

# Maps for multi-level and multi-sector resources

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ACTORS	TYPES	RESOURCES	NEEDS
	Developers Landowners Investors	Access to public sector offices Tools for consultation Channels of investment	Time = £ Timing Consistency (to manage risk) Mutual respect
	Planning Highways Parks Conservation Environ. Education.	Appropriate policy + guidance inc. localism. Finance	Timing Breaking silos, working together Participation Mutual respect
	Businesses Residents → Immediate → Wider community NGOs visitors Lobby groups. Special interests	Access to information, skills and knowledge Local knowledge Technical procedural knowledge Networks - ability to congregate	Timing To be taken seriously To participate Validity Mutual respect A place to congregate Hub

The idea of this mapping comes from the need to be able to manage complex partnerships, which are part and parcel of regeneration processes. This summary of part of the workshop work done by the city partners, summarizes the main conclusions. In the second part they are commented by the lead expert, on the basis of his knowledge about the debates which took place, the different exchanges with the cities and the work in progress.

Structures	Types of structures	Resources	▲ Needs
<b>Private</b>	Developers, Investors, Land owners, Building owners, Sponsors, Philanthropists,	Money, Investment, Access to public sector officers, Tools for consultation, Channels of investment,	<b>TIME AND PLACE TO</b> Economic progress, Visibility, A good relationship with the public authority, Promotion, Timing, Time = Money, Consistency, Mutual respect, Investment in the future,
<b>Public (city)</b>	Revitalisation bureau, Project management dept, City Investment dept, City Housing dept, Planning dept, Highways and parks dept,	Land Ownership, Initiative, Data, Appropriate policy and guidance inc. localism, Finance, Administrative backing, Coordination	<b>MEET AND EXCHANGE</b> We need a coordinator who will manage the process in a holistic way, Qualified personnel and expertise in Urban Regeneration, "Social city" – creating collective spaces, Mobility and sustainability, Timing, Breaking down silos, working together, Participation, Mutual respect, Consensus, Efficiency and transversality,

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## WEAVING A COLLABORATIVE CITY



	Conservation dept, Environment dept,	backing, Training, Communication,		
Public (gov)		Law, National goals,	IDEAS	Investment
Public (other) University		Aggregation of spaces,	A TIME	Open to the city,
Inhabitants	Residents of the area, Residents of other areas, NGO's, Tourists, Businesses, Visitors, Lobby groups, Special interests, Etc.	Use of space, Opinion, Community, Access to information and knowledge, Local knowledge, Technical procedural knowledge, Networks – ability to congregate, Culture NGO's, All, current inhabitants and future ones,	AND PLACE TO MEET AND EXCHANGE	Lively communities, Participant residents, Representation, „Sense of belonging”, „Children friendly city”, Timing, To be taken seriously, validity, mutual respect, To participate, Hub, a place to congregate, Networking spaces, Promotion, Obtain relevant results, taking into account all types of residents,



Etc.

Money,  
Properties,  
Legal basis.

IDEAS

During the network TNM in Toulouse, the participating cities worked on an analysis of stakeholders, their resources and needs, in a quest to see whether in each city the essential elements are present, or missing. The above synthesis shows the following trends:

### Concerning the private sector:

- ❖ The private sector is quite well identified, with different categories of actors, which do not all exist in all the participating cities. It would appear also, that the knowledge and depth of penetration of this sector is varied between the participants, some being much closer to these actors than others.
- ❖ The relationship with the private sector is not simple and the comments reflect the difficulties that the private sector can have in approaching the public sector. **Thus, building a good and healthy relationship with the private sector appears as a key to success in regeneration.** It is based on certain principles; namely efficiency, transparency and an appreciation that time is money in the private sector. Ways of preparing public actions, which are ready in advance, and accelerate the very long obligatory procedures, as in the Toulouse example, appear as keys to a fruitful relationship.
- ❖ **Investments** as such constitute a complex machinery, which can have immensely positive results both for the public and private sector, especially if the risk factor is shared intelligently, an element which can be as advantageous to the public sector as is the financial contribution of the private sector. This leads to the need to create channels of investment, which through consistency and mutual respect allow and stimulate investments in the future.

