



The strengths and limitations of community enterprise in urban regeneration

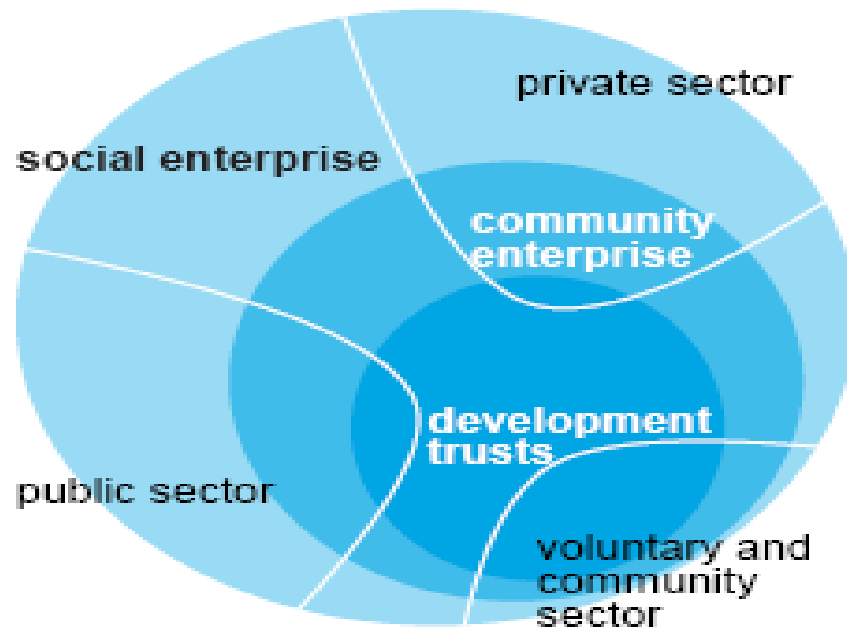
LSE, April 2015





Defining social and community enterprise

Going beyond participation to engagement



- **social enterprise**
trading for social purpose
- **community enterprise**
trading for social purpose, within
a defined community of place
- **development trusts**

LA HABANA VIEJA

CUBA



Habaguanex

HOТЕLES / HOTELS:

1. Hotel Santa Isabel
2. Hotel Telégrafo
3. Hotel Florida
4. Hotel Ambos Mundos
5. Hotel Santander
6. Hotel Park View
7. Hotel Los Frailes
8. Hotel San Miguel
9. Hotel del Tejadillo
10. El Mesón de la Flota
11. Hotel Conde de Villanueva
12. Hotel El Comendador
13. Hotel Raquel
14. Hotel Palacio O'Farrill
15. Hotel Beltrán de Santa Cruz
16. Hostal Valencia

RESTAURANTES:

17. Café del Oriente
18. El Patio
19. Santo Ángel
20. La Zaragozana
21. La Dominicana
22. A Prado y Neptuno
23. El Condado
24. Plaza de Armas
25. La Floridana
26. Telégrafo
27. Vuelta Abajo
28. Cantabria
29. La Paella
30. Bodegón Onda
31. Jardín del Edén
32. Don Ricardo
33. D'Giovanni
34. La Mina
35. Al Medina
36. Café El Mercurio
37. Café Taberna
38. El Mesón de la Flota
39. Castillo de Farnés
40. Puerto de Sagua
41. Cabaña
42. El Baturo
43. La Torre de Marfil
44. Prado
45. Hanoi
46. Las Palmeras

CAFETERÍAS:

47. El Juvenil
48. Los Marineros
49. La Volanta
50. Fornos Chá
51. La Dichosa
52. Bosque Bologna
53. Los Cañones
54. Gitana Tropical
55. Vista al Mar
56. El Golfo
57. El Portal
58. Terrazas de Prado
59. El Oasis
60. Prado y Ánimas
61. Alameda
62. Dos Hermanos
63. La Marina
64. Bar Habana Club
65. Santo Domingo
66. Torrelavega
67. Bar Monserrate
68. Café París
69. Café O'Reilly
70. La Lluvia de Oro
71. El Paso
72. Al Medina
73. Al Capuchino
74. El Portal
75. Heladería La Mina
76. La Azucena China
77. La Torre de Oro
78. El Bosquecito de O'Reilly
79. Doña Isabel
80. El Jardín del Oriente
81. La Canasta
82. La Casablanca
83. Taberna de la Muralla
84. Café Capitolio

