

The background of the entire page is a photograph of a diverse group of children of various ethnicities and ages, all smiling and looking towards the camera. The image is overlaid with a semi-transparent orange filter. Two thin white horizontal lines are positioned above and below the main title.

Neighbourhood approach

A toolbox for integrated neighbourhood development

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In 2010 a working group started on the subject Social Integration. German and Dutch members of the European Federation for Living (EFL) visited different neighbourhoods in Amsterdam, Berlin, and Gelsenkirchen and shared their knowledge and experiences about the way they improve and change the hoods nowadays. Being housing associations, all members of the working group have a lot of experience with all physical aspects of property management and renewal. However, well maintained houses are not the only requirement to guarantee the quality of neighbourhoods.

A lot of European neighbourhoods deal with different kinds of social-economic problems. In order to solve these problems many parties are involved, such as: local government, health care and housing companies. Together with the local community they work on safety, poverty and better circumstances to get a more liveable neighbourhood. But that is not that easy. Because what are the problems? And having said that: which problem to solve first? Who is going to be in charge of solving that problem and why? Or more basically: which specific problems are there in the first place?

The German and Dutch housing associations in EFL decided to join hands, share their knowledge and experience. They developed an approach to deal with the complex situations that can exist in problematic neighbourhoods. In times of economic recession social-economic interventions may become even more important.

In this brochure we offer you a 'toolbox' to design an integrated neighbourhood development approach. The toolbox is created for housing associations that acknowledge the need to work with social-economic strategies, apart from the traditional physical strategies. The toolbox aims to offer a systematic management approach. What can be undertaken by housing companies to counter the negative spiral of deteriorating neighbourhoods? Where and how to start the work?

The working group is happy to present you an approach that works. But, be aware, the tools are not prêt-à-porter. It always takes effort and willingness from your organisation to adjust them to your own situation. But we are convinced it can help you, your colleagues and partners in the battle to improve neighbourhoods.

Chrétien Mommers
Chairman of the working group
Director Eigen Haard

The working group Social Integration was chaired by Chrétien Mommers director of housing company Eigen Haard. The members of the working group are:

Kerstin Siemonsen of VIVAWEST, Richard Blom of Havensteder, Silja Stubenvoll of GEWOBAG, Bernadette Arends of De Woonplaats, Marion Kranenburg of Eigen Haard, and Joost Nieuwenhuijzen of EFL.

The working group works intensively together with Italian, Swedish, French and German members of the European Housing Network (Eurhonet).



1 The fundamentals of the framework are based on an existing framework, originally developed and used by Eigen Haard. Eigen Haard is one of the largest housing companies in the Netherlands. They own about 61.000 dwellings, parking lots and commercial property in the region of Amsterdam. Since 2007 Eigen Haard worked on their framework and method. In the summer of 2010 it was finished, fine tuned and ready to use. Nowadays this method is fully incorporated in their organisation.

What can be undertaken by housing companies to counter the negative spiral of deteriorating neighbourhoods? How to start the work? To get going on the design of an integrated neighbourhood development approach we gathered several tools.

WHICH ELEMENTS CAN YOU FIND IN OUR TOOL-BOX

OVERALL FRAMEWORK AND MAIN CONCEPTS

We introduce the overall framework and discuss the first step. Being housing associations we have a specific corporate mission. Before starting to think about the neighbourhoods and problems to solve, it's wise to give some thought about the corporate strategy of your company. Being large companies with many houses in different areas and limited means we have to focus and prioritise.

NEIGHBOURHOOD SELECTION AND ANALYSIS TOOL

How to diagnose and analyse the problems in all the different neighbourhoods we possess numerous houses? How can we select the neighbourhoods that need an integral approach most? Which problems are we going to solve? We describe a way to develop your own selection and analysis tool.

METHOD TO DESIGN A NEIGHBOURHOOD STRATEGY

We describe the steps to formulate a neighbourhood strategy. The working group formulated "lessons learned" from own experiences. We share our insights.

CASES AND BEST PRACTICES

We describe several cases and best practices of the working group partners and summarize "do's" and "don'ts".

INTERVENTIONS AND INSTRUMENTS

We conclude with a schematic overview of interventions and instruments. In the appendices the examples are described in more detail. The working group members shared their knowledge and hope to inspire you as well!

DO IT YOURSELF!

Main goal of the working group was to discuss the steps of the neighbourhood approach in relation to their work. We hope to offer you practical notions to develop your own framework. This framework consists of tools and instruments that lead to a customised and coordinated intervention. This brochure shows the vision of housing companies who deal with – more or the less – the same issues in neighbourhood that don't or didn't flourish that well. The experiences of the members of EFL show that different instruments can be used to set a well thought intervention. This is illustrated by some best practices.

The neighbourhood approach is developed to make a – research based - selection of the neighbourhoods where an intervention is required and design social-economic strategies, apart from traditional physical strategies. The neighbourhood approach combines the vision and strategy of the organisation, an analysis of the problems and helps you to choose the right instruments to solve those problems. Essential to our approach is the ‘Basics first’-concept which may help housing companies to distinguish problems according to need and responsibility felt by housing companies to fulfil a significant role. Basically, it is about a well made decision about social-economic investments and the expected return on results.

The housing associations working together in EFL are large companies with many houses in different areas. The complexity of the world they operate in is increasing. Being large, with changing markets and needs of inhabitants, and limited means there is a need to focus and set priorities. An analytical approach may be helpful. It enables housing companies to allocate their means and capacity efficiently.

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INCREASING COMPLEXITY

The housing companies working together in EFL provide affordable housing for different income groups. That's their core business. To keep their business going and guarantee affordable housing they work with different business models, that match with the specific rules and regulations set by their national and local governments. Besides looking after existing property, they build and sell real estate, which they can invest again in their housing stock. They also undertake activities that support the social-economic circumstances of their tenants.

Nowadays housing companies are getting larger and society is getting more complex every decade due to individualism, globalism, migration and new technical possibilities with effect on everyday life, such as: social media and web shopping. Housing companies have to deal with an accumulation of problems in urban neighbourhoods and changing demands from society. Besides of that, they have

to face the fact that governments take less responsibility and that there is an economic and financial crisis. As a result, government and organisations have to cut back expenses and have to work even more businesslike than before. So, if a neighbourhood is in a bad condition and social-economic problems need to be solved, a lot of questions pop up: Is it our responsibility? Can we influence these problems? Who is going to pay?

We notice that local parties (e.g. government, welfare institutions, care) look easily at housing companies to contribute (financially) to the social-economic improvement of neighbourhoods. Housing companies acknowledge their responsibilities, but they insist that other parties take theirs as well. Governments take less responsibility for affordable housing and urban development. The concept of ‘Civil society’ is getting more important. It means that people, who live and work in a neighbourhood, have a (huge) responsibility for their community as well. That implicates that everyone has to take his or her role and responsibility to make their neighbourhood liveable.

We cannot solve all problems in our worst neighbourhoods. We need to create focus at a strategic level. And actually, that really is the first step of our framework. Let us present the framework first.

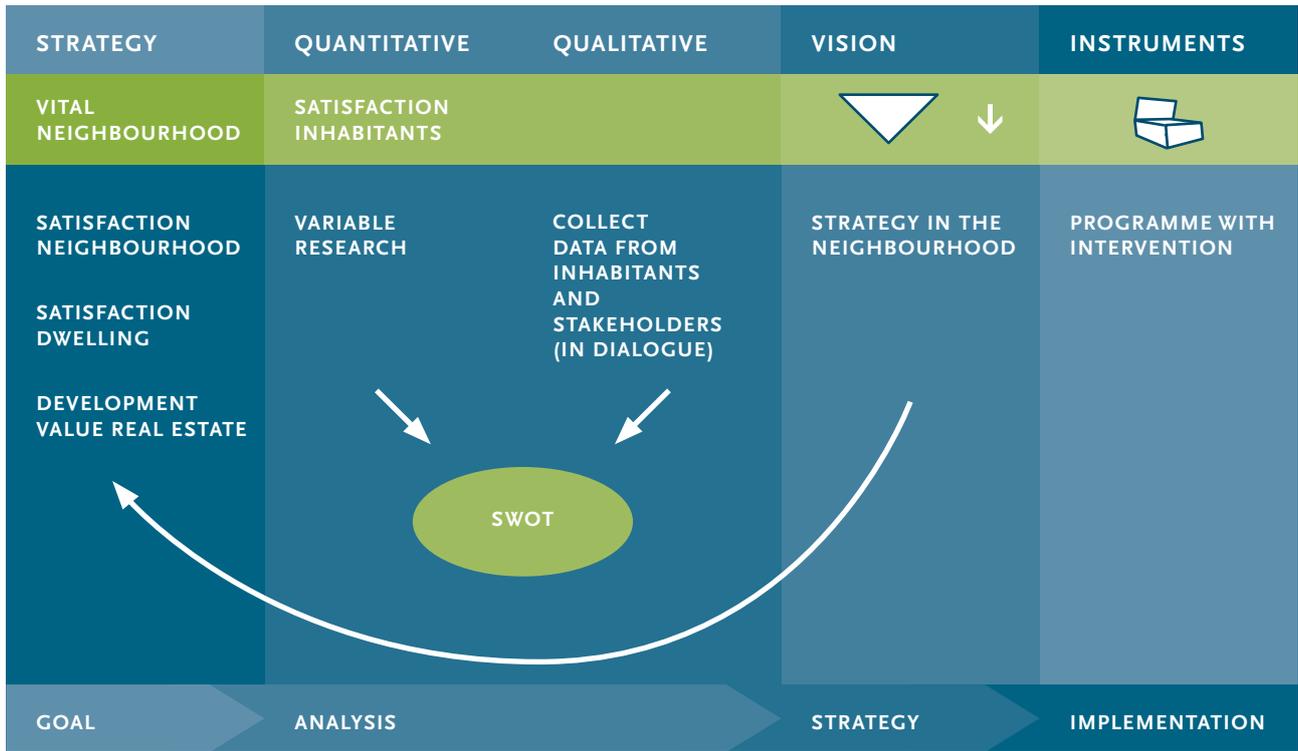


Figure 1

**NEIGHBOURHOOD APPROACH:
AN INTRODUCTION**

To develop a neighbourhood approach we present the following framework (see: figure 1).

