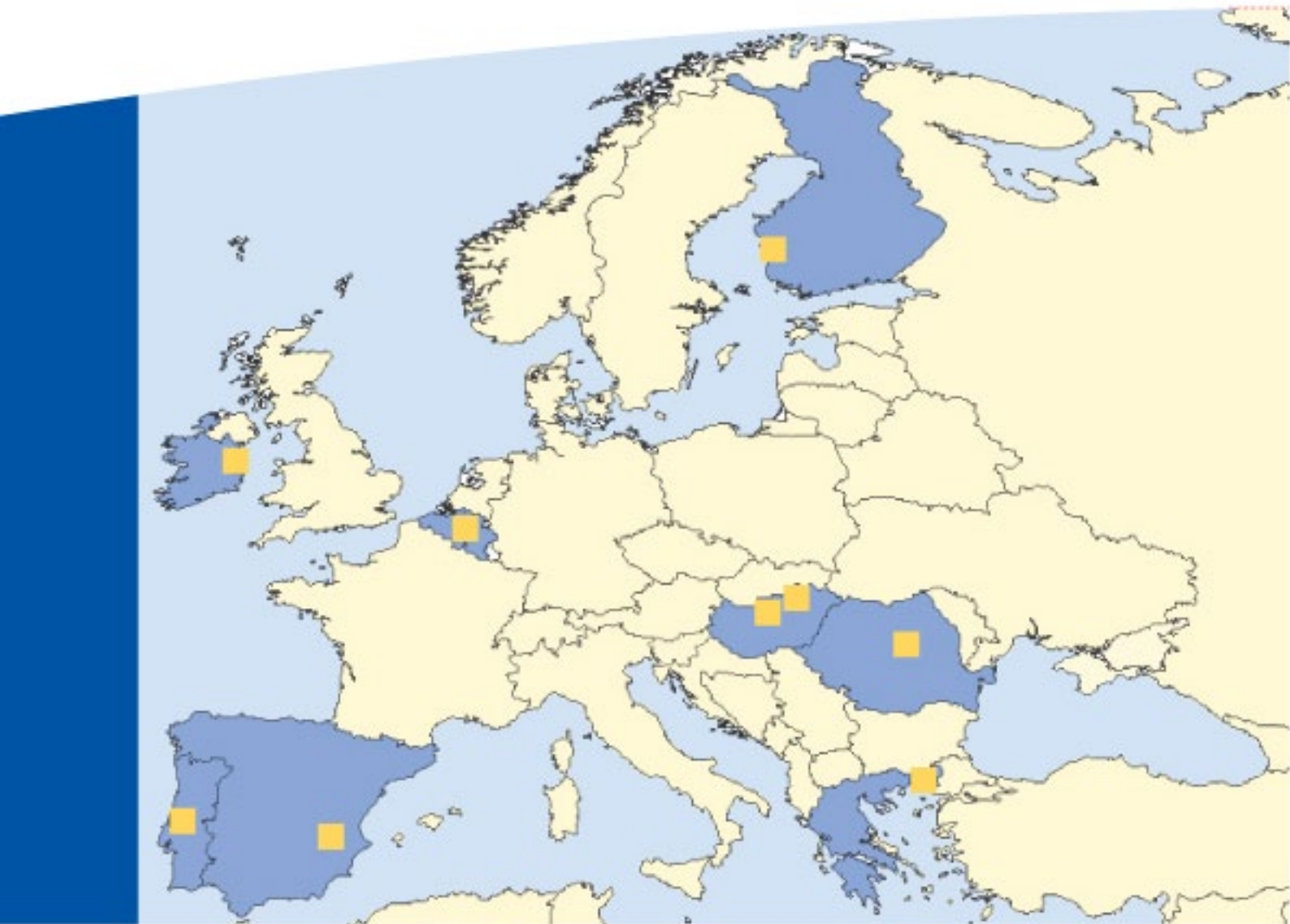




SURE Newsletter 1



Paving the way for a **Socio-economic Urban RE**habilitation model to foster community development

Editorial by Dr Hans Schlappa, Lead Expert *



Why?