OTROS SERVICIOS OTHER SERVICES

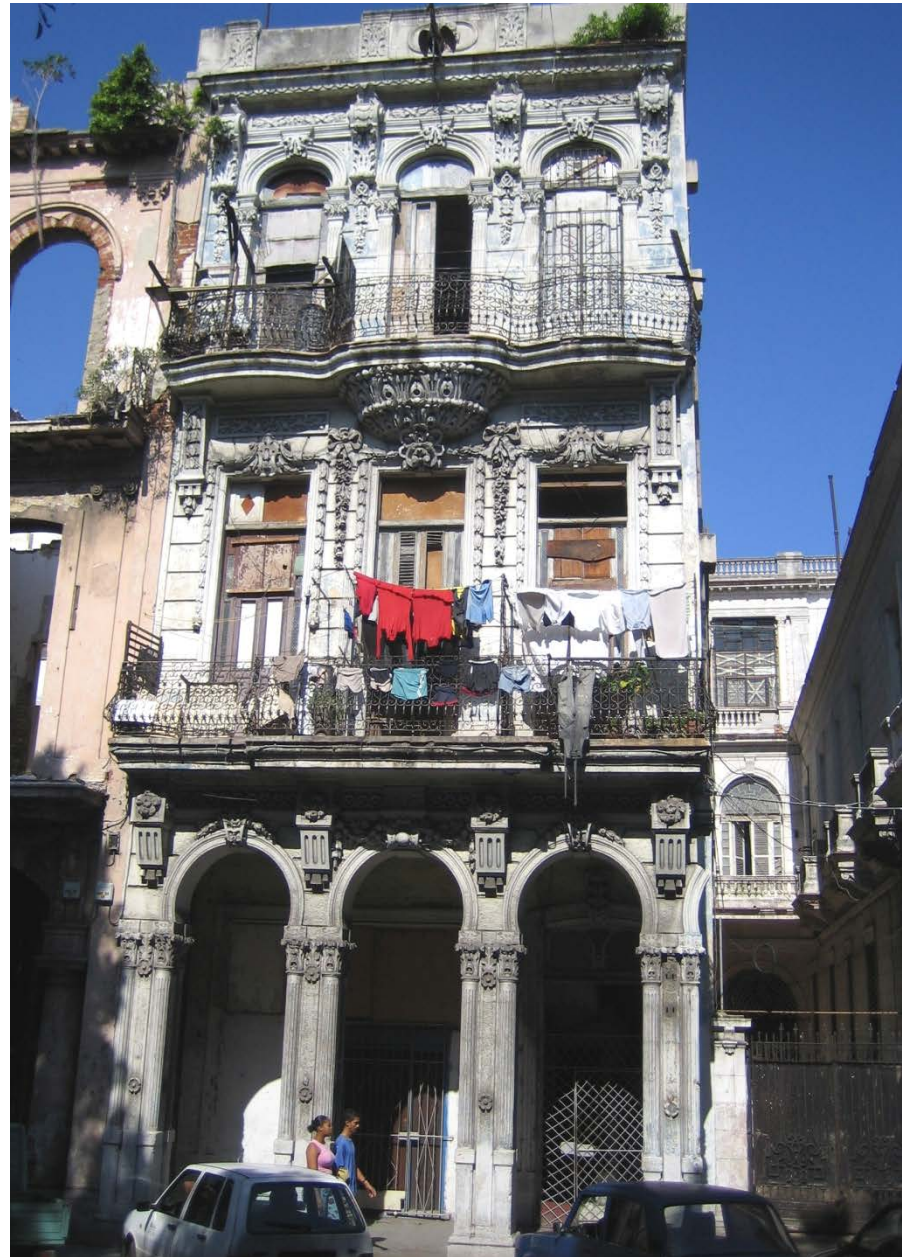
85. Pastelería Francesa
86. Cremería El Naranjal
87. Cremería La Media Naranja
88. Panadería San José
89. Foto Prado
90. Casa de cambio Obispo
91. Casa de cambio
92. Banco Financiero Internacional
93. Salón de belleza Estilos
94. Óptica El Almendares
95. Oficina de correos

TEMPLOS / TEMPLES

96. Catedral de La Habana
97. Iglesia del Ángel
98. Iglesia de la Merced
99. Iglesia del Espíritu Santo
100. Iglesia de San Francisco El Nuevo
101. Seminario de San Carlos y San Ambrosio
102. Sinagoga Adath Israel
103. Convento de Santa Brígida

MUSEOS Y CENTROS CULTURALES MUSEUMS AND CULTURAL CENTERS

104. Palacio de los Capitanes Generales (Museo de la Ciudad)
105. El Temple
106. Museo de Arte Colonial
107. Casa Natal de José Martí
108. Museo Numismático
109. Palacio de Gobierno y Museo de la Educación
110. Casa de la Obra Pia
111. Casa de la Orfebrería
112. Casa Benito Juárez
113. Casa y Parque Simón Bolívar
114. Casa de los Arabes
115. Casa de África
116. Museo del Tabaco
117. Depósito del Automóvil
118. Casa Oswaldo Guayasamín
119. Casa de Asia
120. Casa de la Poesía
121. Casa Alejandro de Humboldt
122. Casa Estudio Carmen Montilla
123. Gabinete y Museo de Arqueología
124. Aquarivm
125. Biblioteca Pública Rubén Martínez Villena
126. Museo de Naipes
127. Museo de Ciencias Naturales
128. Maqueta del Centro Histórico
129. Museo Fundación Havana Club
130. Castillo de la Real Fuerza
131. Museo de San Salvador de la Punta
132. Centro José de la Luz y Caballero
133. Sociedad Cultural Dante Alighieri
134. Convento de San Francisco de Asís
135. Iglesia de San Francisco de Paula
136. Convento de Santa Clara
137. Anfiteatro de La Habana
138. Parque Infantil "La Maestranza"
139. Jardín Madre Teresa de Calcuta
140. Jardín Diana de Gales
141. Museo de la Revolución
142. Capitolio Nacional
143. Gran Teatro de La Habana
144. Museo de la Música
145. Fototeca de Cuba
146. Centro Cultural Wilfredo Lam
147. Centro de Desarrollo de las Artes Visuales
148. Archivo Nacional
149. Fondo Cubano de Bienes Culturales
150. Centro Cultural Alejo Carpentier
151. Centro Provincial de Diseño
152. Centro Cultural de España
153. Museo Armería 9 de Abril
154. Tren Presidencial
155. Convento de Belén



Community Land Trusts

St Clements hospital, East London



JTP MASTERPLAN

Public Realm

1. New south-facing public realm with opportunity for a fountain/water feature.
2. Shared and flexible space for curated events e.g. markets, art installations and exhibitions
3. New public realm in front of John Denham Building addressing Bow Road

4. Explore opportunity for public realm improvements on Bow Road to denote key location
5. North-south pedestrian route linking Bow Road to Cemetery Park

6. Existing arches to Bungalow Building opened up to create new pedestrian access from Bow Road into the site

Boundary Walls & Railings

7. Existing ornamental gates opened to provide pedestrian access.
8. Explore alternative options for plinth wall and railings to improve openness of the frontage.
9. Explore alternative options for boundary wall including removal, partial removal and lowering with railings.
10. Potential removal of boundary wall to open-up visibility to new public space.
11. Potential locations for 'greening' of existing boundary wall.

