

common-sense
lessons on
regeneration and
development for
local authorities
and development
consortiums



REGENERATION LEARNINGS & INSIGHTS

This publication is offered as a constructive contribution to ensure that even better regeneration results can be delivered by local authorities in true partnership with the people and neighbourhoods of the Canal Communities area or for communities further afield. In this fast-changing neighbourhood, Dublin City Council has made that concept of partnership real and meaningful by resourcing, participating in, and in some cases championing initiatives and mechanisms to ensure that local people understand and can help shape their own futures and that of their children. These are all captured in this document for the first time. We are delighted that Dublin City Council is a partner in these guidelines and we hope that other local authorities formally adopt these pro-regeneration tools as best practice in existing and future developments. And we urge communities to encourage local authorities to do so. Thank you.

ACKNOWLEDGEMENTS

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TEN YEARS AGO THE WORD REGENERATION WAS AN ALIEN CONCEPT TO MANY COMMUNITIES ACROSS THE CANAL'S AREA IN DUBLIN'S SOUTH WEST INNER CITY. AT THAT TIME COMMUNITIES WERE STRUGGLING TO COMBAT THE ONGOING SCOURGE OF DRUG MISUSE, UNEMPLOYMENT, CRIME AND ALL THE PREDICTABLE INDICATORS OF POVERTY AND SOCIAL EXCLUSION.

Ten years ago partnership was a buzz word. Partnership companies were being set up across the country to address social exclusion by bringing together community, state and social partners.

Ten years ago much of the physical landscape in the canals area was run down and poorly maintained. Residents in the flat complexes of St. Michael's Estate and Fatima Mansions were beginning to consider their futures including the radical option of knocking down their blocks of flats and starting all over again.

Today the physical landscape of the canals area has been radically improved. Gone are the old blocks of flats in Fatima Mansions and we will shortly see the final demolition of the old flats in St. Michael's Estate as well. Other communities are now also considering their long term future. Today partnership and integrated planning is very much a feature of the regeneration landscape and has been making positive contributions to the quality of life for many people living in the canal's area.

So, what did we learn from the last ten years? How do we capture and use that learning so everyone benefits? It was these key questions that prompted the Canal Communities Partnership to begin a process to reflect on the learning of partnership through the lens of Regeneration. This document demonstrates the importance and advantages of having residents at the heart of decision-making and

documents many examples of best practice implemented over the last ten years.

A decade ago at a conference in Celbridge, Dublin City Council apologised to the residents of Fatima Mansions for failing them. Today Fatima Mansions, St. Michael's Estate and other areas are being transformed and serve as an example to other marginalised communities across the country. Dublin City Council has played a central part in shaping many of the positive structures, solutions and participative processes that have helped transform communities within the canal's area. We are delighted that they have adopted this document as best practice. Other local authorities and political leaderships will benefit from their vision and practical understanding of social and physical urban regeneration and their very real partnership approach to creative problem-solving along the way.

Joe Donohoe

Chairperson 2007

Canal Communities Partnership



LESSONS LEARNED AND OPPORTUNITIES TO BE GRASPED BY ALL STAKEHOLDERS ON REGENERATION IN DUBLIN CITY.

The current regeneration proposals for public housing estates within the Canal Communities Partnership Area and indeed throughout the city are much more radical and much more comprehensive than any other refurbishment or renewal projects attempted over the previous twenty years by Dublin City Council.

We have learned a number of key lessons such as:

- That social and economic regeneration is just as important as the physical regeneration but it can be more difficult to achieve the right results on the social and economic front.
- That real consultation, real participation and a real role in decision-making is vital for local communities and vital to achieving a successful outcome.
- That, while strong architectural and planning solutions are necessary, a strong social solution must also be found for areas that have suffered serious deprivation and neglect for a long number of years.
- That ordinary residents do require capacity building and local representation in order to allow them to positively engage and participate in a bottom up approach and in partnership with Dublin City Council.
- That local community groups, community development projects, area partnership companies and other local development and voluntary organisations can play a key leadership and representational role on complex regeneration projects.

