

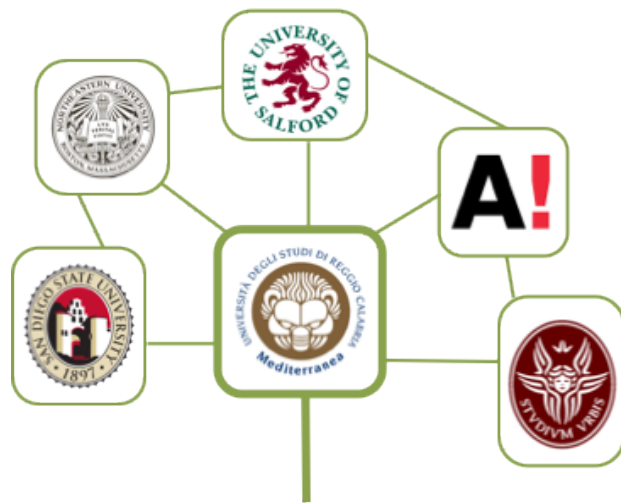
## Focus Track 2

Community-led approach. How people shape their city, neighborhood.

**The role of Community in generating benefits through urban regeneration initiatives**

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# Second International Workshop

CLUDs  
PROJECT



**SUSTAINABLE URBAN DEVELOPMENT**

the role of urban rural regeneration  
in regional contexts

**San Diego**

**11+12 June 2013**

**Parma Payne Library  
San Diego State University**

## Outline

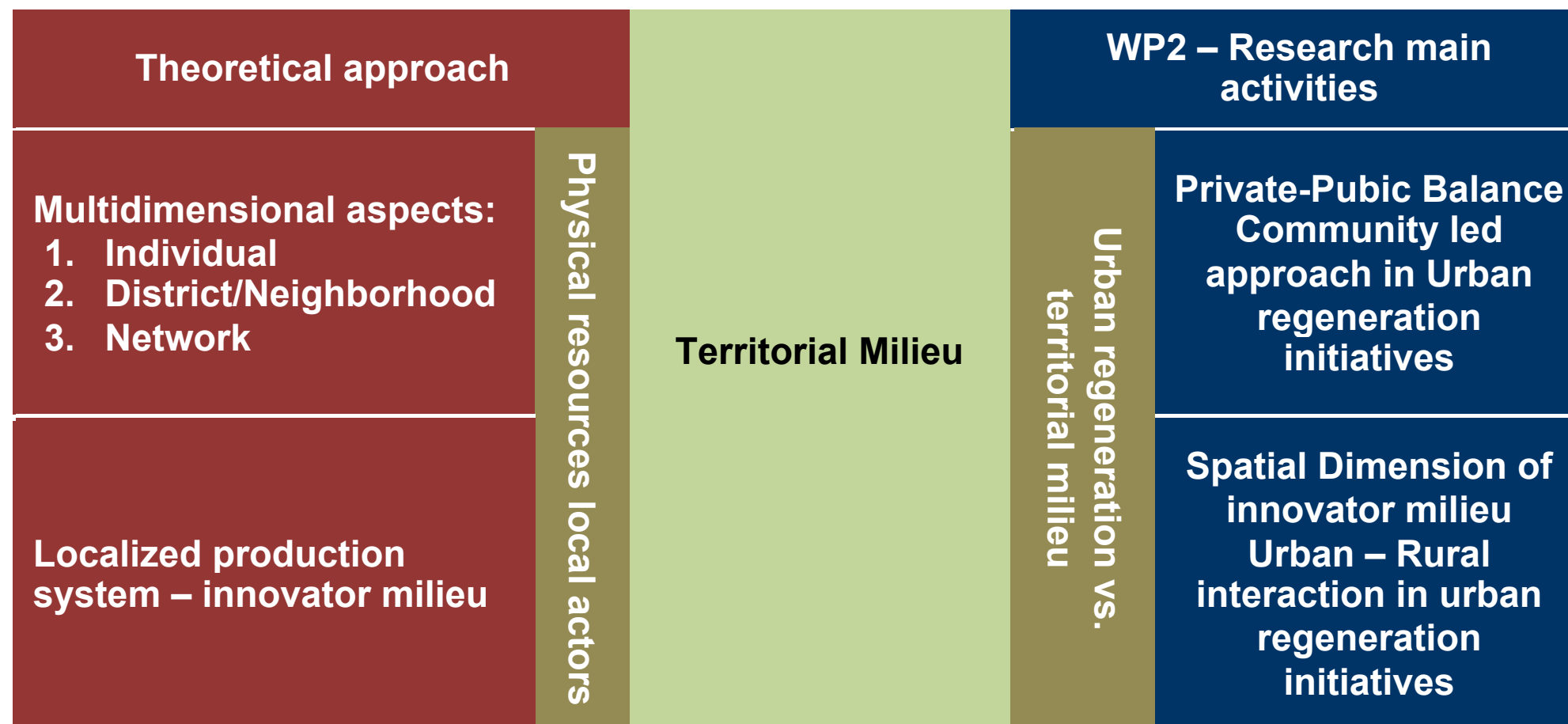
### The WP2 Rationale

### Main Questions

1. Why Community is so important in urban regeneration Projects?
2. Urban Regeneration and Community
- 3 Sustainable Urban Regeneration