Many small and medium sized towns in Europe are amazing places – towns with their own identity and a sociable way of life for their inhabitants, places where there are local jobs for local people and where local traditions, crafts and foods are interwoven into the fabric of daily life. Yet most of these towns are experiencing economic and social challenges which surpass the capacity of local economies, municipalities and communities to safeguard and develop a locally distinctive and sustainable way of life.

While some cities benefit from the global flow of capital, ideas and people, small and medium sized towns tend to gain little from economic and cultural globalisation. They suffer instead from many of its negative consequences including decline in local economy; neglect of cultural heritage and of open spaces land and natural environment; vacant or underused buildings,

decline in public services; social isolation and fragmentation, disregard for the ageing population. Municipalities work tirelessly to develop the best possible solutions to tackle these problems but they have to confront complex interactions and the pace of externally enforced change creates formidable challenges.

What?

The SURE network is a space for learning and exchange, structured around core themes such as tourism, enterprise, physical improvements, strategy, and community. SURE is designed to support officers and politicians from municipalities in working hand in hand with their counterparts of other towns to explore whether there are better or different ways of tackling the commonly shared problems.

Within this broad framework SURE partners will focus on the exploration of five specific topics which reflect their particular local circumstances and which will have to be addressed in conjunction with each other.

These include:

- **Tourism as a way of facilitating local economic and cultural development;**
- **Encouraging small enterprise and innovation;**
- **Physical improvements to important buildings and open spaces;**
- **Strategic partnership and planning to regenerate housing markets, re-use land and buildings and manage town centres; and**
- **Community development to build confidence, tackle prejudice and engage both young and older people in meaningful activity and dialogue.**

In addition, the thematic partner of SURE network provides an important contribution for every city partner in the field of participatory planning as a cross-cutting theme. This is because the active engagement of local citizens is considered to be central to the development of sustainable socio-economic regeneration for all partner cities.

How?

SURE partners are supported in their work through a continuous supply of information on practical examples which reflect internationally recognised good practice and study visits designed to explore particular problems in greater depth and to exchange experience with other URBACT networks that share similar interest.

The main output of the SURE network will be the integrated Socio-economic Urban Rehabilitation model, which is based on the experience of SURE partners and best practices and designed to provide guidance for other practitioners who intend to develop similar strategies for their own towns and cities. This will be complemented by a toolkit on participatory approaches towards planning and strategy development in deprived neighborhoods. The SURE model will be disseminated in national languages in the frame of publication of booklets. It will be prepared with the help of the Lead Expert for the final conference, together with policy recommendations and a best practice collection.

In line with the URBACT II principles, each partner has to make a Local Action Plan (LAP), which must be based on the lesson learnt during the exchange and learning activities of the project, and Local Support Groups (LSG) has a central role in the design and implementation of the LAPs. The heart of the SURE network are the LSGs which have set up by each city partner. The overall aim of the LSGs is to improve the impact of URBACT exchange activities at local level. LSG helps to spread the learning from transnational exchanges to a broader cross-section of local stakeholders and to ensure that the lessons

learnt lead to change at a local level. The animation of LSGs will be organised through at least 10 local workshops per city partner.

The SURE network has just completed its initial 6 months development phase dedicated to project preparation and now looks forward to what promises to be an interesting and engaging work programme over the next two and half years.

* Dr Hans Schlappa is an experienced regeneration practitioner and academic. He has worked for 15 years in municipalities and third sector organisations, developing and leading socio-economic regeneration programmes in some of the most deprived neighbourhoods in the UK. Dr Schlappa has been working since 2004 as a researcher and teacher at Birmingham and Coventry universities in the UK. He has been appointed by SURE project partners to accompany them throughout the project lifecycle by providing methodological guidance and thematic input so as to contribute to quality and effectiveness of project implementation.