It consists of 4 steps:

- Goal: Corporate strategy and strategic goals.
- Analysis: Quantitative and qualitative research and analysis, the base for selecting most problematic neighbourhoods and diagnosis of problems from an integrated perspective.
- Strategy: Designing a strategy to address problems in a specific neighbourhood. We make use of the Basics-first-concept to formulate our vision and neighbourhood strategy (see triangle figure: 2).
- Implementation: Programming instruments to intervene effectively.

This method and analysis is a well thought way to have a standardised way of working. Because the characteristics

of each neighbourhood differ, an intervention is always different as well. This doesn't mean the separate instruments must be developed each time you have to intervene. The housing company must make its own custom-made approach, where they make use of a standard analysis linked to their vision, strategy, role and responsibilities. To make the intervention more efficient they choose for a coordinated approach.

This way of working is developed because of the organisation structure and complexity most housing companies work in. For a good result and the success of the invention of the housing company it is desirable to keep the coordination on company level. The different instruments, that are part of the intervention, are being performed by different colleagues at various departments but also by other parties, such as: local government, other housing companies and welfare organisations. That makes a coordinated intervention even more crucial.

STRATEGIC GOALS: WELL PERFORMING NEIGHBOURHOODS, SOUND FINANCIAL POSITION

Before starting to think about the neighbourhoods and problems to solve, it's wise to give some thought about the corporate strategy of your company. Which strategic goals are formulated to realize. When you start working on a neighbourhood strategy, it's important to relate your measures and the expected output to the strategic effects. Do they match with your corporate goals? Do they add value?

- 8 Housing companies have a long-term responsibility in neighbourhoods and the people who live in these communities. Our primary task is to provide affordable housing. But, sufficient housing does not guarantee a good neighbourhood. People can be satisfied with their dwellings, but this does not automatically mean they will also appreciate the neighbourhood. Thus, a broader look is required.

Housing companies benefit themselves from well performing neighbourhoods. These neighbourhoods are in general popular among people and attract business, which attracts more people making the neighbourhood even more popular. This has also a positive effect on dwellings. They are easy to rent out and in case of a sale strategy: your housing stock is increasing in value.

PICK YOUR BATTLE(S): BASICS FIRST!

We already mentioned that housing companies cannot solve all problems in problematic neighbourhoods by themselves. Still they need an integrated perspective to

address problems effectively. To create additional focus at a strategic and operational level and to be able to discuss priorities, roles and responsibilities with employees as well as external partners we introduce the 'Basics first'-concept. It is a central concept in the overall framework.

We selected the five most important problem areas a housing company can influence within their power and financial capabilities. The problem areas and the problems we encounter can be described as follows (illustrated by examples):

- **Living and Renting:** bad quality of housing, unilateral stock, unattractive areas, anti-social behaviour, trash, graffiti, debts, unlawful habitation, vacancies, squatters
- **Safety and Care:** crime, theft, domestic problems, insufficient facilities for needy people
- **Employment, economics, and education:** language problems, drop-outs from school, people without diploma's, or skills to start work, lack of economic activity
- **Participation in society and integration to enhance social cohesion:** illiteracy, segregated communities, limited involvement in formal society, social isolation
- **Sports, culture, art:** Lack of facilities for leisure

The next step is to rank the five problem areas according to their priority. Priority can be seen in two ways:

- The extend the housing company can influence the problems; is their role and responsibility large or small?
- How urgent are the distinguished problems for inhabitants. Which problems are most urgent to be addressed?



Figure 2, Conceptual approach: Basics first! Always together with other parties!

The working group did this exercise. The result is the following figure (see figure 2). The first and most basic level is living and renting. And so on. Each lower level means a less important role and responsibility of the housing company in solving problems of that kind. In other words: in these domains the responsibility of other parties increases. They are more likely to be the initiators.

The order of the different levels can differ, depending on the given priority of the housing company. In our working group we had in particular discussion about level 3 and 4.

All housing companies program activities in every domain. Our role and contribution – financially or otherwise – differs.

The domains of the triangle come back in our other tools as framework for analysis, but also to find solutions.

This chapter deals with the ‘research and analysis phase’ of the neighbourhood approach. To design an effective neighbourhood approach we need information to compare and prioritize neighbourhoods, to diagnose local problems, and to (ultimately) have a base-line to measure effects. We use the domains of the ‘Basics First Triangle’ (figure 2) as a framework for analysis.

To deal efficiently and effectively with integrated information on numerous neighbourhoods within our property we designed two research steps:

- 1 We perform a quick scan on all the neighbourhoods within our property. We measure their performance on three performance fields and rank them. We select the neighbourhoods with the most serious problems.
- 2 We perform an in-depth analysis on selected neighbourhoods and further identify the problems. We include both quantitative and qualitative information.

The result of this research and analysis phase will be that we have selected the neighbourhoods that need an integrated approach most. We have also identified the major problems that have to be addressed. As a matter of fact: the neighbourhood “agenda” is set as important input to the next phase, the design of a neighbourhood strategy.

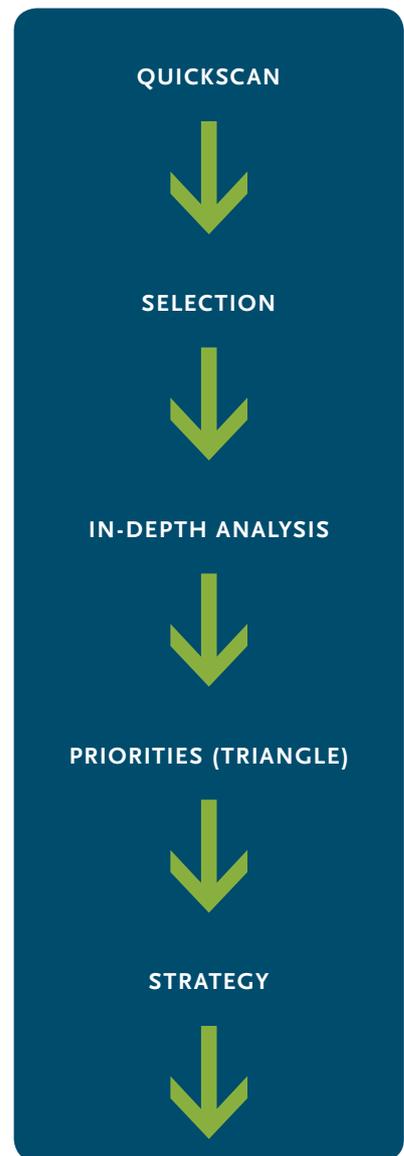


Figure 3

QUICK SCAN ON THREE PERFORMANCE FIELDS

To deal efficiently and effectively with integrated information on numerous neighbourhoods within our property we start with a quick-scan. We measure their performance on three key performance fields:

- Attractiveness of the property
- Liveability and safety
- Social-economic situation

The idea is to rank the neighbourhoods according to their condition and label them with traffic lights:

- Red: Need for intensive, integrated neighbourhood approach
- Orange: Need to solve specific problems (projects)
- Green: Continue regular business processes

In theory the red neighbourhoods are so-called multi-problem areas. They are possibly in need of an integral approach and intervention. But this assumption needs further testing and analysis.

A decision is needed: are we going to start the design of an integral development strategy? There may be good reasons why we do not want to design an integral strategy for a particular problem neighbourhood. For example: too little property in a certain neighbourhood (equals too little influence/impact).

IN-DEPTH ANALYSIS OF SELECTED NEIGHBOURHOODS

We perform an in-depth analysis on selected neighbourhoods. We include both quantitative and qualitative information. The aim is to further identify the problems from an integral perspective.

The five domains of the Basics First Triangle (figure 2) are used as a framework for analysis. Every domain consists of sub-topics that can be measured. See appendix 2 for an impression of a set of indicators.

Looking at the results of our in-depth research we ask ourselves the question: Which problems are we going to solve? The most basic problems should be addressed first by ranking them in the five domains. The idea is to meet the most urgent needs of inhabitants first. At the same time the domains rank the role and responsibilities of housing associations: from core business to side business.

WHICH INDICATORS TO CHOOSE? HOW TO OBTAIN INFORMATION?

