Urban Regeneration in Oborishte

11 and 12 May 2009

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Urban regeneration in Oborishte
Programme for 11 may

1. Looking back:
    1. Show up
    2. Programme
    3. Discussions
    4. Results
2. Short term follow up
3. Long term planning (9 steps)
4. Programme for tomorrow
    1. Visit to Dutch embassy (morning)
    2. Dealing with conflicts and interests between residents
    3. Making people participate
    4. Communication – participation - negotiation
    5. Negotiating capacities
    6. Elements of an urban regeneration plan (example Wielwijk)

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Urban regeneration in Oborishte
Programme for 11 may

1. Introducing Woonbron housing corporation
2. Urban regeneration in the Netherlands
3. Some examples from the Netherlands
4. Discussion: living in Oborishte
   - Personal experiences on living in Oborishte
   - Positive things about the neighbourhood
   - Less positive things about the neighbourhood
   - Ideas (or dreams) for improvement
5. Zooming in on some themes
   - Stakeholder participation
   - Levels of participation
   - Organization of stakeholder participation
   - Skills for stakeholder participation

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Thinks
Dares
Does

Introducing Woonbron

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Introducing Woonbron

1. What is a Dutch housing corporation?
2. Housing corporation Woonbron
3. Woonbron working for home owners associations
4. Woonbron and urban regeneration

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What is a social housing corporation?

- Not for profit housing company under the Dutch Housing Law
- Prime goal: providing good quality housing for people with low income
- Government sets national and local housing goals
- Housing corporations provide housing within these governmental goals

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Not for profit?

- No more direct state subsidies, although:
    - Individual rent subsidy for tenants with low income
    - Targeted subsidies
    - Tax reliefs
- Profits are allowed but have to remain within the housing sector
- Profits are needed to cover losses caused by the prime goal
- Therefore housing corporations are also acting for other income groups than just the poor

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Housing corporations in the Netherlands

- Some 500 corporations
- Average housing stock 5.000-10.000 dwellings
- The smallest: 200 dwellings
- The biggest: 75.000 dwellings
- 40% of the Dutch housing stock is owned by a housing corporation

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Woonbron housing corporation

- One of the largest, 50.000 dwellings, over 600 employees
- Rotterdam and surrounding municipalities
- Innovative: "Thinks, dares, does"
  - Example 1: Woonbron bought s.s. "de Rotterdam" for the housing of youngsters combined with education and getting work experience
  - Example 2: "Te Woon", choose your own teanure arrangement
- Front runner with projects for the basement of the housing market
- Front runner in the field of sustainable housing concepts
- Front runner in the field of international projects

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Why international projects?

1. Not to make money!
2. Dutch experiences and longstanding social housing tradition are unique in the world
3. Share with others this experience
4. In the EU 'noblesse' should oblige
5. Woonbron wants to learn from other countries to do our job in the Netherlands better

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Working for home owners associations

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Working for home owners associations

- Organizational assistence
- Administrative support
- Technical support, maintenance and maintenance plans
- Financial management on behalf of the home owners association
- Organization of meetings

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Cooperation!

Urban regeneration in the Netherlands

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Cooperation in the Netherlands

- 4.000 years fighting the sea
- At first through the building of artificial hills
- Later through sea walls, dikes and water management
- From the very beginning a democratic process

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Relevance for urban regeneration

- Proces in which all stakeholders are dependent of each other; no one is the boss
- Proces of negotiations and compromizes

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Definition Urban Regeneration

Definition Urban Regeneration

" The revitalisation of urban areas in a cooperative effort by municipalities, homeowners and other stakeholders with the aim to improve the living conditions, increase the environmental and social quality, and strengthen the local economy "

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3 pillars of urban regeneration

Urban regeneration

Rehabilitation buildings and infrastructure

Economic development

Social and environment

Scale of urban regeneration?