European cities kick off new URBACT II project "SURE" for the regeneration of deprived neighborhoods



On 18 and 19 January, 2010 the city of Eger (Hungary) held the first meeting of the newly approved **SURE network** based on the partnership of 9 European small and medium sized towns and one thematic partner. The kick off resulted in the successful launch of the EU ERDF-funded project "**SURE**" that aims to foster diversification of local economies by using innovative socio-economic methods of urban rehabilitation in deprived urban areas.

Running until the end of 2012, SURE project is based on an **integrated socio-economic approach** which includes diversification of local economies, promotion of community development as well as improvement of local employment opportunities and housing provision.

Throughout the duration of the SURE project partner cities will be supported in the development of such integrated approaches. Concrete outputs of the SURE network include a Local Action Plan for each partner city and a Model of integrated socio-economic regeneration which is based on the experience of SURE partners and designed to provide guidance for other practitioners who intend to develop similar strategies for their own towns and cities.

SURE project and network is led by one of the Northern Hungary's regional centers, the Municipality of Eger.

The network consists of **nine small and medium sized towns representing different working cultures**, and **one thematic partner who specialises in participatory planning processes**, which is key in all socio-economic approaches.

The SURE partners are:

- **Albacete**, Spain
- **Alcobaca**, Portugal
- **Dun Laoghaire Rathdown**, Ireland
- **Eger**, Hungary
- **Gheorgheni**, Romania
- **Komotini**, Greece
- **Larnaca**, Cyprus
- **Ottignies Louvain La Neuve**, Belgium
- **Pori**, Finland ,and
- **Studio Metropolitana**, thematic partner based in Budapest, Hungary

A city for everyone

All of them share a desire to improve their capacity to diversify local economies, improve employment and housing opportunities and engage their local communities in the regeneration process in ways which leaves them better equipped to access the labour market and sustain the regeneration of their neighbourhood.

As set forth at the project launch, the **key challenge in urban regeneration arises from the diversity of towns and neighborhoods**; hence each municipality is developing its own approach towards social and economic regeneration of the town center and specific neighborhoods. SURE network partners will so far need to establish thematic partnerships that are able to

cut across departments, agencies and sectors. Also, professional input from a range of public service sectors is required, including planning, housing, health, social care, education, transport, grounds maintenance, refuse collection and policing. In addition, developers, public agencies, community groups and planners need to find ways of working closely together as well as financial and non-financial resources are required from public and private agencies, local citizens and third sector organizations.

Global input for local strategies



SURE Network comes to complement the range of policy developments at European transnational and local levels. It aims to make use of the broad policy framework in the process of developing locally sustainable socio-economic regeneration strategies. While each partner city will have its own way of using existing European Union policies to its advantage, SURE will support same objective through structured learning and exchange between the partners as well as technical guidance on internationally recognized best practice.

Some partner cities have substantial experience in securing EU funding or working with European networks of partner cities, while others were drawn to SURE because they have very limited experience in this regard and still much to learn by way of creating cross-cutting interventions that add value and contribute towards sustainable growth. Hence SURE network provides a **valuable space for learning and exchange**

among practitioners in search of better solutions to their local problems.

* The Leipzig Charter on Sustainable European Cities is one such example. It sets out guiding principles on the socio-economic regeneration of deprived neighborhoods and provides a policy as well as practice oriented perspective on European Union urban policy from the local level.

Interview

Mr. László HABIS, Mayor of EGER town - SURE project Lead Partner



Eger is a town with 56,000 residents and a regional centre in northern Hungary. In recent years Eger has developed a detailed integrated urban development plan for the town and has significant expertise in the management of European Union funded regeneration interventions. Eger is keen to learn from partner cities how best to develop integrated approaches towards the socio-economic regeneration of deprived neighbourhoods and can offer substantial capacity in supporting the continuous development of the SURE network.

What motivated the city of Eger in launching the SURE project for the renewal of deprived urban neighbourhoods?