The working group discussed the possible key performance indicators to measure the performance per field, with about 3 indicators per field. We started discussing the indicators used by Eigen Haard. Some of these indicators are not available, or not relevant to the German partners. We continued to identify the lessons learned. The conclusion was that every organisation should be able to choose specific indicators, as long as they do indicate the condition of the performance field. The availability of information in your own organisation is important. If there is a lack of availability or no capacity within the organisation to develop them, it is an impediment to get the instrument(s) implemented.

MUST DO:

Look for available indicators that provide information on the 3 key performance fields.

Ask your specialists relevant questions:

- Attractiveness of the property: Are your houses appreciated by tenants? Or not?
- Liveability and safety: Are inhabitants satisfied with their neighbourhood? Do they feel safe? How do they value their neighbours?
- Social-economic situation: Statistics on unemployment, income, education, indebtedness, etcetera.

Which indicators would your specialists use to describe the performance fields. And: why they think this is the case? Check which information is already available from the City Council, the Tax department, the Police, or own research.

RANKING NEIGHBOURHOODS

The picture to the right shows part of the way Eigen Haard ranks their 82 neighbourhoods.

#	NAME OF NEIGHBOURHOOD	SCORE QUICK SCAN ANALYSIS
1	NEIGHBOURHOOD A	-8
2	NEIGHBOURHOOD B	-8
etc		
11	NEIGHBOURHOOD C	-4
12	NEIGHBOURHOOD D	-2
etc		
20	NEIGHBOURHOOD E	2
21	NEIGHBOURHOOD F	4
etc		

EXAMPLE:
SCORING CARD QUICK SCAN

FACTORS	SOURCE OF INFORMATION	AVERAGE	NEIGHBOURHOOD X	SCORE	NEIGHBOURHOOD Y	SCORE
A ATTRACTIVITY OF DWELLINGS						
Are we able to rent out our houses easily or not?						
waiting time in years	own business information	11,0	9,3	-1	8,1	-1
average number of reactions per advertised dwelling	own business information	205,0	199,5	0	187,0	-1
Satisfaction with rented house						
satisfaction with house in general (own tenants)	own research	7,2	7,0	0	7,0	0
appreciation of technical condition (maintenance)	own research	6,6	6,9	0	6,6	0
B LIVEABILITY AND SAFETY						
Satisfaction with liveability neighbourhood	joined research	7,3	6,8	0	6,1	-1
Expected development of neighbourhood (perception inhabitants)	joined research	7,0	7,2	0	6,3	-1
Safety index (objective indicators)	statistics municipality	80	85	0	95	-1
Safety index (subjective indicators), perception inhabitants	statistics municipality	76	106	-1	115	-1
C SOCIAL-ECONOMIC SITUATION						
Household income	statistics municipality	27,6	21,8	-1	21,5	-1
Unemployment benefits as % of population 15-64 yrs	statistics municipality	5,5	8,6	-1	10,6	-1
Total				-4	-8	

We score the results as follows:

- 1 above average
- 0 average score of municipality
- 1 below average

In the previous chapter we discussed the way you can select the neighbourhoods with most serious problems and analyse problems. The so called neighbourhood agenda is set, so it is time to work on an effective strategy. Thus, the question is now: How do we develop a strategy that can solve the problems in adequately and effectively and analyse the (most severe) problems?

Every neighbourhood is different and has its own characteristics. So, when an intervention is necessary, a standard approach is not the solution. It has to be a customised approach. If not, the problem will not be solved or partly solved.

We now describe the steps to formulate a neighbourhood strategy. The working group formulated lessons learned from own experiences. We share our insights.

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HOW DO WE DEVELOP A NEIGHBOURHOOD STRATEGY?

The in-depth analysis of the five Basics First Triangle domains helps us to focus on the most problematic areas and role and responsibilities of the housing company and that of other parties.

We now have to start an interactive and creative process to look for effective interventions. It is necessary, if not very much needed, to involve local experts for they know the specific situation, the neighbourhood and the people in the neighbourhood. Question these experts. The most important aim is to get more feeling with the neighbourhoods and its actors and finding the potentials of the neighbourhood. Secondly, they can open your eyes. For example: they may be able to tell you about the history of a neighbourhood, how and in which manner a neighbourhood developed like it has been developed, or why things work the way they work. Most of the time this knowledge seems to be less important, but they can be the key for solving a problem.

The idea is to collect ideas about potential for strategies from the field by:

- Meet & greet
- Workshop with internal & external parties
- Competition





TIP 1

Involve people who can think out of the box, with positivity.

TIP 2

Ask open questions. Do not ask “how to...” questions, but “what if...”, or what, where, when, etcetera.

TIP 3

Don't jump into solutions.

Follow these four steps to fulfil the way from analysis to strategy.

STEP 1:

CHECKLIST FOR QUESTIONING (STRATEGY FIELDS)

Then get on with the inquiry and gather information on various strategy fields, such as:

- Target groups
- Image of the neighbourhood
- Social activities
- Structural measures (physical interventions: hardware, building block, city planning)
- Neighbourhood/surroundings
- Cooperation/integration (with tenants, institutions, entrepreneurs)
- Relation between local and bigger issues (is it possible to solve a bigger problem within this neighbourhood, are there new opportunities)

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Make a long list of ideas. That means: note all the ideas that have been collected.

MUST DO

- Test strategic themes and questions

FOR THE GOALS / PURPOSE

	FOR THE GOALS / PURPOSE	
FOR THE ORGANISATION	USEFUL	HARMFUL
INTERNALLY	STRENGTH	WEAKNESS
EXTERNALLY	OPPORTUNITY	THREAT

Figure 4

1

2

STEP 2:

FEASIBILITY AND DESIRABILITY CHECK

Check the longlist-ideas on feasibility and desirability:

- Added value (business)
- Costs
- Negative impact (for example: ecological, or other)
- Is it possible to make the idea SMART (specific, measurable, attainable, realistic, time-bound)

MUST DO

- Make a SWOT (Strength, Weakness, Opportunities and Threat) analysis. SWOT stands for strengths, weaknesses, opportunities and threats. The exercise of making a SWOT is necessary and the basis to determine the efficiency of the various instruments and which problems the housing company wants to solve and – most important – can solve. When there is a fit with the company goals, the vision and strategy on the neighbourhood are being set. Now it is time to work and succeed the goals.



STEP 3:

**COMING TO A SHORT LIST OF BEST SOLUTIONS:
PROPOSAL WHAT TO DO**

Reduce the number of ideas and make a short list. Turn this short list into a proposal. In this proposal the approach or strategy to develop the neighbourhood is written out.



STEP 4:

DECISION: SHALL WE TURN THIS INTO A PLAN?

Step 4 and 5 are steps where the organisation is needed. Despite the good intentions a plan is not a good plan when the ideas are not shared and incorporated. Colleagues who support the plan are necessary and more: decision makers have to face the same direction. Inform them and make them part of the goals, plan and strategy. Especially because it takes a couple of years to develop and fine-tune the framework and method.



STEP 5:

MAKE THE PLAN!

Make the plan.



During our meetings and field visits we have discussed how different housing companies used their method and instruments adapted to the specific circumstances of the neighbourhood. The cases are:

- Project plan De Hoeken (Rotterdam).
- Programme Creating a child friendly neighbourhood (Rotterdam).
- Project We are active. Boxing and more (Berlin).
- Project and programme Charette: heart of the neighbourhood (Enschede).
- Go Ahead! Alive and kicking neighbourhood projects (Amsterdam).
- Schillerpark: a radical change of a neighbourhood (Oer-Erkenschwick).

De Hoeken is a neighbourhood built in the seventies and consists of three flat buildings. It lies in Oostgarde in Capelle aan den IJssel, nearby Rotterdam city. The dwellings in these flat buildings are large and of good quality. Elevators make the dwellings accessible. The flat buildings are surrounded by trees. From their existence in the seventies these dwellings were popular, but within a decade this changed. Now a day the neighbourhood is one of the poorest areas in the Netherlands and the liveability has become an issue.

THE SITUATION IN 2007

In 2007 Com·wonen (after a merger the housing company is now called Havensteder) has done research and made an analysis of the existing problems. Especially the individual problems in this neighbourhood made the flat buildings decline in liveability and so in popularity. A lot of the households have troubles to manage their financial situation and we can speak of great hidden poverty. Some of the households have difficulties with common social standards, getting a job and the care of their children. There is a concentration of problems. Because of the individual problems a group of people are not able to focus on their environment, they are focused only on their own lives. Another finding is the bad physical state of the flat buildings. Two of the three are not in good shape and therefore make a shabby impression. These ingredients lead to pollution in and around the flat buildings, graffiti, fast moving tenants, a weak social cohesion and therefore also a bad image of this area.

DESCRIPTION OF THE PROJECT AND ACTIVITIES

In 2007 the project Communities That Care (CTC) was founded and started in 'de Hoeken'. CTC focus on a safety childhood and development within a family, school and

in the neighbourhood. Within this project more than ten organisations work intensively together to solve the various problems on the scale of individual households, flat buildings and public space. Standard instruments as cameras, more surveillance, screening of tenants and extra cleaning are used as well more innovative and less standard instruments as a nurse for educational purposes, a store where second hand clothes can be bought and the use of several volunteers on various jobs. For the youth a Cruijff court is installed. This court – where the youngsters can play soccer – is managed by the same children (in the following chapter a more detailed list of the instruments is given).