4. The “Community”
5. Urban Regeneration Initiatives and Community
6. The “Community-based approach”
7. The Community Planning - City of San diego
8. The benefits of Community Planning in Regeneration in initiatives
9. The Community-led Approach Case Studies Framework
10. WP2 Case Studies

## I. The CLUDs WP2 Rationale

The logical framework of the WP2 turns into the following scheme.



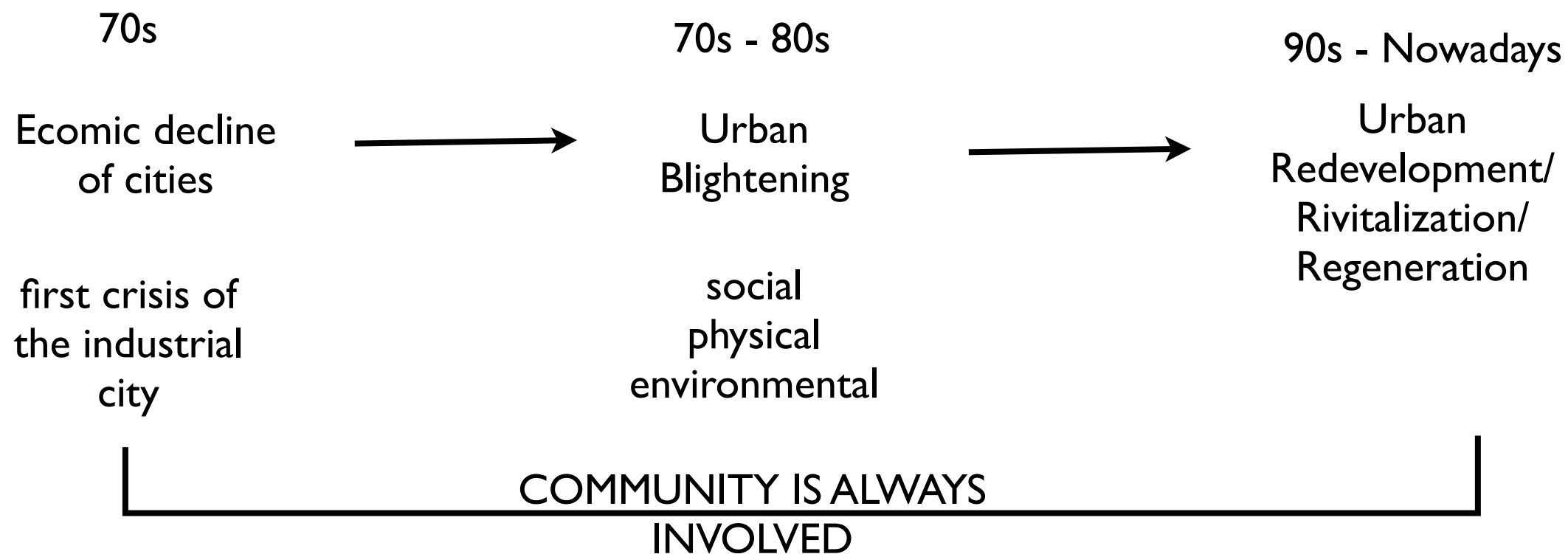
## Main questions

- Why Community is important in Urban Regeneration initiatives?
- Why adopt a community-based approach in sustainable urban regeneration?
- What role does Community play in sustainable urban regeneration?
- What are the Benefits of involving Community in Urban Regeneration Initiatives?