In Hungary, all Cities with County Ranks are due to elaborate an integrated urban development strategy, comprising of a compulsory social urban rehabilitation component and of a non-compulsory multi-functioning development component. It is always difficult to decide which are the fields of intervention that really serve the interests of urban rehabilitation instead of only keeping up the pretence of aiding certain purposes, and which are the social interventions of the city that serve the needs of the whole city. The launching of the programme is supported by a collection of international practices, a good example of which is URBACT. The aim of the city of Eger is to study how certain complex urban renewal programmes have been implemented, with a special focus on social issues. Based on the good practices and the lessons learnt, the city wishes to develop its own programme in the future.

The City of Eger developed its own Integrated Urban Development Strategy in December 2008 which document identifies with concrete measures the two areas selected for social urban renewal both of them being close to the city centre:

- A housing estate in the North of the city centre, built in socialist era, now out-dated. The building block is housing almost one third of the population today.
- A row of wine cellars, currently laying in the North-West of the city centre, a location once upon a time on the edge of the city. The cellars constitute an important wine making centre however the location does not make use of tourism opportunities, its environment being derelict with a socially poor population in the area.

Facing strategic developments of high importance, the Municipality of Eger aims to prepare for future challenges of urban development with the help of the URBACT programme, and considers the European level dissemination of the results as an issue of equal importance and which remains the main goal of the project.

SURE integrates 10 European partners from 9 different Member states. What does the city of Eger expect from this pan-European cooperation?

- To become familiar with partner regions, municipalities and countries facing similar problems, to study existing opportunities and the success of different solutions, in order to have a detailed overview of the best practices;
- To receive advice from partner organisations regarding the components that are inevitable for the successful implementation of the project;
- To gain experience concerning which are the innovative methods and solutions that could help areas that are appointed for urban rehabilitation (areas being close to city centre but parted for socio-economical reasons) to be integrated in the economical-social-cultural life of the city, creating new economical opportunities for the city
- To activate international experiences efficiently at local level, through the Local Support Groups
- To develop Local Action Plan with the involvement of the local support group, that would serve as a basis for upcoming interventions.

What experience can Eger share with other cities that could serve as a good example or practice in other towns?

The City of Eger states as a good example in the field of solutions to social urban renewal

problems. We have been handling the following issues in an extensive way:

- Human resources development
- Reactivation of abandoned plants and factories
- Job creation opportunities based on local traditions
- Educational approach mainstreaming
- Improvement of the local environment and of the conditions of life of inhabitants

The City has been handling the issues above in their wider context, avoiding tackling the problems in an isolated way, and in investigating the cross-effects of the different aspects of the problem.

What does the city of Eger wish to achieve with the setting up of the Local Support Group?

- We would like to change the environment in more aspects. For this reason it is important to involve experts and civil organisations from different professional fields;
- To develop a Local Action Plan with the collaboration of the Local Support Group that is connected to the topic of the project theme, including experiences gained from international case-studies.

SURE PROJECT PARTNERS - CITY PROFILES

ALBACETE



- **Location:**
Albacete is the administrative capital of the Albacete province of the Castilla La Mancha region in central Spain.
- **Population:**
169,000 residents
- **Local situation and challenges:**
The SURE target area consists of four residential neighbourhoods which accommodates 28% of Albacete's population. The compact nature of the city means that it is just a ten minute walk from the outer edge of the target area to the city centre of Albacete. This is a high density urban area with very few open spaces and narrow streets. Most of the housing consists of six storey blocks of flats built in the 1950s and 1970s and many properties are in need of refurbishment and modernisation. Because of the declining housing standards the rents are comparatively low, thus attracting people from poorer backgrounds which in turn discourages better off families to move into the area. The out-flow of families with middle incomes and the influx of ethnic minorities not only changes the cultural context of the remaining residents, it also leads to over-crowding, thus exacerbating social tensions as well as social segregation.

It is primarily older people who struggle to leave the area and thus stay behind, finding themselves increasingly isolated from their traditional social networks.