Mixed Uses

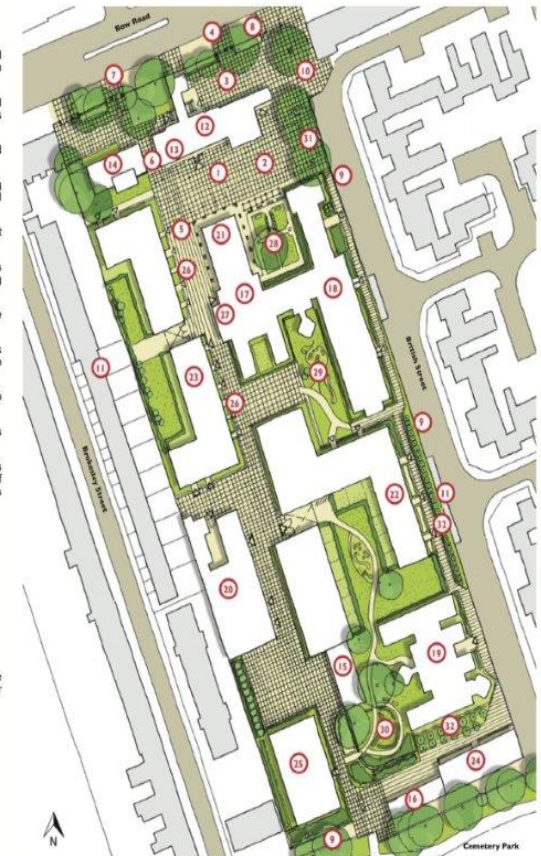
12. John Denham Building retained and converted for mixed and community uses to potentially include studios, offices, business hub, library, community shop and cafe.
13. Board of Guardians Room retained as single space for potential uses including gallery, meeting room, events space for hire etc.
14. Bungalow Building retained and converted for office/ studios. New extension to rear.
15. Existing workshop buildings retained and converted to studios/workshops.
16. Explore the opportunity for the generator/monitory to be converted for commercial use.

Residential Uses

17. Administration Building retained and converted to residential uses with entrance to lobby and grand staircase.
18. North Block retained and converted to residential uses with entrances overlooking British Street
19. South Block retained and converted to residential uses.
20. Occupational therapy building retained and converted to residential uses.
21. New residential building on footprint of former Chapel hides scarring.
22. New residential building encloses private garden. Entrances overlooking British Street.
23. Family duplex dwellings with private rear garden.
24. New residential building provides natural surveillance and overlooking to British Street and Hamlets Walk.
25. New residential building set back to open-up views into site.
26. Front door access to dwellings animates new street.
27. New lift and stair core conceals building scarring to western elevation of Administration Building and creates 'beacon' on key route.

Landscape

28. Private courtyard garden.
29. Private courtyard garden.
30. Existing walled garden retained.
31. Existing trees retained.
32. Potential location for productive landscape e.g. orchard, edible hedge or herb garden.





The East London Community Land Trust

‘ELCLT is a non-profit Industrial and Provident Society (IPS) whose aim is to deliver permanently affordable CLT housing in east London. We were born out of the community organising efforts of Citizens UK, and still stay true to those principles. However, ELCLT is an independent organisation with its own membership, governance and board’.

252 homes, 182 private sale, 47 for rent from ELCLT, 23 shared ownership (Peabody). Completion 2016?



Definition of Social Enterprise

'a social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners' (DTI, 2002).

The movement is diverse and includes:

- cooperatives
- credit unions
- housing associations
- **community land trusts**
- **community development trusts**
- community businesses



Definition of Development Trusts

“Development Trusts are independent community organisations. They bring about social, economic and environmental renewal, creating wealth in communities and keeping it there. They move beyond provision of welfare services, by setting up enterprises which encourage self-help and reduce dependency. Development trusts are achieving renewal in neglected communities across the country.”

Source: Development Trusts Association, 2005.



Development Trusts are.....

- Engaged in economic, social and environmental regeneration of a defined area or community of interest;
- Independent, not-for-profit, aiming for sustainability;
- Community based, owned and managed;
- Actively involved in partnerships with stakeholders;
- (usually) a registered company limited by guarantee;
- (usually) a registered charity.



Coin Street Community Builders



Coin Street Community Builders

- Assets of £37m in 2013;
- 5.3 hectare site bought in 1984;
- 220 homes built;
- Families & children's centre;
- Neighbourhood centre with nursery, meeting rooms, office space for charities;
- Public open space;
- Shops and offices;
- Work and arts spaces;
- Proposed swimming pool

