

TERRASSA, SPAIN

BACKGROUND INFORMATION	
PROJECT TITLE	Neighbourhood Plan of District 2 (Pla de Barris Districte 2) Case study title: Promoting coexistence in a multicultural neighbourhood
Beneficiary	Terrassa City Council
Duration of project	The project was carried out during the period 2004 – 2011, in two phases. The first ran from 2005 to 2008 and the second ran from 2009 to 2011.
Member State	ES - Spain Region: NUTS 2 Catalonia Terrassa
	The area the project covers has a population of 17 500. The size of the project area, District 2 of Terrassa, is 1 487 843 m ² (149 hectares.). The whole population of the city of Terrassa is 214 000 inhabitants and the Metropolitan area of Barcelona has 4 200 000 inhabitants.
Funding	Total cost of the project (2005-2011) was €21 018 000. Contributions of the different institutions were as follows: <ul style="list-style-type: none"> - Terrassa City Council €10 496 000 - Regional Government €10 022 000 - ERDF €500 000
Operational Programme	Operational Programme 'Catalonia'. Priority axis: Sustainable local and urban development
Managing Authority	Ministerio de Economía y Hacienda - Madrid, España Dirección General de Fondos Comunitarios, Subdirección General de Administración del FEDER Paseo de la Castellana, 162 E-28071 Madrid
Cohesion Policy Objective:	(ii) Competitiveness
Main reason for Highlighting this case	The presence of more than 30% of immigrants in the population has led to a great effort to achieve an inclusive development for the immigrant population by improving coexistence to ensure social inclusion. The migrant population rate is 14.7% in the city, while in District 2 it is 32%. Immigrants from Morocco make up 75% of the migrant population living in the District. The population coming from Morocco comes mainly from rural areas and the rate of illiteracy is very high. It was very important to increase the quality of public space to improve the stigmatised image of Ca'n Anglada and improve the self-esteem of the general population. Under these conditions intercultural relations could be better managed.
Key Contact person	Eduardo Sebastian Coordinator Neighbourhood Plans Terrassa City Council
Keywords/Tags	Managing diversity and coexistence, Immigration, Community networks Citizen participation, Gender approach, Social infrastructure (community centres, housing, childcare, etc.), Social inclusion, equal opportunities, demographic change

1. PROJECT DESCRIPTION	
Overall objective / goals	<p>The overall objective of the plan is to improve the social and town-planning quality of the urban area of District 2, increasing territorial and community cohesion, promoting its full integration into the whole city. The strategy combines physical regeneration and socio-economic goals.</p> <p>It includes several specific objectives:</p> <ul style="list-style-type: none"> Improving physical spaces Reinforcing communication and links between neighbourhoods within District 2 and with the whole city. The renewal and improvement of the Barcelona Avenue (real border between Can n'Anglada and the rest of Terrassa, as one example.) Providing guidelines and orientations to help the immigrant population to access public services, labour market and social networks. A specific Office of the Neighbourhood Plan in the Ca n'Anglada quarter has aided relations with the migrant population. Increasing citizen participation of young people Promoting sports and leisure Improving coexistence between newcomers and native population. <p>Interaction between native population and newcomers was a key issue affecting all the projects within the plan. New and renewed public spaces were an opportunity to meet different ethnic groups, ages and genders. The participation of migrant population in all kinds of activities launched by the plan focused on social inclusion, culture, leisure, education and employment. It also promoted the participation of ethnic retail in measures to promote small traders in the neighbourhood.</p>
Description of activities	<p>The project adopted an integrated approach, linking several activities in different fields. The main ones were:</p> <ul style="list-style-type: none"> Programme for welcoming and reception of newcomers Programme of coexistence and reinforce interactions between ethnic communities Programme for young people Programme for sport Programme for citizen participation Promotion for retail commerce and restaurants Programme for culture <p>Improving quality of life of elderly people and promotion of intergenerational relations</p> <p>Building and improvement of community centres and civic equipments</p> <ul style="list-style-type: none"> Improvement and rehabilitation of streets and public spaces <p>These activities have generated synergies and complementarities with each other, which create a multiplier effect.</p> <p>The local authority set up the "Technical Office of the neighbourhood plan" in a central position in Ca n'Anglada. It included a space for co-ordination between city council departments involved in the implementation of the project: Department of Social Action and Civil Rights, Social Services Department, Economic Development Department, Urban Planning Department. The latter directed the plan during the first phase. In the second phase, the direction was taken over by the office of District 2 which</p>