RESULTS

Involvement and better care for their neighbourhood is the result. But there are more results of this analysis and intervention. The people who live and work here get to know each other better and are therefore more willing to help each other. Organisations and tenants work together at a social network and social safety net. The ultimate result must be that 'de Hoeken' is again a liveable neighbourhood, where people live independently and with pleasure.

PROGRAMME CREATING A CHILD FRIENDLY NEIGHBOURHOOD

The “Oude Noorden” (translated: “Old North”) is a lively and multicultural area close to the centre of Rotterdam. Here are the neighbourhoods Erasmusbuurt en Rottekwartier situated. The influence of the social housing company is high, because of the high percentage of social dwellings. By the council of Rotterdam a monitor for child friendly neighbourhoods is developed. The Erasmusbuurt and Rottekwartier are analysed as: a low quality of living for households with children. Not only the houses but also the environment provides fewer opportunities for children. Anyhow, not a lot of people move out of these neighbourhoods. The youth are involved and positively bonded with their neighbourhood and that is one of the reasons that the two neighbourhoods have a positive image.





THE POWER OF THE NEIGHBOURHOOD

Not only parents and schools are involved in creating a child friendly neighbourhood. Organisations in the area of welfare and health, sport and recreation, childcare and community work. Thus: a broad scale of different expertise and knowledge to create a safe and stimulating area and environment for children. The involved parties see each other as partners. From on 2007 these partners worked on a programme with special attention to some specific physical interventions in the neighbourhood, an educational vision with useable products and instruments and communication and participation. As a result this attendance has lead to a widespread basis and fame of the child friendly neighbourhood among the children and other residents.

RESULTS

Both neighbourhoods became more children friendly by reducing car traffic and speeding around the primary

school and their schoolyards. But also in renewing the public spaces so children are stimulated to play and at the same time feel safe while playing. Because of (extra) supervision the safety is also improved. The schools are working on complementary professional child care for every kid who needs that between 7.30 and 19.00 hours and extra sport possibilities. And the partners give priority to develop a set of rules and forms of behaviour plus the proper training and education of professionals.

OBJECTIVES

Both neighbourhoods have the ambition to make their neighbourhoods a physical and organisational whole which is child friendly for children till 18 years old. In this area you can find good schools, child care and all kind of sport and welfare activities. Last, but not the least objective: a common educational vision of school, neighbourhood and parents.



PROJECT WE ARE ACTIVE. BOXING AND MORE

The neighbourhood Mehringplatz in Berlin is characterized by social and structural problems such as vandalism, lack of perspective, long-term unemployment and small-scale social integration. All in all the principal purpose is to rehabilitate the area. In 2005 the residents of Mehringplatz initiated a social project We are active. Boxing and more. Despite the negative image of boxing and severe criticism housing company GEWO BAG decided to support this project by providing training facilities for free.



ROLES AND RESPONSIBILITIES

The box club is a result of structures that have evolved over time. Nevertheless one of the most important leading parties in this context is the trainer and first chairman of the association: Izzet Mafratoglu. As a trainer he clearly defined an educational approach. GEWOBAG provides the location in the neighbourhood and is a highly committed partner. Cooperating party is Isigym Boxsport Berlin Incorporated Association and, last but not least, there are many different sponsors involved in this project.

OBJECTIVES AND TARGET GROUP

The general objective is to improve local quality of life and to increase participation of residents and stakeholders. The main objective of this project is to offer young people from disadvantaged areas a meaningful and convenient leisure time activity. Kids in the age between 6 and 16 years from the local community are the main target group. Sport is an effective and appropriate way to encourage communication between young people from different social and cultural backgrounds. Practising a sport together makes it much easier to create a social cohesion in the neighbourhood.

During training hours values such as: fairness, respect, discipline and teamwork are being taught. In addition, due to these sporting activities, young people reduce their aggression.

SUCCESSFUL

Our confidence in this project became true. Due to the large demand the training facility has grown to a total of 1,400 square meter. Today, the boxing club has more than two hundred and fifty members who come from different districts of Berlin. Coaches offer participants professional training which ensures that they are able to compete in national and international matches and contests. But there is more. Additionally to the boxing courses there are courses like anti-aggression training, self-defence training for women, men and senior citizens as well as yoga and fitness training in general.

PROJECT AND PROGRAMME CHARRETTES
HEART OF THE NEIGHBOURHOOD

The neighbourhood 'Velve-Lindenhof' in Enschede has had its problems in the past. One of the main reasons for the local authority, three housing companies, local residents and a spectrum of partners in the field of education, care and welfare, culture and sport to join hands.





CONCEPT AND GOALS

In short: investments are being made in the houses and the social infrastructure of the district. The participation of the people of the local society is crucial. They know what is needed in their neighbourhood. To make it a success, it's necessary that people are involved and prepared to make a contribution. The centre of the neighbourhood and starting point of this process is a multifunctional accommodation, where young and old can meet each other to sport or relax and develop themselves and learn. Our goal: a vibrant place full of activity.

CHARRETTE

'Charrette' stems originally from Parisian students of the Art Academy, who had to realise an art object within a short period of time. Nowadays the word is often used to describe an intense period of design activity. It means more or the less 'getting the work done together'.

INVOLVEMENT

Getting the local community involved is an important element in the realisation of the goals. This was done by making the inhabitants of the local community responsible for an active part in the process. It is important to take them seriously as a discussion partner

and party. From beginning to end, this is done by all participants from day 1 of the development, they made together models of the building they thought it comes closest to the needs and wishes of the neighbourhood for now and the future. The pictures show this process. The feeling of the participants which existed was one of it is our/mine idea and my input is used and constructive. Also in a later stadium all the participant made moodboards for the purpose of the exterior and interior of the building.

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GETTING IT DONE

It wasn't easy to get it done. First of all the existing building had its boundaries. The list of all the desired functions was ambitious considering the already existing structure of the building and available space. Also, to realise the accommodation, a part of a – beloved – park was needed to realise the project. Getting the job done, people needed to put their shoulders to the wheel.

RESULTS

And they did. By thinking, cooperating and discussing about how to realise the ambitions. Comprehension was necessary and compromises were made. This whole process of negotiating and dealing with struggles created not only a work-out plan for the multifunctional accommodation, but also united the parties.

GO AHEAD!
ALIVE AND KICKING NEIGHBOURHOOD PROJECTS

The SUHA neighbourhood in Amsterdam is going to be renewed. On large scale old houses are being demolished and new houses are being built. This process goes hand in hand with a social-economic decline. In 1998 there were serious riots by youngsters who lived in this neighbourhood. The riots lead to a reaction of the fathers of these adolescents. They formed a group and held supervision on the streets and addressed people when necessary to prevent such excess as riots.



CONCEPT AND GOALS

This was the starting point of a broader intervention with different instruments. One of the interventions/instruments is a project where students of the VU University in Amsterdam obtain free housing of Eigen Haard. These houses are part of the renewal projects in the neighbourhood. In exchange for the free housing these students spend ten hours per week on social and educational projects with children (in the age between 4 – 12 years and 12 – 16 years) who live in the SUHA-neighbourhood. The students organise all kind of activities. In this way more ‘meeting grounds’ are created and interaction is increased by mutual commitment of different population groups.

EXAMPLES OF ACTIVITIES

The activities vary from homework support, reading service, book clubs, all kind of sports, music, dance, arts till cooking classes. Another advantage is through these children the parents are getting involved as well. It does not stay with involvement. The moms and dads are being invited to activities, such as: reading Dutch newspapers for foreign women and work on Dutch language and conversation and computer training and Dutch language for foreign men.



FACILITIES

The students are working in the so called PaMaKi-home, a community centre provide by Eigen Haard and run to tenants. The VU University of Amsterdam coordinates the project Go Ahead. The city counsel supports, also financially. The intervention is done under the name Academy of the City (see www.academievandestad.nl). Academy of the City consists of city council, the housing associations and VU University of Amsterdam.

SCHILLERPARK:
A RADICAL CHANGE OF A NEIGHBOURHOOD

In the mid seventies the neighbourhood Schillerpark – in the city Oer-Erkenschwick nearby Gelsenkirchen in the Ruhr-region – is being built at the border of the city centre. Modern flat buildings aroused, while the rest of the city has maximum 3 storied Buildings. The main focus that time was on housing workers of the mining industry and elderly people. It was build with public subsidy as social housing. The flats are suitable for this different target groups and for the elderly there is a center with a concentration of care services and products.





PROBLEMS OCCUR

During time the population and demands changed. In the eighties a higher need to shelter families is visible. And above that, apartments are getting less popular particularly in high-rise buildings and a lack of occupancy occurs during the nineties. The first problems in the neighbourhood arise. This, as we now see it, is the base of the decline of the area. In the beginning of this century the population is unilateral and has to deal with several social-economics problems. And there was another problem, because the whole Ruhr-region had to deal with depopulation.

