
Population 2001	31.929	31.612	317	32.979	32.662	317
Change between 1981-1991	%	%	%	%	%	%
Change between 1991-2001	10,0%	10,8%	-34,1%	10,8%	11,4%	-26,1%
Population's distribution 2001	100,0%	99,0%	1,0%	100,0%	99,0%	1,0%

As far as the municipality of Nea Ionia is concerned, the following table presents the percentage of the existing enterprises per production sector in the years 1997, 1999, 2001 and 2003 in relation to the number of enterprises in the municipality of Volos and the prefecture of Magnesia as a whole.

	INDUSTRIAL		MANUFACTURING		COMMERCIAL		PROFESSIONAL		TOURISM	
	MAGNESIA / VOLOS	MAGNESIA / NEA IONIA	MAGNESIA / VOLOS	MAGNESIA / NEA IONIA	MAGNESIA / VOLOS	MAGNESIA / NEA IONIA	MAGNESIA / VOLOS	MAGNESIA / NEA IONIA	MAGNESIA / VOLOS	MAGNESIA / NEA IONIA
1997	66,6	11,1	48	13,8	64,6	12,3	47	12,5	11,8	0,7
1999	41,6	0	45	19,8	63,7	16,6	46,6	16	9,1	0,2
2001	36,3	18,1	18,5	45,1	54	32,7	33,5	26,1	11	0,7
2003	26,6	33,3	18,1	43,2	53,6	32,6	36,4	26,4	11	0,8

It is very important that in the municipality of Nea Ionia, especially during the year 2000 and later, the percentage of new business activities in all production sectors increased in relation to the municipality of Volos and the prefecture of Magnesia. Especially in the industrial and professional sector the creation of new enterprises is obvious. The current unemployment rate is 15% [2001].

The following figures show the different land uses in Nea Ionia:

- Total space: 63.314.000 m²
- Urban Areas: 4.208.000 m²
- Cultivated Areas: 50.357.000 m²
- Others: 8.749.000 m²

8.2 Specific Information

The key challenges for local policy in Nea Ionia can be subdivided in different sectors. There are social, economic, environmental, physical and organizational challenges that the city has to face. The following description of challenges is based on the Strategic Plan of the Municipality for the new programming period 2007-13.

Social challenges

The main social challenge for the city of Nea Ionia will be the protection of those social groups who are threatened by deprivation and exclusion, assuring the role of the state as the guarantee of fundamental rights.

Another important challenge is the participation of inhabitants in planning and regeneration processes in the city and especially in the city's multiply deprived areas.

With regard to the expectations of the residents it is very clear that the people want action. Therefore time is needed to train these people and enable them to give a contribution to projects. It is necessary to make them understand that these developments need a certain time until they lead to visible improvements in their neighbourhoods.

Economic challenges

The insufficient data especially as far as the enterprises and their occupation are concerned, do not allow a detailed analysis of the productive and economic web of the area.

The challenge will be to attract new investments and new economic activities that will boost and reinforce the productive basis of the area with a focus on the sector of



new technologies. That means to develop productive and technological infrastructures that will constitute the new comparative advantages of the area and will attract the essential wave of investments emergence of the city of Nea Ionia to a centre of high education, research and technology, and also of cultural interest with a pan-Hellenic dimension.

This also should lead to the development of tourist products including the development of new technical and social infrastructures and the modernisation of the already existing ones.

A further challenge with regard to a sustainable development of the city will be the interventions in the direction of modernisation of the productive basis and improvement of the business environment development of the city in such a degree that will constitute the third pole of development at national level, as the main element of the urban-block of Volos-Nea Ionia.

The city has to combat the long-term unemployment with a focus on activities with a multiplying influence in the local economy, through integrated programmes and interventions. Also important in that field is the education and training of the human potential in all the dynamic sectors of economy.

Environmental challenges

The functional status of the search for greenery in the neighbourhoods is being predicated, and also the continuous regeneration of the mechanical equipment for the cleaning services for a clean and enhanced city.

Also the reduction of the use of private cars should be a major matter of concern for the city, through the adoption of different measures like the promotion of the use of buses, pavements, bicycles routes, etc.

Physical challenges

The urban planning scheduling of the wider area is needed in order to avoid conflicts in the land use. The land use has to be registered and controlled, with reference to the delimitation of the natural environment and the safeguarding of its quality. Furthermore there is a severe lack of infrastructure in the city.

A special challenge is the fact that a lot of buildings in the deprived areas have been sold for little money to the tenants. They are now the owner but they do not have any resources to invest in their homes in order to maintain or improve them.

Governance

One of the most important challenges according to governance is the low level of education. In addition, the level of development of the third sector of the local social economy is very low as well as the rhythm in the development of new sustainable enterprises. That is why the competitiveness of the services is also very moderate. Furthermore, there is a lack in supportive mechanisms and networks for the enterprises of the social economy as well as in the coordination between the various bodies and services. This insufficient institutional framework leads also to an uneven distribution of financial sources.

Another organisational challenge is the lack of networking. There might be networks in the region, but what they are missing is the local networks for the comprehensive development and implementation of local action and what is also missing is European cooperation. The municipality does not yet know how to develop and especially maintain such long-term integrated development planning.

8.3 Decision-making and regulatory framework

The Municipality of Nea Ionia is composed of the core municipality and one additional municipal district that has been included in the city in 2002. It is administered by a Municipal Council of 27 members and it has 4 vice-mayor seats:

- Planning,
- Technical Services,
- Social Issues,
- Waste Management.

The local authorities of Nea Ionia employ 154 people, one-third of them being administrative staff and the rest technical and support staff. These employees are divided in seven administrative departments.

There are several Municipality Committees that operate as consultative bodies and make suggestions to the Municipality's Council that takes the final decisions and

sends these decisions to the Region of Thessaly for approval:

- The **Urban-Planning Committee** that has an institutional role. This Committee is a cross-party organ in which specialised representatives from all parties of the Municipality participate [town councillors] together with the relevant vice-mayor; representatives from the Technical and Professional Chamber of the Prefecture, private engineers who are assigned by the Municipal Council, the Director of the Town-Planning Administration of the Municipality and other engineers from the Technical Administration of the Municipality.
- The **Circulatory Issues Committee** which has the same membership as the above mentioned Committee and in which representatives from the police also participate.
- The **Technical Issues Committee** in which engineers from the Municipality participate on a voluntary basis. This committee is coordinated by the responsible vice-mayor.
- The **Women Committee** in which all women town-councillors in the city council of the Municipality participate.
- The **Habitat Agenda Committee** in which politicians and clerical staff of the Municipality participate. This committee deals with issues of urban areas, environment and sustainable development, measures against social inequalities and adequate housing for all.

The role of the municipality

The Municipal Council designs and develops the strategy and the policy of the urban area. It approves the decisions of the consultative bodies and it implements these decisions through its services.

The role of county and regional authorities

Their role is to validate the legitimacy of the decisions of the local authorities and to issue the Regional Planning.

The role of the Managing Authority

The Managing Authority finances activities in the framework of the National and Regional Planning and it validates the proposed projects of the local authorities. The Managing Authority sees itself more like an observer who exchanges experiences and innovation.

The role of national authorities

The national authorities issue and adapt the general regulatory frameworks in accordance to National and European Regulations and they are the main auditing and financing body.

There are also other relevant bodies like voluntary groups [e.g. technicians committee], the municipality's

enterprise DOKPY [Municipal organisation for social intervention and health] and finally the municipal youth council.

8.4 Existing strategies to promote the integrated regeneration of deprived neighbourhoods

The national level

At the national level, there is a National Strategic Plan for Development [ESPA] for the 4th Community Support Framework [CSF] 2007-2013.

The regional level

At the regional level, there is the Regional Operational Programme of the Region of Thessaly for the 4th Community Support Framework [CSF] 2007-2013.

The city level

The city has already started with interventions that were very successfully linked to the Olympic Games which were hosted in the city in one of the most deprived areas.

With support from the Managing Authority, complete local programmes have been implemented. They had to deal exclusively with multiply deprived urban areas. In the initial phase, there were certain indicators to specify which zones were underdeveloped and the intervention on the local level was based on that analysis. Now, such efforts have to be continued. But at the same time there is a discussion that interventions also have to take place in areas which are well developed as that might also contribute to a positive development in the disadvantaged areas.





Moreover the city has, since 2001, also developed a plan that focuses on the integration of the Roma population. The problem is that there is no official political will to implement such strategies. That is why until today this plan has not had a significant impact.

Other programmes that were implemented at the city level:

- Habitat Agenda
- Strategic Plan of the Municipality for the Programming Period 2007-13
- Operational Plan of the Municipality 2008-2010.

8.5 The Operational Programme

The Operational Programme has not been approved yet but it is still in a dialogue process. The municipality expects a decision by the end of 2007. The city will be mentioned in the Operational Programme within the first of the three poles of Regional Development. All the partners who were present at the intake visit want to get involved in this Operational Plan in order to get the still discussed areas further developed. With regard to the ROP, the local authorities are still at the beginning, at the point of getting approval from the European Union.

Integrated neighbourhood regeneration and its link to the Operational Programme

23 Operational Plans have been approved from the Regional Council within the newly scheduled Regional Operational Programme since May 2007. The new programming period is being initiated with the following programmes and plans:

- Integrated Programme for the prevention of natural catastrophes 2007-13.
- Study for the record and proposals for the improvement of the signalling of urban and tourist centres of the national and regional roads network.
- Study for the detection and the evaluation of springs and resources of pollution.
- Study for the detection and the evaluation of regions with a drinkable water supply problems.
- Operational Plan for a campaign for the information and sensitisation of rational uses of water resources.
- Operational Plans for the management of durable waste.
- Integrated Plan for the utilisation of agricultural, farming and urban wastes for making stewed fruits.
- Operational Plan for a campaign for the information and sensitisation of sustainable management of durable waste.
- Evaluation of the process of activities in the NATURA regions of the 3rd CSF and review of the operational plan for the new programming period.
- Research study for the constitution and operation of Environmental Centres for the information and sensitisation of the Prefectures of the Region.
- Evaluation of programmes and guidelines for the renovation of the front side of traditional buildings and of residential totalities and their update.
- Operational Plan for the Specialisation of the flexibility clause [10%] of the ESF for actions and infrastructures of social services and employment.
- Operational Plan for the formulation of business networks [clusters] with the decision and the participation of collective bodies and also of the operation of Local Pacts of Quality.
- Update of the Marketing Plan for the Tourist Promotion 2007-13 of the Region and Operational Plan for the constitution and operation of a body of tourist promotion.
- Operational Plan for the constitution and operation of a programme for the promotion of local products and a partnership of bodies for the promotion and projection in the European and international market of certified products of the region.
- Operational Plan for the multi-scientific evaluation and consultation for the formulation of plans of cooperating bodies for innovative products and cultural ecotourism paths 2010-13.
- Studies for the reconstitution of the lake Kallipeuki [Study of ecotourism development].
- Operational Plan of the General Secretariat of the region of Thessaly for the effective development of funding of the Regional Operational Plan of Thessaly

and programmes of “digital convergence”, “Politia”, “Improvement of the administrative capacities of the Public Administration”.