- That, while recognising the integrity of local communities, it is vital to achieve a new and more balanced social mix in residential terms on all regeneration projects.

The “model” of regeneration partnership has come from the Fatima Mansions Project and great credit is due to Fatima Groups United and the local community for their persistence, resilience and patience over the years, which has now culminated in a successful and sustainable outcome.

This model has been extended to St. Michael’s Estate in Inchicore and will be extended generally to other proposed regeneration projects in the city.

Regeneration in all its elements is necessary in many areas and in the present positive economic climate presents a powerful opportunity to achieve it over a reasonable period of time.

The partnership approach with communities has been a learning and at times difficult experience for Dublin City Council and I very much welcome this analysis of learnings and insights into regeneration by the Canal Communities Partnership.

Dublin City Council looks forward to working closely with the Canal Communities Partnership and local communities on the several regeneration projects in the pipeline.

Brendan Kenny

Assistant City Manager 2007
Dublin City Council



Regeneration and the Canal Areas

DESPITE THE COUNTRY'S ECONOMIC SUCCESS, THE CANAL COMMUNITIES ARE STILL EXPERIENCING CONSIDERABLE DISADVANTAGE. RECENT RESEARCH SHOWS THAT SOME 50% OF THE ADULT POPULATION HAD LEFT SCHOOL BEFORE THE AGE OF 16. THERE IS A CONCENTRATION OF LOCAL AUTHORITY HOUSING IN THE AREA AND SOME MARGINALISED COMMUNITIES HAVE HAD TO FIGHT A DIFFICULT BATTLE AGAINST POVERTY, POOR HOUSING, UNEMPLOYMENT AND DRUG MISUSE.

Over the next seven years in Ireland, the National Development Plan envisages an investment spend of some €183.7 billion of which a significant portion will be levered from the private sector through Public Private Partnership (PPP) arrangements. The government plans to spend €33.6 billion on social infrastructure including social and affordable housing, sports facilities and investment in arts and culture. The plan has earmarked €50 billion for social inclusion measures.

Many disadvantaged parts of the Canal Communities area could benefit from this new wave of social and physical investment. Regeneration is seen as a key tool in helping these communities move from disadvantage to advantage.

A number of flat complexes are currently undergoing regeneration and are at very different stages of progress, while other areas are earmarked for development. New housing and apartments pepper the entire area. Over the next few years, some 1,400 housing units – on top of existing large growth – will be built in Inchicore. The population is set to rise from 3,617 to 9,500 in 2016. Fatima's population will treble in the next five years. Rialto's population of 6,000, having been in decline is also set to rise exponentially. The Rialto Community Network is heavily involved in helping to positively shape the Rialto Area Action Plan. Bluebell's working and residential footfall will also increase with the planned new development.



Dublin City Council has been forthright in reporting that significant learning has happened from the successes and mistakes of recent building programmes and regeneration projects in the area and elsewhere around the city. It is now recognised right across the board that social regeneration is as important as physical development. A scenario can't be envisaged now where a physical rebuild is not accompanied by investments in health, education, employment and enterprise, arts and culture, pro-social, pro-environment and other inputs. In fact Dublin City Council has been a lead partner in a number of high profile regeneration projects that are fast becoming recognised – for different reasons – as models of excellence. However, communities report that there were, and in some cases there continues to be, pitfalls, differences in vision and stumbling blocks to progress along the way.

The Canal Communities Partnership has been supporting our communities in different ways since we set up in 1997. Today, we continue to play a constructive role assisting neighbourhoods in sharing and accessing regeneration learning and in promoting best practice by all players and best outcomes for all our areas.

Some communities and organisations have led the way by publishing their learnings for other communities in well-designed and accessible documents such as Fatima Mansion's *Dream, Dare, Do* and Tenants Firsts *The Real Guide to Regeneration for Communities*. This is a very positive contribution to the emerging body of learning. Other communities like Bluebell and Dolphin are calling for assistance to get the best out of their imminent developments.