	<p>coordinates the various municipal services affected by the plan.</p> <p>A local team was created involving all these municipal departments. First the technical office, and later District 2, were charged with leading the whole strategy, coordinating and monitoring each area of intervention. The single activities were managed by each department. The lead body ensured the integrated approach and coherence among the activities.</p>
Recipients	<p>Local communities residing in the area, new immigrants and their families, young people, associations and community groups, women, children, elderly people, small retailers.</p> <p>All these recipients have taken part in the various activities implemented by the plan, to varying degrees. Associations were involved in the citizen participation process or as volunteers in some activities linked with social inclusion or leisure. The migrant population received orientation and information to improve the process of social inclusion. Several leisure activities, workshops and conferences were organised for elderly people, etc.</p>
Mainstreaming of gender equality and non discrimination	<p>The gender approach is a component of the regional Neighbourhood Laws programme (see section “National and regional framework for implementing ERDF-funded urban development projects”). Therefore, including the gender approach in the urban regeneration strategy became a requirement to participate in and to get funds from this programme. However the guidelines of the Neighbourhood Law are not very rigorous in establishing this requirement.</p> <p>The District 2 Plan has completed several actions to promote the participation of women in social and economic life and to involve women in the citizen participation process. But the results were not very successful and there is a shared assessment that the gender approach was not really applied as a cross-cutting issue, despite the endeavours of the Women’s Association of Ca n’Anglada.</p>
Intended outputs and results	<ul style="list-style-type: none"> • Setting up and development of an Information and Welcome Service for Newcomers (SIO) to offer the following services: information on how to access public services, orientation and guidelines to access labour market and training opportunities, learning Spanish and Catalan, information on legal framework, access to school and other cultural, education and leisure services. • Improvement of coexistence and reduction of tension and conflicts through community development and mediation between people involved in conflict, and helping the creation of neighbourhood communities within houses. • Increasing young people’s participation in neighbourhood projects • Enhancing the practice of sport • Increasing cultural services and activities • Improving the image of District 2 and especially of the Ca n’Anglada neighbourhood. • Modernising and improving retailing through technical assistance for modernisation, organising a Gastronomic Show, delivering promotional publications and editing a Gastronomic Guide • Strengthening links among the neighbourhoods of District 2 by building bridges crossing the river that separates the neighbourhoods • Building a new municipal facility (Riera de les Arenes community centre)

	<p>to host sport, cultural, educational and civic activities</p> <ul style="list-style-type: none"> • Extending the Montserrat Roig community centre in District 2 • Espai BIT public centre for young people • Physical regeneration of Barcelona Avenue, the main border between district 2 and the rest of the town • Improvement of several squares and streets, such as Miguel Hernandez square
2. POLITICAL AND STRATEGIC CONTEXT	
<p>National and regional framework for implementing ERDF-funded urban development projects</p>	<p>At national level the issue of the regeneration of the historical centres of cities and in particular their cultural and architectural heritage is and has been a crucial issue for urban development, for citizen welfare and for economic competitiveness. Great efforts have been made in this field, which have linked the regeneration of the cities with employment and social inclusion projects. The Urban Initiative experience in Spain is a good example, as are the implementation of the ERDF and Cohesion Funds.</p> <p>Regarding urban development the National Strategy for Urban and Local Sustainability (<i>Estrategia Nacional de Sostenibilidad Urbana y Local</i>) should be mentioned. This document was developed by the Ministries of Development, Housing, Public Administration and Environment, which is in charge of coordination and secretariat.</p> <p>National Priority 5, on ‘Sustainable local and urban development’, makes up approx. 10.1% of total investment, and up to 60% of resources will be allocated to integrated projects for the regeneration of districts or municipalities with more than 50 000 inhabitants, small municipalities and rural areas. Other projects are planned with a view to improving tourist services and protecting and preserving the cultural heritage.</p> <p>Urban and local development is conceived as a main axis in the ERDF operational programme for 2007-2013. The main objective is to reinforce the local and urban development strategy following the European Cohesion Policy guidelines.</p> <p>In 2004 the region implemented the Neighbourhood Law (<i>Ley de Barrios</i>) within the priority axis ‘Sustainable local and urban development’ of the operational programme for Catalonia. This law allows the financing of projects to address the regeneration of neighbourhoods and urban areas that require special attention. The financial resources have to be shared between the regional government (Generalitat de Catalunya) and the city councils. The regional programme establishes several indicators of social, urban and economic needs that should be considered by those municipalities that want to access the programme’s support. The programme is a sort of “affirmative action” for those neighbourhoods that suffer a concentration of social and urban problems.</p> <p>In this sense, the Terrassa project is a part of this regional strategy to achieve social and urban cohesion in Catalan cities.</p>
	<p>The Neighbourhood Law of the Catalan Government gives financial support to special public interventions in those urban areas where problems of urban segregation and social exclusion are concentrated. It supports integrated and cross-cutting plans in eight fields: public spaces, building rehabilitation and renovation, community facilities, information technologies, sustainability, gender approach, socio-economic programmes and accessibility. Through this law, the regional government has already financed more than 100 neighbourhood projects all over Catalonia and has mobilised European, regional and local funds. The Terrassa project falls</p>