- Localisation of the sectors of development and of a regional character works of public interest through partnerships of the public and private sector.
- Development and operation of 4 libraries-models – one per prefecture – in the education and in the culture at regional level.
- Integrated Programmes of the urban space of the Region.
- Operational Plan for the utilisation of the good practices of the 3rd CSF in the Regional Operational Plan of Thessaly and during the 4th programming period 2007-13 after the conference of good practices in the beginning of 2008

Funding

The final process is not known yet while the Operational Plan is still in a dialogue process. However, until now it has operated as follows:

- Application of the Local Operational Plan.
- Open dialogue with the Managing Authority and its external experts.
- Approval at regional level.
- Approval at the level of Central Administration.

The period of time that is usually provided lasts at least 6 months.

8.6 Proposed neighbourhoods for the URBAMECO Fast Track

Nea Ionia proposes four different neighbourhoods for the URBAMECO Fast Track. These are

- the Xirokampos neighbourhood,
- the Aliveri neighbourhood,
- the Neo Delta neighbourhood and
- the Prosfygika neighbourhood.

All presented areas show a significant problem of deprivation but they do also possess certain potentials that need to be developed in the integrated renewal process of neighbourhoods. The problems of these neighbourhoods already exist for several decades.

In all of these neighbourhoods one can find a lot of council housing together with some private housing. An important characteristic of the chosen areas is their multicultural composition. Various waves of immigrants have come to these areas over the last decades – also a large Roma community - whereas in recent years there was a strong wave of immigration from the Balkan states.

The four chosen neighbourhoods are very close to each other and will therefore influence each other in their development as well.

8.6.1 Xirokampos

This neighbourhood is situated at the north east borders of the city and covers a size of approximately 112,000 square metres.

Statistical data

According to the research of DOKP, the Municipal Organisation for Social Intervention and Health, the households of the area live mainly in apartments for working population, which usually consist of two or three rooms. This area is the second most densely populated area of the city concerning the houses of one room. The appearance of houses with four rooms and more is also low. In reality the situation might even be worse as a large percentage of the people do not possess any sort of contract [ownership or rent] but makes use of the space through an informal rental agreement with relatives. 88% of the houses in this area do only have one room.

In terms of infrastructural facilities, this neighbourhood possesses

- some school buildings,
- a public economic service and
- a day-nursery station.

3.2% of this neighbourhood's residents suffer from some sort of disability compared to 2.5% in the rest of the city, and there are 0.5% immigrants living in the area with the average in the entire city being 1.6%. To this figure, 0.6% Greek repatriates need to be added - the average in Nea Ionia is 1.5%.



Problems

The most important problem in this neighbourhood is the very high unemployment rate combined with a high rate of delinquency. It is a deprived area because of the low standard of the buildings, the low rate of representativeness of the inhabitants and the lack of social cohesion.

According to the research of DOKPY, many of the inhabitants declared a lack longterm of stable employment whereas 31% reported unemployment in the previous year [2002]. The average in the whole city is 19%.

The reasons of the unemployment are attributed

- for 28% to the lack of work posts [the average in the city was 11%],
- for 4% to a recent dismissal [the average in the whole city was 2.5%] and
- for 7% to the increased needs for the care of the children [the average in all the city was 5%].

Those inhabitants who were unemployed had visited at least once the Greek Manpower Employment Organisation [OAED] and had issued an unemployment card.

However, the unemployment pattern in the internal of the family seems to seriously burden this particular area since at a percentage of 42% it concerns adult members of the household.

At the same time, the lowest percentage of families with only one member unemployed occurs in this area. That means that the unemployment situation in this case seems to be polarised in two groups [employed-unemployed] creating a significant differentiation in the level of the income of those who possess a work post in comparison to those who do not, generating conditions of an absolute poverty for the latter ones. The young unemployed members of families usually stay at home with their parents more often than in other areas of the city.

Research also shows that those inhabitants in the neighbourhood who are employed declared some kind of paid-employment [26%]. Relevant answers were received also for the sort of insurance coverage. For the implementation of supporting services to the people of the area, the percentage of those who declare to be in poverty or who do not have an insurance coverage at all, is very relevant. This percentage is 11% in this neighbourhood - compared to a city-wide average of 4.7%.

In the sample nobody declared self-employment, while the percentage of those who did not "dare" to declare that they occupied in some sort of undeclared job was twice as high as the average of the entire city [2% in the area of Xirokampos, 1.2% the average in the entire city].

According to the research of DOKPY the area seems to gather the lowest incomes. Half of the inhabitants who participated in the research declare a zero-income, while the picture is better in the income class of 1,000 – 4,000 Euros per year [25% of this income category] the tendency is being kept and in the next income category of 4,000

– 10,000 Euros per year [25% and 24% respectively] and is being reduced sharply in the income categories of above 10,000 Euros per year [15% of this income category]. In comparison with the city-wide average, the largest concentration of income is shown in the income category of 4,000 € -10,000 € per year [49% against the average 40% of the whole city].

8.6.2 Aliveri

This neighbourhood lies at the northern borders of the city and covers a size of about 200,000 square metres. It is mostly occupied by a large Roma community. The settlement has developed informally and does not seem like a typical settlement one would expect in Europe. The houses are in the majority built informally and sometimes very huge. The interior is often not used as a normal living space but as a warehouse for carpets and other goods. Some of the houses are very simple constructions.

Statistical Data

Aliveri has got approximately 2,000 inhabitants of whom 85% are Romas - these figures relate to the actual settlement plus a neighbouring one. In terms of infrastructural facilities one can find there

- a Social-Medical ROM Centre,
- a public school, a private school,
- a centre for persons suffering from autism and
- some vocational training facilities.

Problems

The main problem in this area is the fact that there is a high concentration of Roma population giving this area the atmosphere and the stigma of a ghetto. The average income level is also very low.

The city runs a provisional medical-social centre there. The city does not intend to build permanent infrastructural facilities here as it is hoped that after a while the inhabitants will use the regular facilities in the city.

Another problem of the neighbourhood results from the fact that the majority of the inhabitants do 6-8 months of travelling every year. This means for example that it is hardly possible to get the children into normal schools.

8.6.3 Neo Delta

This neighbourhood is a de-industrialized area that recently was adopted by the town planning. The area was a former commercial terminal of the railroads which was given up. It is situated at the western borders of the city with a size of approximately 355,000 square metres.

Statistical Data

The infrastructure consists of athletic infrastructures, school buildings and a factory of metal construction.

Problems

The railroad area divides the neighbourhood into two parts. It is not really accessible.



8.6.4 Prosfygika

The Prosfygika neighbourhood lies in the historical centre of the city and covers a size of 184,400 square metres. Here, the first refugees coming to the city have built their homes in a very narrow and compact system of roads. Most of the simple buildings are one floor houses with an average ground size of 24 square metres only.

The whole neighbourhood still seems to base on this historic settlement pattern although a lot of houses have been enlarged over the years.

There are still some of the originally immigrated people or their children living in the area. A lot of buildings are in a bad condition but in general the neighbourhood does not seem run-down but busily and densely used. The objective here is to create more free space in this highly densified neighbourhood.

Statistical Data

3,265 inhabitants live in this neighbourhood which has a rather multi-cultural composition that consists of refugees from Asia-Minor, immigrants, Romas and low-income inhabitants. 18.2% of the population is younger than 15 years, 40.2% are between 15 and 45 years old, nearly 30% are 45-65 and 11.8% are older than 65 years.

The unemployment rate is 5.9%. The employment without salary that is normally family businesses makes nearly 20% of the working population. Most of the working people in the neighbourhood work in the family business sec-

tor and in the third sector. A high number of retired is also living in Prosfygika.

The neighbourhood possesses approximately 1,800 houses of which 440 are currently not used and about 200 of other use than housing. The infrastructure offers the city hall, public sector's services and spaces for leisure activities.

Existing planning activities in this neighbourhood

Within the Urban I Programme, various facilities have been established in this area, especially in the social sector. Among these projects, there has been an information and counseling centre for unemployed people and an institution to take care of children. The municipality is still active in this neighbourhood. They buy some of the area's houses in order to demolish them and create new free space or to implement other projects, like a computing centre for the municipality.

As a summary the following table shows the SWOT analysis of the chosen neighbourhoods in the Urbact network:

8.7 Problems and topics addressed by the Local Action Plan

In general, it is important to gain more cooperation within all these neighbourhoods. Especially the cooperation with the municipal housing society need to be improved. In addition, it is urgently necessary to activate more private capital for the regeneration processes in these areas.

In *Xirokampos*, the municipality wants to address the problem of

- the high rate of unemployment,
- the low level of specialisation,
- the high rate of delinquency,
- the lack in free spaces,
- the insufficient identity of the area and
- the low rate of participation of inhabitants in collective activities and
- their lack of confidence in public policies.

Possible activities can be the development of skills, support for small enterprises and investment in buildings as well as in open space and housing environment.

In *Aliveri*, the local authorities want to address problems like

- the high rate of illiteracy,
- sole occupation in 1 or 2 vocational categories that are being characterised by unregistered jobs,
- lack in social insurance, etc.;
- unauthorised building;

- environmental problems;
- delinquency and insufficient police presence and
- the fact of being more or less a ghetto for the city because of the high concentration of Roma population.

It will be equally important to change the inhabitants' attitude towards participation by implementing strategies and activities that can help to establish a new trust in public policies.

Activities implemented here might include

- enhancing the rate of literacy,
- helping with professions' reorientation,
- counselling support actions,
- the creation of a linear park,
- creating local councils of delinquency prevention,
- the participation of inhabitants in the design and implementation of activities and finally
- various urban planning arrangements and interventions.

In **Neo Delta**, the problems that have to be addressed are

- the division of the area by the railway line;
- the exposure to the old factories' installations;
- the insufficient identity of the area;
- the insufficiency in the available sources;
- again the low rate of participation in the implementation of actions in the neighbourhood and
- the lack of trust in policies.

Activities for a sustainable development of this neighbourhood might deal with

- the removal of the rolling stock and of the transshipment spaces,
- the utilisation of the building reserve,
- the coordination and increase of the available efficiency of sources,
- the participation in concrete activities in the community and finally again
- urban planning arrangements and interventions.

In **Prosfygika**, the historic centre of the city, the municipality has to deal with

- abandoned houses;
- a lack of open space;
- a lack of parking areas,
- an increased number of immigrants with a loose relationship to the area,
- the existence of an army camp and finally as in the

other neighbourhoods

- the question of participation in planning processes.

Important actions in this site are

- the creation of an area's identity,
- the protection from unauthorised constructions;
- the acquisition of old abandoned houses,
- the embellishment of the buildings and their appearances,
- initiation of street labelling,
- the creation of a pedestrian precinct,
- the installation of circulatory arrangements,
- the participation in activities in the local community and finally
- urban planning arrangements and interventions.

8.8 Desired outputs of the Local Action Plan

One of the desired outputs is to establish a confidential climate for the inhabitants towards the implemented policies. It is vital to activate the population for an active participation in the design and later implementation of the Local Action Plans as well as in the development of solutions in the field of the crime prevention in the different neighbourhoods.

Another output can be the regeneration of the residential web and the improvement of the vocational skills. It is furthermore important as an output to establish a favourable climate for the creation of new enterprises.



The municipality of Nea Ionia wants to establish a new way of communication and cooperation between all rel-

evant stakeholders which is missing completely at the moment. They hope that the URBAMECO network can act as a strong incentive for such a new local culture of cooperation.

First positive effects are already visible caused by the Intake Visit in October. For the preparation of that meeting, a first exchange between different stakeholders has been organised that revealed already a lot of actions that were run in parallel until now without using any potential for cooperation or the creation of synergies.