We, as a partnership organisation, wanted to play our part also. Therefore we initially spent some time consulting with, and bringing together, communities undergoing, or earmarked for, regeneration in order to support them to share with each other their experiences, insights and knowledge. This process also enabled us to define what our most constructive contribution might be in filling any gaps or adding value to the learning. In this context, as an area-based partnership organisation, we felt we could play an enabling and enlightening role assisting and sharing the regeneration learning with all the partnership players involved in regeneration. This summary publication now fulfils part of that function by offering the emerging





learning as key components of exemplary best practice to local authorities, planners, developers and public representatives. We are delighted that Dublin City Council came on board as a key part of this process and that they are a partner in this document.

In fact, in the Canal Communities area, Dublin City Council has been an energetic partner in some very innovative and creative solutions in different contexts in terms of ensuring meaningful and mutually-beneficial participation by communities. The regeneration projects in St. Michael's Estate and Fatima Mansions and the planned redevelopment of Dolphin House all have interesting and effective mechanisms that constitute best practice. To date, these important and effective initiatives have never been collated and published.

We believe these learnings will assist local authorities, developers and development consortiums across the country to avoid some of the mistakes of previous regeneration processes by adopting these intelligent and problem-solving strategies in all relevant regeneration projects. Also, because in all cases Dublin City Council has either agreed to, been an active partner in, or championed

these mechanisms, there was no impediment to their adoption of these principles. We genuinely believe that this will help eliminate some of the barriers, conflicts and delays that have happened in the past and will help local authorities succeed in building trust and coming quickly to a common set of agreed and mutually-acceptable regeneration goals with local residents.

We also offer these insights as a tool kit for communities in our area and around Ireland in order to help them gear up to engage on an equal footing as partners with their local authority. Dublin City Council is also of the view – and has acted on this – that communities need to access the necessary capacity, resources and confidence to make the brave and right choices around securing an agreed, quality regeneration of their neighbourhoods in partnership with other key players.

SIX LEARNINGS FOR LOCAL AUTHORITIES/DEVELOPMENT CONSORTIUMS.

1 INCLUDE COMMUNITY REPRESENTATION AND CONSULTATION IN A REAL WAY.

Local authorities, developers and communities all want quality regeneration. Many local authorities in Ireland and abroad are of the view that if your development consortium wants unhindered progress throughout both physical and social regeneration processes, you must create the space and time from the beginning to build a healthy, dynamic and trusting relationship.

Real momentum only happens when everyone feels an ownership of the development. Treat the community as a true partner throughout the regeneration – after all they'll be living with it day to day. More importantly, for local residents, their neighbourhood is not just a collection of homes, streets and amenities. It is a place steeped in collective and individual history, memory and identity. Presenting communities with already-formed framework plans and draft development plans though well-intentioned, can immediately make the community feel that an alien agenda is being imposed. This will cause unnecessary animosity, suspicion and delay.

Spend time getting to know the local community representative structures and work through those channels. Get the community's advice from the start and together design and schedule a best practice model of on-

going, mutually-beneficial, participative consultation. Ensure community participation on all key forums, boards, decision-making committees and subgroups.

Dublin City Council has subscribed to this concept in the cases of St. Michael's, Fatima and the planned regeneration of Dolphin House. In the case of Fatima and St. Michael's, Dublin City Council helped to publish, and it also endorsed, an important document (*Two Communities in Transition* – see Recommended Reference List at the end of this document) outlining best practice in relation to 'transition' arrangements for residents when local people had to move while the development was happening. This is a highly stressful and traumatic moment in families' lives. Poor practice can cause delays, confrontation and stalemate. However, in the case of these two communities residents led and helped design the entire 'transition' process. This was also a big advantage for Dublin City Council in that it problem-solved many impasses and kept the schedule on track.

