

	URBACT II Type 1: Analytical case study	Template April 2010
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Using this template: *As you fill in the various sections below, your text should replace the instructions (in italics) with the text of your case study. Please refer to the Guidance document on URBACT Case Studies which will help you to produce, validate and capitalise on this case study.*

Name of Project: *Routes for a healthy neighbourhood: an action plan based on participation and methodological innovation.*

Date: 2009 - 2011

Overview

The City of Madrid has undertaken different action in various areas in order to improve and reduce the main problems that are usually found. The problems identified are firstly a complex institutional structure, with an excessively compartmentalized work that not allows the reflection and coordination; secondly, in the city, a lack of an integrated planning of the land uses; the serious impact of the town-planning actions on the natural environment; the lack of green areas and quality public spaces; the priority of road traffic over pedestrian traffic; the problems of air contamination and high noise level; and the difficulties derived from waste production and management.

From the problems identified it has begun activities that are more aimed at preventing future deterioration and, above all, it has included citizens in the different decision-making processes, promoting co-responsibility by all for maintaining a healthy environment. In terms of the activities begun, we would like to point out:

- *The development of a regulation directly related with the preservation of the spaces and a sustainable use of these spaces.*
- *Start-up of different plans and strategies for action: plan for managing the demand for water; Local strategy for air quality; Plan for a sustainable use of energy and the prevention of the climate change; Guidance plan for bicycle movement in the City of Madrid; Road safety plan; Special plans for urban revitalisation (Recoletos-Prado and Manzanares axis); with regards to the production and management of waste, pick up of belongings and clean points; monitoring of acoustic pollution; holistic plan for air quality: monitoring system and prediction system; cycling green ring; strategic housing action for social integration; initiatives for urban revitalisation; parking programme for bikes, motorcycles and scooters; development of good practices manuals aimed at the population and at the institution itself; drafting of environmental studies; development of the Agenda 21 and activities of participatory and educational character for citizens.*

With our participation at BHC, It is hoped that – by networking and using indicators – a map of indicators can be drawn that will permit assessing the level of health in the communities, so that on the one hand, the aspects that are a threat for the community may be subsequently addressed and, on the other hand, preventive projects can be implemented. It is also hoped that this set of indicators will a level of accuracy and reliability sufficient enough for it to be able to be extrapolatable to any urban space or community.

With the aim of evaluating the indicators, we have chosen to work on the Embajadores neighbourhood. Over the past several years, there have been different activities aimed at rehabilitation of the area that have been implemented, culminating in the declaration of this area as an Area of Holistic Rehabilitation. Among the measures developed, worthy of mention are:

- *Increase in police presence in the area*
- *Declaration of the area as a residential priority area, restricting access by vehicular traffic*
- *Increase in the provision of social action resources*