8.9 The current status of regeneration processes

Tasks/stages already completed

- Mapping of the areas' problems
- Social Supporting Services' Office
- Social and Medical Centre for the Roma population
- Events' hall
- Improvements of public space
- New infrastructural facilities
- Acquisition of land
- Provision of housing loans for the residents of the area [Roma]
- Project's inclusion in the financing of 'Thiseas' programme
- Preparational studies
- Purchase of buildings by the local authorities
- Community Initiative URBAN I
- Integrated Urban Interventions of the 3rd Community Support Framework

Tasks and stages yet to be completed

- Establishment of open-dialogue forums
- Updating of the existent data of the area
- Coordination of activities
- Residents' participation
- Targeted support for new forms of employment
- Adults education
- Updating of the Operational Plan
- Mapping of the area's problems
- Open-dialogue and plan's preparation activities
- Changes in the use of land
- Management of financial tools
- Designation of the area
- Improvements of local identity
- Stakeholders' participation in the open-dialogue procedures.

Problems and limitations of earlier regeneration initiatives

The main problem is still the lack of participation and resources. Some problems occurred because of poor initial planning and the change of facts that were needed for this planning phase. Another constraint is the disbelief of the residents in the policies. The lack of coordination in terms of residential actions and the intervention policy led to unfinished actions.

8.10 Elements to share with the other network partners

The most important topics for an exchange with the partners concern topics like consultation, integrated planning, evaluation tools, indicators and the mutual transfer of know-how and good practices.

URBAMECO is not a project but a network. It deals with new ways for the local authorities and partners to solve problems. The way URBAMECO sees and treats the topic is very innovative and can have a wide impact and benefit. The Managing Authority is expecting from URBAMECO progress with regard to the existing experiences in this field.

To sum this up, the four chosen neighbourhoods will not be the main focus of exchange and learning, but the elements in which the municipality of Nea Ionia wants to improve their knowledge. These elements are communication, cooperation, participation and integrated long-term planning.

Within this field, the partners from Nea Ionia want to learn from the other partners how to develop integrated urban development concepts. They also want to learn concrete ways to activate inhabitants in order to participate as active partners. What are good practice examples in this context to learn from? This can include the collection of examples in whole Europe and exchange visits to learn from those projects. What is also important and needs more information is the way how to establish a good monitoring system.

A very special topic that can be shared with the other partners is the special situation of the Roma population.





9. The City of Pila, Poland

9.1 General Information

The City of Pila is the regional capital and the biggest and most important city in the North of the Wielkopolska subregion with approximately 74,500 inhabitants. The Gwda River is passing through the city creating an island in the centre that is a favourite spot for romantic walks and concerts.

Pila is a dynamically developing town and in that way the economic and cultural centre of the Northern Wielkopolska region, which is one of the naturally clearest areas in Poland, surrounded by eight lakes and various forests.

The City of Pila got its civic rights in 1513. 1945, at the end of the World War II, 80% of the city's area was destroyed. This end of the war also returned Pila to Poland after 173 years. In 1956, the municipality began with the city's reconstruction.

In the years 1975 -1998 Pila became the capital of a newly established Voivodeship. Since 1999, the town is the capital of the Land district. The city's structure changed fundamentally because of the pull-out of the military units, the liquidation of the military airport and the migration caused by these fundamental changes in the function of the city. Today, Pila is characterised by huge post-military areas with a surface of more than 650 ha.

The local authorities developed a revitalisation programme in order to realise new housing projects and new cultural and educational facilities on the former military areas. Most of the post-military areas are at risk of deprivation.

Demographic structure

It is estimated that from the 74,500 inhabitants of Pila nearly 10,000 are former members of the military service who remained in the city. The current age structure of the local population is as follows:

- Before production age: 19.9%
- Production age: 66.8%
- Post production age: 13.3%

Economic structure

The economic factors that have been the driving forces of city development were the large railway junctions, services connected to the railway transport, military units and the military airport. This branch employed most of the local people like engineers, soldiers and workers who lived in Pila. As a result of the changes in military politics of Poland the facilities in Pila were given up without any time for the city to prepare for that rapid change or to develop strategies to compensate the loss in job and economic power in the city.

The most dynamically developing branches today are in the electronic sector as well as electric and printing companies. Almost 60 companies with foreign capital are operating in the town today. The biggest employers are Philips, the Winkowski Printing House and a specialist hospital. The Philips company came about 15 years ago to Pila and reactivated an old bulb factory. By now, they employ around 5,000 people in Pila. This year they will open a logistical centre for Eastern Europe.

Pila is a regional transportation hub for both railway and individual traffic. The city is located in a very attractive area, surrounded by beautiful forests and lakes. These natural potentials make the city an interesting tourist centre.

The City of Pila is also a local academic centre with 9 colleges. There are also branches of the Academy of Economics in Poznan, Poznan Technical University and Warmilsko-Mazurski University in Olsztyn.

Approximately 4,000 students are studying there; about 1,700 are attending private schools. The scientific function is most developed in the Philips Lighting Company – there are units creating and developing very advanced technologies. The unemployment rate today, however, reaches 5.2% and the average income per capita is 653 Euros.

9.2 Specific Information

The key challenges of the city can be subdivided in different sectors. There are social, economic, environmental, physical and organisational challenges that the city has to face.



Social challenges

The abandonment of the military areas caused many problems in economic as well as social respect. A part of the military staff members left Pila with their families, but many of them went on early retirement and stayed with in town with their families. They do live now in an economically very different situation and – especially in the initial phase – were rather stigmatised and excluded in the urban society of Pila. Most of them bought their former flats, some invested in it and built fences around it. This also demonstrates a new problem that is arising recently. The left military personnel experiences a strong change of their everyday life. For many years they were very rather privileged and then found themselves in a more or less deprived and excluded situation.

Economic challenges

Before 1990, the City of Pila was the place of big military units and a large military airport. After the liquidation of those military units, the problem of managing several different deprived areas came up. The city had to face severe problems concerning the loss of population, working places and economic power. The change came suddenly so that there was no time to be prepared and to develop compensating strategies.

Physical challenges

When the military services left Pila, the city had to manage many properties within a short period of time. The local authorities finally also had to support the agencies that were originally selected to sell the military properties. Thus they became responsible for the whole technical infrastructure that was left over by the military forces. Most of the flats were sold to the tenants. The rest of the infrastructure remained at the property of the city - as an important asset for future urban development in Pila, but at the same time a tremendous challenge with regard to the necessary maintenance and investment.

Another important problem is the traffic in Pila. Two main roads are crossing the centre of the city. The objective for the future urban development is to substitute this and get the traffic out of the city centre. Therefore a new ring-road is currently built.

So, in physical respect the main challenges are:

- To develop huge properties left over by the military services - including a redundant airport very close to the city centre.
- To deal with a city centre that has been largely destroyed during World War II and now shows the typical design and structure of post-war Communist architecture.
- To find a balance between the development of large redundant sites that will host most of the growth incentives in the city, but at the same time revitalise a city centre that has a lack of contemporary urban design and central functions which would keep it alive and busy also during the evenings.
- To create housing and other facilities which are necessary to keep Pila attractive for those groups who are needed for a sustainable urban development - especially the large student community and post-graduates as a qualified work force.

Governance

The Polish government did not take care of the problems caused by the deduction of the military personnel. The local authorities became responsible for it.



The role of the county and regional authorities

The city development programme is compatible with the county and regional development programmes. Some of the projects in the deprived revitalisation areas have a sub-regional and regional importance.

The role of the Managing Authority

The role of the Managing Authority is to distribute European funds in the region and to implement the Regional Operational Programme and co-finance the different projects.

The role of national authorities

The national authorities created the National Cohesion Plan, and some guidelines for the regional authorities to make their Regional Operational Programme.

9.3 Decision-making and regulatory framework

The local authorities of Pila is situated in the City Hall. The head of the administrative level is the mayor. 24 departments are managing the city's different tasks.

The role of the municipality

The role of the municipality government and the city council is to make key decisions about the future of the former military areas. They did the Local Revitalization Programme of Post-Military Areas, which led to first city projects in those areas.

9.4 Existing strategies to promote the integrated regeneration of deprived neighbourhoods

The national level

At the national level, a National Cohesion Plan has been developed that is guiding all development.

The regional level

The Regional Operational Programme of Wielkopolska is the planning instrument at the regional level.

The city level

At the city, level there are three different relevant programmes in operation. Because of the huge amount of post military areas, the city has got a Local Revitalisation





Programme of Post Military Areas. Within this programme, the city had to develop strategies for the conversion of the massive redundant sites and to attract future private investors. In order to manage this process, the local authorities have installed a discussion forum as a basis for preparing the deprived areas for new uses.

In the initial phase, this task of preparing redundant site for new investors and functions has been accomplished by external companies, which produced a number of mistakes as they did not know the sites and the surrounding conditions very well. Therefore, this task has now been taken over by the local authorities' Town Planning Office.

In addition to this Revitalisation Programme, the local authorities of Pila have prepared a *City Development Strategy* covering the period from 2005 until 2015.

The last programme to be mentioned in this context is the *City Investment Programme*.

The neighbourhood area based level

The programmes that have been mentioned in the last part are operating on a city-wide and do not have specific elements for neighbourhood-based strategies or activities.

Therefore, area-based approaches implemented in Pila so far are only related to the post-military development sites as shown on the map on top of this page.

9.5 The Operational Programme

The Operational Programme for the region in which Pila is located has been already approved by the Commission.

The city of Pila is mentioned in this Operation Programme and has access to funding resources in order to co-finance its development projects.

Integrated neighbourhood regeneration and its link to the operational programme

Within the Regional Operational Programme, Priority IV deal with the Revitalisation of problematic areas. This is split up into

- the revitalisation of urban areas and
- the revitalisation of post-military and post-industrial areas.

Funding

In order to approve the funding competitions were executed before. Currently there have not been any calls for tender and competitions. *Expected time: first quarter 2008*

9.6 Proposed neighbourhoods for the URBAMECO Fast Track

Up to now, there are the five revitalisation areas that have been defined and dealt with in Pila which have been shown on the previous page. From this year on, there will be an additional development project in a sixth revitalisation area.

Problems

The main challenge with regard to urban regeneration in Pila and the regeneration of its deprived areas is the reactivation and functional inclusion of the former military areas into the city's context.

In the initial phase, when the local authorities suddenly became owners of these large sites, the main problem was that they were completely unknown to them - as they had previously never been allowed to enter them and there were no maps or any other basic material to undertake an analysis and development planning for these areas. Such problems have been overcome in the meantime.

Now, the challenge is to develop new concepts for the use of these areas - concepts that on the one hand can contribute to a growing attractiveness and competitiveness of the City of Pila, on the other hand are sufficiently attractive for investors to trust the designed perspectives and contribute private resources to the solution of the city's development and regeneration needs.

Statistical Data

The total size of all deprived post military areas in Pila is 650 ha. The areas mostly have no inhabitants. Only on one part of a post-military area there is a small housing area, which consists of buildings owned by the Social Housing Society that is in municipal ownership.

The infrastructural facilities and their quality on the different site are very different. Some of the areas possess basic infrastructure like water and electricity supply.

The ownership structure with regard to the housing market in the city of Pila shows that there are

- over 40% concentrated in housing cooperatives;
- 32.4% are in individual ownership and
- the municipality owns 16.7%.
- Less important are the ownerships of companies (7.6%),
- a second building society owned by the municipality (1.6%) and
- others (1.2%).