	within this regional framework of the Neighbourhood Laws.
3. IMPLEMENTATION	
3.1. PROJECT DESIGN AND PLANNING	<p>The origin of this intervention was the social conflict and the riots that occurred in the neighbourhood of Ca n'Anglada during 1999.</p> <p>This neighbourhood is an urban area with a concentration of immigrants, who make up 35% of the population. This social composition has generated a high level of social tension and confrontation with the native population. The neighbourhood suffers from high levels of urban segregation and poverty, and is stigmatised by its bad image. Ca n'Anglada became a byword in the press due to its difficult and conflictual situation.</p> <p>The main needs and problems were identified as a result of the conflict and exclusion experienced in the district and more specifically in the Ca n'Anglada neighbourhood. The Terrassa Economic and Social Observatory indicated that these neighbourhoods showed the highest rates of social disintegration in the city. They are also the most segregated neighbourhoods, with concentrations of the most excluded, and very ethnically diverse, population. These areas saw a massive influx of immigrants during the 90s, coming principally from Morocco. The city council's bid within the call for projects under the Neighbourhood Law forced it to diagnose the various indicators required by the Neighbourhood Law programme. These indicators are mentioned in the following section.</p> <p>The regional government's Neighbourhood Law selected projects submitted to the Neighbourhood Fund according to a set of territorial indicators that determined eligibility. This gave the project a score that determined the 'need for regeneration'. These indicators included: planning deficits (state of the buildings), population issues (population density, ratio of foreign population, dependency ratio), economic and social problems (unemployment, poverty, low skills), people at risk of social exclusion, and accessibility (transportation, public parking).</p> <p>Subsequently, in order to be financed, the projects have to achieve sufficient quality, and should cover various fields with a clear integrated strategy: a) improvement of public space, b) community facilities, c) sustainability, d) gender equality, e) social and economic improvements, and f) accessibility.</p> <p>Over 100 local plans focusing on urban regeneration with an integrated approach led by municipalities were selected and funded for the first 5 years by this regional programme.</p> <p>There was an awareness that neighbourhoods like Ca n'Anglada and others in the district needed a special intervention to tackle several sharp problems caused by a high concentration of poor immigrants arrived in a short period of time. Migrants, mainly from Morocco but also from South America, arrived in a massive way over a very short period, from the early 1990s till 2007/8. Once the plan was started the migrant population continued to grow until it reached the current level of 6 900 people.</p> <p>The Moroccan immigrants are very low-skilled, and many are illiterate, coming directly from rural areas, with a lack of basic norms of urban behaviour. They live in very closed ethnic and religious communities with weak ties to native people. Meanwhile the indigenous people living in the neighbourhood are mainly elderly and of working class origin, with low education: 30% are illiterates and a further 40% have only a primary education.</p> <p>This social composition of the neighbourhoods had a high potential for</p>

	<p>conflict and tension, owing to the lack of communication, cultural differences and expectations, and stark differences concerning the use of public space.</p> <p>The morphology of these neighbourhoods, the poor urban quality, dense population and segregation from the rest of the city were the other main problems. The greatest risk was that such problems cannot always be addressed in a short period of time.</p> <p>Sustainability was considered in two ways. On the one hand the need for a cross-municipal organisation to continue working once the plan ends. The different departments such as Town planning, Culture, Commerce, Citizen Participation, Youth, Citizenship, Gender, and Communication under the coordination of the District 2 organisation are continuing to implement several of the activities that emerged during the plan period, for example services for elderly people, mediation, and projects with young people. Now the continuity is organised in a decentralised way under the responsibility of each department.</p> <p>On the other hand social networking, renewed communication with neighbours and mutual trust will lend continuity to social initiatives. Several associations are ensuring the continuity of activities with a strong engagement of volunteers: Women's Association of Ca n'Anglada, Elderly People of Ca n'Anglada, Ca n'Anglada Youth (<i>Ca n'Anglada Jove</i>).</p> <p>The fact that the plan was deployed in two phases, and once the first ended an evaluation process was launched, has been an important factor in addressing sustainability.</p> <p>The project would have been implemented anyway, because of the existence of the Neighbourhood Laws of the regional government of Catalonia, which are endowed with specific funds for it. The ERDF contribution was not very important if we consider the mix of funds used.</p> <p>The ERDF made a financial contribution to the whole regional Neighbourhood Law programme, close to the 5% of the total budget financed by the regional government, and not a financial contribution direct to each local plan. Therefore while the local plans were financed 50/50 by the local authority and the regional government, the ERDF contributed just 5% of the latter half.</p> <p>The project received a €2.8 million contribution from the Employment Department of the regional government through the 'Jobs in the neighbourhoods' programme, and 50% of this came from the ESF.</p>
<p>3.2. MANAGEMENT, MONITORING AND EVALUATION SYSTEM</p>	<p>The local authority set up the 'Technical Office of the Neighbourhood Plan' in a central position in Ca n'Anglada. It included a space for coordination among city council departments involved in the implementation of the project: Department of Social Action and Civil Rights, Social Services Department, Economic Development Department, Urban Planning Department. The latter directed the plan during the first phase. In the second phase, the direction was taken over by the office of District 2 that coordinates the various municipal services affected by the plan.</p> <p>The structure of the Technical Office was composed of a Head of Programme, designated specifically for the period of implementation, and a team made up of the technical members of each department involved. Decisions were taken collectively on the basis of the common planning of the various interventions. During the second phase, the role of the Technical Office was taken over by the current office of District 2, and its director assumed the role of the former Head of Programme. During the second phase the aim was to standardise the intervention within the</p>