www.coinstreet.org

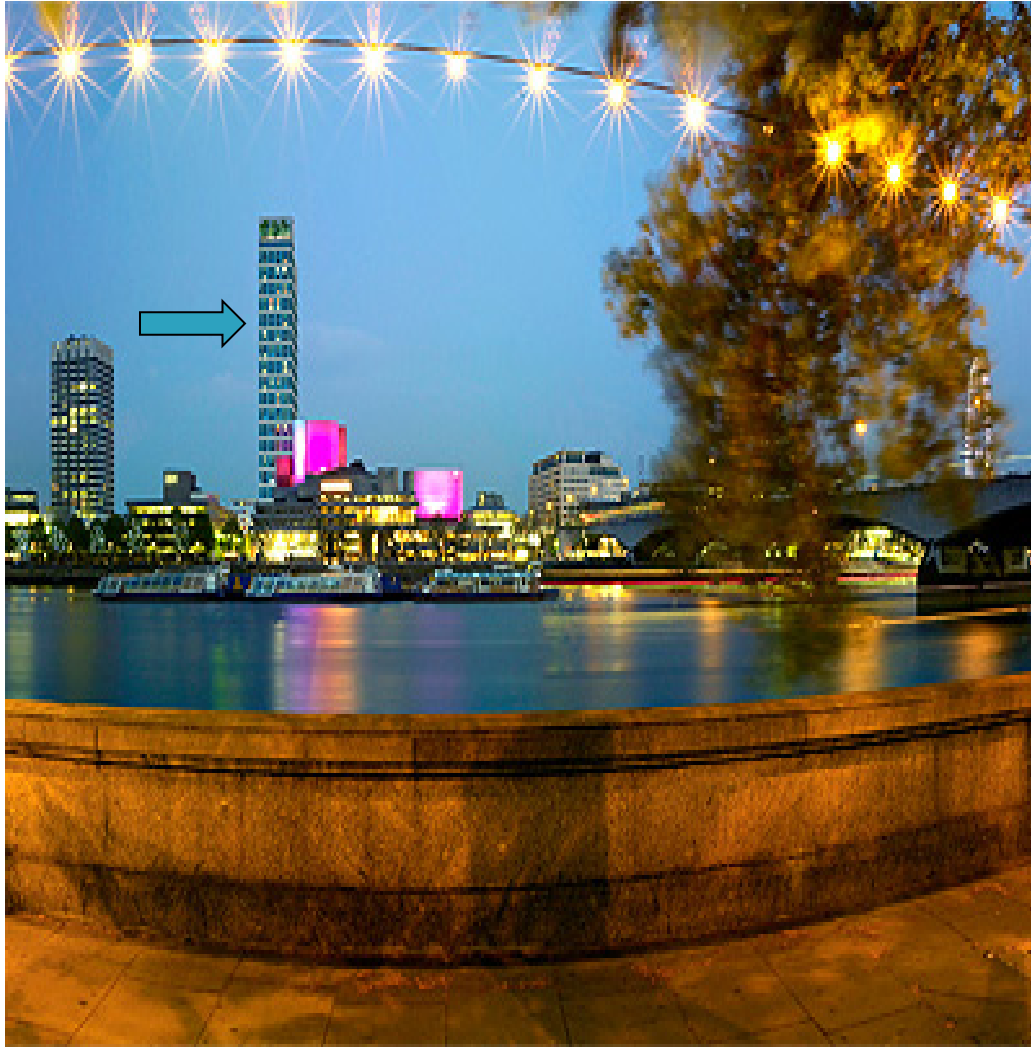


Mulberry Housing Co-op, one of 4 in the area









Proposed Doon Street development
on the South Bank, London



Sources of Finance

- Section 106 and asset transfer (land and buildings);
- Loans from banks;
- Sales and services provided;
- Big Lottery, Heritage Lottery Fund;
- Homes & Communities Agency
- EU funding (in certain areas);
- Various funds from central & local government;
- LAs can sell land/buildings below market value if worth less than £2m.