More recently in the case of St. Michael's, Dublin City Council agreed to the participation of two local representatives on the Assessment Panel to select the Preferred Bidder. In being able to play a key role in the selection of the developer for their regeneration, this gave the community a great sense of participation, ownership and a deeper understanding of the development process. It

SIX LEARNINGS FOR LOCAL AUTHORITIES/DEVELOPMENT CONSORTIUMS.

also moved the process along. However, in Bluebell, a poorly-consulted Framework Plan ended up being rejected by local people and by City Councillors – proof that lack of participation damages trust and slows the process.

In Inchicore the City Council, in partnership with residents, the Disability Working Group, St. Michael's Regeneration Board, the Canal Communities Partnership and the Inchicore Community Development Project, has just completed an independent audit of community facilities in the area. This important example of participation and information sharing will help build good relationships and, on a practical level, will provide a vital, common tool for planning that all players can utilise to positively influence any new development. The learning is also valuable right across the country.

2 USE REGENERATION AS A REGENERATOR - RESOURCE COMMUNITIES TO PARTICIPATE.

It's self-evident that in most regeneration relationships there exists a power, skills and knowledge differential. City Councils and developers know and understand regeneration inside out. But communities know community development inside out – they are experts in their own lives, needs and challenges. However, in relation to specialties like planning, architecture, property, economics, land values, tendering, Public Private Partnerships, environmental issues and so much more, residents and community leaders need to skill up and access external expertise. To do this they need resources, particularly funding. Without this resource, it's almost impossible for any responsible community leadership to move forward and agree key regeneration issues with the local authority and developer.

So, if a local authority wants to maintain progress and momentum in the development schedule, the community must be enabled to understand, develop and produce their own vision for regeneration in the first place and subsequently come to enlightened decisions on key aspects of the masterplan proposals that emerge from the process. The vast majority of the outcomes that a reasonable community demands would be priorities of any



socially-caring civic developer or local authority. This principle has been applied to great merit by Dublin City Council in a number of regenerations. One of these relates to the imminent plan for Dolphin House in Rialto. Dublin City Council has agreed to fund capacity and expertise – such as architects, planners and other experts – of the community’s choosing in advance of any agreement. Back as far as 2001 in St. Michael’s Estate in Inchicore, the community accessed technical support in order to participate in decisions around the design of their new area. This use of external support has continued. They maintain that ‘this was and still is an invaluable resource and contributed to meaningful engagement by residents’.

When communities have access to this kind of capacity and independent advice they are enabled to devise interesting and visionary proposals, come to reasonable and interesting positions on otherwise contentious issues and make binding agreements. All of this, if taken care of in advance, speeds up the process.

The learning from some of the communities is that when this resource was absent, there were relationship breakdowns, barriers and delays. Remember, it’s not about communities being unreasonable – sometimes, neighbourhood leaders just need the right information and advice to have the security and confidence to say yes and move on. Also, if there are problems or oversights in the

proposed regeneration plan, it’s in the consortium’s interest that they are brought to light and solved at an early stage. For instance, the Rialto Network is in a strong influential position to broker common ground on the imminent Rialto Area Action Plan and to speed up it’s design and implementation but it is short of the resources to do so.

The experience of other recent regenerations is that Dublin City Council and developers needed to turn to the community at vital moments to solve difficult problems. For instance during the regeneration process, residents have to move out of their homes temporarily while demolition or refurbishment takes place. This process needs to be properly and sensitively planned and implemented. Researching and designing an effective Social Regeneration Plan will need strong community input and expertise. Liaising with adjoining neighbours often requires active mediation by community leadership especially around disruption, noise, changed access routes and health and safety issues.

In these instances, key resident representatives and staff in current regenerations did deliver major breakthroughs and problem-solving but they needed the capacity, resources and advisors to be able to play this constructive and assistive role. This means using the regeneration financing arrangements to fund independent advisors and

SIX LEARNINGS FOR LOCAL AUTHORITIES/DEVELOPMENT CONSORTIUMS.

technical support – of the community's choosing – and also to fund key community posts, processes and publications like the local vision for regeneration and position papers on key aspects of the regeneration.