	<ul style="list-style-type: none"> - Reinforcement of cleaning services, street cleaning and the pickup of packaging resulting from the high number of wholesale business located in this area - Establishment of areas and timetables for loading and unloading - Health inspections of business premises - Support for creating associations <p>However, despite the actions carried out, the area continues to be sunk in a process of severe deterioration, which makes it necessary to take another look at the work carried out to date and initiate new ways of intervening that will strengthen and increase the quality of life of its residents and the visitors staying in the area. Among the challenges:</p> <ul style="list-style-type: none"> - To develop coordinated work among the different departments of the Madrid City Government - The improvement of the urban landscape, redrawing spaces and recovering them for pedestrians, improving accessibility and eliminating architectural barriers - Renovation of infrastructures, with special attention paid to paving, lighting of public spaces, gardens, street furniture and signage, updating supply networks... - To gain quality private spaces - To act on the problems of sub-standard housing - To encourage work with associations - To promote means directed at social integration and the encouragement of peaceful co-existence.
Basic description of the background and setting	
Summary	<p>The objective of the work is developing and implementing a toolkit to evaluate healthy policies, to establish mechanisms of coordination with the neighbours, to identify necessary interventions and to select some strategic actions.</p>
Challenges that the practice addresses	<p>MAIN CHALLENGES FOR THE INSTITUTIONAL ORGANIZATION</p> <ul style="list-style-type: none"> - Pay more overall and holistic attention and support based on the interaction of the different aspects affecting a health ageing process. - Promote the active citizen participation. <p>MAIN CHALLENGES AND PRIORITIES FOR THE CITY</p> <ul style="list-style-type: none"> - Develop tools for creating a health urban environment. - Give priority to accessibility when designing spaces. - Increase the coverage of services and resources by planning a sensible use of them. - Strengthen sustainable mobility. <p>MAIN CHALLENGES AND PRIORITIES FOR THE EMBAJADORES NEIGHBOURHOOD (pilot area)</p> <ul style="list-style-type: none"> - Develop coordinated work among the different departments of the Madrid City Government. - Improve the urban landscape, redrawing spaces and recovering them for pedestrians, improving accessibility and eliminating architectural barriers. - Renovate infrastructures, with special attention paid to paving, lighting of public spaces, gardens, street furniture and signage, updating supply networks... - Act on substandard housing problems. - Encourage work with associations. <p>Promote means directed at social integration and to encourage a peaceful co-existence.</p>

The Context

The specific features are:

a) INSTITUTIONAL context:

- Excessive compartmentalisation of projects and programmes developed in the neighbourhood.
- Lack of implication of some areas of the Government.
- Low culture participation by Government and citizens.

b) CITY context:

- Lack of integrated planning for land use.
- Serious impact of urban activities on the natural environment.
- Lack of quality green areas and public spaces.
- Priority of vehicular traffic over foot traffic: problems with air pollution and high levels of noise.
- Difficulties derived from the production and management of waste.
- Excessive mobility of the resident population.

c) NEIGHBOURHOOD context:

- Severe risk of social isolation.
- Intense concentration, on the one hand, of an immigrant population and, on the other, of a native population with precarious economic resources.
- Significant existence of substandard housing and overcrowding.
- Lack of green spaces.
- "Unhealthy" occupation of public spaces.
- Increase in social conflictivity and a subjective feeling of insecurity.
- Difficulties with the management of urban waste.

<p>Aims and objectives</p>	<p><i>Promote an innovative and comprehensive working methodology to share several aspects of reality.</i></p> <p><i>Develop a working tool called "ERM" (Environmental Risk Mapping) that supports this methodology.</i></p> <p><i>Facilitate the implementation of threat supervision, follow up and control systems, fostering active citizenship.</i></p> <p><i>Support decision making.</i></p> <p><i>Recover the public space through direct work on the lifestyle of the neighbourhood's citizens.</i></p>
<p>Social Innovation</p>	<p><i>We wanted to facilitate the implementation of threat supervision, follow up and control systems, fostering active citizenship. In order to do so, a diagnosis participated by the citizenship was elaborated within the LSG, by means of surveys, discussion groups and days of reflection.</i></p> <p><i>With this work, we have identified different ways of participation, and we have been able to create interconnection channels.</i></p>
<p>Case: Concise description and explanation of the practice</p>	
<p>Main components or parts of the practice</p>	<p><i>Once the LSG was created, composed by experts coming from public and private sectors, the following main elements were detected in the action to implement:</i></p> <ol style="list-style-type: none"> <i>1. Design of an evaluation tool based in Health Indicators Assessment (HIA)</i> <i>2. Space implementation: tool checking, citizen participation and intervention Ministriles square.</i> <i>3. Identification of underway measures</i> <i>4. Identification of handling, reduction and prevention measures</i> <i>5. Design plan for the sports itinerary</i> <i>6. Knowledge dissemination</i>
<p>Timing - Start and duration</p>	<p><i>The action started in 2008. The components 1/2/3 ended; the components 4/5/6 are still ongoing. Our aim is that the methodological will be a normal practise, it hasn't ended.</i></p>
<p>Process - Development over time</p>	<p><i>The key stages of implementation are:</i></p> <ul style="list-style-type: none"> <i>- Local administration</i> <i>- The city</i> <i>- The neighbourhood (pilot area)</i> <p><i>The process was developed through monthly meetings of the LSG, coordinated by the project management. This was supplemented by continuous contact via mail and telephone. With regard to citizenship, a member of the LSG has developed a contact system through participation in activities and coordinating tables at the neighbourhood level. Among the actions arising from the application of the methodology designed in the first phase of the project, a participatory activity was implemented about the occupation of the public space and its influence on urban health.</i></p>