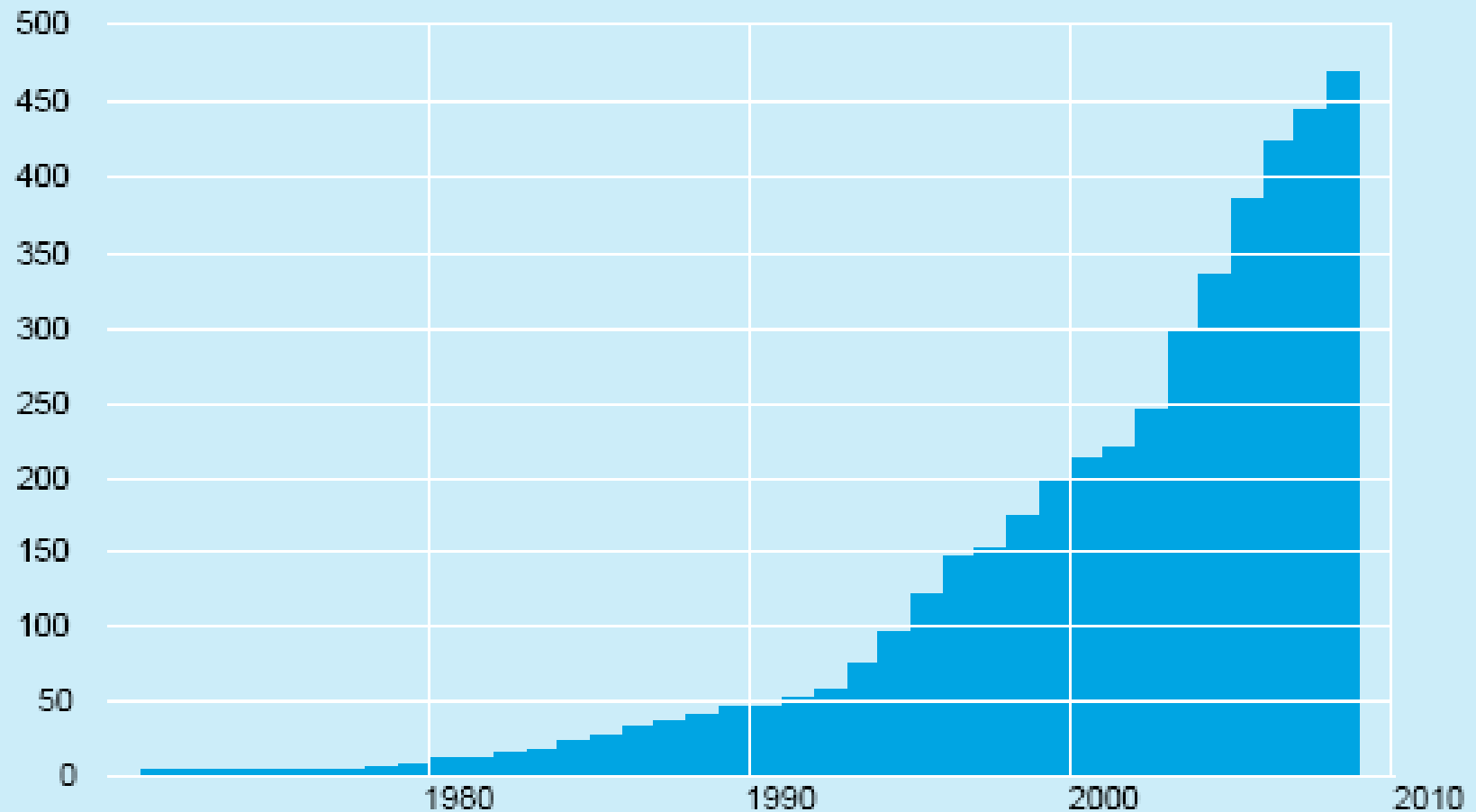


Atmos Project, Totnes Community Development Society 2014





Number of development trusts from 1970 - 2009

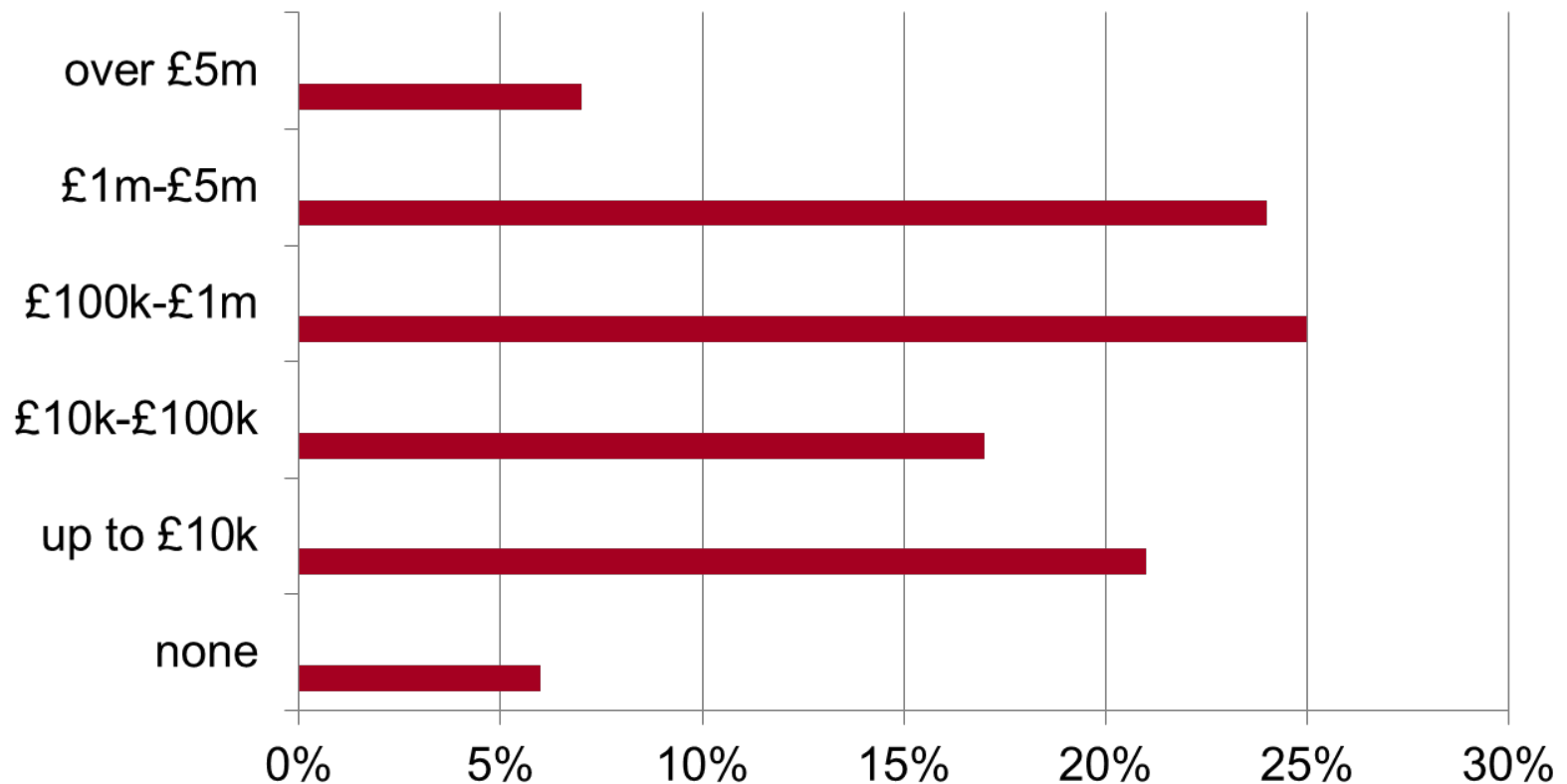


Source: DTA. *Development trusts in 2009*



Assets owned by Locality members in England

Source: Locality membership survey 2012

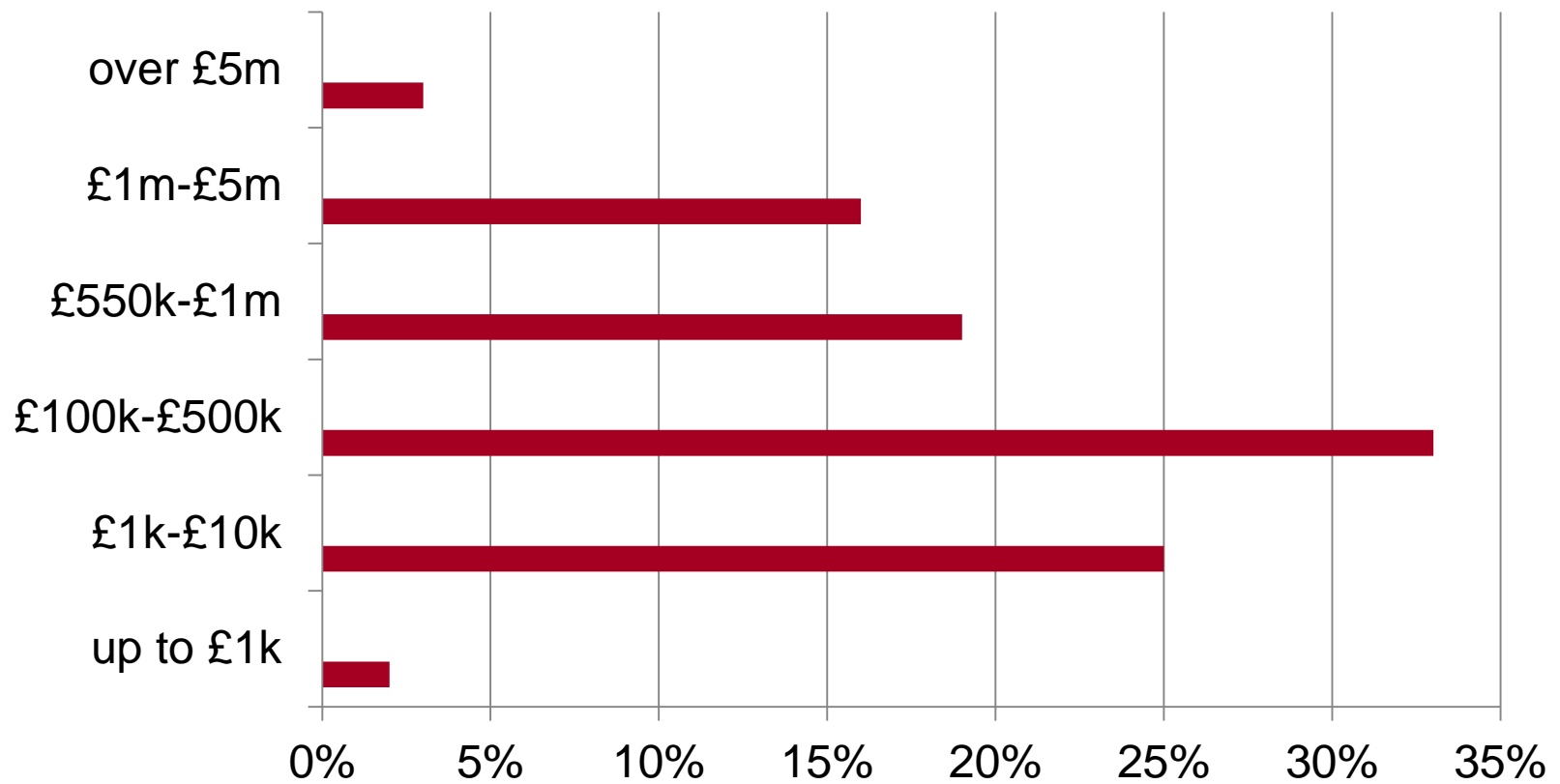


Total assets: £643m



Income to Locality members in England

Source: Locality membership survey 2012



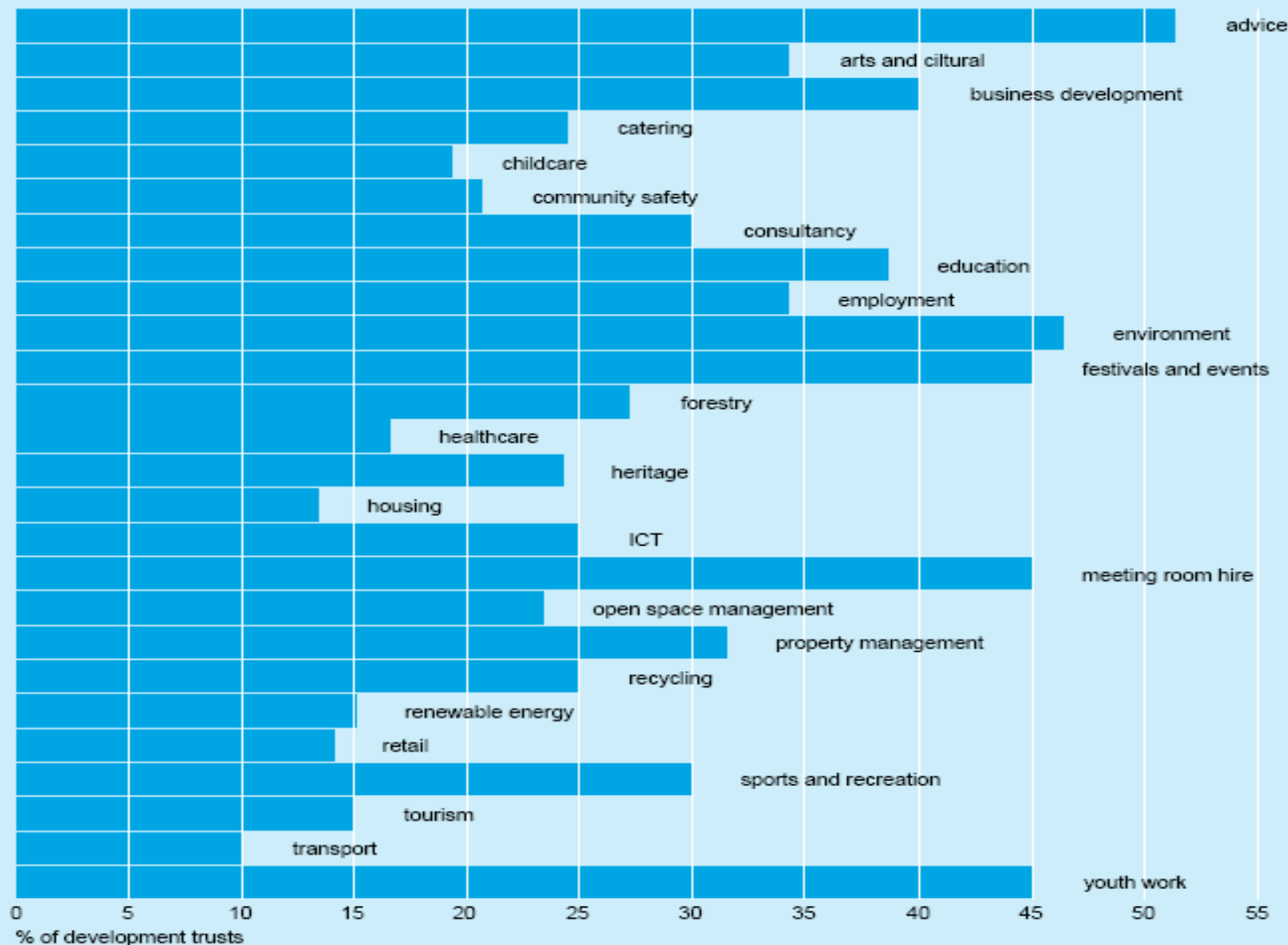
Total income: £297m



Heritage Lottery Fund has awarded Hastings Pier Trust a grant of £11.4 million + donations of £2m towards the total project cost of £13.9 million for the rescue and restoration of the Pier. £0.5m raised by a community share offer

