



Urban Policy and & Communities Empowerment Workshop Report

Session #1 - Comprehensive tools for ecological and social development

Speaker: Hubert Julien-Lafférière – Mayor of the 9th district of Lyon

Speaker: Matt Zone – Deputy Mayor, Cleveland Ohio

Moderator: Geraldine Gardner – Director of Urban and Regional Policy Program, German Marshall Fund

Introduction: Geraldine Gardner

- We need to think about solutions for sustainability in an integrated and comprehensive manner. Our ability to work across sectors is critical to how we combat and adapt to climate change.
- The purpose of the trans-Atlantic exchange was to be inspired, learn from one another and find things to draw from other cities and apply at home.

Hubert Julien-Lafférière – Mayor of the 9th district of Lyon

- 2000's launched city renovation project. Idea to link urban transformation and social component to give support to citizens of the city.
- La Duchère en 2016 – idea/ goal for city by 2016. Current city La Duchère – public spaces and green spaces. Has an 11 ha park, completely remodeled. Through entire project residents were included in the project.
- Neighborhood has been though a lot. It's good to see a lot of green spaces and public spaces. Every neighborhood renovation project has a focus to make the neighborhood more attractive.
- Transformation of the neighborhood has the urban as well as human transformations.
- Early 2000's concerns were of the revenue. It was understood that we need to do transformation. Urban renovation has a huge factor of human involvement. You want to diversify the neighborhood that is the main goal.
- 95% of this neighborhood was for housing projects. What we wanted to do is bring it down to 50%. Idea of neighborhood is about housing, but it also needs to create opportunities for economic activity, commerce and provide opportunities to people for what they need.
- 2000 before there was a kind of divide between this neighborhood and the city. The point was to get rid of the barriers to integrated neighborhood into the city.
- This entire project only works within a bigger city project, city framework. Need to bring balance to the neighborhood.
- There is also an awareness to limit urban sprawl.
- There also needs to be a mix between different income levels.
- Also we want to densify the city within its limits. To prevent urban sprawl.
- Eco quartier – certification for a green neighborhood. There is a committee that brings together financiers and make it possible to achieve the result.



- It was important to have a planner involved as well.
- We need to look at entire territory as a single project. We are working alongside architects. We have a team that focusses on urban architecture.
- In 2003 certain people said that once you are elected you need to move through as many initiatives as possible, but we realized that we also need to know the people that live there. We need to get the feedback from the people/ neighborhoods. This involvement made us more responsible for the projects/ neighborhoods. We strived to have participatory committee of city officials and citizens that live in neighborhoods.

Goals: make an attractive project and bring balance back to the neighborhood. Need to prevent greenhouse gas at an urban level. Variety.

Matt Zone – Deputy Mayor, Cleveland OH

Second vice president of the national league of cities: (made up of 20,000, represent 280mil people in the USA)

- Cleveland: Eco Village:
- City of Cleveland peaked in 1930/ 1940's at 1 million.
- Currently around 400k ppl.
- Attempt to right size the city.
- Matt's background – urban planner.
- Mitigation and adaptation – implementers are most likely local governments, not federal govt's.

Eco Village – first eco Village in State of Ohio.

Defined eco village within a ¼ mile radius around a rapid transportation hub.

- Completed in 2011 – the park, activated space in the eco village. The village has received a lot of national recognition.
- Public transportation is import. Create mobility for people to go from point A to point B.
- Did an inventory of the neighborhood. Do physical inventory of the landscape.
- One of the things that came up that alleys hold a lot of garbage. Townhomes built for heat and cool for \$500 annually.
- Tree and tool shed:
- Three education schools on site. Do a lot of solar demonstrations.
- Deep energy retrofit.
- We also like to educate community on positive effects on retaining rainwater on site. We took out a lot of native/ invasive plants. And helped individuals understand the purpose of it.
- Vacant lands transformed into a community and market gardens.
- Every home has a 55 gallon rain barrel. This water is not going into sewers and is used for community/ garden use.
- Recycling: partnership with local library: seed library:
- Wildlife Habitat Certification:: National Wildlife protected, trees planted
- Recent and ongoing: on guard against invasive species