Overcoming challenges	<p>The most important set backs and obstacles were:</p> <ul style="list-style-type: none"> a) Lack of institutional support, which has led to the departure of some of the members of the LSG. b) The incorporation of the MA wasn't possible. c) Lack of financial resources to complete all actions designed by the LSG
Transnationality	N/A
Key actors	
Main actors involved	<ul style="list-style-type: none"> - Local administration had the idea, the department of coordination. City Centre Office (planning and housing). - University. - Neighbourhood associations. - Educational associations. - Statistical. - Transportation consultant <p>The participants have different education background; we can find engineers, doctors, architects, lawyers, sociologists, social workers, etc.</p>
Coordination mechanisms	<p>In the Directorate-General of the City Centre Office logistical actions are carried out such as:</p> <ul style="list-style-type: none"> - Organizing, developing, and implementing meetings, and provide a schedule to every member of the LSG. - Establishing a flexible and agile communication channel to collect all contributions: e-mail, phone, web, etc. - Preparing model documents necessary for the proper conduct of the study and try to implement mechanisms that facilitate the aggregation of ideas (web forums). - Coordinating with the lead partner. - Managing the European Economic Funds, reporting to project participants.
Participation	<p>Firstly the LSG has incorporated social actors.</p> <p>Secondly, we have signed an agreement with the Universidad Complutense of Madrid for the development of the social participation linked to the project. The following actions have been carried out:</p> <ul style="list-style-type: none"> - Shared diagnosis and workshops in the Embajadores neighbourhood. - Informative meetings to show the results of the workshops to the population. - Qualitative survey affecting public spaces.
Supporting programmes and funding sources	
Total cost and Sources of funding	<ol style="list-style-type: none"> 1. AGREEMENT BETWEEN COMPLUTENSE UNIVERSITY OF MADRID (DEPARTMENT OF THE POLITIC SCIENCES AND SOCIOLOGY) AND MADRID CITY COUNCIL. Amount: 34 000 euros 2. RAFAEL TEMES CONTRACT. CONTRACT TO PROVIDE EXPERT ADVICE FOR THE DEVELOPMENT OF THE PROGRAM "BUILDING HEALTHY COMMUNITIES – THEMATIC NETWORK URBACT II". Amount: 15 340 euros 3. JOINT FINANCING OF URBACT: 19 050 euro
EU financial contribution	JOINT FINANCING OF URBACT: 19 050 euro
Annual budget in Euro	N/A