	<p>mainstream municipal organisation of the district.</p> <p>During the first phase (2005-2008) around 20 people formed the technical staff specifically hired to implement the activities of the plan. Around 10-12 people from the municipal staff gave support to this team.</p> <p>During the second phase (2009-2011) around 15 people were hired, 50% part time, specifically for the project. Around eight people from the staff of the district continue to work on the various activities and services of the plan.</p> <p>The Technical Office (in the first phase) and District 2 (in the second phase) have organised regular meetings held with the heads of the various departments. Approximately 15 people participate in these regular meetings, including professionals from the different departments, not only head of departments. In the first phase many workers were hired specifically to implement the projects. In the second phase these were usually municipal officers belonging to the municipal structure.</p> <p>Monitoring was conducted in a decentralised way by municipal officials from each department. The planned activities and the expected results with their indicators were considered to assess the degree of achievement and to follow the implemented activities.</p> <p>A mid-term evaluation of the project took place. It was carried out at the end of the first phase of the project (2005–2008), i.e. in April 2009. This assessment allowed a set of conclusions and recommendations to be defined to start the next phase (2009–2011). Among other things it was recommended to capitalise and strengthen the citizen participation process, to complete the construction of the new community centre of Riera de les Arenes, to renew the Mercadal area, to increase support to local associations (youth, elderly people, intercultural mediation, etc.), to continue the SIO (Information and Orientation Service) and the BIT_D2 facility for young people, and the neighbours' and householders' communities.</p> <p>The evaluation report (carried out by a private consulting firm, CIREM Foundation) measured the degree of implementation, achieved results, deviations and compliance. The evaluation process was based on document analysis, interviews with municipal officials, surveys and interviews with neighbours. It was particularly important in preparing and launching the second phase of the project (2009-2011).</p> <p>The three main findings of the evaluation with regard to the new phase were:</p> <ul style="list-style-type: none"> • The capitalisation of good practices and lessons learnt from the plan 2004-2008. • The consolidation of changes and transformations started during the plan 2004-2008. Many approaches require more time to ensure sustainability, physical renewals as well as social and economic development. • Facilitate the transfer of programmes to the regular activity of the municipality in the district, once the exceptional phase is finished. Activities and services for elderly people and for young people are going to be continued with the municipal support. Two mediators, supported by an immigrants' association led by people from Morocco (Catalan Association for Friendship and Future) will go forward in solving conflicts and improving coexistence. <p>The project ended in 2011 and has not been evaluated yet.</p>
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	<p>The project had a contribution of €2.9 million from the Employment Department of the regional government, 50% cofinanced by the ESF. These resources were integrated into the neighbourhood plan of District 2, and allocated to the training and job creation activities within the plan. These were managed separately by the municipal enterprise 'Foment de Terrassa', which has responsibility for employment and local economic development.</p>
<p>3.3 GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT</p>	<p>On the one hand the regional Neighbourhood Laws required the establishment of a monitoring committee including the regional government (financial contributor), local government (Terrassa City Council) and key neighbourhood associations and stakeholders such as the Neighbourhood Association of Ca n'Anglada, Women's Association of Ca n'Anglada, Association of Elderly People, Ca n'Anglada Jove (Youth Association) and Red Cross. This committee meets twice a year, to monitor current activities and results achieved.</p> <p>Moreover, the municipal government created a 'Technical Office of the Neighbourhood plan of District 2' and located in the same neighbourhood of Ca n'Anglada a coordination office between city council departments participating in the implementation: Department of Social Action and Civil Rights, Department of Social Services, Economic Development Department, Department of the City Hall and the Urban Planning Department, which was charged with directing the plan during the first phase. In the second phase, the direction of the continuation plan was taken over by the District 2 municipal office that coordinated municipal services affected by the plan.</p> <p>Under the direction of Terrassa City Council, the various city departments were coordinated and involved in the plan according to the different sectors of intervention. The relationship with the funder (government of the Generalitat, Department of Planning and Public Works) is managed by the monitoring committee and through the monitoring and evaluation reports. To involve neighbourhood organisations an assembly was created involving representatives of local associations. Likewise, working groups were created to address thematic issues: Urban planning, Support to local associations, Coexistence and citizenship, Culture and sport, Youth, Renewal of Miguel Hernandez Square. Involved community organisations and citizens could thus contribute with their ideas and proposals to improve the plan.</p> <p>Citizens have participated on the one hand through formal procedures of representation, participating in the plenary assembly of the monitoring committee, and coordinating or participating in thematic working groups. More than 550 people have participated in these groups. Depending on the content of the group, different sectors of the neighbours were involved – this is to say that neighbours have different interests and priorities. Citizens' participation processes involved not just associations but individual citizens. Residents have also been involved more informally, participating in meetings, interviews, surveys and several activities organised by the plan. We should also mention that the associations have received support, training and advice from the plan.</p> <p>The municipality of Terrassa has led the project and has been responsible for its implementation. It is the responsible institution for ensuring its sustainability while maintaining services and resources in the area after the plan comes to an end. Concerning new investments, the regional government has cofinanced a project to smarten up a deteriorated area of the Ca n'Anglada neighbourhood, which is due to be implemented during 2012. It</p>