In the city, there are more than 25,000 flats which means that per 1,000 inhabitants there are 340 flats. The average size of apartments in Pila is 62.7 sqm.

During the last years this structure has been changing because the local authorities are selling their housing stock as part of a privatisation process.

Strengths & Opportunities

- Attractive location of the development sites.
- Good accessibility.
- Sub-regional and regional importance.
- A significant potential for the attractiveness and competitiveness of the whole city.

Weaknesses & Deficits

- A lack of cohesion and design in the urban space.
- Lack of a local development plan.
- Problems with investment capital

The City of Pila will contribute to the URBAMECO Fast Track with a variety of development projects and sites, all related to the topic of conversion and reactivation of redundant sites and areas. The focus of the city's interest is the planned Sports Shooting Centre, but this project will be accompanied in the exchange and cooperation process by other reactivation projects for which Pila seeks further input and advice, but at the same time can offer to the partnership solid experiences in the successful reactivation of such redundant sites.



The Military Airport

The airport area measures about 322 ha. The military forces are still the owner of this site. Currently, the former military airport is used by some sports associations like small aircrafts, air gliders, parachuters. There are also some low level commercial activities going on on this site. The runway is 2.4 km long and still in a pretty good state completed by various hangars. The airport area is touched by the new ringroad which is already completed here.



There are discussions if this site could be reactivated as a regional airport. The first problem is that this cannot be decided on the local level because it still belongs to the military forces. They are going to decide towards the end of 2007 which old military airports they give away and afterwards, also on the central government level, it will be decided which of these formerly military airports will become civil airports. The city of Pila has initial contacts with a Dutch company called „Ground Me“ that seems to be interested in the development of this project.

The new University Campus

Next to this former airport, the University of Poznan has bought 14 ha and has got the permission to build a new University Campus. For this purpose, former military buildings are going to be demolished as studies have shown that it will be cheaper to demolish the old buildings and construct new ones.

Poznan University is one of the best and most renowned universities in the country. With this new campus they want to reach students for whom Poznan is too expensive in terms of living costs. Another reason is that Pila is closer to „Triple-City“ from where Poznan University wants to attract students as well. Last year, Poznan University has started already to teach students in hired places in the city. In the future they will move them to their own premises on this newly created University Campus.

The Multifunctional Complex

On this site, the best effects of revitalisation can be demonstrated. Around 45 ha accommodate a lot of housing, partially belonging to the city, but also to many

other owners. North of the housing area there is a college [already operational] that got the former military buildings for free from the city, which bought them directly from the army. North of this college is a recreational area with a swimming pool that will be demolished because of a new water park that will be built by the city.

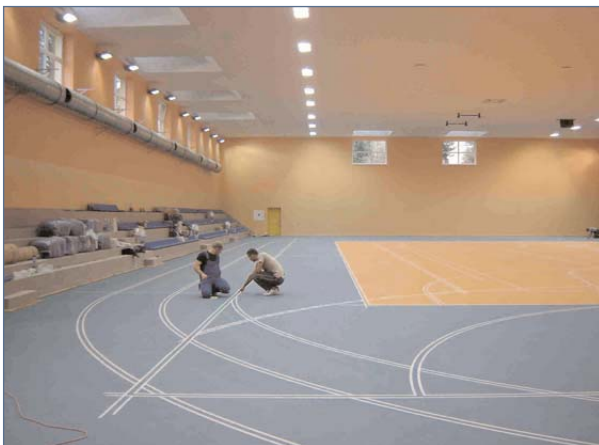


As the pictures on this side indicate, the local authorities' housing company has undertaken a very successful project of converting old military buildings into high quality modern housing by enlarging and fundamentally modernising these old buildings in a very attractive central location next to the equally successful college.

A large part of such new flats in reused military buildings are now occupied by young families. This conversion process, however, is still going on and will, at a later stage, also include the reactivation and redesign of a public square in this area.

The college that is located in the vicinity of this development is also going through a very successful development phase, turning it into a highly innovative and modern educational facility that can deliver an important contribution to the image and growth potentials of the city.

Many new and modern facilities have already become operational but there is still a large development potential on this site, partially using further redundant ex-military buildings that will gradually be converted.



The latest additions to this Campus have been new conference facilities with high standards and equipment for Internet Conferencing and a new Sports Arena of high standards that is about to be finished and opened.

Military Training Ground

On a further redundant military site, the former training grounds of the army, the local authorities intend to establish a new Shopping Centre that will also host facilities for entertainment and leisure time. The area is unique for its bunkers, very small places along the road which were used by soldiers to supervise the roads.

This site will be sold to a private investor by competition. The reason for this development is the observation that there is a lack of a really large supermarket [Hypermarket] in Pila. The consequence is that many people drive to Poznan on Saturday for shopping and Pila wants to keep those people as shoppers in the city.



The Sports Shooting Centre

The Shooting Centre that is in the focus of the city's interest for exchange and learning in the framework of the URBAMECO Fast Track Network, has been built by the people of Pila, and then was taken away from them by the army.

That is one of the reasons why it is important for the local people to get it back and reactivate it as a modern facility that can be used by everybody. It has always been partially a center for sports shooting and partially a centre for hunters. The size of this area is more than 61 ha.

The interest of the City of Pila in the framework of this project is not a mere reactivation of a Sports Shooting Centre. It is much more the idea to identify potentials and ways to make this development site contribute to the growth and attractiveness of the city.

Therefore, ways are to be developed how such a centre can attract people on a national and international level - if possible by adding training facilities and other attractive and competitive offers for Sports Shooting as well as hunting that create reasons for these target groups to visit Pila and stay here for more than just a short visit.

There is also one part on this site which can be sold for private housing which might generate income that is needed for resourcing the development of this site.

A Land Use Plan is currently prepared for this area but the upcoming costs are still unclear; it is estimated that this will be 1.5 million Euro.



9.7 Problems and topics addressed by the Local Action Plan

The problems that are supposed to be addressed by the Local Action Plan deal with the identification of investment types, cost evaluation and studies on particular parts of the above mentioned areas.

9.8 Desired outputs of the Local Action Plan

Pila expects different outputs and impacts with regard to its post-military areas. One focus will be on the revitalisation project "Sport Shooting Centre". The most important expected outputs and impacts for all of the post-military areas are:

- Reuse of these areas for local, sub-regional and regional functions.
- Creation of new jobs
- Creation of new social functions: business, services, educational, tourism, recreation, culture.
- Protection of the natural environment.
- Development of new housing
- Improvement of the quality of life for and with the local community.
- Increase of public safety.
- Improvement of the city image

9.9 Current status of regeneration processes

Tasks/stages already completed

The investment is already covered in the City Investment Plan and the Local Revitalisation Programme of Post-

Military Areas in Pila. The local authorities are now in the phase of selecting the expert, who will make the technical documentation for the project.

Tasks/stages yet to be completed

For the further development of the „Sport Shooting Centre“, detailed planning and especially a Feasibility Study need to be carried out to identify economic potentials and perspectives for this project.



9.10 Elements to share with the other network partners

The local authorities of Pila are interested in an exchange with regard to the challenges linked to the integrated regeneration of deprived urban areas.

A good and well-structured and managed cooperation with the URBAMECO-partners should allow for processes of mutual learning and support.

Such knowledge and exchange of experiences is required to help raise the qualifications in the municipality. It is expected that such exchange activities will lead to more efficiency in terms of revitalisation activities because mistakes might be reduced and risks avoided.

The City of Pila can offer to the partners good experiences in the reactivation and development of redundant sites.

A task for which the local authorities from Pila need input and guidance is the question how local communities can be activated and integrated into such development projects and how sustainable structures for local participation can be established.

A further interest that Pila shares with several other network partners is to learn more about financial instruments and tools for regeneration.

A more long-term benefit of Pila's participation in this Fast Track Network should be its lasting integration in European networks and exchange activities.



10. The city of Wrocław, Poland

10.1 General information

Wrocław, the seat of Lower Silesian province authorities, is also capital city for the greater region of Lower Silesia. The spatial distribution among Polish provinces shows Wrocław in the zone of increased population density. The total population size is 634,200 people which makes up 22% of the total population of the province that is home for approximately three million people.

The millenium-old city of Wrocław has a rich European heritage. Several times it changed the national allegiance – it kept developing under the rule of Piast dynasty, Bohemian kings, the Habsburgs. It also used to be a city on Germany's Eastern part. In 1945, it started to build its position as one of the majors Polish agglomerations.

The modern transformation of Wrocław expresses itself not only in financial respect, but also in the mental awareness of its inhabitants. They develop a feeling of identity with the city which is becoming a meeting place for visitors from around the world and a venue for international economic and cultural events.

The city disposes of a good network of national and international transport services. It is situated on the '3rd European transport corridor' but still needs a lot of roads [most of them still being in poor condition] and especially motorways to be constructed.

In addition, the city has an International Airport offering flights to the following destinations: London, Frankfurt am Main, Munich, Copenhagen, Stockholm, Oslo, Rome, Milan, Cologne, Glasgow, Dublin, Cork and Warsaw.

Wrocław, as a regional capital, is an important centre of economy as well as culture, science and tourism and it is a driving force behind the development of Lower Silesia.

Demographic structure of the city

Compared to December 2006, the population decreased by 470 people. The migration balance is –83 and the population growth per 1000 inhabitants is -2.5.

Wrocław is a very young and dynamic city which is shown in the following figures representing the age structure of the local population:

- 14.9% of the population are in the pre-productive age,
- 67% in the productive age and
- 18.1% in the post-productive age,
- 53.2% of the total population in Wrocław are women.

With regard to the loss of people mentioned above it needs to be explained that this loss is mainly created by better-off inhabitants who move to local authorities in the surrounding of Wrocław where the prices for land and houses are lower - so, this does not indicate as in many other Eastern European cities a loss of population to other countries or cities.

Economic structure

Wrocław as the capital of Lower Silesia influences the entire region. The closeness of the national border encourages economic exchange with other EU countries. Wrocław has a very long tradition in trade and commercial routes which creates an important starting point for a new sustainable development strategy that is pursued by the city in cooperation with other European cities.

As far as investment in general is concerned, the City of Wrocław can be regarded as saturated. Therefore, the local authorities now want to attract mainly investors that set up R&D-Centres for innovation and technology to strengthen that part of the local labour market and economy and makes it more sustainable and resistant against economic crises. Such a development is also necessary to make sure that the city is not left behind in development when the „cheap labour“ migrates further towards the East.

Science plays an equally important role for the development of Wrocław which is underlined by the fact that more than 20 universities and university schools [University of Wrocław, University of Technology or University of Economy] are operating in the city and help to attract investors and economic growth.

Another important reason for Wrocław's attractiveness for investors is the nearby airport. This all resulted in a huge decrease in the employment rates over the last years.

The current employment structure per sector of the economy shows the following picture:

Public sector:

- Industry: 55.2%
- Transport, warehouse management and communications: 19.7%
- Real estate and corporate management: 7.2%
- Construction: 4%
- Other branches: 13.9%

Private sector:

- Industry: 26.4%
- Transport, warehouse management and communications: 3.5%
- Real estate and corporate management: 30.2%
- Construction: 7%
- Trade and repairs: 25.7%
- Hotels and restaurants: 6%



Wrocław today has a very strong position in the computer services market. Recent years have seen a dynamic growth of the motor industry. Among the businesses located here are

- motor companies [Volvo, Wabco] and
- white goods producers [Whirlpool, Fagor, Electrolux],
- R&D and service centres [Siemens, Capgemini, Hewlett-Packard, Macopharma].