Building

Area

City

District

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Housing and infrastructure

Roads

Buildings

Open spaces

Energy supply

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Economic development

Shops

Parking

Energy costs

Construction

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Social/environment aspects

Schools

Playgrounds

Church

Waste

Green areas

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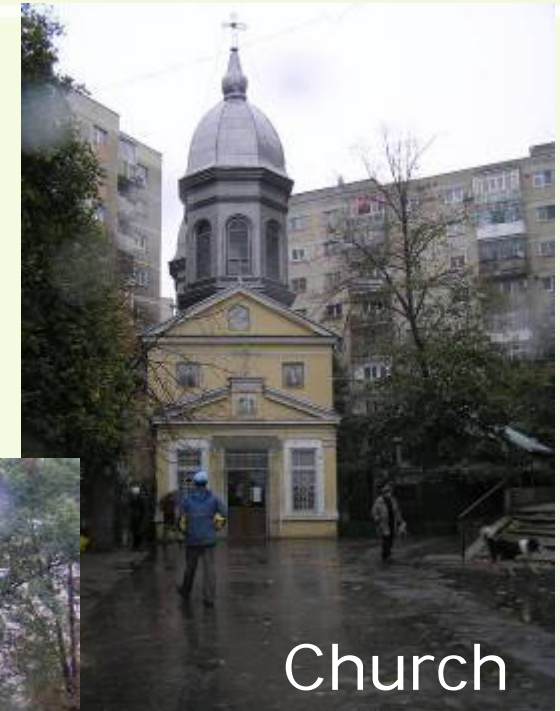
Objective tree
What should urban regeneration achieve?

Main objective
Improving (use of) physical environment

Improve **economic** use of physical environment

Improve **social** aspects of physical environment

Improve **environment** aspects of physical environment

Improve commercial value
Create jobs
Increase property values
Increase transport efficiency
Increase energy efficiency
Improve accessibility
Other objectives?

Improve safety
Increase social cohesion
Increase recreational values
Decrease disadvantage social minorities
Other objectives?

Improve green areas
Reduce waste
Increase energy efficiency
Improve indoor air quality
Other objectives?

Approach in every area

- 1st step: strategic vision
    - All stakeholders (municipality, residents, owners, shop keepers, entrepeneurs, teachers, etc. etc.)
    - Long term integrated fysical, social and economical program
    - Improvement of chances for existing residents
    - Transformation of real estate and environment to attract higher income groups
- 2nd step: execution

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Enabling laws

- Law on urban regeneration
- Spatial planning law
- Housing law
- Municipal preference law
- Expropriation law

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Role of Woonbron

- Improve and transform its own housing stock according to the goals of the strategic vision
- Buy, improve and sell
  - And establishment of a well functioning HOA
- Assist home owners associations to improve their estates, management and maintenance
- Cooperate with municipal departments in:
  - Environmental management
  - Social programmes and projects
  - Economic programmes and projects