	<p>has received technical assistance from the CIREM Foundation, a consultancy firm that was also responsible for evaluating the first phase. Terrassa City Council has shared monitoring and evaluation with the regional government of Catalonia.</p> <p>The Neighbours' Association remarks that the citizen participation process should have been more democratic, that several projects and activities were previously decided by the municipality, and the meetings with the city council representatives just played a role of information on what was already decided. But other actors said that the process was open and that, at working group level, there was the opportunity to make proposals and share decisions between municipality and neighbours.</p> <p>Partnership and cooperation between various municipal departments, working together and integrated in a single project, has been an innovative aspect of the project. The most interesting aspect is that each department was able to adopt a shared vision and not simply add their vision to the other departments' strategies. The project also had a monitoring committee, as required by the regional Neighbourhood programmes. The partnership with neighbourhood groups was implemented flexibly, through a plenary session with the participation of community organisations and municipal representatives, as well as several thematic working groups, where neighbours and neighbourhood organisations could make proposals and promote initiatives.</p>
4. INNOVATIVE ELEMENTS AND NOVEL APPROACHES	
<p>4.1 INNOVATION</p> <p>4.2. KEY IMPLEMENTATION CHALLENGES AND PROBLEM-SOLVING PRACTICES</p>	<p>Terrassa City Council has been the institution that has driven the new integrated approach to address various problems of urban segregation and social exclusion. The Neighbourhood programme has been the regional framework that has allowed the implementation of these new approaches. There was awareness that to improve coexistence and avoid social tensions what was required was an integrated overall improvement of the neighbourhood with simultaneous dialogue, communication and mediation between people. This strategy was new compared to previous practices.</p> <p>The city council employed four mediators and one social educator to contact people involved in social conflicts stemming from various causes (use of common spaces within the houses, noises, cleaning, urban norms, etc.) Two of these mediators were Arabic speakers. Mediators tried to close the gap and to strengthen dialogue between the parties. Mediation and personal contact with immigrants was the opportunity to inform them about public resources and signpost the information points of the public services.</p> <p>The main difference in terms of planning and management is the factor of mainstreaming and the integrated approach of the process, orienting all municipal services and resources toward the same strategic goal of the plan.</p> <p>Strengthening relations with neighbours, building closer ties and greater confidence is also a departure from the usual practices of municipal action. A high percentage of the budget, around 40%, has been spent on socio-economic projects. Compared to other neighbourhood plans, which are more focused on physical renovation and renewal of the neighbourhoods, this is a differential approach.</p>

There is a perception that the communication approach had serious shortcomings and weaknesses, although all kinds of media were used. It is felt that direct communication between people through personal relationships was the main way of communication and dissemination of the project. Mediators, field workers, members of associations, teachers, social workers, etc. were the real points of communication, listening and talking to find out what was taking place in the neighbourhood and what people's views were. There is a common understanding that the social interventions are not as visible as the urban interventions, and the awareness and perception of the outputs achieved is not always shared. The citizen participation process was also an opportunity to learn and understand.