- **Potential contribution:**
Albacete has substantial capacity and experience in supporting business start-up and working through partnership in economic regeneration initiatives.

ALCOBAÇA

- **Location:**
the city is located in Centro region, cca. 100 km North of Lisboa
- **Population:**
55,641 residents
- **Local situation and challenges:**
The target area consists of the residential area adjacent to the modern town centre and the monastery. The monastery attracts 400,000 visitors a year, primarily on day trips. Local tourist services are designed to deal with a rapid throughput of high volumes of visitors and during the day the town is dominated by tourists. In the evening many of the restaurants and shops around the monastery close because there is no through traffic to the area and very few residents actually live in the properties in the central





DUN LAOGHAIRE-RATHDOWN COUNTY (DLR)

- **Location:**

DLR is one of the four administrative areas that form the metropolitan area of Dublin, Ireland.

- **Population:**

185,000 residents



part of the target area. As most of these tenants are older people, the area becomes very quiet in the evening. Most of the housing stock in the target area was built in the 19th and early 20th century and the number of vacant properties is growing continuously because landlords cannot let them due to their poor condition. It is mostly older people who cannot move and thus remain in largely unsuitable housing conditions. There is a growing number of vacant retail units which used to provide services for local residents and the number of buildings which are abandoned or in a state of decay is also growing.

- **Local situation and challenges:**

The target area consists of three neighbourhoods which are located next to each other: Loughlinston, Shanganagh and Ballybrack. These are primarily residential areas containing 2,500 households most of which are owned by the municipality and rented out to people on low incomes.

These three neighbourhoods have the highest levels of unemployment in DLR and many residents depend on social welfare payments. DLR has experienced a rapid increase in unemployment particularly. In the two years from January 2008 to December 2009 official unemployment more than doubled from 5% to 14% of the working population. Youth unemployment tripled during this period with 1,800 of under 25s being without paid employment in the first quarter of 2010. There is a high level of family breakdown and single parent families, together with high levels of anti-social behaviour and vandalism. Low levels of educational achievement amongst the younger as well as the older population together with the continuing decline of low skilled jobs cre-



- **Potential contribution:**

Alcobaça has substantial expertise in the design and delivery of large scale physical regeneration projects which transform the city centre and the town's tourist attractions.

ate substantial challenges for residents and public agencies to break a cycle of decline in the target area.

- **Potential contribution:**

DLR has substantial capacity and structures which support community development and was intended to act as a good practice example and case study during the initial development phase of the project.

EGER



- **Location:**

Eger is the capital of the County of Heves, and plays an important regional role as a service centre in Northern Hungary.

- **Population:**

56,000 residents

- **Local situation and challenges:**

The target area of the SURE project in Eger is located on the north-western edge of the town centre and has substantial potential to create a new commercial focal point. It includes two distinct parts: One part contains a secondary school, student accommodation and a number of high rise panel buildings providing residential accommodation. The other part is characterized by low rise accommodation and a Roma settlement accommodating approximately 300 – 400 residents. In addition to the housing problems found in the Roma settlement, there is a substantial number housing units in the target area which have structural and maintenance problems. The stimulation of a com-

petitive market for housing would form part the strategy because there is little diversity in the type of accommodation available and the target area might offer opportunities to diversify the range of properties that are available. Prejudice and segregation between Roma and Hungarian communities is likely to present the biggest challenge for the development and implementation of an effective integrated regeneration strategy. Breaking the cycle of unemployment and lack of basic educational qualifications among the Roma community will require skill, investment and a long term strategy.

- **Potential contribution:**

Eger has substantial expertise and wide networks in the field of tourism including public-private partnerships for the development of strategic tourism related programs and to bring about the physical renewal of historical buildings.



GHEORGHENI

- **Location:**

Gheorgheni is located in Harghita County, Romania, in the foothills of the Eastern Carpathian mountains.