### 3 Why Community is so important in urban regeneration Projects?

Urban “Regeneration is concerned with **the regrowth of economic activity** where it has been lost; **the restoration of social function** where there has been dysfunction, or **social inclusion** where there has been exclusion; and the **restoration of environmental quality or ecological balance** where it has been lost. Thus urban regeneration is an aspect of the management and planning of existing urban areas rather than the planning and development of new urbanisation”.

Couch C., Fraser C., (2003)



## 4 Urban Regeneration and Community

### Basic urban regeneration principles

- coordination between various sectors,
- creating a holistic vision,
- regenerating people rather than a place,
- creating partnerships across all levels of government,
- creating public-private partnership in order to foster local economic development through urban regeneration initiatives
- building public sector capacity and leadership, and
- engaging the local community in the planning process.

The definition of urban regeneration establishes a holistic policy and planning framework with a ***strong emphasis on placed-based approaches that links the physical transformation of the built environment with the social transformation of local residents.***

## 5. The challenge: Sustainable Urban Regeneration

.....it has to take account of:

- Sustainable development is concerned with the ecological integrity of the environment and idea of fairness for all, emerging from the notion of economic and social justice.
- Sustainable urban development only provides a framework, set of protocols and assessment methods to evaluate the ecological integrity of the environment
- The respective communities using the said framework, protocols and assessment methods for evaluating sustainable (urban) development, tend only to be concerned with balancing economic growth with the environmental quality.
- Sustainable Urban Regeneration attempts to combat the distress that results from decline of districts and neighbourhoods. It tackles the lack of economic and social development in these areas. The task of sustainable urban regeneration is to **turn decline into growth and sustain this by balancing economic and social development with the environment**. In so doing it is possible to align the market economy with socially inclusive decision-making.



## 6. The Community

Traditionally, community has been defined "**...as a locality or space, people or members, shared institutions and values, interaction, distribution of power, and a social system**"

(Warren as cited in Kettner, Daley, & Nichols, 1985. p. 18)

“Community” can be described as a group of people that recognizes itself or is recognized by outsiders as **sharing common cultural, religious or other social features, backgrounds and interests, and that forms a collective identity with shared goals**. However, what is externally perceived as a community might in fact be an entity with many sub-groups or communities. It might be divided into clans or castes or by social class, language or religion. **A community might be inclusive and protective of its members; but it might also be socially controlling, making it difficult for sub-groups, particularly minorities and marginalized groups, to express their opinions and claim their rights.**

UN High Commissioner for Refugees, *UNHCR Manual on a Community Based Approach in UNHCR Operations*, March 2008, available at: <http://www.refworld.org/docid/47da54722.html> [accessed 10 May 2013]



## 6. The Community-based approach

- A community-based approach can **help communities work to prevent social problems** and to deal directly with those that do arise, instead of having external actors step in and assume these responsibilities.
- It supports persons of concern in **re-establishing familiar cultural patterns** and support structures.

The goals of the community-based approach are to reinforce the dignity and self-esteem of people of concern and to **empower all the actors to work together to support the different members of the community** in exercising and enjoying their human rights”.

## 6. The Community-based approach

An ***horizontal integration*** is also seen to be **strengthened by citizens and businesses getting together as a community** to transform the delivery of public services, agreeing levels of service provision through vertical agreements running at all (i.e. local, regional and national) levels of government

**the distress suffered in urban areas is not merely physical, but social, economic and environmental; relating to job opportunities, employment and work, public services, housing, transport and mobility, education and health, open space and clean air.**

The community-based approach also promoted an **integrated strategy of cross-cutting decision making processes which is inclusive, competitive and environmentally sustainable.**

The approach is integrative because **it develops the collaborative platform, consensus, strategic alliances and coalitions needed for stakeholders to partner with one another and articulate their views on urban distress, the problems which this causes and what is required to solve them.**