Immediate and lasting results	
Overall impact	<p><i>The main impact has been networking within Local Administration.</i></p> <p><i>As for specific objectives, we have developed a consensual action, arising from an indicator-based diagnostic.</i></p> <p><i>This action incorporates the networking, which has resulted in added value.</i></p>
Beneficiaries	<p><i>The citizenship.</i></p>
Concrete results	<p><i>In our case, the use of indicators has allowed two things:</i></p> <ul style="list-style-type: none"> - <i>the design of a consensual working methodology: many different people have worked together to develop indicators;</i> - <i>the design of a pilot action that, using the street as sports equipment, facilitates the development of healthy habits.</i>
Impact on governance	<p><i>At this moment, more experts are designing actions in a transversal and coordinated manner.</i></p>
Lessons to be learnt	
Success factors	<p><i>The main factor has been the organisation's commitment to develop consensual and coordinated actions, based on indicator systems.</i></p>
Barriers, bottlenecks and challenges	<p><i>The main obstacles are:</i></p> <ul style="list-style-type: none"> - <i>The actions are based on voluntary workers.</i> - <i>There is little culture of participation among the population.</i>
Future issues	<p><i>Our main tasks are:</i></p> <ul style="list-style-type: none"> - <i>forging ahead the working methodology;</i> - <i>incorporating the use of indicators as usual practice;</i> - <i>having the means to perform the actions;</i> - <i>disseminating knowledge.</i>
Transnationality	<p><i>International exchanges have been positive, as they have allowed us to learn and understand other realities. Thanks to them we have been able to refine our views and arguments.</i></p> <p><i>In 2010, the city of Madrid also had the opportunity to organize a meeting with some of the cities participating in the BHC Project. The contents developed on that occasion were the following:</i></p> <ul style="list-style-type: none"> - <i>The most comprehensive presentation of the local action plan in Madrid: the working methodology based on indicators and the two pilot actions to be implemented in the Embajadores neighbourhood (the design of a sports itinerary in order to create a social network, and the presentation of the mediation activity in public space, developed in a square of the neighbourhood having difficulties of coexistence).</i> - <i>The work on indicators used in the city of Madrid in contrast with the work developed by other participating cities.</i> - <i>The work done by other participating cities: development of a geo-reference system.</i> - <i>Also, a visit was done to the part of the river where an ambitious work of recuperation was developed. This part will be incorporated in our sports itinerary.</i>
Duration	<p><i>Given that the project has a methodological part, the aim is to incorporate it over time and modify it where the reality requires, in order to improve it.</i></p> <p><i>Also, we aim to institutionalize a motor group to disseminate the know-how.</i></p>

Transferability	<i>The transferability was one of our main objectives and all the work was done for this purpose.</i>
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Expert opinion	<p><i>The interest lies in analysing the difficulties encountered and the solutions envisaged in order to solve them, where possible.</i></p> <p><i>On the other hand, it is interesting to extract the commonalities among practices and to manage the accumulated knowledge.</i></p>
Stakeholder opinion	<p><i>It was very interesting the possibility of:</i></p> <ul style="list-style-type: none"> - <i>working with people that otherwise you will have no chance to meet;</i> - <i>promoting discussing and reflection;</i> - <i>developing empathy and reciprocity.</i>
Information sources	
Name of the initiative	<i>URBACT I- BUILDING HEALTHY COMMUNITIES project.</i>
Country/region/city etc.	<i>Madrid, España</i>
Administering organisation(s)	<i>Ayuntamiento de Madrid. Área de Gobierno de Urbanismo y Vivienda. Dirección General de la Oficina del Centro. Departamento de Coordinación.</i>
Contact details of administering organisation(s)	<p><i>Ana Isabel López Valero:</i> lopezvai@madrid.es</p> <p><i>Teresa Sánchez-Fayos Calabuig:</i> sanchezct@madrid.es</p>
Interviewed persons	<i>Regardless of the members of LSG, contacts have been made with neighbours, other areas of work of the Autonomic and Local Administration of Madrid, as well as with experts of the Universities.</i>
Other documentation sources	<i>During the BHC project, several documents and articles of different nature have been produced by the Local Support Group..</i>
Website URL	<i>e.g. http://urbact.eu/bhc</i>
Main author of the case	<i>Ana Isabel López Valero</i>

Illustrations	<ul style="list-style-type: none"> ▪ Required: Submit at least 3 photos illustrating the project ▪ Recommended: Diagrams, charts, maps etc. (e.g. to illustrate the sources of fundings);.clear with caption including source
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