- **Population:**

20,000 residents

- **Local situation and challenges:**

The target area of the SURE project in Gheorgheni encompasses the town centre and the



Red Lake holiday resort. While the development of economic, physical and social interventions will be focused on the town centre, these will be strategically linked to current or potential tourist activities in the Red Lake holiday resort and other leisure services in the surrounding areas. Most of the central area of Gheorgheni consists of buildings that have significant historical and architectural value. These buildings are primarily in private ownership, have a poor appearance and are in need of substantial repair. In addition, individual retailers promote their businesses in ways which are unsympathetic to the historical features of the buildings they occupy. Despite its advantageous location, little co-ordinated effort has been made to create a coherent offer for tourists passing through Gheorgheni on the way to the Red Lake resort. Local customs, foods or crafts not marketed and services for visitors are poor. Due to its limited facilities and opportunities there is a continuous outward migration of young people, many of whom obtained



degrees in the town's university. Those who are left behind are contributing to a growing number of young unemployed people.

- **Potential contribution:**

Gheorgheni has little experience in the development of socio-economic regeneration and participates with a particular interest in learning about all aspects of tourism related economic development and the ways in which programmes to renovate privately owned buildings can be developed including strategic frameworks.

KOMOTINI

- **Location:**

Komotini is the main regional administrative and commercial centre in north-eastern Greece, in the cross-border region of Eastern Macedonia and Thrace.



- **Population:**

111,000 residents

- **Local situation and challenges:**

The target area is located in the north-western part of the city and contains agricultural land, an athletic stadium, a retail centre and two residential areas, naturally divided by a river, one of which hosts a Roma population and immigrants, the other housing inhabitants with higher income. Compared to the other neighborhoods the SURE area provides only basic facilities and the living conditions are very poor. There are high inequalities and strong feelings of discrimination towards specific groups of the population in the area.

- **Potential contribution:** Komotini has significant experience in utilizing European Union

funding to undertake social, economic and physical regeneration projects. The town has joined the SURE network primarily to learn about the social dimension of integrated regeneration strategies.

LARNACA



- **Location:**
Larnaca is a coastal city on the south Riviera in Cyprus
- **Population:**
82,000 residents
- **Local situation and challenges:**
The SURE target area is a distinctive neighbourhood located approximate two kilometres from the city centre. It was traditionally home to two different communities. One was a close knit community of Greek Cypriot trades people and workers who lived in relatively poor conditions. The other was a Turkish Cypriot community who was one of two Turkish Cypriot neighbourhoods in Larnaca where they lived largely isolated from the majority population of Larnaca. The unsettled state of the communities living in St Johns, together with the low status of the



area, may have been the reason why neither residents or government tried to improve the area. Much of the building stock dates back to the late 19th and early 20th century, is single storey and in poor condition. Many of these buildings have very basic amenities and people can either not afford to carry out the necessary improvements or feel that the current condition and status of the area does not reflect their aspirations. Another reason for the lack of investment in local property is related to the conservation area status of St Johns. A further challenge is the perception that St Johns remains an area that has little to offer to its residents and visitors alike. The dominant image local residents seem to have of themselves is that of a community which is not united and does not share the same values.



- **Potential contribution:**
Larnaca has substantial expertise in strategic planning and development in relation to traffic management, conservation of buildings and tourist development.

OTTIGNIES-LOUVAIN-LA-NEUVE (OLLN)



- **Location:**

Ottignies-Louvain-La-Neuve is a city located in the Wallon region of Belgium. The municipality comprises the old town of Ottignies and the recently built city of Louvain-La-Neuve.