Many communities going through regeneration are setting up advisory panels made up of local people and external experts that meet regularly. Dolphin House is the most recent example of this. The Bluebell community urgently need such a support. This resource is proving to be a very useful tool both for local leadership and for the other drivers in maintaining the momentum of the regeneration process. However, it's very difficult to sustain this on a voluntary basis. Some funding should be made available for this regeneration resource. In fact, it should be built in as a default mechanism from the beginning so that communities don't have to constantly approach Council with a 'begging bowl'.

3 AGREE INDEPENDENT FORMAL STRUCTURES TO OVERSEE THE REGENERATION.

To participate with confidence, communities will want an independent partnership, legally-constituted, well-represented structure to underpin agreements and oversee the development. But experience has shown that the consortium also benefits by having the opportunity to access independent endorsement of their development plan, secure formal agreements and access a mechanism to clear blockages, resolve conflict and maintain progress. A very successful and dynamic model already exists in some regenerations such as Fatima Mansions and St. Michael's Estate: an independently-chaired, power-sharing Regeneration Board (see Glossary of terms at the end of this document) and staffed Executive overseeing an agreed, detailed published physical and social regeneration plan. Again, in this case, Dublin City Council has demonstrated pioneering leadership in helping to establish these accountable and representative structures. The Council has been quoted in a number of professional fora promoting the advantages of this model.

As well as a legally-constituted and powerful board the other key action required here is to recruit and remunerate adequately the highest quality CEO and staff team possible. As is the case with St. Michael's Estate and



Fatima Mansions, the quality of the executive determines the quality and pace of the negotiation and regeneration process. Difficulties and impasses will emerge. The Board and Executive provides an enabling mechanism and a capacity to implement good practice and good behaviour by all parties and a necessary formal protocol to negotiate, bank agreements and move forward with clarity. However, the learning so far from existing regeneration models is that the Board and Executive need the resources and capacity to be truly effective and to have meaningful local participation and loyalty. An under-staffed and under-resourced executive means conflict, delays, tension and missed targets.

4 ENGAGE IN GOOD AND HONEST PRACTICE.

Your development consortium staff can't expect co-operation and good behaviour from community or other partners if you don't set and maintain those exemplary standards yourself. That means sharing all key information, acting as a team member, being professional in all dealings, implementing good working protocols delivering on day-to-day commitments, meeting deadlines and honouring development agreements. This demonstration of good practice coupled with your resourcing and capacity-strengthening of community development groups gives you the platform to demand best practice involvement and honouring of agreements in return from the community and other partners.

SIX LEARNINGS FOR LOCAL AUTHORITIES/DEVELOPMENT CONSORTIUMS.

5 DEMAND EXCELLENCE.

A standard of excellence should be a default benchmark for every aspect and at all stages of the regeneration project and for the development outcome itself – physical and social. This meshes well with Dublin City Council's own mission to pursue excellence for the city and in the way Ireland has shifted its economic and social development goals towards highest quality inputs and outputs. Dublin City Council has recently announced welcome new design and building guidelines for living accommodation. Regenerations that factor in the need for sustainability in terms of guaranteeing the highest standards of insulation and pro-environment technologies will be better equipped to stand the test of time. After all, lower income residents are the least equipped to cope with rising electricity, cooking and heating costs. This commitment to excellence and sustainability will garner the respect and enthusiasm of the community and other partners and will serve to unlock further support, investment, resources and positive publicity for the regeneration programme as happened in the case of the Fatima Mansions regeneration.

6 BUILD LOCAL UNITY AND EXTERNAL SUPPORT THROUGH COMMUNICATIONS.

The wider and more unified your vision is, the more freely the process will move along. Once the community and local authority have negotiated and defined what your neighbourhood needs, get that vision communicated and have it endorsed by residents, adjoining neighbourhoods, businesses, leaders, organisations, public representatives and the media. More than likely local councillors will be voting on the agreed plan – it's vital to inform them early and consistently.

Potentially embarrassing public stand-offs and misunderstandings can be avoided by agreeing communications protocols in advance. However, in order to achieve that, communities must be resourced to build their own communications capacity. They have to build understanding and support from residents and adjoining areas. Also, the media is always interested in the local story.