That is why the unemployment rate is comparably low with 6.35% and the income per capita has grown to 8,500 Euros over the last years. As of 30 June 2007, the number of people employed in Wrocław has been 154,400 people, with 139,400 people being employed in the private sector; that is 90.2% of all people being employed in Wrocław. The growth of employment compared to 2006 has been realised in the following sectors:

- Transport, warehouse management and communications: 17.5%;
- Hotels and restaurants: 9.8%
- Trade and repairs: 9.4%

Minor job losses have been noted in the power, gas and water production and supply sector [1.5%].

10.2 Specific Information

Social challenges

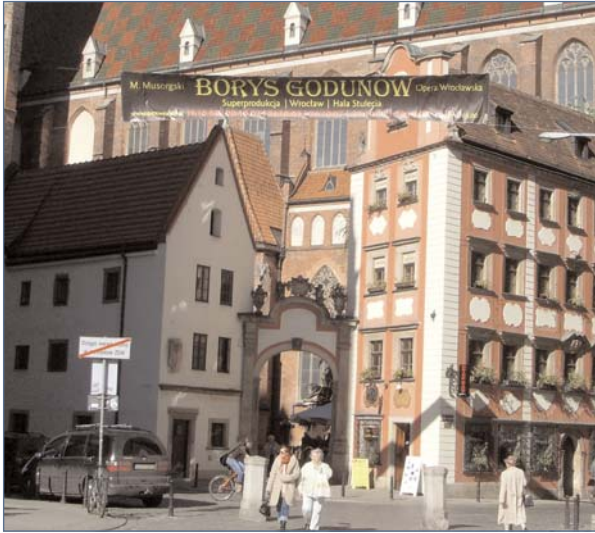
The most important challenge in social respect is to take actions social pathologies by providing premises and infrastructure for cultural and educational activities in disadvantaged urban neighbourhoods, by raising the qualifications of socially excluded inhabitants, by ensuring equal educational opportunities for all citizens and by creating safety and crime prevention zones in urban neighbourhoods exposed to social pathologies.

Economic challenges

The economic challenges mainly consist of support for sustainable investment, widely-understood support for new forms of economic activities generating new jobs and of the targeted activities against long-term unemployment. Prevention of emigration was considerably more intense in recent years but still needs to be observed and avoided.

Environmental challenges

The most important challenge here is the reparation or reconstruction of sewage networks and other facilities, in particular to protect the environment in the neglected urban neighbourhoods.



Physical challenges

The physical challenges mainly are to improve the functionality of the motor and pedestrian traffic systems and the quality and design of public space in the revitalisation areas, to renovate residential tenement houses and to regenerate and develop empty public space. Furthermore, preservation renovation of façades and roofs of buildings with architectural value and historic importance remains an important task. It is important to keep in mind that all physical regeneration initiatives should always be used to create additional training and employment opportunities for local people.

With regard to strategies to keep better-off families within the city boundaries of Wrocław, there is still sufficient land to construct housing for such people and families. The problem in the past has been that developers have developed the new housing areas and they have built what they wanted, not always offering homes for the target groups the city is interested in. The City of Wrocław did not take influence on what kind of housing has been realised and offered there. Now, the city is going to plan new neighbourhoods and the developers then will have to build what the city has proposed and designed to be built there, so that the city is starting to take an active influence on the target groups that are provided with housing opportunities in the city.

Governance

The organisational challenges in the City of Wrocław relate to a necessary simplification and reduction of procedures related to investment delivery and to the need to establish more efficient decision-making structures. With regard to the support for investors, the city has already created an interdisciplinary support team.

The most important obstacle towards integrated urban project delivery is a complete lack of tradition and experiences with local partnerships and structured cooperation, not only between the private and public sector, but also between departments of the local authorities.

10.3 Decision-making and regulatory framework

The administrative system of the municipality is led by the Mayor: The municipal administration is organised in the following units:

- Departments [7];
- Divisions [20] / Offices [17];
- Units;
- Sections;
- Teams;
- Independent jobs.

The municipality's organisational structure comprises the following organizational units:

- Department of the Mayor, including: Office of the Mayor
- Security and Crisis Management Division
- Ownership Supervision Office
- Wrocław City Council Office
- Consumer Ombudsman's Office
- Foreign Relations Office
- City Promotion Office
- Internal Audit Team.

The General Services and Administration Department, includes the following elements:

- Organisation, Legal and Human Resources Division
- Municipality Service Division
- IT Division
- Citizen Affairs Division
- Public Procurement Division
- Control Office
- Registry Office.

The Public Finance Department includes:

- Taxes and Charges Division
- Budget Division



- Finance Division
- Accounting Division

The Health and Welfare Department includes:

- Education Division
- Health Division
- Cultural Division
- Sports, Tourism and Recreation Office
- Office for Co-operation with Non-Governmental Organizations
- EURO 2012 Office.

The Infrastructure and Economy Department, hosts:

- Urban Engineering Division
- Cohesion Fund Office
- Economic Development Office
- European Funds Management Office

The role of county and regional authorities

The European Commission approved the Regional Operational Programme for the Lower Silesian Voivodship for 2007-2013. In accordance with Article 63(1) of the Council regulation no. 1083/2006, a member state, in agreement with the managing authority, will appoint the Monitoring Committee within three months after having been informed of the decision concerning the approval of the Operational Programme.

The role of the Managing Authority

Their role is the management and implementation of the Regional Operational Programme for Lower Silesia region. It is resident in the Marshall's Office.

The role of national authorities

The national authority is represented in this policy field by the Ministry of Regional Development which develops the guidelines for the ROP.



The Real Estate Department includes:

- Municipal and Treasury Property Division
- Real Estate Purchase and Sales Division
- Residential Property Division
- Environmental Protection and Agriculture Division
- Transport Division
- Interdivisional Projects Team

The Architecture and Development Department contains :

- Architecture and Building Division
- Wrocław Development Office
- Municipal Historic Preservation Office
- Municipal Land Survey Office

The role of the municipality

Wrocław Municipal Council, on 8th of December, adopted a Resolution no. XLIV/2969/05 to approve the Wrocław Local Revitalisation Programme for 2004-2006 and 2007-2013.

10.4 Existing strategies to promote the integrated regeneration of deprived neighbourhoods

The national level

On 29 November 2006, the Council of Ministers adopted the National Development Strategy for 2007-2015 [NDS]. The NDS is the basic strategic document defining objectives and priorities for socio-economic growth in Poland and conditions which should guarantee such a growth. The strategy sets objectives and identifies areas deemed to be critical to achieve these objectives, on which the activities of the state will be focused. It also covers the key trends in global economic growth and objectives set by the European Union in the Lisbon Strategy. The NDS prioritises the actions to be taken by the government between 2007-2015 to deliver Poland's vision.

The regional level

On the regional level, there are different strategies like the "2020 Development Strategy" for the Lower Silesian Voivodship adopted by the resolution of the Lower



Silesian Voivodship Parliament no. XLVIII/649/2005 on 30 November 2005, the "Regional Operational Programme for Lower Silesian voivodship for 2007-2013" and the "Renovation of degraded urban areas in Lower Silesia ["Towns"], Priority 9". The main objective of this priority axis is to prevent marginalisation of urban areas in the Lower Silesian Voivodship where negative social and economic trends aggravate and the physical condition of the space keeps downgrading.

The city level

On the city level, Wrocław implements the „100-Tenement-Houses“ programme to support the restoration of listed buildings in the city. This funding scheme supports the renovation of listed buildings with up to 80% of the costs, but can only be provided to owners of listed buildings, not to the owners of all the buildings which have been constructed under the Communist Regime after World War II. If the city is entirely in the property of a house, the entire investment is financed by the city, if it is totally or partially in private property, the city gives a proportion of the renovation costs.

A few years ago, the local authorities created a special unit that provides assistance to big investors. This unit is currently transformed into an independent company called the Development Agency for Wrocław Agglomeration. The agency has excellent experiences in attracting investors to the city and the other local authorities in the Wrocław agglomeration.

Another focus of current local activities is the EURO 2012 championship where Wrocław is one of the hosting cities which can be used as a strategy to renovate certain parts of the city. There is no additional funding for its preparation, but a special team for this task has been created in the local authority's administration.

Other relevant local strategies are the "Wrocław in 2020 Plus Perspective Strategy" which was adopted by the Resolution of Wrocław Municipal Council on 6 July 2006 and the „Wrocław Local Revitalisation Programme for

2004-2006 and 2007-2013" adopted on 8 December 2005. This strategy covers the following 12 thematic areas:

- Residential tenement houses
- Small-town development areas
- Multifunctional city centre areas
- Former village areas
- Parks and cemeteries
- Pre-war housing estates
- Engineering facilities
- Complexes of public utility buildings: schools of higher education, hospitals, schools, sacred buildings
- Leisure and sports centres
- Areas or blocks of flats
- Industrial and post-industrial areas
- Former military and police areas for which the potential beneficiaries may submit revitalisation projects.

This Local Revitalisation Programme is open and will be updated on a regular basis with further projects submitted by the beneficiaries.

The neighbourhood and area based level

On the neighbourhood level, the local authorities apply a strategy that is called "Entrepreneurship as an alternative to exclusion". It deals with the integrated revitalisation of the former Oder Suburb and a route connecting Wrocław's historic centre with the multimodal traffic node. The main goal of this comprehensive revitalisation



is lasting renovation and prevention of marginalisation of several degraded streets in the area of the former Oder Suburb and transforming them into attractive tourist and economic centres. This route is important because the downtown buildings here are from the 19th/20th century, belonging to Wrocław's cultural heritage.

10.5 The Operational Programme

The Regional Operational Programme for the Lower Silesian Voivodship that allows co-financing for revitalisation projects has been approved by the European Commission.

Wroclaw is the only town mentioned specifically in the Lower Silesian ROP under Priority 9: Towns [Renovation of degraded urban areas in Lower Silesia]. Wroclaw has been allocated 9.45% of EFRR funds for this priority.

Integrated neighbourhood regeneration and its link to the operational programme

Under Priority 9 of the Regional Operational Programme [RPO], support for Local Revitalisation Programmes will be granted. These will be integrated programmes aimed at a sustainable regeneration of disadvantaged areas in major Lower Silesian towns. Under the Local Revitalisation Programme [LRP], projects will be supported that cover project types mentioned in the priorities

- Information Society;
- Transport [excluding purchase of municipal transport fleet];
- Environment and ecological Safety;
- Energy;
- Tourism and culture;
- Education;
- Small investments improving the functionality of public spaces;
- Support for infrastructural facilities by institutions and organizations performing key social functions for the local community of the supported area.

Also projects in residential construction will be supported.

Funding

The approval for co-financing of a project under the Lower Silesian ROP will be preceded by a bid extended by a preliminary negotiations stage of Local Revitalisation Programmes developed by individual communes local authorities according to regulations set out by the ROP and basically identical for all submitted projects. The bid will be announced on date chosen by the ROP's Managing Authority [i.e. Voivodship (Regional) Authorities]. Information on oncoming bids will be communicated publicly.

The agreement on granting support for the project(s) that won the bid will be signed by two Voivodship Authorities' members or one Voivodship Authorities' member and an authorised representative.

The final decision on financing a project will be made by the Lower Silesian Voivodship Authorities.

10.6 Proposed neighbourhood for the URBAMECO Fast Track

The target area for the URBAMECO-initiative is a deprived area that is located between the inner city's historic market place and the second largest railway station in Wroclaw. The main street linking the city centre with this old station building currently is very unattractive.