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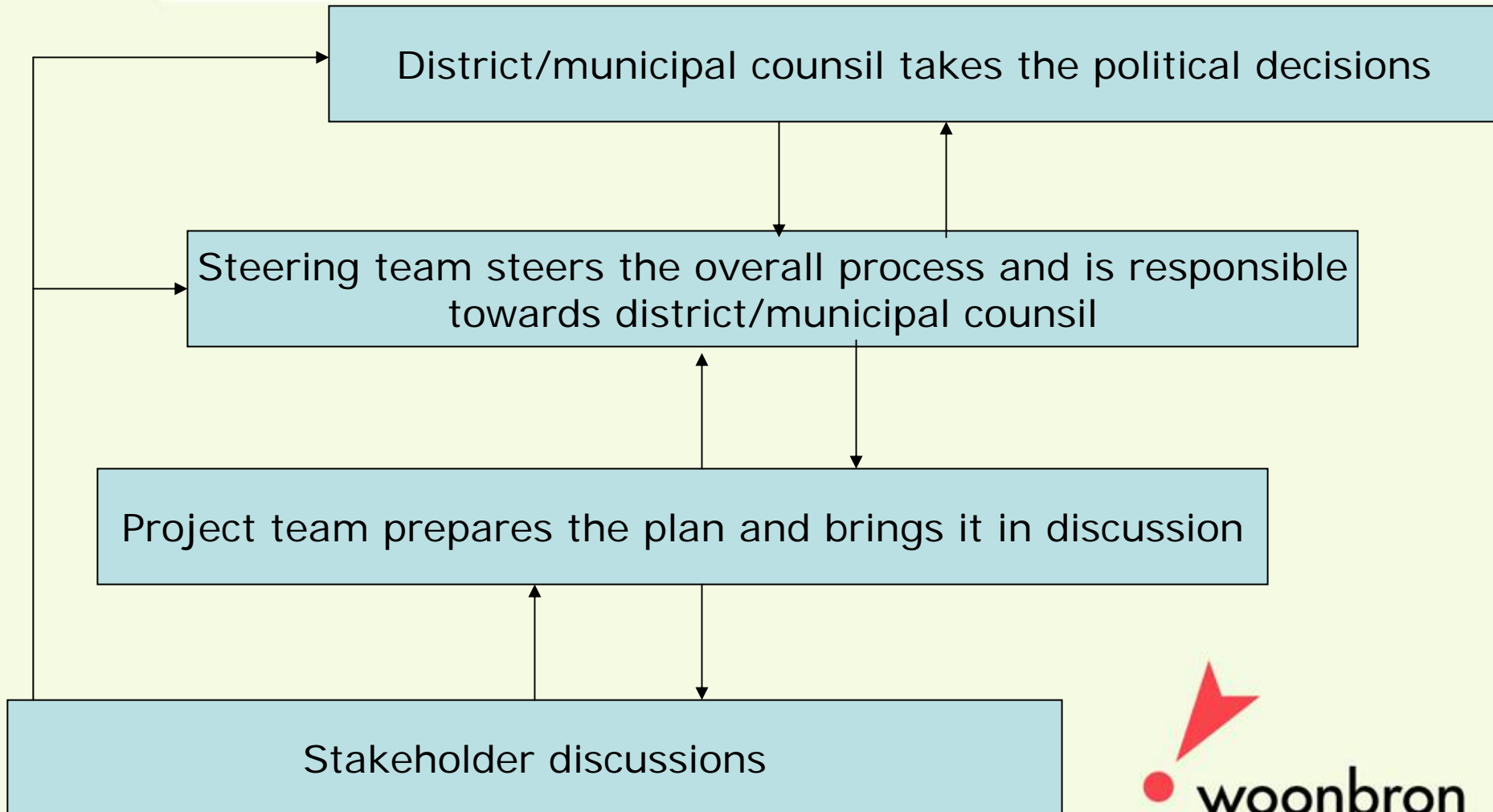**Making an urban regeneration plan the Netherlands**

Project structure and organization

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Project structure and organization

1. Identification of the main players
   - ❖ (District) municipality
   - ❖ (Big) real estate owners like housing corporations
   - ❖ Residents and other stakeholders

2. Identification of the different levels:
   - ❖ Political – final responsibility
   - ❖ Decision – approval of chosen directions
   - ❖ Operational – preparing the urban regeneration plan
   - ❖ Consulting – collection of relevant opinions

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Organizational scheme

District/municipal counsil takes the political decisions

Steering team steers the overall process and is responsible towards district/municipal counsil

Project team prepares the plan and brings it in discussion

Stakeholder discussions

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9 Steps to make an urban regeneration plan

1. Initiative
2. Project definition
   - ❖ Identification of stakeholders
   - ❖ Organizational structure
   - ❖ Decision to start the project
   - ❖ Information of stakeholders that project starts
3. Investigation, collection of information
   - ❖ Ends with an intermediate report
4. SWOT-analysis
   - ❖ Starting point for stakeholder discussion

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9 Steps to make an urban regeneration plan