TIME FOR CHANGE: FINDING THE KEY COMPONENT

The social-economic problems and negative image of Schillerpark have an offspring in the urban structure of this neighbourhood and had unattractive details, like: dark and uncomfortable entrances, no playgrounds etcetera. The core of the solution is being found in good architecture, high quality of the houses (with a special focus on safety), different groups of tenants (also handicapped people) and a better local infrastructure. This will have a direct impact on the residents, the popularity of the neighbourhood and the livability of the area. Now and in the future. The aim of the project was a more differentiated housing stock. This was done by changing the urban planning of the quarter and to develop the neighbourhood with the people who live there. In the end more than 50% of the former tenants are still living in Schillerpark.

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CONCEPT AND GOALS

The social housing company THS (nowadays VIVAWEST due to a merge) came up with a radical plan. Parts of the buildings were demolished and other parts were completely renewed by renovation. The flat buildings had to be future proof and ready for changes in time. This plan also made that people had to move. Of course not everybody: 50% of the tenants came back and others found a place in other houses of the housing company in another part of town: Only a few moved to other owners. This whole process was organized by THS, none of the tender had to search a new house by themselves.

SMART COOPERATION

The demolition and renovation went hand in hand with a smart cooperation with the inhabitants. The people who came back were also the healthy backbone of the Schillerpark. All tenants and participants were actively involved by the plans of the housing company. The unilateral population was broken down and solved the problematic amount of social-economic problems. The neighbourhood is now ready for the future and no longer in decline.



DO'S AND DON'TS

These cases teach us some valuable lessons. There are definitely some do's and don'ts. For instance, try to think differently. As you can read in all cases, the problems are approached from an angle which is not that common. Another one is that success is a combination of different initiatives and most of the time consists of a key element. Try to find this key element. For example: the boxing trainer Izzet Mafratoglu is very much driven and convinced of the method he uses.

He is a much needed person in the making a success of the intervention. The housing corporation GEWOBAG provides a suitable accommodation and other parties are there for financial support. Everybody has their role and take their responsibility.



DO'S

- Believe in the case and the people you are working with
- Be creative, but don't exaggerate
- Make priorities, grab your role and take your responsibility
- Offers space to others to fulfil their role and responsibility
- Be active: make things possible if you believe in it
- Get people involved in their neighbourhood

DON'TS

- Don't give up that easily, a process takes time
- Don't be a paternalist, treat people like equals
- Don't think you know what best is for the neighbourhood, the inhabitants know best
- Be positive and if you temporarily have some doubts, don't let know to others

Some creative and successful interventions and instruments are listed below. These interventions are used by the housing companies to face a problem in the neighbourhood where a mix of problems in different domains occurred.

In the appendices you will find more information about the instruments.

DOMAINS	PROBLEMS AND SYMPTOMS	INSTRUMENTS
1. LIVING AND RENTING	Nuisance – unlawful habitation – debts – unilateral housing stock – bad quality of the houses – overpopulation – relatively high percentage beneficiaries – run down of common areas – lack of occupancy – trash – graffiti – isolated location – few or no circulation	<ul style="list-style-type: none"> • Your Own Place: Go 4 it! • Better neighbours • Future workshop Mehringplatz • Creating a child friendly neighbourhood • Lomba's • Project plan De Hoeken • Twittering flat building • Project Power of the Gijsinglaan flats • Freedom of choice: demolition or renovation • Determine the programming of the district facility • Realisation of your dream rent house • Keys for chances
2. SAFETY AND CARE	Not enough houses for people in need – run down of public spaces – open and/or scary porches – bored youngsters who loiter around - crime and vandalism – domestic violence – addiction	<ul style="list-style-type: none"> • Your Own Place: Go 4 it! • Screening candidate tenants • Instruments for vital neighbourhood economy • Future workshop Mehringplatz • Twittering flat building • Project Power of the Gijsinglaan flats

DOMAINS	PROBLEMS AND SYMPTOMS	INSTRUMENTS
3. EMPLOYEMENT, ECONOMICS AND EDUCATION	High unemployment – relatively high percentage of less skilled workers – school failures – few (or no) economic activities or shops/stores in the neighbourhood	<ul style="list-style-type: none"> ● Go Ahead! / Alive and kicking Neighbourhood Projects ● Your Own Place: Go 4 it! ● Instruments for vital neighbourhood economy ● Creating a child friendly neighbourhood ● Project plan De Hoeken ● Determine the programming of the district facility ● Keys for chances
4. PARTICIPATION AND INTEGRATION TO ENHANCE SOCIAL COHESION	Over-representation of immigrant households – illiteracy – limited social involvement – lack of tenant committees – problems with behaviour or attitude – anonymity or social isolation – high tendency of moving – relatively high percentage of elderly with less possibilities – relatively high percentage of single parent families	<ul style="list-style-type: none"> ● Go Ahead! / Alive and kicking Neighbourhood Projects ● Instruments for vital neighbourhood economy ● We are active. Boxing and more. ● Future workshop Mehringplatz ● Creating a child friendly neighbourhood ● Lomba's ● Project plan De Hoeken ● Twittering flat building ● Project Power of the Gijsinglaan flats ● Charette heart of the neighbourhood ● Freedom of choice: demolition or renovation ● Determine the programming of the district facility ● Realisation of your dream rent house ● Keys for chances
5. SPORTS, CULTURE AND ART	Barely cultural and/or sport facilities nor museums or galleries	<ul style="list-style-type: none"> ● We are active. Boxing and more.

EFL is a unique cooperation of European companies which are active in the field of sustainable housing, real estate development, financing and renewable energy. EFL is founded in 2007 as an European Economic Interest Grouping (EEIG).

The members of the European Federation for Living (EFL) possess about 300.000 dwellings in: France, Germany and The Netherlands. So we can make a major contribution to an environmentally friendly world.

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OUR OBJECTIVE

The EFL objective is to realise sustainable living and residential environments, social involvement and a fitting service for our residents. This is among others achieved by the exchange of knowhow and the realisation of projects on European level.

HOW WE WORK

The EFL works in cooperation with research institutes, European networks, public bodies and the business community. We bundle and combine professional knowhow and expertise of housing associations, financial institutes, real estate investors, construction companies and knowledge institutes in Europe. See our website www.efl.eu for more information and latest newsfacts.

MEMBERS OF EFL

In 2011 fifteen organisations out of France, Germany and The Netherlands were members of EFL. Are you also interested in a membership?

Contact Joost Nieuwenhuijzen via e-mail: jfnieuwenhuijzen@efl.eu.



INTERVENTIONS AND INSTRUMENTS TO IMPROVE
NEIGHBOURHOODS

Some creative and successful interventions and instruments are listed below. These interventions are used by the housing companies to face a problem in the neighbourhood where a mix of problems in different domains occurred.

In the appendices you will find more information about the instruments.

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1. Your Own Place: Go 4 it!
2. Better neighbours
3. Future workshop Mehringplatz
4. Creating a child friendly neighbourhood
5. Lomba's
6. Project plan De Hoeken
7. Twittering flat building
8. Project Power of the Gijsinglaan flats
9. Freedom of choice: demolition or renovation
10. Realisation of your dream rent house
11. Screening candidate tenants
12. Keys for chances
13. Go Ahead! Alive and kicking neighbourhood projects
14. Instruments for vital neighbourhood economy
15. Determine the programming of the district facility
16. Charette heart of the neighbourhood
17. We are active. Boxing and more.

INSTRUMENT 1.

YOUR OWN PLACE: GO 4 IT! (JE EIGEN STEK)

Which domain has to be improved by the intervention?

Living and Renting, Safety and Care and also Education

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

Provide housing facility for (formerly) homeless people. Increase self-esteem and independency of target group and stimulate integration in society. Diminish the distance between a “street life” and living in a house.

Ultimate goal is that formerly homeless people become a regular tenant in a regular rented house through a “step by step” process.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

Formerly homeless people run their own housing facility (self-management) with help from a professional care providing organization. New members can stream through different arrangements (visitor, group housing to independent). Self-management that inhabitants decide on their own policies (house-rules) and make sure they run their house according to these agreements. Under strict conditions a homeless person may participate in the group (no addiction, no psychiatric problems, showing active interest in applying for a rented house).

Progressively his duties and rights change:

- Passer-by: still lives outside, does not fulfil tasks in the house
- Volunteer for tasks: may not decide, but participates
- Housemanager/caretaker: responsible for organization of facility.
- Independent tenant: participant leaves the group facility.

Opening in 2010:

<http://www.youtube.com/watch?v=vTUSVRCET8c>

Which party is leading?

(Housing associations, or other party?)

JES/Go4it

Cooperating parties

(For example: municipality, welfare)

HVO-Querido (care provider) and Eigen Haard

Initiator

Eigen Haard, Amsterdam (The Netherlands)



INSTRUMENT 2.

BETTER NEIGHBOURS

Which domain has to be improved by the intervention?

Living and Renting

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

Free mediation between neighbours in conflict

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

Volunteers are trained to mediate. They help to discuss irritations and solve disputes between neighbours. Tenants can receive this service for free as long as they are committed to cooperate actively.

The foundation is funded by the housing associations and the municipality

Which party is leading?

(Housing associations, or other party?)

Better Neighbours Foundation

Cooperating parties

(For example: municipality, welfare) Housing Associations,

Municipality, Police, volunteers

Initiator

Eigen Haard, Amsterdam (The Netherlands)



INSTRUMENT 3.