The context for this project is the EURO 2012 Football Championship when many tourists and football fans are expected who should then be able to use this newly created attractive link from the station to the touristic highlights in the city centre.

The station at one end of this street is the second largest in Wroclaw, but in its transport function it is more important as it is one of the integrated „transport hubs“ of Wroclaw where the railway line meets the tram system and a bus station. The place in front of the station is currently completely redesigned [see photo on the last page] and is expected to be ready next year. The old station building itself is not yet modernised as it is owned by the Polish Railway Company. So far, a contact with this company to organise a cooperation and a modernisation of this building has not yet been established by the local authorities.

The objective for the integrated revitalisation of this target area is to create an attractive link between the station and the historic city centre, not only in the form of an attractive street, but of a lively area in several respects.

This includes a physical, economic, social and environmental development of this neighbourhood. With regard to the economic development of the area, the objective is to support entrepreneurship on a small-scale basis, e.g. with incubator units for business starters and economic information points which could help to activate the local community.





tend to create real ghettos, but still concentrate in certain areas. Their children attend primary schools and speak Polish so that the problems of this group are not as severe as in other European countries. different from problems, e.g. in the Czech Republic.

With regard to the housing stock in the area, there are

- 11,109 flats owned by housing cooperatives,
- 20,621 flats owned by communes,
- 476 flats owned by the Treasury,
- 437 flats in corporate ownership and
- 110 in other forms of ownership.

Problems

An important problem of the target area is that the unemployment rate is very high and the average income level of the local population is very low. Also the provision with infrastructural facilities is very poor compared to the rest of the city.

The housing blocks in the area tend to be very wide [see picture below], offering large semi-public space that in most cases is very run down and of poor quality, often used as wild parking space. The local authorities want to activate this interior space in housing blocks for economic activities, including restaurants, cafes etc.

This would need to be done in a rather careful way to avoid too much noise for local residents and to also leave some parts of this interior space for equally urgently needed green spaces, playgrounds etc.

One of the problems linked to the realisation of the above mentioned objectives is that there is a very high amount of cars in the area currently - occupying most of the space in the streets and the interior parts of the housing blocks.

The main street between the historic market and the station, which is to be developed into an attractive boulevard,

One objective in this context is that groundfloor apartments along this main road should not remain apartments, but should be converted into shops in order to increase the level of economic activities in the area and the attractiveness of the street. This means, unlike in other cities of the URBAMECO Fast Track, that the main objective of the Local Action Plan will not be the development of large scale economic opportunities, but small scale-activities that fit into the area as it is one of the objectives in the City of Lodz. Nevertheless, the identification and development of these opportunities will be based on an analysis of potentials in the city and the region.

Statistical Data

The target area of this Local Action Plan covers an area of 16 square kilometres and has a population of 131,576 inhabitants. The ethnic structure consists of

- 126,478 Polish people;
- 758 from foreign origin and
- 4,340 people with unknown origin.

The age structure shows a population of

- 22,476 people in the pre-productive age,
- 86,675 people in the productive age and
- 22,325 people in the post-productive age.

The area has a large Roma population, the largest Roma community in Wroclaw. The members of this community are fairly integrated in the urban society and do not





ward, currently is completely full with parked cars and a tram line passing in the middle. It seems necessary that, if an attractive boulevard is to be created, there will be a need to take the car traffic out of this street, create space for street cafes and leave it open only for the tram and pedestrians. This would obviously mean to create somewhere else parking space to compensate for that loss.

Strengths & Opportunities of the Target Area

- a central and convenient location;
- good transport connections;
- historic buildings and objects;
- close to the historic city centre
- a large public park that has already been modernised to very good standards [see picture above].

Weaknesses & Deficits

- a high degree of poverty and socio-economic exclusion;
- negative demographic trends;
- poor education level of the local residents
- clear qualifications deficits and
- a high rate of early school-leavers;
- a particularly high degree of environmental degradation;
- a low rate of business activities;
- a high number of ethnic and minority groups at risk of exclusion;
- low value of residential housing resources;
- poor energy efficiency of buildings;
- a large school building in a very poor design quality at the main street.

Existing planning activities in the neighbourhood

Certain issues related to environmental improvements have been dealt with [e.g. a large public park has been

redesigned and developed to high standards] – but social and economic issues have not yet been tackled. In the area, 19th century housing is predominant, most of it is owned by „cooperatives“. That means that the owners of flats in one building are being put together as one cooperative per building. In some cases, the city is also an owner in such cooperatives or still owner of entire buildings.

10.7 Problems and topics addressed by the Local Action Plan

In general, different ways to address the relevant topics in the Local Action Plan could be implemented. The City of Wrocław divides its Integrated Urban Development Programme for the area in three possible levels that can be implemented.

- The first alternative could be the MINIMUM programme which means that the city will implement the Local Action Plan and a trade development strategy for the commercial, service and tourist route plus all actions that may be co-financed under ROP [socio-economic programme and infrastructural investments].
- The second alternative would be a MEDIUM programme which could consist of the MINIMUM programme plus the renovation of tenement houses.
- Finally, there could be the MAXIMUM programme which would contain all actions presented in the project.

With regard to different subjects that can be addressed in the Local Action Plan, Wrocław presents three different levels of interactions:

In economic respect, the aim is to support entrepreneurial growth in new areas in which it is currently highly incidental or non-existent. With the planned actions, functionality and quality of public space should equally be improved.





The actions to be taken include:

- Preparation of an attractive commercial and service offer for investors, inhabitants and tourists [development of a commercial growth strategy for the neighbourhood], based on performed analyses, the offer will allow for market diversity and variability – this part of the project may be entirely financed from EU funds under the URBACT II initiative;
- Creation of new jobs for the local community;
- Providing tools to support and stimulate entrepreneurship such as business incubators, economic advice centres etc.
- Real estate tax allowances for priority investors;
- Introduction of attractive, non-conventional means of transport along the route [e.g. rikshaws as they are already operational in Lodz city centre].

In *environmental* respect, the aim is to renovate buildings and infrastructure which includes the creation of an area with optimum spatial arrangement and appearance. The actions to be taken include:

- Renovation of tenement houses [using current revitalisation programmes such as the “100 tenement houses” programme, the programme co-financing the renovation of historic monuments with the Municipal Historic Preservation Office, it is also possible to obtain co-financing for some renovations from the EU under the ROP];
- Renovation of commercial premises located on ground floors of city-owned tenement houses, co-operation for the renovation of privately-owned premises;
- Adding small architectural objects – stylish benches, lanterns etc. to raise the design quality and the image of the area.

In *social* respect, the aim is to prevent social exclusion of inhabitants, change the neighbourhood's image and improve its safety. The actions to be taken include:

- Creation of an idea centre for non-governmental initiatives [where local inhabitants obtain technical

support and assistance in implementing ideas preventing social exclusion];

- Development of a programme for the local community to prevent and overcome social pathologies;
- An educational campaign in local schools encouraging the development of entrepreneurial spirit among young people - showing them that they can improve their standard of living after graduation.

10.8 Desired outputs of the Local Action Plan

The Market Research that is intended to be undertaken in the target areas of the URBAMECO Fast Track, might be a good start for the development of a wider development strategy for the area in which tourism will certainly play an important role.

The main goal of this area's comprehensive revitalisation is a sustainable regeneration of the area, its functional integration into a successful city.

10.9 Elements to share with the other network partners

The municipality of Wroclaw wants to enlarge their experiences with regard to the organisation of residents in order to make them participants in the planning processes. For the organisation of such a process, the city of Wroclaw would need good examples and guidance with the planning and implementation.

A further crucial topic for the local authorities is access to necessary funding opportunities. The tasks to be accomplished in the target area are tremendous, resulting in a very high need for investment and financial resources. Therefore, the topic of gaining access to other European resources as well as models and tools to activate private capital for such integrated regeneration processes is very high on the agenda of the partners from Wroclaw.



3. Annex I:

Contact Details for Participating Cities and Managing Authorities

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URBAMECO
Fast Track Network

Creating Competitiveness & Social Cohesion
in Deprived Urban Areas

Feasibility Study
Part I: Baseline Study

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URBACT



The URBACT programme

URBAMECO Fast Track Network

Creating Competitiveness & Social Cohesion
in Deprived Urban Areas



Feasibility Study | Part II : Work Plan



PREFECTURE DE LA RÉGION RHÔNE-ALPES
Secrétariat Général pour les Affaires Régionales

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1. Conclusions & Operational Objectives

1.1 Conclusions from the first URBAMECO working period

One of the most important results from the Feasibility Phase is that the URBAMECO Fast Track Network has developed in a very short time and under high pressure into a very promising and professional partnership where the overwhelming majority of partners show a very high commitment and willingness to actively contribute to the success of the network.

Partners had to provide the Coordinating Expert in a rather short period of time with detailed "City Dossiers" which were the basis for the planning of each individual field visits. These City Dossiers have been provided in a very high quality and in great detail all information required and agreed during the Intake Seminar of this Fast Track Network in Lyon in September 2007.

On the basis of these dossiers, a two-day visit for each city could be organised and implemented – with a structure and topics for the joint work in each member city prepared and provided to the local organisers as guidelines for the organisational preparation. In each of the cities, the local organisers have managed to activate and involve a high number of potential cooperation partners and stakeholders from the local level as well as from the Managing Authorities.

As a consequence, these two-day Intake Visits could be used to discuss with each partner the problems and potentials to be integrated into the network activities and to define over all visits gradually the requirements towards the Work Programme as well as the precise expectations of each partner with regard to the added value and the concrete outcomes of this network and its future exchange activities.

This has shown a great potential of the network in terms of

- quality and experiences to be integrated by each partner;
- commitment and organisational capacity to actively contribute to the network's activities;
- a precise and jointly undertaken definition of necessary activities and outcomes as a basis for the further network planning.

In summary, there is a wide-spread agreement amongst the partners – cities as well as Managing Authorities – that URBAMECO can become a "Network of Excellence" if it receives in the next step a solid and detailed Work Planning and in its Main Phase a professional guidance, management and coaching by qualified experts.

1.2 Added value achieved during the Feasibility Phase

Even though the focus of the work during the Feasibility Phase was primarily a transnational one – checking if the partnership is composed of the right members to achieve something innovative and useful and to cooperate and co-produce transnationally, there has been added value achieved amongst the participating cities and Managing Authorities through the Intake-Seminar, the Field Visits and the Follow-Up Seminar:

These refers especially to the following achievements and added value realised already:

- In each of the member cities, the Intake Visit has been used to involve a wide range of stakeholders and potential partners in a discussion of a really innovative approach – leading to new insights in all members cities and to a modification of existing plans and intended procedures.
- A new dialogue between Managing Authorities and local authorities has been established due to the joint participation and the seminars as well as the workshops during the Field Visits – a kind of exchange and cooperation that is new to most of the members. This dialogue and cooperation always needs a careful balance and a new definition of role – as the Managing Authorities still remain and "authority" that needs a certain kind of distance to the cities – but still needs to find forms to cooperate in a trustful relationship with them in order to improve the quality of the Operational Programme's implementation and the creation of successful and especially sustainable achievements in this process.
- In individual cases, the two-day Intake Visit has already been used to form the required Local Support Group and involve them as a group at the earliest possible stage into the development of this project which has certainly helped to motivate the group and to provide them at an early state with a sense of ownership, leading to commitment and support. In the case of New Ionias Magnesia this initial meeting of the Local Support Group prior to and during the Intake Visit has already led to the discovery of new potentials for cooperation and the creation of synergies between the partners – leading to an improvement of local procedures with regard to integrated and comprehensive action already at this very early stage of the network's life.
- With regard to the transnational element of the work, it can be said that the focus of the network, the definition of the operational objectives and the work plan are already a product of transnational co-production that has not only worked during the seminars and visits, but equally due to a very active and reliable communication with and between most

of the partners – an essential pre-condition for the success of networks and exchange processes across boarders.