There are three parts to this. One, residents or the Regeneration Board can design and implement a joint simple communications strategy using door-to-door encounters, meetings, newsletters and door drops. Two, think about offering the resources for residents to access some basic but effective training to enable them to identify and use their own natural communications skills and talents. This might involve anything from literacy training to advice and preparation for meetings to presentation skills to how to deal with media. Thirdly, it could be very beneficial to fund or co-organise community festivals or events or to 'theme' existing events so that they become part of the regeneration preparation for your community.

It is vital to support and protect active residents from any negative backlash or from perceptions of favouritism. In some instances, it is also vital to fund resources for childcare, elder care or personal assistants for people with disabilities to enable them to participate.

Profiles of the various Project Developments/ Regenerations in the Canal Areas



Dolphin House

Built in the 1950's, Dolphin House is one of the largest remaining local authority flat complexes in the city. 18 acres in size, it has 393 public units and 40 units for older people. There are up to 1,000 people currently in residence, of which a significant number are children. Over the last number of years, discussions between Dublin City Council and the community regarding the further development of the complex have taken place. Today, agreement has been reached to carry out a feasibility study by architects regarding future possibilities. Dublin City Council has agreed to make resources available to assist the community throughout this process. There is a strong sense among residents that something radical and visionary is needed to address quality of life issues.

Rialto

Rialto is located in the south west of Dublin city near the city centre. The area has a mix of local authority and private housing, including a range of retail shops/pubs, small businesses and recreational/community facilities. In recent times Rialto has seen a significant rise in its population due to the development of significant numbers of private apartments and the rental of property by private landlords to new immigrant communities.

In 2005 a draft Area Action Plan was completed that proposed a wide range of aesthetic and precinct improvements including upgrading and replacement of play areas, footpaths, street lighting, tree planting, etc. Following consultation with communities and interested parties, a steering group has been established made up of community and statutory representatives. Discussions are now underway regarding securing the necessary funding to implement the Rialto Area Action Plan.





Fatima Mansions

Fatima Mansions was built in 1949. Its 11 acre site originally comprised of 15 blocks of flats and 340 units. Throughout the 1980's and 1990's the community experienced all the key problems that arise from poverty like drug misuse, unemployment, crime and other challenges. In 2004 agreement was reached by all the key players regarding the physical and social regeneration of the estate. It was proposed by Dublin City Council that this would be done through a 'public private partnership' (PPP). Phase One comprising 110 units was completed in 2005 and the demolition of the last block of flats took place in September 2006.

The new development will see a mixture of public, private and affordable housing units, community/recreational facilities and retail/shops/enterprise. Today, because a quality physical plan was agreed and is being implemented, and because a comprehensive and innovative social regeneration plan has also been agreed and funded, there is a very positive sense among local residents that things will not return to the bad old days.

Inchicore

The 3,617 Inchicore village residents retain a strong identity and sense of place. The urban village has international significance as it was largely purpose-built as a working-class neighbourhood to house workers in CIE, the Irish transport agency. It is a mixed-use area containing social and private housing, retail and sports/recreational facilities. Inchicore is an area that is undergoing significant physical and demographic change. Since 2002, over 800 private apartments or houses have been built. A recent report predicts that over the next 5 to 10 years the population of the wider Inchicore area will rise to nine and a half thousand people. Local communities have expressed concerns about the scale and nature of these changes.

In 2005, Inchicore CDP (Community Development Project) established the Inchicore Resident's Network. They engaged with the residents association to establish a way of working and informing all residents of new developments. There are no partnership structures in place at the moment. However, the CDP, residents, the Disability Working Group, St. Michael's Estate Regeneration Board, Canal Communities Partnership and Dublin City Council sat on a steering group to undertake a Social Audit of Community Facilities and Services for the area. Some of the key issues emerging were lack of appropriate community consultation, lack of appropriate planning, a dearth of community facilities and other serious issues.