## Concerning the public sector (city):

- The multitude of city departments mentioned points to the necessity for **management of integrated policies**. This breaking down of the silos is not at all simple and requires changes in the structures of most cities. It implies the limiting of the authority and freedom of departments, as they have to do more than liaise, but must work together, on the strategic level, on the middle management level and on the face to face with inhabitants' level. Ways must be found to show the added value of such functioning.
- Things appear simpler, when the city is the owner of the land/or building and are much more complicated when it is not. However, it is exactly at this crossing point that the relations with the private sector become crucial. **How can all the stakeholders behave in such a way as to show each other that they are working for the common good of the city?** The Toulouse example of the Guillaumet project shows that the initial stages of collaboration with a private developer are of crucial importance; the call, the expected conditions, the time scale. In addition, it is the developer who wants to create the participative and inclusive atmosphere with the inhabitants, and thinks of his building works also in terms of how to limit the noise and nuisance elements for the surrounding residents.
- The cities concerned feel they need **backing**: each department and the motivated personnel it can contain may not be enough and it would be of the utmost importance to support their efforts, through appropriate multi-stakeholder trainings, with added administrative and coordination backing. It would appear, that this backing has to be obtained from the **political level**, where the highest levels of management and decision making realise the importance of building up these relations.

## Concerning the public sector (National):

- ❖ Sine qua non conditions for the success of regeneration projects lie with the central governments, which have to assure a good and stable law, which stimulates and enables this kind of functioning by including them in the national policy goals.

## Concerning the inhabitants:

- The inhabitants, due to their very varied statutes, constitute the most diverse group of stakeholders. They are not as such an institution, they have diverse opinions and interests, and yet they are the electors, who give the public sector the legitimacy to act in their name. Inhabitants cannot no longer be treated as just a neutral third party, but must be included in decision making processes, as this is a group which is more and more well informed, which wants to express its views and most often successful projects are managed with a strong dose of creative participation from the side of the inhabitants, as in the case of the Guillaumet project in Toulouse.
- The ability to “congregate”, to get together and to exchange, express opinions and act together are all key elements which allow inhabitants to have more and more influence. For this they need access to procedures, rules and regulations to the point where they are capable of using them for the benefit of their own communities. This implies that the inhabitants have somewhere common to meet, organize themselves in order to be able to do so and have sufficient knowledge on the local level to be able to act constructively and not just “in opposition” (Birmingham example).
- This **capacity to organize themselves** gives inhabitants the necessary **empowerment**, which must be taken into consideration by the public and private sectors alike. Inhabitants taken seriously can bring added value to each project, can develop a sense of belonging and areas which are pleasant for all ages by being lively and aware communities, where people know, respect and like each other. This increases wellbeing, prolongs life and improves health, not counting guaranteeing better security for all etc.

## Conclusion:

The resources and needs mentioned in the table above do not automatically correspond to each other. In order to be able to make the integrated management of a given area function it is necessary to put into place appropriate human resources. These, in the example of Toulouse are area managers, with a very high positioning in the structure of the local authority, who base their work on trust and an intimate knowledge of the area concerned and the functioning of the local authority. On the other hand, Lodz is trying to adapt this form of management to its needs, by putting into

place area managers and local community organisers, who will be working in close collaboration with the mediators already present, thereby covering the question of face to face relations with the population as well as the middle management challenges of efficient integrated and sustainable management. (See article “Presentations and concrete cooperation schemes”).

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<sup>i</sup> Text taken from a draft “work in progress” by the German Presidency, who are preparing a Leipzig Charter 2.0 on Urban Policy in the EU:

#### Working Principles to Achieve Climate-Friendly & Robust, Inclusive, and Productive European Cities

- **\_ Integrated approach**
  - Integrated urban development concepts realised in a common working process between different departments as well as in broad public participation are an important urban development tool. They can pool and balance different, partly conflicting, interests and mutual effects of different measures.
- **\_ From participation to co-creation**
  - The public participation in urban development processes shall not only be reinforced but turned into a real joint co-creation process involving a broad range of stakeholders. This includes the management of different interests, new forms of participation and real involvement, the support of civil society networks as well as the joint responsibility for reshaping and maintaining urban spaces by inhabitants, community organisations or private enterprises.
- **\_ Place-based approach**
  - “Following a place-based approach entails making a sound analysis of the local situation, given potentials, stakeholders and restrictions for development in order to create measures suitable for the given context. This also includes the early detection of general trends affecting future urban development.
- **\_ Common good focus**
  - Protecting, using and extending the city commons for sustainable and integrated urban development is synonymous with active, shared and inclusive urban governance.