1.3 First findings and lessons from the Feasibility Phase

The most important conclusion from the work undertaken so far is that – due to the above mentioned character of co-production of operational objectives, planned activities and work plan, all of the partners believe in the added value of these results and are willing and prepared to fully support them. All partners share to very important assessments and expectations:

- The network and its approach is highly innovative, answers to urgent needs in all member cities and regions and the partnership in its current composition can achieve something meaningful and useful with regard to the topic of the network.
- All partners insist that their commitment and investment of resources – time, money and know-how – must lead to tangible results that can be applied in practice and convince all local politicians as well as professionals and local communities of the added value of this investment. There is a very clear statement from all partners that “Eurotourism” needs to be avoided and tailor-made exchange and co-production will be essential.

As a consequence, partner insist that a tailor-made work programme is designed that takes into account the fact that this URBAMECO Network is not a usual exchange network, but rather a transnational co-production initiative that in the end has to deliver Local Action Plans and well-established and lasting Local Support Groups.

This requires different activities and forms of exchange and co-production compared to traditional transnational networks that mainly focus on an exchange of experience, know-how and good practices.

Even though this leads to the clear demand that this network is to be equipped with a highly professional network management, there is also a general acceptance amongst the partners that a successful network is not created by the network management alone – but is depending on each individual partner’s commitment and contribution:

Successful networks do not happen and they are not offered by a programme or a Lead Partner – they are created in a joint process by each individual partner – and the partners being united in a strong and efficient group – run like business.

1.4 Main challenges in the member cities and key topics for exchange and co-production

The local workshop implemented during the Intake Visits have led to a very precise identification and definition of main challenges in the member cities and regions and key topics for the future work of this Fast Track Network:

- Development of Integrated Neighbourhood Development Plans [INDP’s] is a central challenge in most of the member cities and regions. For the “old” member states there are experience with this task, but these experiences show clear deficits [see description below] that need to be overcome in order to use public funding efficiently and achieve sustainable results. For the new member states the development of such Integrated Neighbourhood Development Plans is a fairly new task for which intense support, coaching and input is required.
- Once the development of such an INDP has been achieved successfully, there is a clear need – especially in the new member states – how to break such long-term integrated plans down into a detailed and reliable time and activity planning. This is not only a vital pre-condition for a successful organisation of the plan’s implementation, but also for the definition of criteria and “milestones” for an ongoing monitoring of implementation processes – a basis for necessary interim evaluation and steering /re-orientation in given intervals.
- The same deficit of experiences and know-how refers – especially in the new member states – to the following detailed financial planning for the implementation. Relevant in order to insert the necessary resources in time into the municipalities’ budgets and political decision making processes – but equally relevant for the planning of acquisition activities and strategies for additional resources from the public as well as the private sector: the Breaking INDP’s down in a detailed financial planning.
- Closely linked to these challenges and learning needs is the question how comprehensive local partnerships can be established and maintained. That does not only refer to the necessary public-private partnerships – the involvement of the private sector and its resources – but equally challenging and difficult to the so-called “public-public partnership” – how to make the various levels as well as departments of the political and administrative system cooperate, establish integrated and comprehensive action and maintain such commitment and strategic cooperation over the necessary longer periods of time. The creation of “win-win-situations” certainly is one key to success in this field – but also

the questions how such win-win-situations can be developed and then “marketed” to the partners.

- A special aspect of this “partnership-challenge” is the active and lasting involvement of the local communities. Very often there is no tradition of active residents participation – especially in the new member states – and there are always challenges like specific target groups with a need for equally form and location of participation [e.g. ethnic minorities, Roma population, young people etc.] and the general and well-known challenge that local communities expect – and need for the maintenance of their motivation – results and improvements in a speed that usually can not be provided by the political and administrative system.
- An additional problem that relates mainly to the cities from the new member states is a significant and challenging deficit when it comes to necessary information and data – about ownership structure, conditions of housing and also social key features of local communities.

1.5 Other topics of [partially] shared interest

An addition to these topics which are relevant – to various degrees and in various forms – to all of the network partners, the preparational work and analysis of the Feasibility Phase has shown an additional range of topics which are crucial for some of the partners. This lead – as it is explained in the work programme – to the conclusion that there must be a two-tier system of transnational exchange and co-production activities if resources are to be used in the most efficient way: One strand of activities where all partners participate, and a second, more tailor-made strand of transnational activities were only a limited number of partners participate.

During the following Main Phase of the network, there will certainly be additional topics coming up – which indicates that a certain flexibility should be used for the design of the work plan – but for now the following topics can already be identified and inserted in the later planning of activities.

- The integration of Roma-population in [the development of] a neighbourhood is a challenge for several partners. But, it needs to be said, that even in this limited group of partners there is no standard situation – in each of the relevant cities the starting condition for such integration efforts are different – so that on the basis of a shared interest tailor-made approaches and strategies need to be developed.
- For some cities – and here it is interesting that this is a shared interest between the cities in the new member states as well as in Belfast – there is the challenge that such cities have experienced such a

sudden growth and such an unprepared challenge to face international competition between cities and metropolitan regions across Europe, that the local people and communities can not cope with the necessary speed of action and development in these cities. This is a serious risk to further loose social cohesion and an obstacle to the required active residents’ participation and must be dealt with in the framework of the network activities.

- Partially linked to this last topic is the risk – and the challenge – that the small-scale retail sector in such cities is in a situation of serious risk. There is a massive development of new department stores in the centre of such cities and huge new shopping centres at their periphery which create a substantial risk to the small-scale retail sector. Again, this is a major topic in the new member states as well as in Belfast and it needs to be addressed: Not only to make sure, that economic structure, employment opportunities and decentralised provision with goods is not going to be lost. But also with the aim to avoid a situation where in the near future shopping and leisure time activities – city centre functions – are all located in the periphery of the member cities where the centre become a vacuum of activities with many additional problems – deprivation, vandalism etc. – following.
- A final topic that needs to be addressed in order to achieve sustainable urban development and to enlarge the potential of local authorities to actively contribute to it refers to the cities in the new member states only: Here, we find the very unusual situation that local authorities have become owner of a majority of land and housing in the area of their city after the change of the regime. This is a unique chance to implement active policy and influence. Reality shows that in daily life these properties are more and more sold – to get rid of maintenance costs and to raise income – but this has very negative consequences: More and more this potential is getting lost - -the income is consumed and the cities reduce their own potential for future active policy more and more. This tendency needs to be stopped and strategies and mechanisms need to be developed for a more responsible and strategic way to use this asset – like revolving funds where income generated by the sale of properties is partially reinvested in the modernisation of other properties – so that the municipal housing stock might be reduced – but at the same time improved and gradually brought to a current status that is needed to the attractiveness and competitiveness of a city and for the chance to also provide in future disadvantaged households with decent accommodation that is owned by the municipality.

1.6 Deficits and limitations of previous strategies and approaches in all member cities and regions

During the Feasibility Phase, deficits of previous regeneration policies, strategies and projects in the member cities and regions have been systematically analysed as a basis for the later development of the new and innovative model to be developed and implemented in 10 cities on an experimental basis by the URBAMECO Network.

The following limitations and deficits of previous strategies have been identified in ALL member cities and regions:

- In the relevant approaches and strategies, deprived urban areas have - in most cases – been seen as “islands” – solutions have been sought within the boundaries of these areas – without seeing them as integrated part of an urban and regional functional system or even taking opportunities of that system into account for the development and implementation of area-based approaches in deprived urban areas.
- Deprived urban areas – after the period where they only received measures for physical improvements – have in most cases received – necessary (!) – investment in individuals – training them, providing them with education and social transfer payments. What has been neglected has been investment in structural improvement of the areas – which in most cases resulted in the fact that the areas as well as their local communities remained depending on public subsidies – being regarded as areas and people in need rather than areas and people with potential.
- When additional employment opportunities have been attracted or created – this has in most cases been “second class economic development” – low qualified jobs for low qualified people. This certainly is a necessary element of all such strategies, but not a sufficient one if the objective is a sustainable development of these areas towards integrated and successful parts of the urban system and competitiveness.
- Closely linked to this, potentials and opportunities for real and significant economic growth have in most cases only been identified and used for realisation of growth incentives in prime locations of cities – city centres, major development sites etc. – but never for a realisation of such potentials and a location of such opportunities in deprived urban areas. Again – deprived areas have received “second class policy and opportunities” only.

1.7 Limitations and deficits of previous initiatives in most member cities and regions

Other limitations and deficits of previous regeneration policies, strategies and projects are only common to a limited number of members in the URBAMECO Network. This refers especially to the following topics:

- There has, in many cases, been a clear lack of integrated policies, strategies and action which are rather mono-structured and focused and therefore cannot solve problems in the necessary integrated and comprehensive way.
- There has in many cases been a lack of long-term strategic planning, instead the most urgent short-term activities have been implemented without placing them in the – necessary - framework of a long-term vision and integrated planning.
- There has been a clear lack of partnership and co-operation and a missing tradition to work in such a partnership- and cooperation- oriented way.
- There has been a lack of active involvement of and co-production with local communities – caused on the one hand by a tradition where local people would not get involved in such activities, a high degree of mistrust on the side of the local communities towards policy-makers and also a lack of good examples, practices and necessary know with regard to the activation, motivation and participation of local people and stakeholders.
- Furthermore, a lack of a clear and coherent vision and positive profile for the areas' future has been one of the reasons for limited achievements - linked to the usual lack of marketing strategies to accompany investment in the area and help overcome stigmatisation – a vital pre-condition to attract investment as well as mixed residents' structures to multiply deprived areas.

1.8 Deficits of previous strategies in many cities from the new member states

In addition to the topics presented so far, the Feasibility Study has shown some limitations and obstacles towards successful integrated urban / neighbourhood development strategies which are mainly existing in the member cities and regions from the new member states:

- As these cities have been under an enormous pressure to develop employment opportunities, economic growth and the sudden need to compete with other European cities and metropolitan regions, there has been an – understandably –

strong focus of all policies and development efforts as well as investment on development sites and economic sectors and key players.

- A consequence of this strong focus has been that the local people – with their particular situation, needs, but also potentials – have been neglected to a high degree. This leads to a severe lack of knowledge about these social and human aspects of urban development, and equally to a lack of comprehensive development strategies that would take these elements into account.
- Furthermore, these cities report a severe need to learn about models, instrument, tools and procedures to activate private capital for integrated urban or neighbourhood development strategies. There is experience to activate and integrate private investment in the development of large development sites and flagship projects, but not into the “daily” business of neighbourhood regeneration. Here, the focus has to an overwhelming degree been on the search for public – mainly: European – funding and has, in the past, neglected strategies to activate and integrate private capital in the implementation of such strategies.
- Closely linked to this observation is a lack of tools and experiences to act in a strategic way with the still available public resources. “Public Resources” in this context means ownership of land and development sites and housing as well as building permits to be given away by local authorities. These resources in many cases are “given away” without really “dealing” and “negotiating” with them – using them in a strategic way to get something back.