St. Michael's Estate

St. Michael's Estate is a local authority flat complex of approximately 14 acres based 5 minutes from Inchicore Village. The Estate was built in the 1970's and consisted of 14 blocks, housing 346 units of accommodation. Today there are only 28 families who remain in the Estate. Many of the remaining residents are lone parents and many are on state benefits.

As far back as the 1980's attempts had been made to improve the living conditions for residents. There then followed a history of poor consultation and failure to come up with a quality regeneration plan. Between 1998 and 2000 plans for Phase One of the regeneration were implemented but following extensive consultation, plans for Phase Two were rejected by the Department of the Environment. A local campaign was instigated to get the regeneration back on track but an impasse was reached when Dublin City Council presented a Framework plan following limited consultation. In May 2005 the St. Michael's Regeneration Board was set up and by 2007 the community was involved in the Assessment Panel to select the developer for the regeneration.

In order to adequately participate in the process the community sought and were granted the resources towards technical assistance. This was and still is an invaluable resource and contributed to meaningful engagement by residents. More recently residents were involved in crafting the 'Brief' for the prospective developers through their role on a design sub-group.

Bluebell

The Bluebell area is located in Dublin 12 off the Naas Dual Carriageway. According to the census of 2002 the population was 1,849. Bluebell is also known as an industrial area.

In late 2005, Dublin City Council mooted the possibility of completing a Framework Plan in Bluebell. However, though a plan was produced, meaningful consultation never happened. Three public meetings were organised by community interests. There was consensus that the proposed plan did not meet the development needs of the community either socially or infrastructurally and did not reflect the views of the community. At the City Council meeting on 20th December 2006, because of community pressure, the plan was not passed. There was agreement that a new plan was to be developed for Bluebell. At a subsequent meeting, the community held firm on demanding time to decide how best to engage with the City Council. The community agreed to consider the City Council's proposal but decided to examine their own needs also. They agreed to contact the City Council when they were ready and would aim to work in partnership.



THE CANAL COMMUNITIES PARTNERSHIP

THE CANAL COMMUNITIES PARTNERSHIP (CCP) IS ONE OF 38 AREA-BASED PARTNERSHIPS SET UP IN AREAS OF HIGH DISADVANTAGE AND POVERTY. CCP WAS ESTABLISHED IN 1997 AND COVERS THE COMMUNITIES OF BLUEBELL, INCHICORE, ISLANDBRIDGE, KILMAINHAM AND RIALTO.

CCP's remit is to use a partnership and interagency approach to addressing issues of poverty, unemployment and social exclusion. As a result, the interventions and programmes used are quite varied ranging from childcare, education, community development, employment and enterprise.

CCP is managed by a Board of Directors which reflects its partnership approach and is comprised of representatives from the local community, key state agencies, social partners and city councillors.



GLOSSARY OF TERMS USED IN THIS BOOKLET

REGENERATION

This is the process of planning and building the physical environment – things like houses, community facilities, green space, roads, shops and other facilities. It should always be accompanied by social regeneration which means investments in things like health, education, arts and culture, environment, employment and enterprise and other needs.

Dublin City Council makes the point that a regeneration project is generally confined to a local authority flat complex or estate where the land is owned by the local authority. In Dublin City to date, regeneration projects have been developed through a process which results in the establishment of a Regeneration Board. This structure enables the agreed physical and social infrastructure to be delivered. Where lands are privately owned, the response can be different and usually takes the form of a local area development plan (sometimes called a Framework Plan, Integrated Area Plan or Action Plan) approved by the local authority. The lessons in this booklet can still be relevant to this kind of regeneration.

DEVELOPMENT CONSORTIUMS

A group of interests who are implementing the regeneration. It could be the local authority on its own. It could also be a single developer or a group of private developers, architects and planners in an arrangement with City Council.

PARTNERSHIP

This usually refers to a partnership body that has representation from different sectors of society such as private business, community, politicians, civil servants, local services and others.