Eric Lesueur, CEO, INNOVE AND 2EI

- One of our challenges: Sustainable development of cities



- Project: A 3D sustainable city simulator: 'to build a prototype of a shared sustainable urban development approach on a 3d simulator applied to Santiago de Chile.
- A) INITIAL ASSESSMENT OF THE CITY (density, cultural identity, security, urban well-being and connectivity, economy and employment, living environment, natural hazards, nature in town, resources, mobility)
- B) urban strategy – urban projects and technical solutions

Santiago showcase, the development project:

One of the ideas is to connect green areas of the city, to create an interwoven connection to green spaces. Ecological and social issue important in sustainability

Impacts of technical solutions on the project are compared:

The idea behind the 3D simulator is to provide a tool to the city of Santiago to have a measurement tool, information tool, to be able to access and see data. The second idea is to have a tool for the city, Mayor to have a tool to be able to attract and back up request for investments - A tool that allows discussions with decision maker.

Question from audience: did not hear much about policy (either existing or developed) that enables such plans to be realized?

Matt Zone answers: we were able to increase the recyclable rate. Just one example that lead to policy.

Hubert: policies in terms of renovations and renewal – the main objective was not the carbon footprint of neighborhoods. The main focus was to link up neighborhoods to the cities, not marginal neighborhoods – social or economic in nature. Reduce territorial gaps between neighborhoods.

It is a requirement of public policy in our cities in urban renewal programs. We have public policies and we can do urban heating that reduces your bills, but also ecological management of our parks. These public policies locally.

Pr. Joe Schilling: Maybe one way is to interpret the policies - when we were in France, there were national districts that had adopted eco district, eco policies. In U.S., there are no eco districts per se.

Pr. Schilling's impression is that in France there are national ministries saying if you revitalize specific district then you must think about climate and energy. We don't have that in U.S., and that is something we can learn from France in USA.

Hubert: We have sustainability ministry.

Question from Audience: Where does funding come from once the city moves away from the project?

Answer: Matt Zone – we try to empower the community that we are just conveners, that the community is decision makers. Eco village does not move forward without residents. Residents wanted urban agriculture. Some neighbors wanted chicken and bees in neighborhoods. We did a



sample/ demonstrations for a year to show how it would work. Eco village was built in 1998 from the ground up. We let the community decide what happens to them.

Session #2 - Solutions for social and economic revival

Speakers: Maud Lelièvre – City Council Member, Saint-Denis

Speaker: Kent Watkins – chairman national academy for housing and sustainable communities

Speaker: Arthur Jorge Bras - Deputy Mayor of Meaux

Moderator: Eddy Adams – Expert Adviser, URBACT

Maud Lelièvre, Saint-Denis

The importance of renovation with a social view for a sustainable renovation:

- Looking at social aspects in the neighborhoods. Not all policies have been good.
- Like other suburbs we want to find and address the issues that our neighborhoods face
- Lots of single parent homes, low school performances, high school dropout rates, low skill workforce.

3 main mistakes made in past urban planning that we are trying to fix:

- failed suburbs
 - concentration of poverty and certain populations
 - inequalities (generally)
- Mixture of 3 different types of housing that did not equal communication between them.

Some of the housing project neighborhoods should have accommodated people better in their neighborhoods. Difficulties even in schooling.

-needed to have awareness that people who were living in the city were not driven out of the city. A lot of privilege was given to groups that were in higher socioeconomic situation. Families with better means sent their students to better places, while families with lower means had to send their children to where they could afford it.

- Poor road planning had become a hurdle that was dividing the cities. We have a very green neighborhood today. We have been able to increase access to public transportation.

- We were facing a problem that if people added addresses to their resumes, it prevented them to get jobs, just based on their address. How to have a space improving people's economic situation?

Shared space: we believe suburbs are a space where space needs to be taken into account. The idea is that there is no need to have a space for a washing machine, kitchen, dining room, but see how to provide people their own living room spaces, but provide common, communal kitchen, dining spaces.