FUTURE WORKSHOP MEHRINGPLATZ

community

- Promote “Mehringplatz” as tourist attraction

Which domain has to be improved by the intervention?

Future Workshop Mehringplatz intends to improve the domain Living and renting. There are also effects on Safety and Care, as well as on Participation and Integration.

Public Space:

- Improvement of the appearance of the square
- The gardening needs to be organized, green spaces need to be created
- Creation of a lightning concept

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

The general objective of the Future Workshop Mehringplatz is to improve local quality of life and to increase participation of residences and stakeholders. The Mehringplatz is characterized by social and structural problems such as vandalism, lack of perspective, long-term unemployment and small-scale social integration. All in all the principal purpose is to rehabilitate the area.

Based on this topics four working groups were established. Each one developed strategic solutions for the problems. The results are being used for further activity.

Which party is leading?

(Housing associations, or other party?)

The Future workshop was initiated by the Social City program and co-financed by the housing companies GEWOBAG and EUCAL. The agency “Zukunftswerkstatt Köln” organized the workshop.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

Residences, representatives of local economy, housing associations, municipality, local institutions and other participants discussed the challenges the area is facing and developed some solution statemants. During the workshop four main points of interest were exposed.

Cooperating parties

(For example: municipality, welfare)

The aim of the Future Workshop is to involve as many people as possible to discover strengths and weaknesses of the area. Due to this claim many parties took part - e.g. representatives of the Senate and district institutions, landlords and residents, shopkeepers, the neighborhood management, AOK (insurance company), etcetera.

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Image enhancement:

- Stressing the city-wide importance of the area
- Showing the historical background of Mehringplatz
- Changing of the name as a symbol for a new start

Initiator

GEWOBAG, Berlin (Germany)



Housing and living situation:

- Especially the housing associations need to invest in building structure
- Improvement of social and cultural integration

Commercial Aspects:

- Sustaining local economy
- Creation of dynamic and diversified local economy
- Providing supermarkets, restaurants etcetera. to accommodate short-term demand of the local

INSTRUMENT 4.

CREATING A CHILD FRIENDLY NEIGHBOURHOOD

Which domain has to be improved by the intervention?

First of all: Living and renting.

In the second place (Employment, Economics and) Education.

In the third place: Participation and Integration to enhance social integration.

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

Creating a safe, child-friendly, stimulating environment in which all children of the neighbourhood can develop their talents at most.

Residents, parents and institutions know how to find each other.

They join forces for an attractive housing, living and learning environment for the different population groups.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

Several physical measurements in the neighbourhood have been taken by Havensteder, municipality and local school to improve the child friendliness of the neighbourhood. The institutions working in the neighbourhood use the starting points of multiple intelligences for all social and physical activities. By working together with these starting points they want to empower the children and their parents.

Which party is leading?

(Housing associations, or other party?)

The strength of this project is that no one is leading, but if some one has to be named it will be the local government.

Cooperating parties

(For example: municipality, welfare)

Housing association, municipality, local school, child services, social organisations.

Initiator

Havensteder, Rotterdam (The Netherlands)



INSTRUMENT 5.

LOMBA'S

Which domain has to be improved by the intervention?

First of all: Participation and Integration to enhance social cohesion. In the second place Living and renting.

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

To increase and strengthen local networks and to activate and engage inhabitants in participation.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

Lomba's are vouchers representing money when exchanged. A lomba can be exchanged when a group of inhabitants translate an idea for increasing the liveability in their neighbourhood into a project plan. The budget is aggregated by collecting Lomba's in the neighbourhood. The idea is that promoters find each other to create their own projects and social interaction will increase because promoters need to address other inhabitants to "sell" their plan.

Which party is leading?

(Housing associations, or other party?)

Housing association together with the municipality.

Cooperating parties

(For example: municipality, welfare)

Inicio and Bureau Maas (both paid to carry out the Lomba project).

Other social institutions (as schools, community centre, childrens farm, etcetera.)

Initiator

Havensteder, Rotterdam (The Netherlands)



INSTRUMENT 6.

PROJECT PLAN DE HOEKEN IN ROTTERDAM

Which domain has to be improved by the intervention?

First of all: Living and renting. In the second place Participation and Integration to enhance social integration. In the third place: Employment, Economics and Education.

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

Through an integrated physical, social and economical approach in cooperation with all parties concerned we help residents get grip on their situation and restore standards and values.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

Several physical measurements in the flats to increase the appearance of the flats and solve technical defects are taken
 Camera's to increase (perception of) safety and to help caretaker to exercise control. Several social projects to improve the social an economical situation of tenants, such as a project to prevent residential fraud, presence of for example a consultation office and district nurse to answer pedagogic questions, a two yearly market with second hand children's clothes, office hours in the community centre for employees of police, municipality and housing association, a signalling function for employees of the housing association and strong cooperation between all institutions to pick up signals and drop them at the institution which is responsible.

Which party is leading?

(Housing associations, or other party?)

The housing association and the municipality

Cooperating parties

(For example: municipality, welfare)

Around ten social organisations all with their speciality.

Initiator

Havensteder, Rotterdam (The Netherlands)



INSTRUMENT 7.

TWITTERING FLAT BUILDING

Which domain has to be improved by the intervention?

First of all: Participation and Integration to enhance social cohesion. In the second place Living and renting. In the third place: Safety and care.

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

Using social media, in this case, twitter as a means to get in contact with our tenants and give them an alternative means of participation.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

De twitterende flat is part of an experiment of the SEV and the Woonbond. The SEV is an organisation which aims to develop innovative responses to social housing issues. The Woonbond is the national tenant organisation. With the Twitterende flat we try to get tenants to participate and make them feel responsible for their environment. For example our caretaker twitters his activities and twitters what he runs into. This gives tenants an idea what he does and an opportunity to solve fysical managementproblems. A second goal is to get tenants into contact with eachother through twitter. An other means of getting in contact, next to and compatible to existing means. The idea(l) is that tenants inform us and each other through twitter.

Which party is leading?

(Housing associations, or other party?)

Housing association

Cooperating parties

(For example: municipality, welfare)

SEV, Woonbond, municipality

Initiator

Havensteder, Rotterdam (The Netherlands)



INSTRUMENT 8.

POWER OF THE GIJINGLAAN FLATS

Which domain has to be improved by the intervention?

First of all: Safety and care. In the second place Participation and Integration to enhance social cohesion. In the third place: Living and renting.

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

Decrease the perception of inconvenience which tenants experience and increase trust in Havensteder by solving technical defects and increase the constructive cooperation with the tenant organisation.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

A research to the lifestyle of our tenants in these flats gave us insight in reasons behind the perception of inconvenience and insight in different means of communication with tenants of a particular lifestyle. By solving several long running technical defects and a intensive communication involvement ith and of the tenant organisation Havensteder was able to resolve trust of the tenant organisation and through that of the tenants. The tenant organisation has a strong influence on the tenants. The differences in lifestyle clarify for a part why some tenants precipitate inconvenience and feel unsafe in their flat. Through workshops we want to inform tenants when inconvenience is inconvenience or when it is a different lifestyle and how to act, what to do when it is inconvenience. The idea is that tenants will address each other when there is inconvenience and know how to act towards Havensteder when reporting inconvenience so that we can act accordingly.

Which party is leading?

(Housing associations, or other party?)

Housing association

Cooperating parties

(For example: municipality, welfare)

Police

Initiator

Havensteder, Rotterdam (The Netherlands)



INSTRUMENT 9.

FREEDOM OF CHOICE: DEMOLITION OR RENOVATION

Which domain has to be improved by the intervention?

Living and renting. Participation and Integration to enhance social cohesion.

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

Give the residents say about the future of their homes and therefore a high level of commitment to the rental and their neighborhood.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

The residents may decide whether they choose per block (max. 5 houses) for demolition / construction or renovation of their home.

Which party is leading?

(Housing associations, or other party?)

Housing association

Cooperating parties

(For example: municipality, welfare)

Residents of the houses which will be demolished or renovated.

Initiator

De Woonplaats, Enschede (The Netherlands)



INSTRUMENT 10.

REALISATION OF YOUR DREAM RENT HOUSE

Which domain has to be improved by the intervention?

Living and renting. Participation and Integration

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

Residents involved in the construction of their new home.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

Residents make their own program of requirements for their home, make yourself a preliminary design and final design and select an architect and a contractor jointly supervised by De Woonplaats.

Which party is leading?

(Housing associations, or other party?)

Housing association

Cooperating parties

(For example: municipality, welfare)

Partners involved in such a new process.

Initiator

De Woonplaats, Enschede (The Netherlands)



Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

Agreement between municipality, police and housing association to screen potential tenants on proven drug related and criminal convicts and prevent proven problematic tenants from living in an already disturbed neighbourhood. Police indicates whether candidate tenant is “red” or “green” (research based on specified criteria). Declined candidate tenants have to be offered a rented house in another neighbourhood (legal procedure).

Which party is leading?

(Housing associations, or other party?)

Eigen Haard

Cooperating parties

(For example: municipality, welfare)

Housing association, Municipality, Police

Initiator

Eigen Haard, Amsterdam (The Netherlands)



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INSTRUMENT 11.