5. Elaboration of possible future development scenarios
6. Discussion on pro's and contra's
7. The choice of the most favourable scenario(s)
8. Elaboration of measures, programmes, cost calculations, etc.
9. Writing everything down, final decision

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The making of an urban regeneration plan in the Netherlands

Project management and participation

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3 actors, each a different role

- Residents and other stakeholders
- Housing Association
- Municipality

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Interests of the housing corporation

- Has a lot of knowledge about the local housing market
- Wants to keep its property in good condition and therefore high value
- Wants to solve social problems

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Interests of the municipality

- Responsible for regional, urban and neighbourhood plans
- Tempting other parties by means of 'trigger money'
- Managing public space, services and safety
- Providing land by acquiring it and offering it to developers
- Being the principal and financier of social measurements
- Being the initiator (together with the housing corporations) and 'director' of neighbourhood renewal

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Interests of the residents

- They are consumer and have the best knowledge about the problems in their neighbourhood
- If they are owner they have also economic interest
- They want to be involved in different ways: informed, consulted, participate, decide or taking initiative

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Why cooperate?

- Other points of view, same interests
  - Increase liveability, social security
  - Avoid dissappearence of neighbourhood shops, crime, vandalism, social tensions between different (ethnic) groups
- Mutual dependancy
- Shared responsibility
- Each party possesses a part of the solution

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Communication

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Communication

- Why is communication important?
  - To inform involved party's
  - Essential to create a basis
  - To share knowledge and opinions about the neighbourhood
- How do you determine the desired level of communication?
  - Depends whether the actors have to be informed, think along or decide

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Different ways of communication

- Newsletter
- Workshops
- Conferences
- Working groups
- General meetings
- Information and discussion gatherings
- Soundboard group

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Participation

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How to organize participation?

- Involve a number of keyfigures when you draft the plan
- Frequently organize general meetings to inform residents and all other actors about the progress of the project
- Send newsletters to all residents
- Organize workshops with entrepeneurs, representation of residents and social and welfare workers
- Involvement in an the analysis of the neighbourhood (SWOT-analysis)
- Organise excursions to other neighbourhoods with similar problems
- Consult all actors when choosing priorities within the proposals
- Organize meetings for residents to comment proposals

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Success factors in the Netherlands

- TRUST TRUST TRUST
- Listen first and address wishes and concerns of residents
- No false expectations (disappointment later)
- First communication important
- Timing of communication in relation to remaining uncertainties in project
- Early results to show (quick wins)
- Be accessible and transparent
- Be transparent and honest about how decisions are taken
- Regular and constant communication
- Allow residents to have real influence
- Think about who will "send the message"

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Urban Regeneration in Oborishte

Examples from the Netherlands

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Some examples in The Netherlands

- **Millinxplein, Rotterdam**
- Admiraalsplein, Dordrecht
- Oud Mathenesse, Rotterdam
- Noorderkwartier, Dordrecht
- Community garden, Dordrecht
- Saraburght, Rotterdam