Given our public policy we have to think outside the box, look at the rest of the world.

We are looking at places that welcome mixed use.



We hope in the future we can bring more progress to our neighborhoods.

Jorge Bras: Deputy Mayor of Meaux

Presentation in French:

-Eco Cartier: Eco Neighborhood:

45 kilometers east of Paris. Dynamic population: In few years we've gotten 10k new residents.

Meaux: a strategy to urban renewal: (first presentation)

-reconstruction and reinvestment into neighborhood. Meaux like many other cities was a city that was developed around other bigger cities. There is an industrial area. 2004 Urban renewal: 2500 deconstruction of urban and housing projects. We are trying to recreate neighborhoods.

There were 4500 units that were renovated. We have rebuilt over 3000k from 4,5k we had taken down for people who need assistance in housing.

- There is natural wealth Meaux River. We put in place a park with a beach were over summer 2k people a day come to enjoy the beach, they come from all over the city to enjoy the beach and sun. We consider it a real success.
- Urban renewal plan two – goal to bring more cohesiveness
- 2007 town center –in 200 we started a renovation of the downtown center. We have a program that allows us to reinvest massively into urban renewal projects to make sure we improve and renovate existing units among other things.
- 2009 eco district @ hyphen. The goal is to rethink the city. In 1995 the mayor found 2 different cities – one city the margin city, and one city
- 2009 eco district – allows people to go from point A to B, provides access. So what is original about this eco Cartier – we have done thermal renovation projects. Public schools, hospitals – the goal was to look for different sources to help the charter function. Working around idea of geo-thermal heating. Another idea behind the project is to bring back nature into the city and integrate them with eco charters. We were able to use some of the water/ irrigation sources and bring them back into the city.
- a broad palette of plants - different species, embellishment of space.
- Impacts – we were able to carry on initiatives for urban housing. Social component, giving residents better housing units and rent units. Gives opportunities for people to invest and eventually become owners of the houses. We have different metrics in place to allow people to have access to finances to become owners.
- Urban policy – has made an effort to bring together city. We want to make sure we do put money into existing infrastructure. There is also an idea of landscape - bring nature into the city to make people feel better, places for people to come together in their neighborhoods. These eco neighborhoods should be accessible to all people of the city. We are planning a bus line – the city does not decide on the transportation but a transportation authority decides on it.

Feedback:

1) All 4 presentations were trying to show rebuilding around public transit development projects.



2) Second point: in America there is always discussion about race, equity, inclusion. People don't want to acknowledge the inequities that exist. How can we create these communities of choice, because we celebrate diversity – it's in our DNA.

3) At Cop 21 we are probably not going to achieve the goals that we want to.

Matt has Cleveland Climate Action Plan that illustrates real footsteps that Cleveland can do.

Kent Watkins – chairman national academy for housing and sustainable communities

Kent was involved in the planning process in the last year with French embassy:

- In terms of Cop 21 focus not on governors were doing but on what cities were doing. What he has observed so far today: was hoping for urban action plans: you can look at cities (Detroit, San Diego, Paris). I would like to see Cleveland talk about urban action plan in terms of definable targets and what they can say to cop 21 process. 'This is what the city is planning to do, year by year'

Today I heard you can go here, here and here. But in terms of goals, they don't seem quantifiable.

Big difference in how we keep/ use demographic tools on data/ race and ethnicity – you will see so many issues dealing with race, dealing with urban policy. We end up talking with race, policy every day. I guess when I go to France – 'we don't see ourselves in that sense, that' how many Algerians are living in this neighborhood, how many African Americans are living in this neighborhood, how is your social housing divided, how are your crime statistics.

Pr. Joe Schilling Question:

Definition of equity and inclusion: what it means to the presenters? What are other dimensions when we talk about social equity – like access to public amenities? How do we define equity and inclusion?

Maud Answer: for people to have the means to have roof over head, work. What we do is give access to transportation, to give people social economy. I would like to go back to race. It's taboo in France. We don't have the right the call people out based on their religion, race. You are either a foreigner or French. Therefore there is a gap. Employers recruit people whose photos they have seen. As a result it is difficult down the road to correct things.