It is important to note that the project belongs to a regional programme of 'Neighbourhood Laws'. The regional government of Catalonia launched some cross-cutting activities among the various projects funded by the regional programme – exchange of experiences, field visits, workshops, studies – which allowed the capitalisation of good practices between different projects. The Neighbourhood project of District 2 of Terrassa, one of the first projects funded by the regional programme, was taken as a reference in several different dimensions:

- internal organisational model: ensuring the real participation of all the municipal departments and not creating a specific structure to manage the plan;
- a strategy that was flexible and adaptive to change;
- the identification of new needs through a very dynamic, open and participatory process.

The participatory process allowed some of the planned interventions to be reviewed and adjusted. Different dimensions were considered as good practices: working with elderly people, coexistence among ethnic communities, and citizen participation, among others. Other Catalan cities such as Martorell, Rubí, Sabadell and Vic, the Institute of Government and Public Policy of the Autonomous University of Barcelona and the Institute of Migration and Ethnic Studies in Amsterdam are taking advantage of these good practices.

	<p>A first challenge was associated with intercultural mediation and linkage, and the creation of opportunities for interaction between residents belonging to different ethnic communities. The plan started from the basis of strong prejudices and stereotypes that create social tensions. The plan has had to progressively develop different spaces for meeting, dialogue and social networking. Cultural differences, the religious practices of the Muslim population, informal norms and behaviours, are barriers to dialogue and cooperation. The project carried out several actions to allow and to facilitate dialogues, understanding and new relations in the neighbourhood among individuals and families. The effects and impacts of these efforts are difficult to measure and there is some pessimism about the achievements. Usually, social changes at this level cannot be achieved only through public intervention, but require processes that build mutual understanding and shared trust, develop a sense of belonging to the neighbourhood and reinforce social bonds.</p> <p>A second challenge has to do with managing and implementing a transversal system that would ensure sustainability once the plan ends. The organisational approach has allowed work to be done in technical cooperation networks between municipal departments and with neighbours.</p> <p>A third challenge was the economic crisis and unemployment that occurred during the second phase of the plan. The crisis requires actions in fields such as unemployment, poverty and housing eviction. New reactions took place in the new situation of emergency through new informal associations that have been created to address the most serious problems. The plan also accumulated resources, networks and knowledge among people, and this has somehow helped to face the new situation caused by the crisis.</p>
<p>4.3. THEMATIC FOCUS</p>	<p>Europe 2020 inclusive growth</p> <p>Inclusive development has been the main focus in the Neighbourhood plan of District 2 and in particular in the neighbourhood of Ca n'Anglada, the principal neighbourhood in the District, to the extent that part of the population lives in severe conditions of exclusion. They suffer from bad housing, a lack of public spaces, and a low level of education and skills. The massive arrival of immigrants in a short period of time entailed a risk for social cohesion and coexistence. The obstacles to a good coexistence between communities are a key factor in explaining the difficulties that the excluded population face. Relationships and links to increase the social cohesion of all the residents in the neighbourhood need to be built. In this case, social inclusion has been strengthened through processes of coexistence, interaction, increased feelings of belonging and increased social skills which enable people to get out of social exclusion situations. The physical improvement of the urban fabric is also a factor of inclusion and social cohesion.</p>
<p>5. FUNDING</p>	
	<p>Total cost of the project in the period 2005–2011 was €21 018 000. During the first phase (2005 - 2008) €17 018 000 was spent, of which €8 022 000 was provided by the regional government of Catalonia, and in turn a contribution of €350 000 from the ERDF was used.</p> <p>Likewise during this first phase the Employment Department's regional programme 'Jobs in the Neighbourhoods' contributed €2.9 million, of which 50% was provided by the ESF. The remaining part was provided by the local authority of Terrassa.</p> <p>In the second phase (2009–2011) €4 million was spent, 50% provided by the city council and the other 50% by the regional government through the</p>