## 6. Community-based approach cross-sectoral tools

<b>Local Communities</b>
<u>Community Development Corporations (CDCs)</u>
<u>Community Development Financial Institutions (CDFIs)</u>
<u>Community Land Trusts (CLTs)</u>
<u>Cooperatives (Co-ops)</u>
<u>Employee Stock Ownership Plans (ESOPs)</u>
<u>Green Collar Jobs</u>
<u>Individual Wealth Building</u>
<u>Individual Wealth Preservation</u>
<u>Program Related Investments</u>
<u>Social Enterprise</u>
<u>Socially Responsible Investing</u>
<u>Urban Agriculture</u>

<http://community-wealth.org/strategies/panel/cdcs/index.html%20>

## 7.The context: Community Planning - City of San Diego

The California Government Code gives local governments the authority to create land use policies within their jurisdictional boundaries and the ability to create a citywide land use and policy document called the General Plan

The community plans must work as part of the General Plan and must not contain policies or recommendations that are contradictory to any element of the General Plan or to other community plans.

Community Planning Groups participate in the development of Community Plans with City Staff.

Community members have a critical role in developing a long term vision for their community through participating in the long range planning process

## 7 Community Planning - City of San Diego

A community plan is a public document which contains specific proposals for future land uses and public improvements in a given community.

A community plan is part of the City's General Plan

It provides tailored policies and a long-range physical development guide for elected officials and citizens engaged in community development.

Typical elements found in a community plan include:

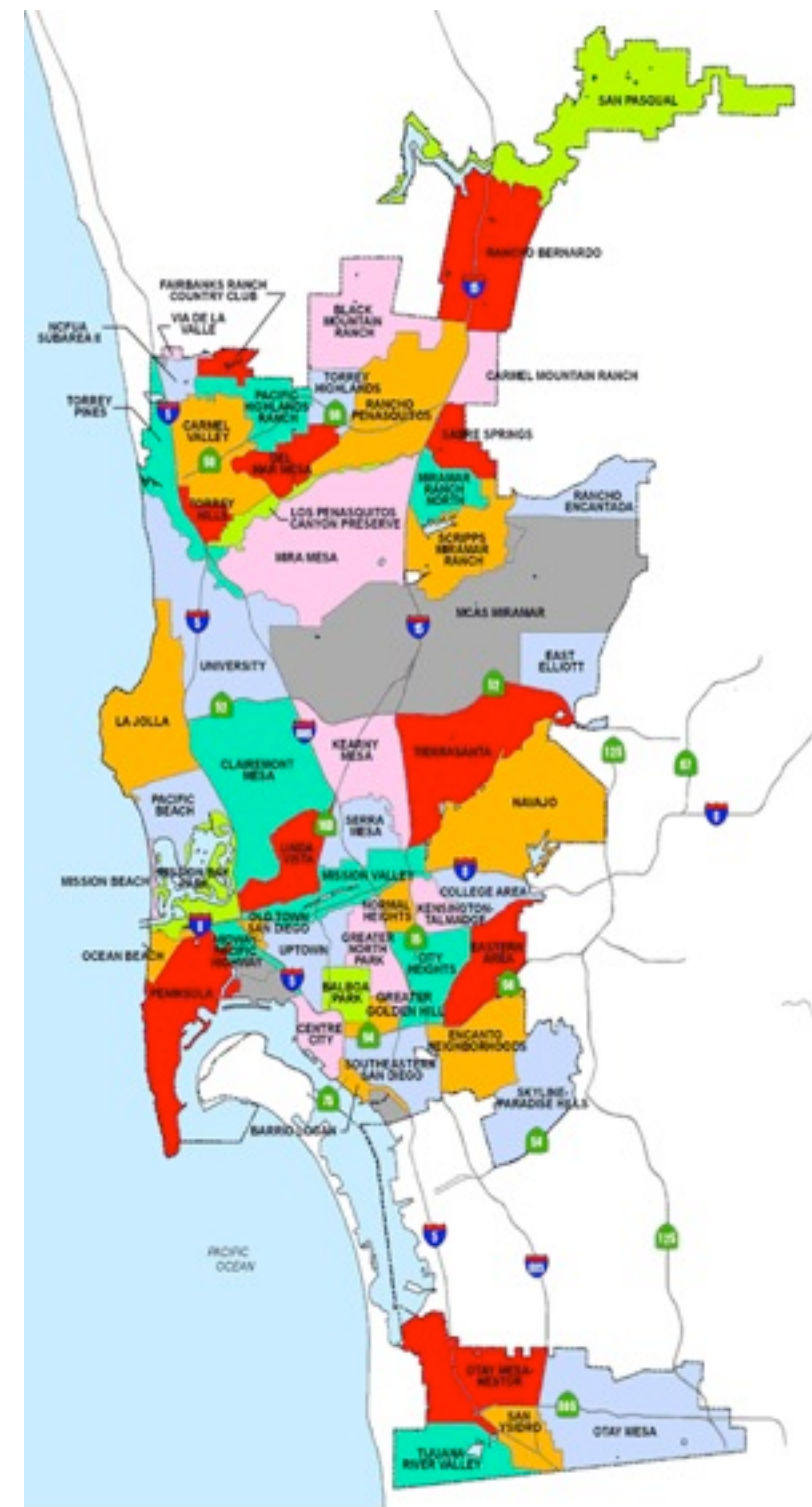
- Land Use
- Transportation
- Urban Design
- Public Facilities and Services
- Natural and Cultural Resources
- Economic Development