DISADVANTAGE/SOCIAL EXCLUSION

Years of poverty, political neglect, lack of services and social problems have resulted in certain areas of Ireland and certain city communities being at an unfair advantage in terms of employment, income, education, health and other vital indicators of living standards.

LOCAL AUTHORITIES

This is the name for your local government which is there to serve the social, economic and cultural development of your area.

PLANNERS

This usually refers to the local authority or independent professionals who have expertise in planning and implementing guidelines and rules for the improvement and growth of things like housing, roads, public transport, green areas, businesses, retail areas and so on.

DEVELOPERS

Usually a private construction company.



FRAMEWORK PLAN/DEVELOPMENT PLAN/AREA PLAN

A general overview plan which sets planning guidelines and sets out how an area can be improved in terms of housing, recreation, community facilities, green space, access, roads, public transport and other development issues.

DRAFT DEVELOPMENT PLAN

This follows on from the Framework Plan and contains more specific draft proposals.

CEO

Chief Executive Officer or head of a company, business or organisation.

CONSULTANT

Usually a hired professional with expertise and experience in a specialised area.

MEDIA TRAINING

This would be a short course in how to define and communicate your message successfully through press, radio and TV.

REGENERATION BOARD

A legally-constituted, independently chaired, partnership board with a budget and staff which oversees the physical and social regeneration plan. It would normally have representatives from the local community, local authority, government departments, local services and local representative groups.

REGENERATION OFFICE OR EXECUTIVE

A properly resourced and staffed office, led by a senior independent CEO that works to, and implements the work programme of the regeneration board.

REQUEST FOR TENDERS (RFT)

This is the official announcement usually by City Council calling for developers and groups to apply for the development contract to regenerate an area. Their proposal would include financial arrangements.

ASSESSMENT PANEL

A sub-committee or group that examines the proposals from the developers and decides on the winning bid.

CCP

Canal Communities Partnership

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Recommended References

Dream, Dare, Do 2006

Fatima Groups United

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11 Acres – 10 Steps 2006

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St. Michael's Past, Present & Future

Regeneration Team

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The Real Guide to Regeneration for Communities 2006

Tenants First

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Two Communities in Transition 2006

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Publications

Dream, Dare, Do

There has been a lot of interest in Fatima's story with communities from all over Ireland coming to visit local resident leaders. In an effort to share the lessons on regeneration, Fatima, in 2006, produced a learning manual 'Dream, Dare, Do', describing their experience of regeneration, its outcomes / challenges and critically offering strategic advice to other communities who are in a process of regeneration

Things Can Be Different

Following on from this publication, in 2007 FGU commissioned CAN (Community Action Network) to produce 'Things Can Be Different' which further deepened the record of that community's experience in regard to practice and learnings. Using a community development framework, 'Things Can Be Different' offers communities and practitioners a tool that they can adjust according to their needs.

11 Acres / 10 Steps

Fatima's first major document '11 Acres / 10 Steps', widely acknowledged as the first visionary publication by a community regarding its future. '11 Acres / 10 Steps' set a benchmark for developing a social agenda parallel to the physical development. It also suggested a delivery structure to underpin the regeneration which has been replicated elsewhere. This goal of a social regeneration plan was fully realised in 2005 when '8 Great Expectations' was published by the Fatima Regeneration Board.

The Real Guide to Regeneration

Tenants First is a City Wide tenant movement established to share experiences and support communities engaged in regeneration. In 2005 Tenants First produced the 'Real Guide to Regeneration', an important learning document in assisting communities right across the country

Two Communities in Transition

"Two Communities in Transition" was produced in partnership with St. Michael's Estate, Dublin City Council and Fatima. This document is now City Council policy and is of real importance in assisting / supporting communities to make the necessary steps in helping residents to move from their old home into their new homes.

Eight Great Expectations

Launched in 2004 by President McAleese, 'Eight Great Expectations' is the Fatima Social Regeneration plan covering eight themes – health, environment, employment & enterprise, planning and design of community facilities, education, sports and recreation, safe and sustainable, arts and culture.





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