A selection of services provided by development trusts (%)

Figures total more than 100% as trusts deliver a wide range and variety of activities





Westway Development Trust











Portishead Pool Community Trust:

2009 £200k makeover with £50k from local council
From January 2010, 99 year lease from local council,
Subsidised rent + £15,000 to cover expected losses from pool, café etc



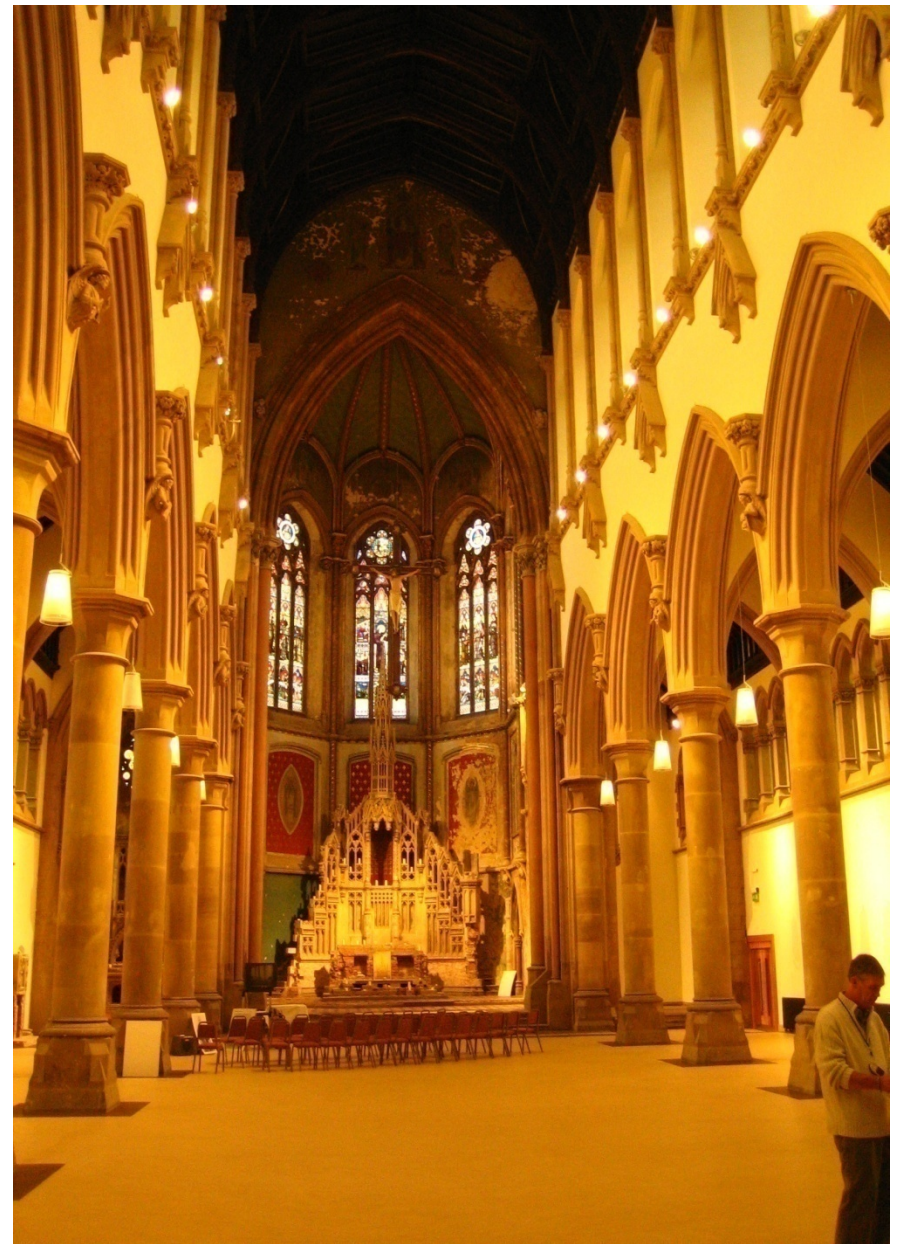
Comparing two trusts in London

	Coin Street	Westway
Land ownership	Freehold sold by GLC	Long lease from council and DoT
Year founded	1984	1971
Legal status	Company limited by guarantee charity	Company limited by guarantee Charity
Assets	£37m in 2013	£28.5m in 2012
Area	5.3 ha	9 ha
Reason for expansion	Low land values, car parking	Nil land value
Organisation	12 trustees	14 trustees + chair
Main activities	Housing (220 affordable) Commercial/retail Open space	80% community facilities 15% commercial 5% vacant



The Trust Model

- Partnership-based but independent of sectional interests;
- Community-based *and* entrepreneurial;
- Able to access public, private and third sector funding;
- Able to acquire assets at below market value;
- Profit-making *and* non-profit-making;
- Committed to a specific area or interest;
- Aims for sustainability in long-term,.