In the City of San Diego there are more than **40 community plans**.

Within some community plan areas other, more detailed, plans have also been developed. These are called **precise plans** or **specific plans**.

**The community plans, all combined together, constitute the Land Use Element of the General Plan.**

The community plan is developed through a **partnership of the recognized Community Planning Group, the public, and City staff**, working together to identify land use policies and recommendation to guide future development of the community.



City of San Diego Community Plans map



## 8. The benefits of Community Planning in Regeneration in initiatives

Benefits of community involvement like improved coordination, reduced complexity, better communication & participation, effective land use controls.

- **Wins the trust and approval** of the community involved.
- Enables local people to **understand and appreciate** the aim of **the development project**.
- Rewarding way to get to know the community, their ideas, wants and needs.
- **Ensures that the project will benefit the local community** and is not just something that the organizations/ consultants wanted to do.
- **Community consultation can provide important location specific information.** It can alert it to potential problems, for example with details of the local terrain that agency technicians had not foreseen.
- By consulting with local people and involving them in a range of decisions, **the returns on investment can be improved.**
- **Consultation** takes time (a cost), however, it also **prevents future conflicts**, which are not only costly, but also are an outcome of a dissatisfied community.
- Consultation may **increase stakeholder commitment to a project.** Stakeholder commitment, which grows with stakeholder “ownership” of projects and complexity associated with the new efforts, can be overcome.
- **Consultation can provide accurate and more detailed and information**, which otherwise might be difficult to obtain
- Improved understanding of local values, priorities and expectations can result in project designs and delivery mechanisms that are **more compatible with socio cultural conditions.**
- Consultation can generate a greater willingness for stakeholders to invest their time, labor and other resources in a project they “own,” thereby stretching the value of invested funds Provides important location specific information.

*Guneet Kaur, Participatory Approach/ Community Involvement in Planning, 43rd ISOCARP Congress 2007*

2nd CLUDs International Workshop June 2013

San Diego State University, San Diego, CA, USA

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## 9. The Community-led Approach Case Studies Framework

### Urban context

Blighted Areas  
Social Exclusion  
Economic Decline

Urban Regeneration  
Projects/Initiatives

Community involvement

### Benefits for the Community

**Additional Resources**  
**Better Decisions**  
**Building community**  
**Compliance with legislation**  
**Democratic credibility**  
**Easier fundraising**  
**Empowerment**  
**More appropriate results**  
**Professional education**  
**Responsive environment**  
**Satisfying public demand**  
**Speedier development**

**Sustainable Urban  
Regeneration**

+ Economic Development Measures  
+ Physical Improvement Measures



## I0. Toward the case studies

Case Studies	Key Aspects
Hillcrest, BID	BID - Non-Profit and Community
Little Italy, BID	CBD (Community Benefits Districts)
Jacobs Market Street Village	TOD - Transit Oriented Village
Imperial/Commercial Corridor	TOD - Mixed-Used Transit Corridor
National City	Smart Growth/Public Spaces Improvements
San Ysidro	Redevelopment Project Area

# THANK YOU

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