SCREENING CANDIDATE TENANTS

Which domain has to be improved by the intervention?

Safety and Care

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

Diminish serious drug and crime related problems in a specific neighbourhood by regulated influx of tenants.

INSTRUMENT 12

KEYS FOR CHANCES

Which domain has to be improved by the intervention?

Employment, Economics and Education

Participation and Integration

Living and renting

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

Development of tenants on the social scale.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

Keys for chances is a opportunity to learn, to develop yourself, gaining knowledge and experience in an area chosen by the tenants. It is a project where someone gets the opportunity for a certain period to get started with his/her own development.

Which party is leading?

(Housing associations, or other party?)

Housing association in order to invest not only in the buildings but also in the tenants in order to help their own development which is also good for the value of the property.

Cooperating parties

(For example: municipality, welfare)

Municipality and all users, residents, entrepreneurs in the district.

Initiator

De Woonplaats, Enschede (The Netherlands)



INSTRUMENT 13.

GO AHEAD! ALIVE AND KICKING NEIGHBOURHOOD PROJECTS (ACADEMY OF THE CITY)

Which domain has to be improved by the intervention?

Employment, Economics and Education

Participation and Integration

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

Create more 'meeting grounds' and increase interaction and mutual commitment of different population groups. Students organize activities.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

In the Go Ahead!-project students obtain free housing (part of renewal projects). In exchange they spend 10 hours per week on social and educational projects with children (4-12 yrs and 12-16 yrs).

Examples of activities:

Homework support, Reading service, Bookclub

Sports, music, dance, arts, cooking class

Through the children the parents are involved. In the morning

groups of women read newspapers and work on Dutch language and conversation. In the afternoon men can train computer skills and Dutch language.

Which party is leading?

(Housing associations, or other party?)

VU University Amsterdam is the coordinating party of Go Ahead.

Academie van de Stad is coordinating the Alive and Kicking projects

www.academievandestad.nl

Cooperating parties

(For example: municipality, welfare)

Initiating and cooperating partners of Go Ahead: VU University Amsterdam, housing associations. Academie van de Stad consists of city councils, housing associations, universities.

Initiator

Eigen Haard, Amsterdam (The Netherlands)



INSTRUMENT 14.

INSTRUMENTS FOR VITAL NEIGHBOURHOOD ECONOMY

Which domain has to be improved by the intervention?

Employment, Economics and Education

But also: Living (liveability) and safety

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

Improve attractiveness of neighbourhoods, increase profitability of real estate (indirectly), reinforce local economy and create opportunities for population in social-economic weaker neighbourhoods.

- Better facilities (for example: shops)
- Better appearance (image, subjective safety)
- More people on the street (social control)

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

Instruments:

- Manage existing business real estate from neighbourhood perspective:
- Reduce vacancy
- Select tenants carefully, entrepreneurs with added value for a neighbourhood
- Check on outside appearance
- Proper maintenance
- Manage relations with entrepreneurs
- Strategic acquisition of problematic 'hot spots' to change neighbourhood to the better
- Support starting entrepreneurs with added neighbourhood value
- Participate in shopping street management (coordinated by municipality)
- Special projects to improve socio-economic condition of neighbourhood and/or image
- Free zone
- Local initiatives
- Contest

Which party is leading?

(Housing associations, or other party?)

Housing association

Cooperating parties

(For example: municipality, welfare)

Housing associations, entrepreneurs, municipality

Initiator

Eigen Haard, Amsterdam (The Netherlands)



Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

The residents determine the programming of the district facility.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

A good basis for creating a home for residents begins with knowing the needs of the neighborhood. Knowing what they consider important, how they like to spend their free time, and how they want their future to see completed in civic matters both social and economic spheres. Via a user consultation with users of district facilities and relevant parties to join the neighbourhood each year to put together a program whereby all stakeholders see their targets translated from the district facility can be realized. It is a good look at young, old, immigrant, native, people with and without disabilities. District facility team will receive the mandate to implement this program. Everyone should feel at home. Building a community for the quality of life improvement.

Which party is leading?

(Housing associations, or other party?)

Housing association

Cooperating parties

(For example: municipality, welfare)

Municipality and all users, residents, entrepreneurs in the district.

Initiator

De Woonplaats, Enschede (The Netherlands)



INSTRUMENT 16

CHARENTE HEART OF THE NEIGHBOURHOOD

Which domain has to be improved by the intervention?

Participation and Integration to enhance social cohesion

INSTRUMENT 15.

DETERMINE THE PROGRAMMING OF THE DISTRICT FACILITY

Which domain has to be improved by the intervention?

Participation and Integration. Employment, Economics and Education. Living and renting.

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

To create a district facility (Hart van de Wijk) and achieve this by a very particularly participation process. The goals of this facility arise during the process within the neighborhood, the residents and the other organisations which operate in the area.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

The urban design frameworks will be conducted by an independent urban planner with established parties (schools, child care, child health care, etcetera.) and residents from the neighborhood. This is done by creating models of how the district facility can be realized.

Which party is leading?

(Housing associations, or other party?)

Housing associations

Cooperating parties

(For example: municipality, welfare)

Municipality and all users, residents, entrepreneurs in the district.

Initiator

De Woonplaats, Enschede (The Netherlands)



INSTRUMENT 17

WE ARE ACTIVE. BOXING AND MORE.

Which domain has to be improved by the intervention?

Especially the domain Participation and Integration to enhance social cohesion has to be enhanced by this project. Furthermore there are effects on Sports, Culture and Art as well as on Safety.

Goal

(Describe the specific goal, what do you want to achieve with this instrument?)

The main objective of this project is to offer young people from disadvantaged areas a meaningful and convenient leisure time

activity. Sport is an effective and appropriate way to encourage communication between young people from different social and cultural backgrounds. It is possible to create a social cohesion in the neighborhood. During training hours values such as fairness, respect, discipline and teamwork are being taught. In addition, due to these sporting activities young people reduce aggression. The main target group are kids in the age between 6 and 16 years from immediate vicinity.

Description / explanation

(How does it work? Which type of activities; technical/social/economical?)

In 2005 the residents of the neighborhood initiated the social project “We are active. Boxing and more”. Despite the negative image of boxing and severe criticism GEWO BAG decided to support this project by providing training facilities for free. Due to the large demand the training area has grown to a total of 1,400 sqm. Today, the Boxclub has more than 250 members who come from different districts of Berlin. Coaches offer participants professional training which ensures that they are able to compete in national and international contests. Additionally to the boxing courses there are courses like anti-aggression training, self-defense training for women, men and senior citizens as well as yoga and fitness training in general.

Which party is leading?

(Housing associations, or other party?)

The box club is a result of structures that have evolved over time. Nevertheless one of the most important leading parties in this context is the trainer and first chairman of the association, Izzet Mafratoglu. As a trainer he clearly defined an educational approach. GEWO BAG provides the spatial area and is a highly committed partner.

Cooperating parties

(For example: municipality, welfare)

Cooperating parties are GEWO BAG, Isigym Boxsport Berlin Incorporated Association and Izzet Mafratoglu. But there are also many different sponsors involved in this project.

Initiator

GEWO BAG, Berlin (Germany)



NAME OF THE NEIGHBOURHOOD:

QUICKSCAN ON THREE KEY PERFORMANCE FIELDS		SCORE	SCALE		JUDGEMENT
A	1 Attractivity housing stock				
	satisfaction tenants with house	SCORE			
	appreciation of technical condition (maintenance)	SCORE			
	average structural vacancy	%			
	average waiting time	YRS			
	average number of reactions per advertised dwelling	NUMBER			
	2 Liveability & safety				
	Satisfaction inhabitants with neighbourhood	SCORE			
	Expected development of neighbourhood (perception inhabitants)	SCORE			
	Safety index (objective indicators)	RATE			
	Safety index (subjective indicators), perception inhabitants	RATE			
	3 Social Economic				
average income level	IN EUR				
Unemployment benefits as % of population 15-64 yrs	%				
social index	RATE				
Total					

IN-DEPTH ANALYSIS OF FIVE DOMAINS (BASICS-FIRST-TRIANGLE)			SCORE	SCALE		JUDGEMENT
I	Living and Renting					
	satisfaction tenants about quality homes	SCORE				
	satisfaction tenants about neighbourhood	SCORE				
	feeling "home/ proud" by the tenants in the neighbourhood ?	Y/o/N				
	number of large families in too small dwellings	NUMBER				
	ownership social housing	%				
	interest in buying own apartment of housing company	%				
	new influx tenants positive, neutral, negative qua social stucture	JUDGEMENT				
	self supportive tenants	SCORE				
	rent arrears	%				
	clearness of public spaces	SCORE				
	behaviour of tenants within the dwellings (nuisance, damage,illegal act)	SCORE				
	number of technical damage (reports per year/ per 100 app)	%				
	need for technical improvement from viewpoint tenants	Y/?/N				
Total						

APPENDIX 2: EFL NEIGHBOURHOOD SELECTION AND ANALYSIS TOOL (EXAMPLE)