	<p>Neighbourhood programme. Within this contribution €150 000 was provided by the ERDF.</p> <p>It is difficult to estimate the private money levered in by the project. Although we cannot quantify the amount, we can deduce various sources of private sector money that was mobilised as a result of the urban regeneration process. New arrived owing to the improvement of the area, mobilising resources in the form of rent and house purchase. These include students studying at the existing campus close to Terrassa and other young couples taking advantage of the best part of the neighbourhood. The revitalisation of retailing and especially of restaurants has mobilised resources in the form of consumption.</p> <p>District 2 has a high density of retailing and restaurants. The plan included activities to improve the image and quality of shops and to take advantage of the tradition of good <i>tapas</i> in the bars and restaurants of Ca n'Anglada. A Gastronomic Show was organised, ad a Gastronomic Guide was published. A diagnosis of the situation of the retail trade and restaurants was carried out and several training activities were launched to improve quality. Around 120 shops have participated in these activities.</p>
<p>6. PROJECT ASSESSMENT</p>	
<p>6.1. FINANCIAL SUSTAINABILITY</p>	<p>The exit strategy has been designed for the second phase of the project called the 'continuation project'. One of the main goals of this second phase was to facilitate the transfer of projects and services from the plan to the regular activities of the municipal services of District 2. Obviously, financial resources will be lower, but some services created by the plan will continue. For example, activities with elderly people, with youth, and strengthening coexistence between communities.</p> <p>District 2 will ensure the organisation of the regular services and activities that continue what was started by the plan. The district and those departments that have their professionals based in the district will be in charge of several services. Community centres belonging to District 2 will continue their activities including hosting several activities started as part of the plan. For example, the workshops for elderly people and children, the BIT centre for young people and the mediation of conflict (in this case mediators will be reduced from 4 to 2). A number of associations are playing a very relevant role by continuing several activities: the Catalan Association for Friendship and Future (a Morocco immigrants' association), the Ca n'Anglada Jove (an association of young people), the elderly people's association and the women's association of Ca n'Anglada.</p>

<p>6.2. TRANSFERABILITY</p>	<p>We may mention five aspects of transferability:</p> <ol style="list-style-type: none"> 1. One of the main features to be transferred, and one which has been recognised by other plans under the Neighbourhood Laws of Catalonia, is that the Terrassa project has established an intervention approach incorporating the dynamics and values of coexistence, mutual knowledge and strengthening of the social structure (networks, interactions, etc.) between different social groups and ethnic minorities. Conflicts have been addressed; coexistence and conflict solving-spaces have been created. 2. The coordination and integration between different municipal services that have been active in carrying through a common vision of urban regeneration, not only by combining the efforts of the different departments, has been a success factor that was taken into account by other neighbourhoods. 3. The creation of new public spaces and roads that have improved the quality of the urban fabric, influencing urban identity and sense of belonging. Furthermore, improving roads that integrate the District 2 neighbourhoods with each other and with the whole city. 4. Simultaneous work with broad participation and interaction on the ground, with socially excluded groups such as elderly people, youth and women. This allowed the initiation of dynamic processes of inclusion through proximity ties. The renewed and improved public spaces are a strong factor in increasing residents' self-esteem, sense of belonging and pride. Obviously, this has clear effects (not direct effects) on social inclusion. 5. Citizen participation itself, as expressed in working groups, youth activities, elderly people's activities, sports activities and retail commerce activities. In all cases the recipients were also active participants, not just passive beneficiaries.
<p>6.3 ISSUES AND PROBLEMS</p>	<p>In its last stage, the plan meets the crisis and its consequences – unemployment, evictions, etc. which are jeopardising the fragile social balance and harmony of the neighbourhood. The concentration of immigrants in the neighbourhood, in a context of crisis and unemployment, compounded the problems, increasing stereotypical reactions.</p> <p>The tension in the neighbourhood has gone down and now there are better ways and tools to address possible tensions and conflicts as a consequence of the economic crisis.</p> <p>The plan run up against the barrier of the difficulties of building new housing and making other urban interventions in the most dilapidated parts of the district (the north part of Ca n'Anglada).</p>
<p>6.4 PROJECT OUTPUTS & RESULTS</p>	<p>The Neighbourhood plan of District 2 has regenerated and renewed 13 streets, two squares and Barcelona Avenue, rehabilitated three bridges and built a bridge and a footbridge.</p> <p>It has smartened up some parts of the neighbourhood, and new elements of road safety, comfort and mobility for pedestrians have been incorporated into the urban landscape.</p> <p>Two community centres have been built as social facilities for the neighbourhood.</p> <p>The Welcome Programme for newcomers has created the Information and Orientation Service (SIO), with the aim of ensuring that everyone has the basic information they need to settle in the city, working in coordination with various facilities and municipal services. More than 800 people have followed the basic circuit of the SIO and 303 persons were provided with</p>