- **Population:**

30,000 residents

- **Local situation and challenges:**

The part of the city which forms part of the SURE project is Louvain-La-Neuve (LLN) which is a new town built in the 1960s and 1970s to accommodate the Université Catholique de Louvain. The land on which LNN was built belongs to the university and with that most of the residential and commercial property of the town. The town is unique in its car-free design and attracts many thousands of visitors who enjoy the town and shopping facilities or who come to study its architectural dimensions. The target area is defined by the pedestrianised Rue des Wallons which runs for about 600 metres through the central area of LNN between the railway station and the Place des Sciences. In its hey day the Rue des Wallons was the main thoroughfare of the town centre. Visitors in particular were drawn through the Rue des Wallons because of the location of car parks around the periphery of the town centre. This was a bustling area of LNN all year round, but particularly dur-

ing the summer months with regular events and fairs drawing visitors in large numbers to the squares and shops along the Rue des Wallons. The physical fabric of the Rue des Wallons shows evidence of heavy use over several decades. Buildings and pavements require repair or maintenance and public spaces show signs associated with a lack of investment. Although most retail units are let, they serve the less lucrative end of the market. There is a high turnover of retailers and a subsequent reluctance by them to invest in public amenities to make the area more attractive.



- **Potential contribution:**

The OLLN municipality works in an almost symbiotic partnership with the University for managing the town which thus led the town to developing as a retail and tourist destination.

PORI

- **Location:**

Pori is the regional centre of Satakunta County, North-West from Helsinki, in Finland.

- **Population:**

82,000 residents

- **Local situation and challenges:**

The target area abuts the western edge of the city centre and runs along the Kokemäenjoki river. It occupies a strategic location in relation to the current direction of growth of the town centre and also provides an important link to the northern part of



the city which is located on the river bank opposite the target area. There are a wide range of land uses, such as high quality housing, a hospital and other health care facilities, cemeteries, some listed buildings as well as large tracts of brown field sites, a large engineering plant, derelict railway land and a number of small to medium sized businesses. Much of the vacant land in the target area is or will shortly be owned by the municipality and there are pressures for housing and commercial development as well as for the extension of the hospital site. One of the key challenges is that the municipality has limited experience in the development and delivery of partnership based strategies. While there is a regional development agency with significant experience of promoting the Pori region for inward investment, the town has very limited experience in securing and utilising EU funding for regeneration projects. Although officers collaborate on project specific initiatives, the procedures and structures governing the municipality and other public agencies tend to work against a cross-cutting approach towards regeneration and promote a departmentalised approach in strategy development and delivery.

- **Potential contribution:**

Pori has significant capacity and expertise in strategic land use planning and will contribute this to the learning process.

The thematic partner:

STUDIO METROPOLITANA, Budapest, Hungary

Studio Metropolitana is a registered non-profit organisation which provides a wide range of planning and community engagement services to municipalities, including extensive experience in working on European Union funded projects. Studio Metropolitana's involvement will grow the transnational body of knowledge on effective approaches towards participation in the development of socio-economic regeneration strategies within SURE network. It will provide guidance and advice to each SURE partner, ranging from remotely provided support to a full scale of technical advices in the design and implementation of consultative exercises.

Studio Metropolitana can make an important contribution for every partner in the SURE network. This is because the active engagement of local citizens is considered to be central to the development of sustainable socio-economic regeneration for all partner cities. Some partners have of course many years of experience in working with their local communities on the development of regeneration strategies. Many, however, are quite inexperienced in this and would benefit from support and guidance.

Studio Metropolitana' Support Group (an expert panel) will have a transnational character in order to facilitate the international transfer of knowledge on participatory approaches in the development of socio-economic regeneration strategies. Studio Metropolitana will draft its Transnational Action Plan, a toolkit on participatory planning in socio-economic development projects of deprived neighborhoods of small and medium sized cities, with the help of the expert panel. This action plan will be prepared based on the experts' as well as on SURE partners' experiences.

A Brief Glossary of Terms

Terminology is important because the terms we use reflect the way we think about things. Although people who are involved in European regeneration networks a good understanding of key terms that are used in discussions with colleagues from other countries, there are often small but important differences in understanding.

This short glossary of terms marks the beginning of a process in which the SURE network will collectively develop definitions of terms that are central to a meaningful dialogue about the complex issues involved in the socio-economic regeneration of deprived neighbourhoods. The definitions offered here are those of the Lead Expert and Lead Partner who invites all partners to suggest different definitions or amendments.