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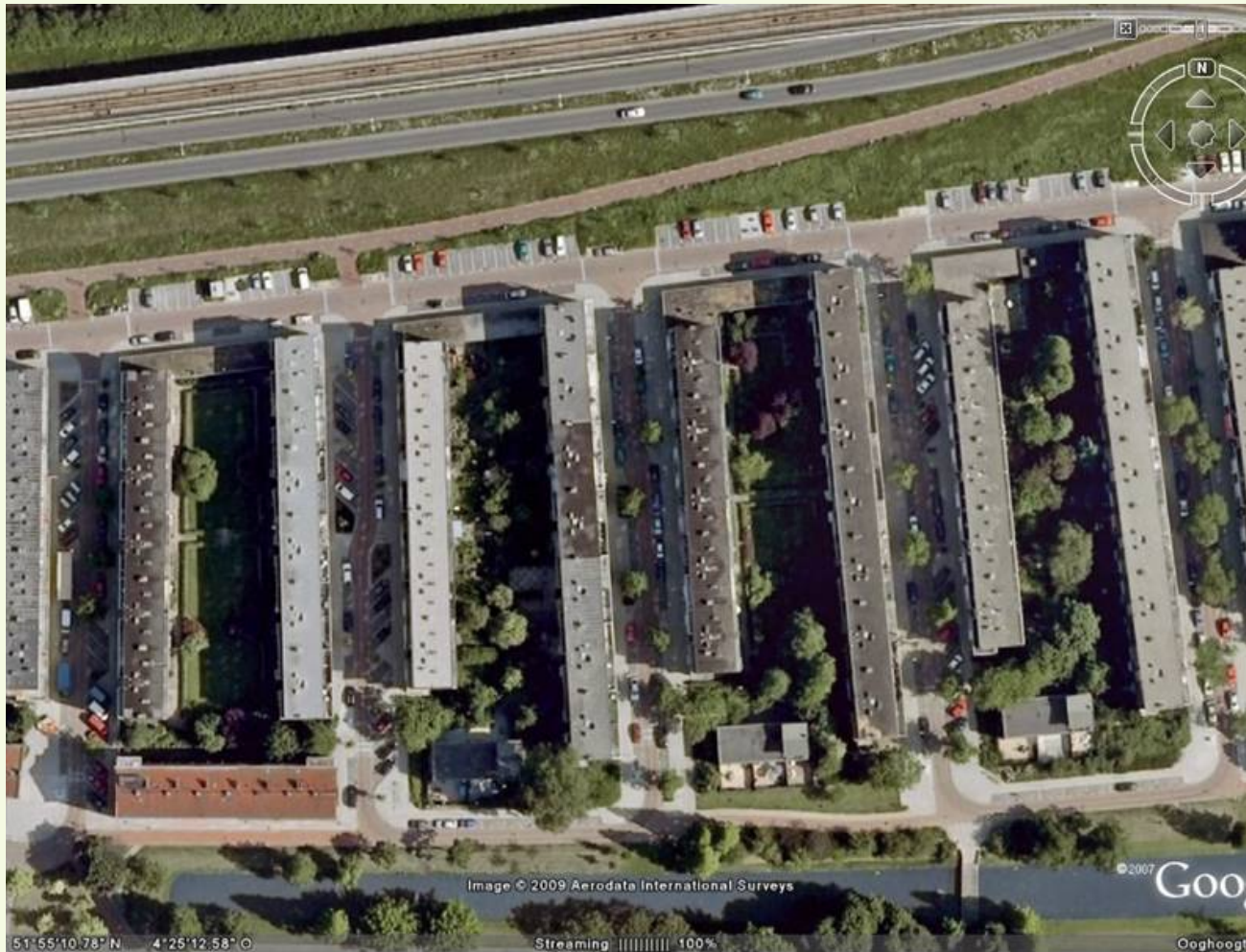# Some examples in The Netherlands