Hubert Julien-Lafférière

Race. At the same time we talk about people policies and certain mayors were convicted because they had chosen such family for such and such housing.

Today we want to go towards the people. And it is a problem when you can't talk about things because you have political correctness.

Jorge Bras

- My own experience as an administrator. We have to know who the people are, have to pay attention to person's employment. To concentrate only poor people in a given building you would accentuate the difficulties. There are certain families that band together. We want to avoid a ghetto type system.
- Equity – in mine I addressed eco neighborhoods,



Session #3 – Making citizens active partners for urban policy

Speaker: Jean-Pierre Bouquet, Mayor of Vitry-le-Francois

Speaker: Celine Gipoulon, City Planner

Speaker: Kendall Pelling, Director of Land Recycling, East Liberty Development

Speaker: Eddy Adams, Expert Advisor, Urbact

Moderator: Matt Zone – Deputy Mayor, Cleveland Ohio

Presentation #1

Celine Gipoulon, City Planner

Empowering the Neighborhoods Lessons from 3 US cities:

Impact the urban development has had on socio economic issues in France.

Report: We realized that we needed to do a program managed by French gov. and municipalities. The policies put in place were very varied. During this time us was used as a reference.

-The US: a natural example for empowerment and community-driven empowerment.

Observation that in The US – cities are looking for unconventional strategies and non0traditional actors.

I wanted to look at east coast cities in The US, we chose: Pittsburg, Cleveland and St. Louis.

What we realized that some of these cities were seeing lower revenues. This seemed to put in forefront an approach of thinking outside the box.

2 examples of place based actors:

1. Community development corporations (cdc): a role of community's representation, operational stakeholders, autonomous from political powers
2. Anchor Districts – economic actors and employers turned into committed neighbors, developing multi-actors place-based strategies, combining economic redevelopment and physical revitalization.

Two examples:

St. Louis, ex of old north St. Louis. Projects started very small, landlords and land owners, who had bought properties. What is the best way to bolster the land value, seeing how the municipal authorities can't really do anything? It started very slowly. They started by buying a number of different homes. Even designed an urbanification plan for different neighborhoods. They knew they needed to build in investors. Objectives were the same that we see in France. – bring people back, bring life back.

The hospital and larger employers created associations that would think how to move employees closer to the hospital, to bring people into the neighborhoods right around the hospital. Also the hospital and associations started to look into more local sources. – to see a closer link between where they work and where they live.



Main steps leading to area based actor's intervention: a) awareness, b) professionalization, c) resources, 4) the major roles of the philanthropic sector,

Something that I found was pretty unavoidable in the use: financing gets/ gives credibility to the initiative

What are sources of inspiration for France?

- a) Strengthening community groups
- b) Developing multi-actors place – based strategies
- c) Developing philanthropic action towards neighborhoods

What I saw in Cleveland is that a betterment of neighborhood can go beyond the neighborhood.

Limits and Interrogations:

- a) Legacy cities often remain with poor citywide social and economic indicators,
- b) Opening up the system can seem risky

Safeguards and factors of success:

- a) An independent professional sector as a support
- b) Legal tools to channel private money to the relevant targets

The importance of preserving city wide strategy: the role of municipalities.

Presentation #2

Mr. Bouquet, Mayor of Vitry-le-Francois

City established in May 1545, only 400 buildings, a lot of wetlands around. Some of the buildings we have are in the flood plains. We need to make sure the city is not really expanding or sprawling, due to wetlands. We were also losing residents, we are undergoing decreasing of the population. We have 3500 jobs of industrial nature.

Industry is metallurgy, plastics,

Three sensitive social housing districts. It is a 'new' city due to various events that destroyed the city in 1944 and before. After WW2 there as a lot of growth and development.

Two Urban Renovation Programs –

-Renovation Program 1 – Rome-saint-Charles: 180 demolitions, 478 rehabilitations, 638 residentialisation.....

-Le Desert – 252 Demolitions, 67 new constructions, 118 residentialisations, 120 rehabilitations

These projects have the most modern heating and utilities built into them. Our carbon emissions are fairly low. We are working fairly efficiently on this matter.

