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 association

- 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 associations) 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
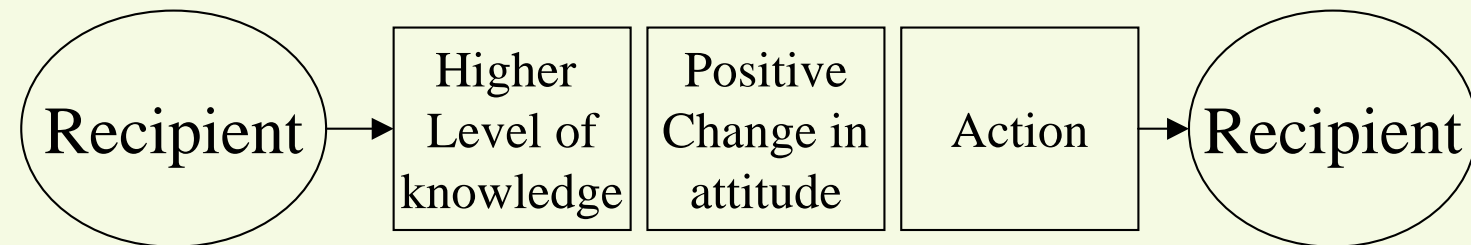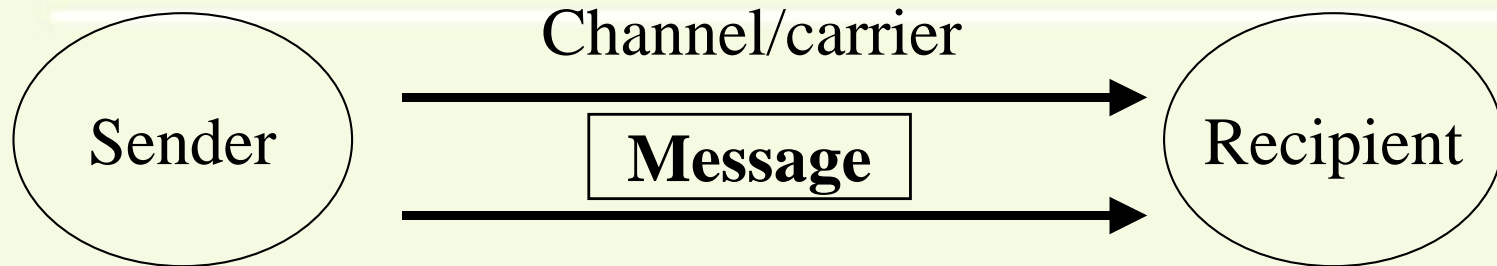- Each party possesses a part of the solution

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Management stakeholder participation

- Communication
- Participation
- Information-management
- Quality-management

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Communication

What is communication?

Channel/carrier

Sender → **Message** → Recipient

Recipient → Higher Level of knowledge → Positive Change in attitude → Action → Recipient

Situation A (unwanted)

Situation B (wanted)

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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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Defining communication strategy

1. Refine the list of stakeholders
2. Analyse relationships in more detail
3. Identify key relationships
4. Capacity and strengths of stakeholders
5. Discuss this in working groups
6. Set out your strategy

- In parallel: problem analysis

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Experiences 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
- Be accessible and transparent
- Regular and constant communication
- Allow residents to have real influence
- Think about who will "send the message"

-> communication plan

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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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Information management

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Information management

- Why information management?
  - To make sure that everybody is well informed
  - Written down in agreements after important decisions/process steps
  - The progress of the project can be followed by those who are not present at meetings
  - To make the decision-making clear and transparent

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Quality management
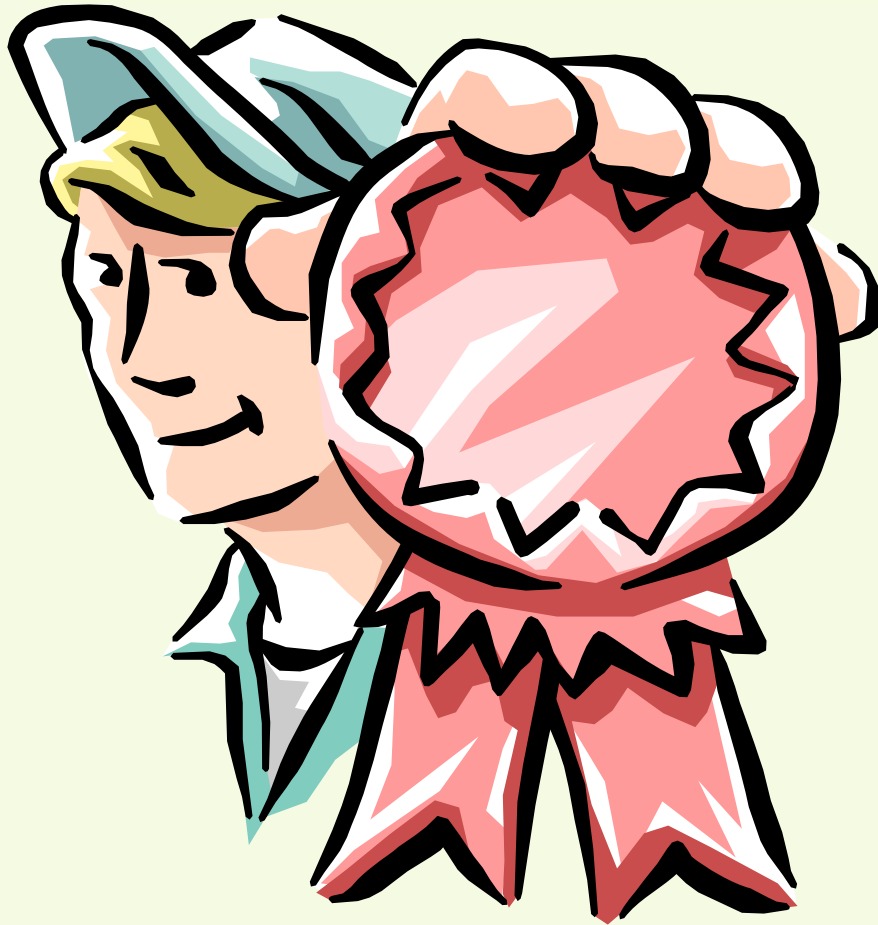
Quality management

- Demands to the process
  - Keep the process clear and transparent
  - Take notice of the interests of all actors
  - Be transparent and honest about how decisions are taken
- Demands preceding the result
  - Keep the chosen strategy clear and transparent
  - Investigate all possibilities and impossibilities
  - Collect all ingredients at a strategic level to make a well considered decision

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