	<p>guidelines.</p> <p>The programme of coexistence has provided an advisory service on the legal issues that arise in the management of community associations of owners and tenants when solving the shared problems of householders in apartment buildings. The programme for supporting these associations included:</p> <p>Explanation of the <i>Good Coexistence</i> guide to 2 400 members of neighbours' and householders' communities;</p> <p>Information on rules of behaviour related to the use of public space. 1 382 micro-interventions were performed on the street to detect points of conflict and resolve them;</p> <p>55% of community residents have experienced a positive change after the visit of the Neighbourhood Plan officers;</p> <p>Within the local development programme 'Jobs in the Neighbourhoods' a network of environmentally accountable small shops located in District 2 has been set up;</p> <p>The device for job orientation has benefited 315 unemployed people;</p> <p>Around 200 have participated in vocational training courses;</p> <p>A total of 73 associations and organisations involved in educational services and training, health services, religious issues, economic and social activities were involved in the development of the Neighbourhood Plan. More than 5 000 people have taken part in activities of citizen participation;</p> <p>The last three editions of the Gastronomic Show, organised by the local restaurants, have attracted the attention of more than 3 000 people;</p> <p>The area has improved its urban quality and its communication with the rest of the city has been increased.</p> <p>In a broad sense, the plan has strengthened the social structure and the interactive informal networks in the neighbourhood. The actions addressed to the communities of neighbours and householders have been a key factor in achieving these results.</p> <p>Social exclusion has been reduced in terms of strengthening the sense of belonging through the increased participation of neighbours in social networks of collective action, and the decrease of social tension between the autochthonous population and newcomers.</p>
<p>7. CONCLUSIONS: KEY SUCCESS FACTORS AND LESSONS LEARNED</p>	
	<p>The evaluation that was conducted at a midterm stage of the project shows that the technicians, politicians and neighbours interviewed value the achievements of the plan, and conclude that social cohesion in the neighbourhood has increased. There is an agreement among residents that the city council has reached out to the community through this type of intervention. In this sense the plan has been innovative and has distinguished itself from other public policies, owing to its integrated approach, its transversal application, and the new circuits and internal communication within the city council.</p> <p>Regarding key success factors the following should be highlighted:</p> <p>1. <u>The adoption of an area-based approach.</u> An open and broad territorial approach has been applied, which is not centred on the neighbourhood, but takes a city-wide view of urban integration. It has been suggested that the main solutions to Ca n'Anglada's problems should be shared with the other neighbourhoods of District 2. Likewise the integration of District 2 into the whole city of Terrassa is a key perspective. The</p>

	<p>rehabilitation of Barcelona Avenue (the border of Ca n'Anglada), to change its urban characteristics and make it a permeable and friendly street, has been a key success factor.</p> <p>2. <u>A real coordination and integration of municipal services.</u> The plan has led to experimentation with new formulas for the integration of public policies in a particular territory. Each municipal department has made an effort to change its perspective, to rethink its planning in accordance with the problems encountered in the territory, and to share a common reflection and a single strategy with other departments. The Office of Neighbourhood Plans was dissolved at the end of the first stage and the entire procedure in the second stage was left to the municipal office which manages District 2 and which integrates all the departments involved in the territory. This is also a key aspect in ensuring the sustainability of the project, particularly regarding social interventions.</p> <p>3. <u>Strengthening social networks and social capital in the community.</u> This becomes a key factor to explain the reinforcement of the social structure and therefore the ability to anticipate, prevent and absorb conflicts. The project has enhanced several activities including the participation of different groups, to reduce isolation, lack of communication and prejudice.. The plan has been an opportunity for neighbours to increase their knowledge of each other and to share basic civic rules of coexistence. The project carried out several actions to allow and to facilitate dialogues, understanding and new relations in the neighbourhood among individuals and families. Activities such as sport practice have been used to create 'chance' meetings between the autochthonous population and newcomers and as a means to build mutual understanding.</p> <p>4. <u>Innovative, flexible, agile and attractive ways of citizen participation.</u> They allowed and increased involvement of residents . in community issues going beyond individual claims. In multi-ethnic neighbourhoods with latent conflicts, it is particularly important to find new forms of participation, and this demands a new way of communicating with people around concrete and practical projects that concern them directly, rather than trying to involve them in very strategic and broad issues. Working groups were created to address thematic issues: Urban planning, Support to local associations, Coexistence and citizenship, Culture and sport, Youth, Renewal of Miguel Hernandez Square. Involved community organisations and citizens could thus contribute with their practical ideas and proposals to improve the plan.</p> <p>5. <u>Visibility of the integrated approach applied by the project.</u> Several examples can be pointed out: the revitalisation of commerce and restaurants in the neighbourhood (high quality <i>tapas</i>) is a major factor in facilitating communication with the rest of the city. In turn, traders and restaurants benefit from the investments and improvements in public spaces and in the urban fabric. Improvement of urban quality has at the same time improved the civic and convivial atmosphere in the neighbourhood, by integrating it better into the whole city. Actions to support neighbourhood communities (within apartment blocks) have encouraged the integration of newcomers. Citizen participation has also been an element of social and territorial cohesion.</p>
8. FURTHER INFORMATION	
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