The Monastery of St.Francis & Gorton Trust



Community Power Orkney

11 islands
combining to build 5
turbines to generate
£20m over 20 years.
Electricity sold to
National Grid.
Support from
Community Energy
Scotland. Funding
from Big Lottery and
councils





After the May 2010 election the **Office for Civil Society** was set up within the Cabinet Office.

Now only a Minister for Civil Society in the Cabinet Office responsible for:

- the Big Society agenda
 - National Citizen Service and youth policy
 - social action
 - civil society sector support
 - social enterprise and social investment
-
- The **Asset Transfer Unit** is delivered by *Locality* in association with Community Matters and the Local Government Association and funded by Communities and Local Government



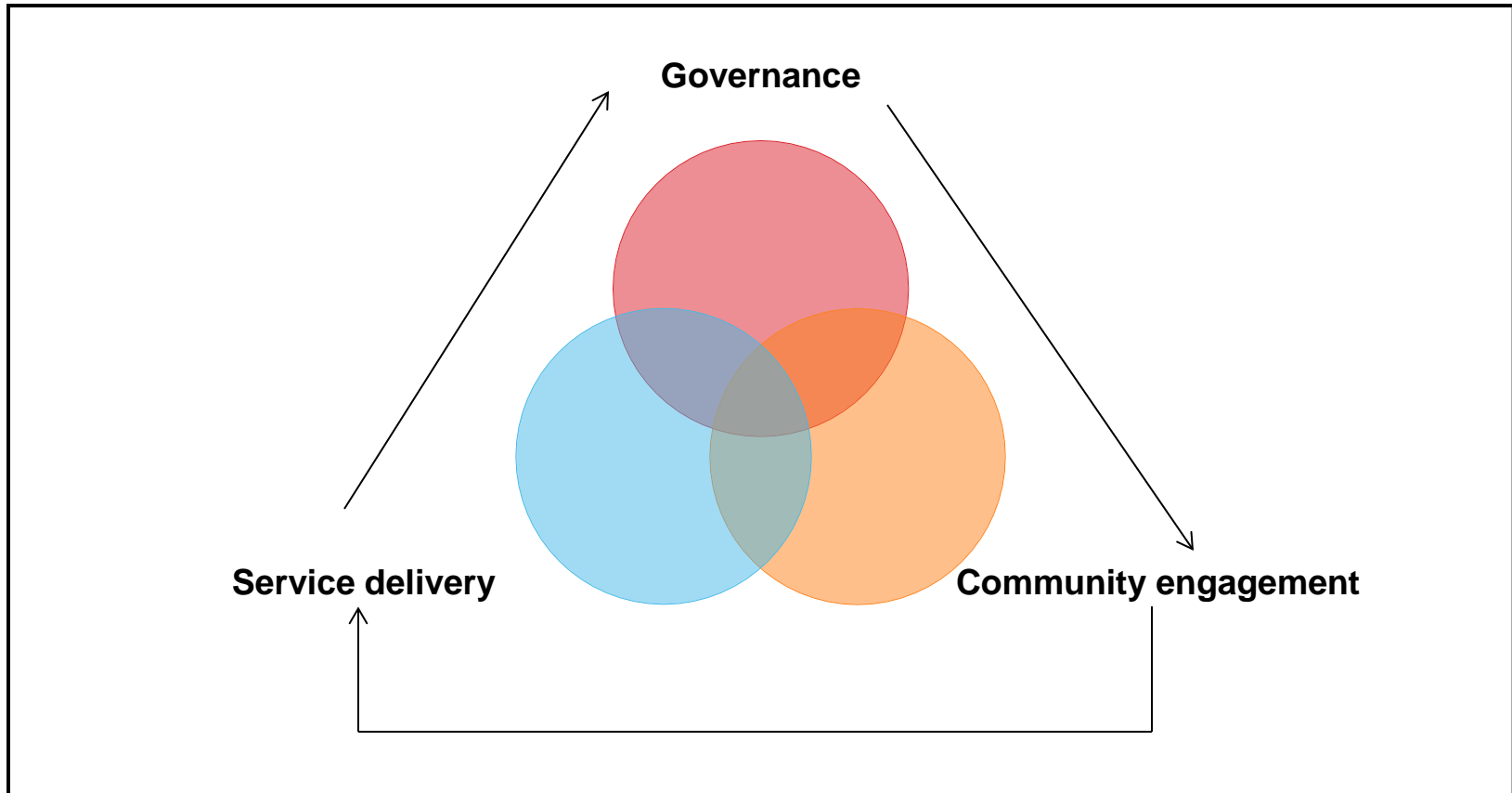
Community Right to Bid: First Asset of Community Value in London?

The Ivy House, Nunhead, bought by Ivy House Community Pub Ltd in March 2013 after declared an asset of community value by Southwark Council and residents raising £810,000





Trusts achieve multiple objectives





Strengths

- Can experiment and be innovative
- Efficient use of resources
- Collaborate with public & private sectors
- Provides services/facilities for community benefit
- Willing to take risks
- Can draw on public and private funding sources
- Seeks sustainability not profit
- Can build social capital and encourage volunteering

Limitations

- Small scale
- Uneven distribution
- Depends on limited number for ideas and motivation
- Difficult to transfer to new contexts
- May depend on limited funding sources
- High risk and vulnerable to changes in policy or environment
- Slow growth



Sources

- Built today, treasured tomorrow: A good practice guide to long-term stewardship, TCPA, 2014

http://www.tcpa.org.uk/data/files/TCPA_GC_Stewardship_Guide.pdf

www.locality.org.uk

www.westway.org

www.coinstreet.org