-Eco neighborhood (Vitry saw the model for this from England).

National New Renovation Project (NPRU)



Participatory side: involvement in the dialog from 7000 residents. Taking into account what the urban planner/ people are doing. Discussing things such as what needs to be optimized, what can be done with the funds that are available?

'Idea, you make the space that you live in yours, and it makes you respect that place'. We had large investments going into these spaces.

-urban workshops to imagine the future of the neighborhoods

This engagement of the people and schools, created the respect and involvement of the people.

Moderator: Matt Zone

Question from the audience: what is the financial benefit to the participants, what about the people who are unemployed and have a skill set to build the community? Are those people given any preference in terms of being hired?

Mayor Bouquet: we have one community, community of the French people. We are implementing and insertion laws. 10% of public markets, contracts go to persons who are unemployed, who work for some of these companies. If we don't comply with the laws, we get in trouble. People within different neighborhoods can do an apprenticeship, and build skills that will make them more employable.

Construction and masonry are professions that are harder and harder to find people in, because the locals don't want to work in this area anymore, so we have to look to the east. There are people who leave school system without training – it becomes part of the population that becomes isolated. And we make sure they are included in these plans, to help them get better opportunities.

Question from the audience:

How old is this city? And is the city open for participation with other cities?

Answer:

Mayor Bouquet: City established in 1545.

Celine Gipoulon: found interesting in city of Cleveland, the city encourages to live locally, work locally and eat locally. Matt Zone is elaborating.

Eddy Adams: closing comment

Cities can actually do quite a lot, they have a lot of purchasing power, can send positive messages out, can help start-ups, since we know jobs want to be local if you want to keep population.

Cities are powerful.

Kendall Pelling: closing comment

It was powerful/ good to see involvement of neighborhoods. People in their neighborhood have insight far better than a lot of times planners, to know how to solve the problems in their communities.



Chris Forinash, Program Director, Sustainable Communities Learning Network, Institute for Sustainable communities

Presentation #3

Kendall Pelling, Director of Land Recycling

East Liberty District in Pittsburgh PA.

Community Plan 1999. A vision for East LIBERTY.

The turnabout how east liberty turned around to recover itself. The problem was that housing that housed poor people looked like that were the poor people live. They tore down high rise, badly built, high rise poor people housing.

No one wanted to live on blocks, neighborhoods that have blighted housing.

Strategy for the scale of the problem. Not dealing with just 10 houses or all abandoned properties.

Buying out poor, drug dealer housing, to bring up the livability of the neighborhood.

“Some developments might just break generational poverty”

Is ELDI Gentrifying East Liberty?

Eddy Adams, Expert Advisor, Urbact

We fund groups of cities across Europe to collaborate on shared problems (Urbact)

It's very diverse. Cities will bring together 10 partners, they will pick a subject matter, once they get a green light from Urbact, and they will get money from urbact and will get to work for 13 months. Each city will be required to set up a local Urbact program locally.

RomaNet project: spearheaded by Budapest:

A key question is: how do cities learn. What works for one city may not work for another city. You cannot cut and paste solutions. Urbact – see a whole range of different ways on how cities work together – there is work shadowing, “city lamps”, “Walking in your shoes”? A change to be inside a life in another city in the shoes of a comparable profession.

3 examples:

- 1) Sustainable food – lead by Brussels – not relying too much on external sources. One of the participating cities is Athens.
- 2) Gdansk – eastern Europe Poland – still a top down structure. Currently looking at ways to involve citizens more in decision making. How high budgets are used in our neighborhoods.
- 3) Amorsford, NE – 100k people.

Cities are being given back more ‘power’ more responsibility, but are also not being given as much money anymore. So the cities have to be more innovative with less, the margin of error is very low.

Free-range civil servants: enabling, roaming connecting communities.



Conclusion:

Of interest for these grass roots efforts - it's hard to tackle real issues and to know how the government can help them in this transformation. US example shows that other players, parties involved pick up slack.

Note takers:

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