Best Practice

A best practice is a technique or methodology that, through experience and research, has proven to reliably lead to a desired result. A commitment to using the best practices in any field is a commitment to using all the knowledge and technology at one's disposal to ensure success.

Deprived Urban Areas / Neighbourhood

The classification of deprived urban areas defers from one country to another. Some data such as current income, employment, health, education, skills and training at the level of data zones are the base to determine if it is a deprived urban area.

Governance

Any pattern of rules, structures and processes that are used to create order and co-ordinate actions. Different levels of governances include global, national, regional, local and organisational governance. With regard to the public sector, the concept of governance describes a move away from rigid hierarchical ways of managing the state and a move towards networks

and partnerships as key mechanisms for policy development and implementation.

Local Action Plan

Action plan that URBACT partners develop in response to local issues. It aims at increasing the impact of URBACT exchanges on local policies and practices. It should provide pragmatic, precise solutions based on the results of the transnational exchanges. It should be jointly produced with the Local Support Group on the local level and with all the project partners on a transnational level, who examine the options, enrich the proposed plan, etc. (peer review system).

Local Support Group

All URBACT project partners commit to establishing and leading an URBACT Local Support Group to make sure that exchanges have an impact on local practices and policies.

This group assembles the main interested parties and local actors concerned by the project topic and the issues the partner is looking to resolve; the groups include local elected officials, representatives of various local administrative departments, representatives of residents/users, etc.

The heart of the SURE network are the LSGs which have set up by each city partner in Phase I. The overall aim of the LSGs is to improve the impact of URBACT exchange activities at local level. LSG helps to spread the learning from transnational exchanges to a broader cross-section of local stakeholders and to ensure that the lessons learnt lead to change at a local level. The animation of LSGs will be organised through at least 10 local workshops (per city partner).

It is anticipated in SURE project that the development of the LAPs will involve a number of public consultation events designed to engage residents who live, work and shop in the town and mainly in the LAP areas. This process will be supported by the thematic partner, which will

coach 4 SURE LSGs directly during the Implementation Phase, but also will provide tailor made help in the field of participatory planning for other partners by giving lectures in partner meetings or by setting up a special helpdesk function. This agreed decision is reflected in the LSG budgets, where extra amounts were planned for public consultations (using the participatory planning methods learnt in the frame of the project).

Participatory Planning

Participatory Planning is an urban planning paradigm which emphasizes involving the entire community in the strategic and management processes of urban planning or community-level planning processes. It is often considered as part of community development processes.

Partnership

Collaboration between at least two agencies who are institutionally independent from each other. Partnerships have a number of benefits, including pooling resources and improving co-ordination between different interests. Regeneration partnerships usually involve public and private sector agencies, non-governmental organisations as well as individual residents who represent communities of interest or places. Partnerships do not tend to be constituted as stand-alone organisations and are best understood as networks of independent actors who share some common interests. Financial and contractual obligations a partnership might enter into are handled by the partner best placed and equipped to do so.

Social enterprise

Organisations which are independent of government and which provide goods and services for a social purpose. Social enterprises have legal structures which ensure that all assets and wealth generated are re-invested in the organisation to ensure that it can meet its social aims. The primary goal of social enterprise is therefore not the generation of financial profit for its owners.

Social housing

Social housing refers to rental housing which may be owned and managed by the state, by not-for-profit organizations, or by a combination of the two, usually with the aim of providing affordable housing.

Social inclusion/social cohesion

People from different social and ethnic backgrounds have similar life opportunities and access to services, employment and resources. Diversity of backgrounds and circumstances is positively valued to build a cohesive community.

Stakeholders

Any group or individual who have an interest in the work done by an organisation or a partnership and who can either influence its work or are affected by. Most regeneration partnerships have very many internal and external stakeholders who influence the regeneration process. A careful analysis of stakeholders is therefore a necessary and important task in the development of any regeneration strategy.