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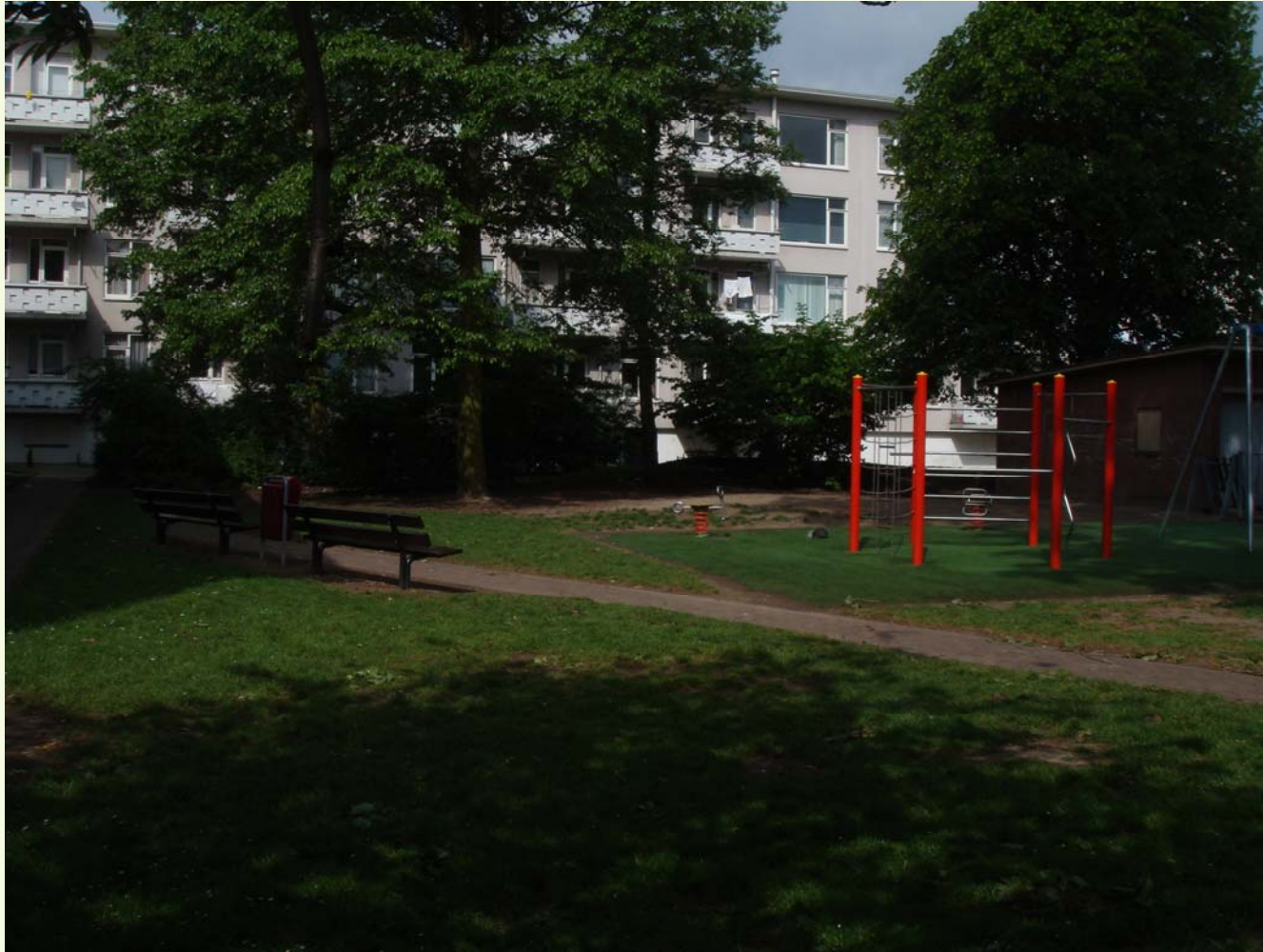- **Community garden, Dordrecht**
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"It always starts with a group of people with the same idea"

Dick Baumann, manager social services at Woonbron

Initiative group of Hoogvliet living community

Apartment building 'De Saraburght'

Apartment building 'De Saraburght'

Recreational area within 'De Saraburgt'

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Discussion: living in Oborishte

- Personal experiences on living in Oborishte
- Positive things about neighborhood
- Less positive things about neighborhood

- Ideas (or dreams) for improvement

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Zooming in on some themes

- Stakeholder Participation
- Levels of Participation
- Organisation of SP
- Skills for SP

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Zooming in on some themes
Stakeholder Participation

- Why is it sometimes difficult?

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Zooming in on some themes
Stakeholder Participation

- What are important factors for successful SP?