2. Planned Activities and Organisation of Work

On the basis of the joint work undertaken by the URBAMECO-partnership during its Feasibility Phase the initial topic of the network as it was mentioned in the Application Form could be provided with a much clearer focus that has developed over the Intake Visits in local discussion rounds and has then received its final precision and been decided by all partners during the Follow-Up Seminar in Lyon towards the end of the Feasibility Phase.

As a consequence, the topic and objective of the URBAMECO Fast Track Network is not defined as follows:

„Using regional and city-wide growth potentials and the active support of local residential and business communities to create competitiveness and cohesion in deprived urban areas in the framework of Integrated Neighbourhood Development Strategies“

The following chapters will specify and describe

- What the added value of this approach for the various levels or urban policy in Europe is [2.1];
- What steps are planned to be implemented to realise this innovative model [2.2];
- What kind of time schedule / phasing of activities is necessary for a successful completion of this network [2.3];
- Which transnational activities the network partners will implement in order to achieve their objectives [2.4];

2.1 Innovative aspects and added value

With the planned focus and objectives of the URBAMECO Fast Track Network and the activities envisaged in the Work Plan, innovation and added value will be achieved on different levels:

For the **target areas** in the participating cities and regions, this will be:

- Each of the area will be provided with targeted research results, dealing for the first time in a systematic approach with the question how growth opportunities in the wider city and region can be used to locate additional economic activities in these areas – leading to a wider mix of jobs and qualification levels, bringing additional income and spending power to these areas and contributing to a better integration of these areas into the surrounding cities and regions – enabling them to change from “problems” to areas that can actively contribute to the competitiveness of the wider city and region.
- With the Local Support Groups established in each target area, they will be provided with a lasting comprehensive Local Partnership that will continue to exist after the end of this network and act as an engine for further neighbourhood development.
- With the Local Action Plans to be developed for each of the areas, they will be provided with a clear planning and roadmap for the future process of regeneration and development.
- The strong community development element of the work will help to activate and motivate the local community in each of the target areas to become an active partner and co-producer in the development of sustainable regeneration and development strategies.

For the wider city and the region this added value and lasting effect will be:

- A model and experimental application of a new kind of market research to identify growth opportunities and potentials for excluded and deprived areas in the city and the region. which can then be applied in other parts of the participating cities as well as in other cities of the participation regions.
- The results of this research as well as the model itself can then be applied in other parts of the participating cities as well as in other cities of the participation regions. For this reason, some member cities have already invited other deprived urban neighbourhoods from their cities to the URBAMECO Local Support Group to make them part of the development process and facilitate the later application of these models in other urban areas.
- With respect to the interest to create sustainable improvement of knowledge base in the participating cities and regions, it is important to mention that this market research will be carried out by local people – in most cases employees from the local authorities supported by external experts, so that the skills to undertake such research remain as internationally qualified skills in each participating city and region.
- The model of a Local Support Group, linked to one neighbourhood, and the development of an Integrated Local Action Plan can equally be used in each participating city and region for later application / adaptation to other neighbourhoods and cities.

For European policy making and practice, the added value of this pilot operation is:

- A practical contribution to the need to combine the objectives of competitiveness and cohesion in European cities – developed in a targeted effort by a partnership of cities and regions representing old and new member states involving the Managing Authorities as responsible organisations for the implementation of the Regional Operational Programmes.
- 10 experimental Good Practices in combining „top-down“- market research for economic growth opportunities in cities and regions with a „bottom-up“-neighbourhood approach to implement such growth opportunities in deprived neighbourhoods.
- 10 experimental Good Practices for Integrated Neighbourhood Development Plans of a „new generation“ – not regarding deprived neighbourhoods as “islands of social welfare recipients and deprived people only” – but as potential for city-wide and regional growth and competitiveness.

- Based on these activities and their professional documentation, excellent potential of experiences for recommendations with regard to further action on local, regional, national and European level at the end of this network's implementation – to be disseminated in professional print media as well as a European-wide Final Conference.

2.2 Steps to realise a model for a new generation of strategies

In order to achieve the innovation and objective defined above, the following model and phases will be implemented:

Phase I a: Market Research [or targeted analysis of existing research] with the following Lead Questions to be clarified:

- Which sectors and potentials of growth do exist in the overall city and its surrounding region for the forthcoming years that can be used as a starting point for development, investment, job creation and raised competitiveness.
- What kind of potential for new economic activities and employment do they offer in detail and how can such potential be realised?
- Which of these potentials can be realised in the deprived target areas of the URBAMECO Fast Track Network in order to functionally integrate them into the surrounding city and region and its growth and make them contribute to the overall competitiveness of the city and its region.

Phase I b: Neighbourhood Future Workshops [running in parallel] with the following issues and questions to be clarified:

- What are the development potentials seen from within the neighbourhood – which endogenous potentials in terms of skills as well as cooperation and support potentials can be activated and used for the later Local Action Plan?
- Which of the externally identified potentials and opportunities for growth could be realised in the particular neighbourhood – based on its physical potentials [available land, traffic situation etc.] but also the willingness and readiness of the local community to cope with and support such development?

Phase II: Matching - Dialogue and Decision:

- Selection of potentials of growth to use as starting point for Local Development in a particular area
- Organise political support for this choice in the city and the region.

Phase III: Local Action Plan

Development of an Integrated Neighbourhood/District Development Plan to plan the realisation of these potentials of growth over the next years – as an central element of an integrated partnership-based development strategy for the target area.

Phase IV: Getting ready for implementation

- Definition of detailed implementation arrangements
- Organisation of necessary political decisions
- Search for / organisation of partners for successful implementation.
- Identification of resources and development of acquisition strategies for necessary funding.

2.3 Time schedule for the realisation of the URBAMECO-objectives

Before a detailed Work Plan has been developed by the URBAMECO-partners, a general division in and definition of Phase of Work has been created, leading to the following planning:

Month 1 – 6: Feasibility Phase with the following activities and tasks:

- Check Feasibility of Partnership
- Further focusing and development of a precise topic and set of operational objectives for the network
- Selection and detailed description of target areas and topics for Local Action Plans
- Joint development and agreement of transnational Work Plan

Month 7 – 9: Groundwork Phase with the following tasks and activities:

- Get Local Support Groups confirmed and operational [Signature of Mission Statement for each of them];
- All necessary preparation for the Implementation Phase I with different needs and tasks in each city, based on advised provided by the Coordinating Experts as a results of the Intake Visit and the analysis of its findings;
- Development of detailed planning for the following Market Research;
- Planning of tailor-made local exchange programme with support and coordination provided by the Coordinating Expert.

Month 10 – 14: Implementation Phase I with the following activities:

- Implementation of targeted market research – supported by an initial international training seminar and ongoing coaching by international experts during the implementation.
- Implementation of „Future Workshops“ in the target areas as an ongoing process for six-months – then to be continued as neighbourhood based participation and co-production platforms.

Month 15 & 16: Consultation and Decision Making Phase

- Achieve wide-spread support and political decisions for the objectives and contents of the Local Action Plan to be developed.

Month 17 – 20: Implementation Phase II

- Development of Local Action Plans in all URBAMECO target areas

Month 21 – 24: Concluding Phase with the following tasks and activities:

- Feedback to Local Action Plans as a peer review exercise jointly done by all partners;
- Strategic guidance for next steps to each partner as a peer review exercise jointly done by all partners;
- Guidance towards financial options and resources based on a topic-based seminar with external inputs;
- Development of an Exit /Transfer Strategy for network;
- Dissemination through internet presentation, print media, regional conferences and one central Final Conference.

2.4 Transnational Activities in the 18 months Main Phase: Overview

For the planning of transnational activities and the development of a budget proposal, the URBAMECO-partners have- during their Follow-Up Seminar at the end of the Feasibility Phase, agreed on the following activities:

- 3 meetings of URBAMECO Steering Group [1 member per city / 1 member per Managing Authority]
- 3 Thematic Workshops [2 days each] for Managing Authorities [1 representative from each MO – always linked to meetings of the Steering Group to save travel costs]
- 4 Thematic Seminars / Courses / Production Sessions for network partners [3 days each] [2 – 3 representatives per City/MA]

- 3 Meetings of a transnational Working Group on "Available date and best possible use of them [1 day each] [1 representatives per City]
- Final Conference [2 days] [5 representatives from each City/MA plus external participants]
- 10 local/regional packages of „Tailor-Made Exchange Activities“
 - designed by the member cities in co-operation with their Managing Authorities
 - centrally managed and co-ordinated by the Coordinating Expert
 - documented for dissemination within and outside URBAMECO
 - operating in a clearly defined framework of contents and budget related rules.

3. Detailed Work Plan

This planning leads to the following detailed work plan:

January 2008:

- Third meeting of URBAMECO Steering Committee Meeting:
 - 1 member per City
 - 1 member per MA
 - 1 Day [2 nights]
- Seminar 1: Local Action Plans – What do they contain and how are they developed?
 - 2 members per City
 - 2 Days [3 nights]
- Seminar 2: Preparing Integrated Projects and Defining Selection Criteria
 - 1 member per Managing Authority
 - 2 Days [3 nights]

March 2008:

- Seminar 3: Market Research for Deprived Urban Areas
 - 2 members per City
 - 2 Days [3 nights]

April 2008:

- Seminar 4: Community Organisation and Local Capacity Building
 - 2 members per City
 - 2 Days [3 nights]

May 2008:

- Working Group „Organisation and use of data“: Meeting 1
 - 1 member per City
 - 1 day [2 nights]

May / June / July 2008:

- Coordinating Expert's Coaching Visits to cities and implementation of local seminars

September 2008:

- Mid-Term Evaluation and Planning Seminar
 - Steering Committee Members [1 per City / 1 per MA]
 - 1 representative per City for Market Research
 - 1 representative per City for Community Organising
 - 2 days [3 nights]

October 2008:

- Seminar 5: Implementation – Good Practice & Governance
 - 1 member per Managing Authority
 - 2 Days [3 nights]

November 2008:

- Working Group „Organisation and use of data“: Meeting 2
 - 1 member per City
 - 1 day [2 nights]

January 2009:

- Seminar 6: Implementation and Monitoring
 - 1 member per Managing Authority
 - 1 member per City
 - 2 Days [3 nights]

February / March 2009:

- Expert's Coaching Visit to selected cities and implementation of local seminars
 - Travel expenses for 5 visits à 2 days

March 2009:

- Steering Committee Meeting:
 - 1 member per City
 - 1 member per MA
 - 1 Day [2 nights]

- Seminar 6: Financial Tools and Access to Financial Resources
 - 2 members per City
 - 2 Days [3 nights]
- Working Group „Organisation and use of data“: Final Meeting
 - 1 member per City
 - 1 day [2 nights]

April 2009:

- Final Conference
 - 4 members per City
 - 2 members per MA
 - External guests
 - 2 Days [3 nights]

4. Achievements and products of the URBAMECO Fast Track

- 10 Market Research Studies for economic growth potentials to be realised in deprived urban areas
- 10 Local Support Groups established and operational
- 10 - 15 Local Action Plans developed in the 10 participating cities
- 10 – 15 roadmaps for the implementation of Local Action Plans jointly produced by the partners
- 10 – 15 Financial Strategies for the realisation of measures foreseen in the Local Action Plans developed

URBAMECO
Fast Track Network

Creating Competitiveness & Social Cohesion
in Deprived Urban Areas

Feasibility Study
Part II : Work Plan

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