II	Safety and Care			
	quality of safety dwellings against burglary	G/o/B		
	judgement residents safety of the neighbourhood	GOOD/o/BAD		
	specific unsafe locations in neighbourhood	Y/o/N		
	objective safety: criminality rate / number of burglaries	%		
	number of assaults	%		
	are the needs for care being met	Y/O/N		
	quality of the careservices	G/M/B		
	quantity of careservices in relation to demand	G/M/B		
	are tenants capable to express their safety and caredemand	Y/o/N		
are structural actors present for managing safety problems	Y/o/N			
Total				
48	III	Work, Economics and Education		
adequate supply of retail		Y/o/N		
quality of supply of retail		NOTE		
adequate supply of employment		Y/o/N		
educational level		H/o/L		
number of high educated low		Y/o/N		
quantity of schools		H/o/L		
unpermitted left of school by children		%		
% of youth leaving school with diplomas		%		
Total				

APPENDIX 2: EFL NEIGHBOURHOOD SELECTION AND ANALYSIS TOOL (EXAMPLE)

IV	Participation and Integration			
	Active involvement of residents in the neighbourhood	Y/o/N		
	social economic development	UP/o/DOWN		
	number of migrant residents	%		
	problems with cultural background	Y/o/N		
groups with structural relations with professional stakeholders	Y/o/N			
Total				
V	Culture and Art			
	adequate supply of cultural provisions	Y/o/N		
	adequate supply of sport and playgrounds	Y/o/N		
has neighborhood supra neighborhood amenities	Y/o/N			
Total				
TOTAL SCORE NEIGHBOURHOOD				

COLOPHON

IMPRINT

Joost Nieuwenhuijzen and Peter Hoogeweg, European Federation for Living.

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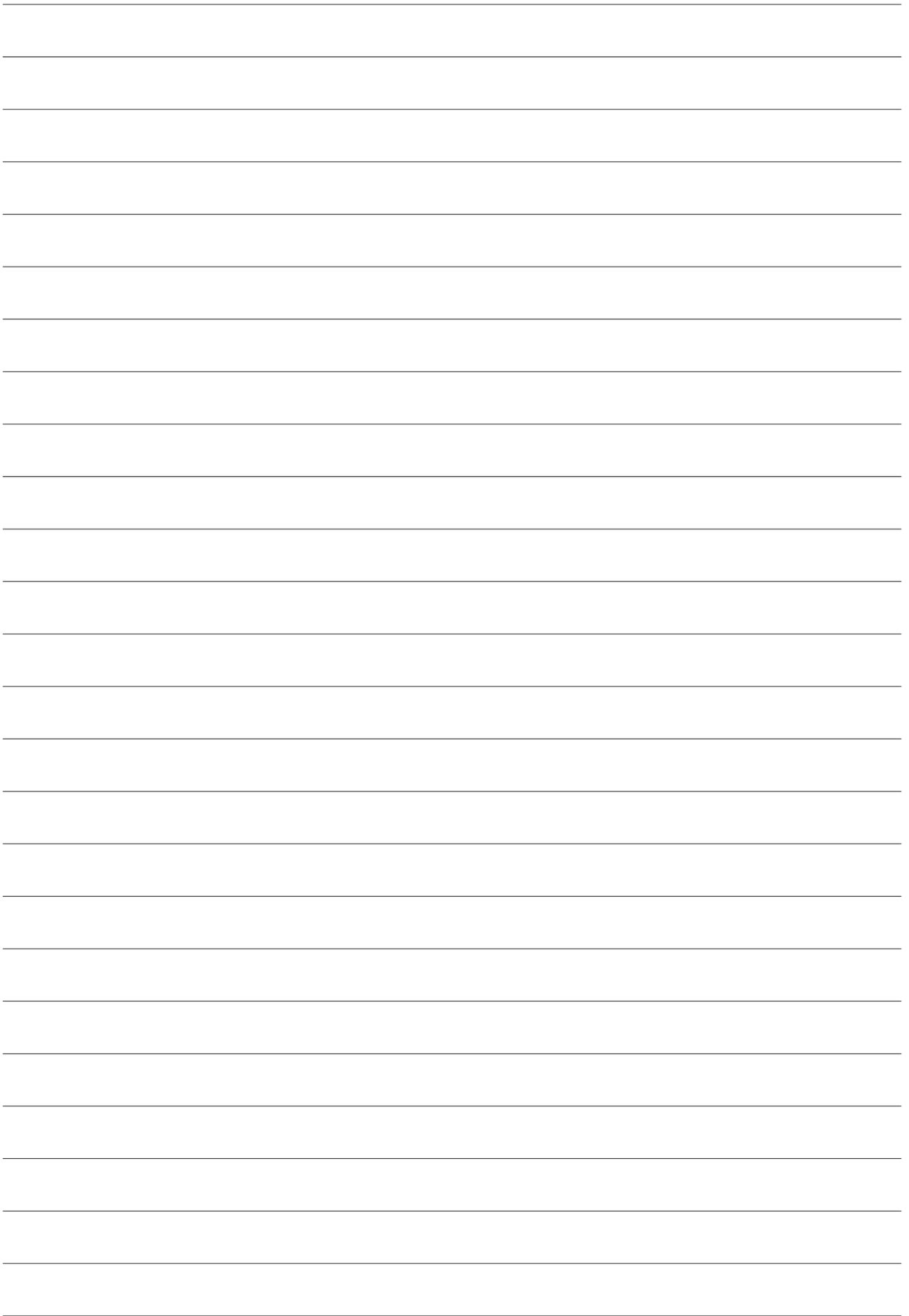
De Woonplaats. Marion Kranenburg and Chrétien Mommers of housing company Eigen Haard.

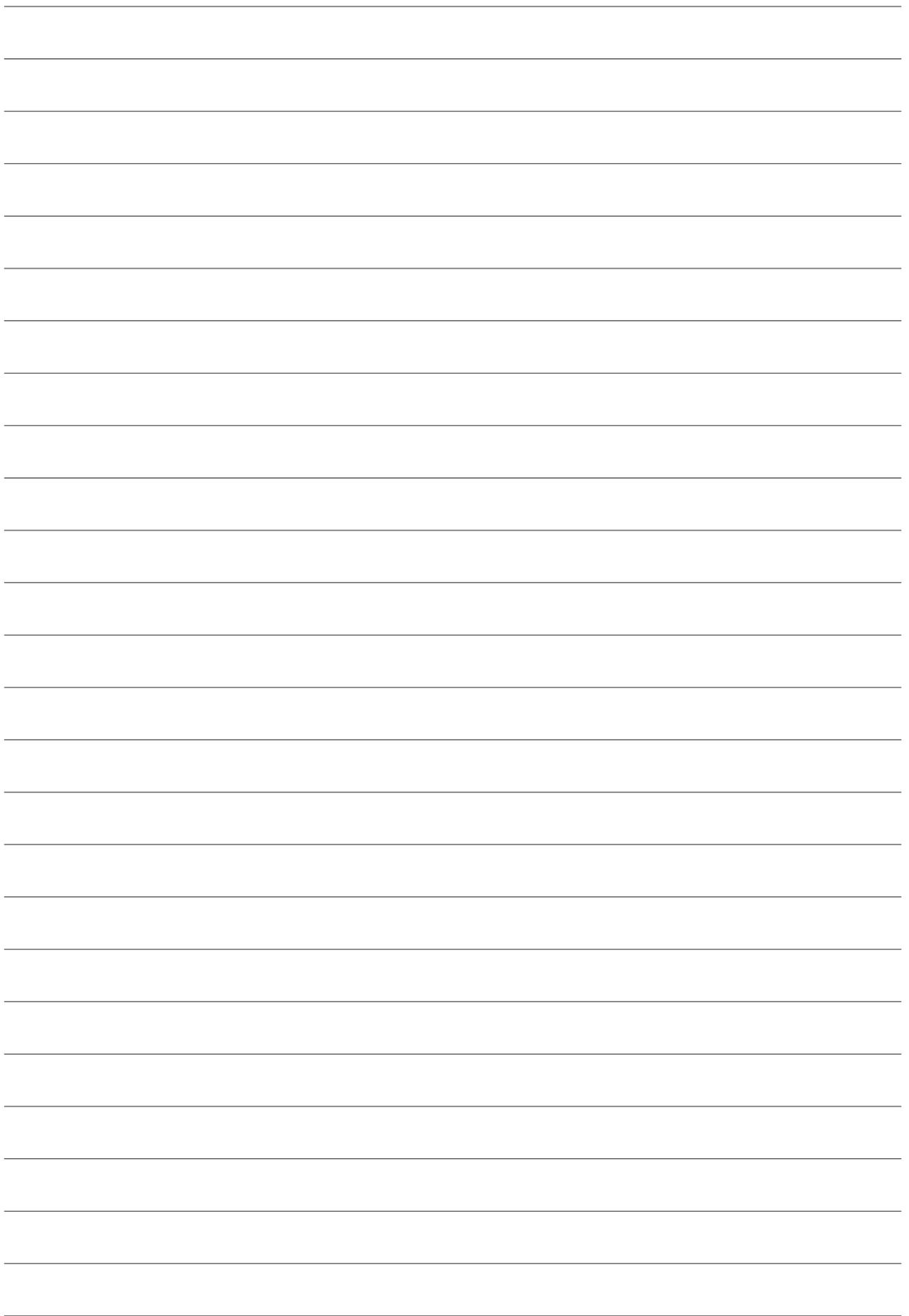
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