The making of an urban regeneration plan in the Netherlands

Project management and participation

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3 actors, each a different role

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Stakeholder Participation

Important factors for SP

- clear project boundaries

- clear project objectives

- participant, their role and their interest are clear

- a (short) list of arrangements made between partners has been made and agreed on

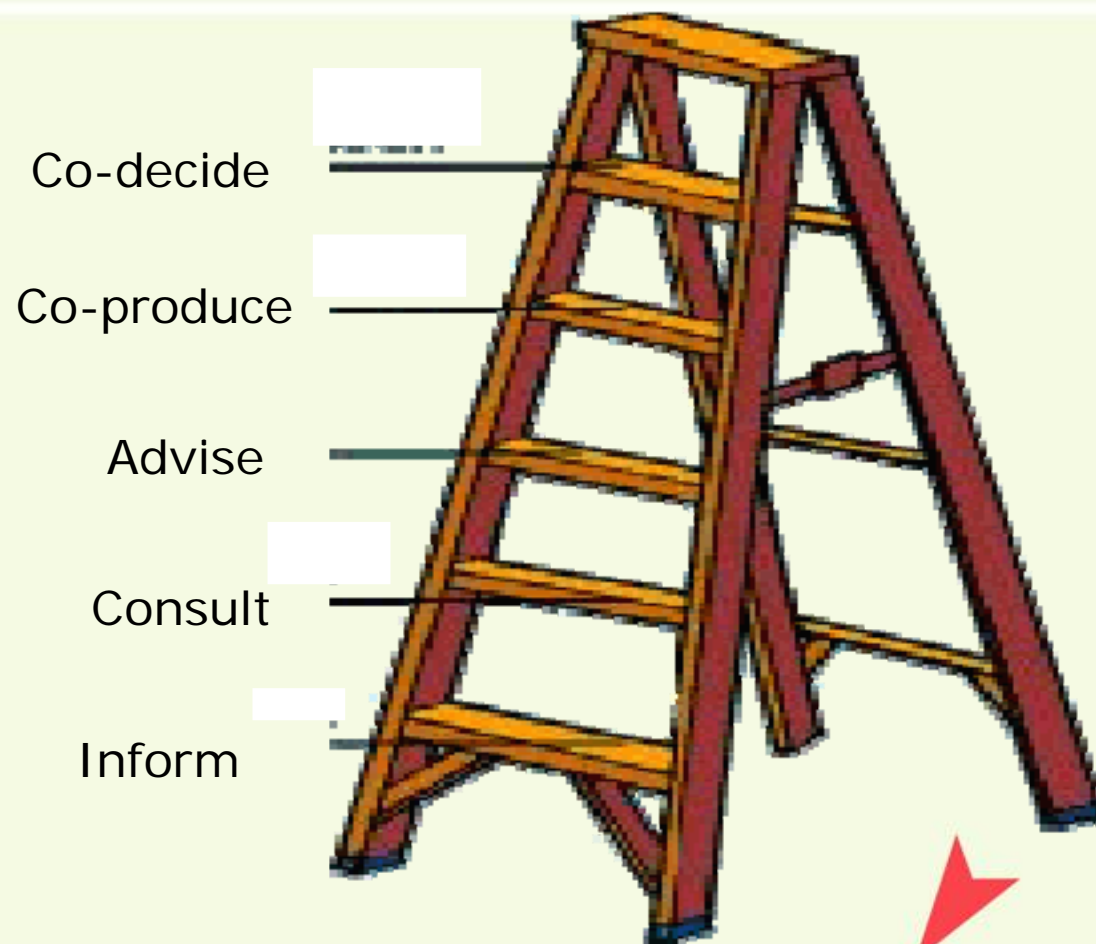 (these agreements are a key to a successful process and should last the whole UR process)

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Levels of Participation

- Which levels can you think of?
- What are conditions for each level?

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Participation ladder

Co-decide

Co-produce

Advise

Consult

Inform

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Participation
factors that influence the level of participation

- – Knowledge and experience
- – available time
- – motivation, ambition
- – level of organisation
- – interest at stake

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Organisation of SP

Who are stakeholders

What are their interests

How are they organized

What organsiation is most suited in O.

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Zooming in on some themes

Skills for SP

- Skills that come in handy: