
DiverCITY²

CITY FOR ALL

Methods to engage private stakeholders

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Wrocław, 2016

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Ladies and Gentlemen,

The current experiences from implemented projects and planned activities clearly illustrate how difficult it is to perform the revitalization process correctly and how multidimensional the very process is. It is necessary to engage not only a large number of public or private stakeholders, but above all, the very citizens that shall also take responsibility of undertaken activities and the space subject to revitalization. On the other hand, in order to effectively engage all parties in the performed processes, it is also necessary to activate private resources apart from public sources of financing. This is often a precondition to undertake revitalization at all, while both organizational and financial needs are enormous in this field. Results from the Institute of Urban Development show that as many as 20% of urban areas, inhabited by approx. 2.4 million citizens, may be classified as degraded areas where intervention is needed. Therefore, under the DiverCITY² project financed by the EEA Financial Mechanism and the Norwegian Financial Mechanism 2009–2014, we prepared a guide book that shall be useful to all organizers and participants of revitalization processes. We used the experiences and work of experts from Poland, Norway and Iceland that focused on the urban renewal and two leitmotifs, i.e. the engaging of private stakeholders (including citizens, communities and housing cooperatives) in financing revitalization activities as well as involving local communities and the private sector in improving the quality of urban environments in revitalized areas. This publication focuses above all on involving private stakeholders in revitalization activities, because

there is a lot to do in this field. Citizens and local communities will always be at the heart of all revitalization activities. They are the addressees of the activities undertaken and this is why they shall be involved in them from the planning to the performance phase. The changes the very citizens initiate, make and financially support are the most sustainable ones and bring the best effects. If we combine that with several necessary elements, i.e. the strategic approach (revitalization as an element of a coherent vision of the development of a city or a village), the diligent assessment to plan effective activities in the degraded area, the complexity (the strict relation of the activities undertaken in the revitalized area and outside of it and the abandonment of single interventions), the partnership (engaging all interested parties co-managing the revitalization processes at each phase), the concentration (activities and measures must not be dispersed), we obtain a ready recipe for successful revitalization.

The DiverCITY² project made it possible to prepare the guide book I would like to present to you, and I warmly encourage you to use it in practice, while hoping that numerous examples and instructions herein will contribute to effective revitalization of Polish cities.

**With regards,
Paweł Chorąży**

Dear visitors ,

Welcome to the second edition of the DiverCITY conference organized in Wrocław as part of an international project under the same name, implemented by the Ministry of Development and financed from the EEA Financial Mechanism and the Norwegian Financial Mechanism 2009–2014. Once again, we have the pleasure of hosting this event and welcoming all of our guests: local government representatives, specialists and all parties interested in urban issues.

The main theme of the project is “A city for all”. In this year’s edition of the conference, we will be discussing issues related to revitalization and, above all, the method of engaging residents, non-government organizations and other private stakeholders in this process.

Wrocław has been actively creating structures to facilitate committed, responsible participation of numerous participants in the development of our city. One of such initiatives are Micro-grants awarded under the European Culture Capital program and the Wrocław Participatory Budget. Consultations, debates and meetings have accompanied all projects dedicated to today’s revitalization areas in Wrocław, i.e. the Nadodrze and Przedmieście Oławskie districts. 24 Wrocław Social Councils have been assisting us in making the right decisions.

We are not starting from scratch. We are looking for the most suitable forms of cooperation, testing them in

practice. In the Nadodrze District, we appointed 5 non-government organizations to run such key centers as the Center for Vocational Development or the Infopoint Łokietka 5. We are now recording the positive effects of this cooperation. We know that it would not be possible to transform the Nadodrze District without it.

We want our residents to co-create our city, as a civic society is our goal. More and more residents have been interested in working for the city. We must develop methods to cater for constructive cooperation of all interested parties and to define the scope of privileges and obligations in a smart manner. How do we do that? How do we encourage, where do we support? What tasks should be performed together?

Wrocław is not the only city to ask these questions. We want to take a look at the experiences gathered by other cities, analyze them and come up with instruments to facilitate the engagement of residents in the development of their cities.

I hope that the DiverCITY² conference will be the next step in this direction.

Rafał Dutkiewicz
The President of Wrocław





Welcome

The aim of this publication is to present possibilities to involve private stakeholders in revitalization activities, including :

- citizens, communities, and housing cooperatives in repair and modernization activities,
- non-governmental organizations and social economy bodies to act for the benefit of citizens of revitalized areas in multiple fields,
- entrepreneurs to conduct economic activities in revitalized areas and employ its citizens, as well as
- private investors, including developers, to perform investments, including the “green” ones.



About the workshops

In 2015, the Ministry of Economic Development started the implementation of the second edition of the DiverCITY project. As previously, Poland, Norway, and Iceland were engaged in its implementation. The partner on the Norwegian side was the Norwegian Association of Local and Regional Authorities (KS) and representatives of the towns Fredrikstad, Reykjavik, and Vesturbyggd.

The topic of the DiverCITY² project focused on urban renewal and two leitmotifs, i.e. the engaging of private stakeholders (including citizens, communities, and housing cooperatives) in financing revitalization activities, as well as involving local communities and the private sector in improving the quality of urban environment in revitalized areas. The project included two two-day workshops, the preparation of a conference publication, and a conference to present arrangements of the workshops. Participants in the project were divided into two topic workshop groups, with each group consisting of two experts from partner cities of the project: Łódź and Wrocław, and representatives of Norway and Iceland.

ABOUT THE WORKSHOPS

Group: Project financing

Polish representatives:

- Marta Modelewska – Lead expert on stakeholder engagement in financing urban regeneration; Infrastructure economist at the European Bank for Reconstruction and Development
- Aleksandra Jadach-Sepiolo – economist, assistant professor at the Warsaw School of Economics
- Aneta Tylman – lawyer and lecturer at the University of Łódź,
- Grzegorz Szewczyk – Director for Social Affairs at Wrocławska Rewitalizacja,
- Magdalena Ślebocka – economist and lecturer at the University of Łódź,
- Bartłomiej Świerczewski – Director for Public Participation at the City Council of Wrocław.

Norwegian representatives:

- Camilla S. Eidsvold – Democracy developer at the City Council of Fredrikstad

Icelandic representatives:

- Óli Jón Hertervig – Director for Real Estate Management at the City Council of Reykjavik

The first round of workshops took place in 2015. From November 18 to 19, workshops on environmental matters were organized in Wrocław, while – from November 30 to December 1, a group working on revitalization financing held a meeting in Łódź. In Wrocław, experts exchanged their professional experiences related to the engaging of local communities and entrepreneurs in environmental projects. Furthermore, potential methods to engage local communities from revitalized areas in all types of activi-

Group: Urban landscape improvement

Polish representatives:

- Marta Zadurska – Lead expert on stakeholder engagement in environmental projects in urban regeneration; specialist at the Mazovian Marshall Office
- Krzysztof Jan Chuchra – urban planner, specialist in space planning and city and cultural heritage management, working for the charitable organization Edinburgh World Heritage in Scotland,
- Małgorzata Demianowicz – Deputy Director of the Unit of Environment and Agriculture at the Department of Real Estate and Exploitation at the City Council of Wrocław,
- Gabriela Jarzębowska – founder of the Foundation Bios Amigos from Łódź (www.biosamigos.pl), PhD student at the University of Warsaw,
- Łukasz Nowacki – founder of the Foundation Transformation from Łódź (www.transformacja.org),
- Monika Onyszkiewicz – Vice-President of the Foundation for Sustainable Development (FER) from Wrocław (www.fer.org.pl)

Icelandic representatives:

- Ásthildur Sturludóttir – Mayor of Vesturbyggð, a municipality located in the Westfjords region in Iceland

ties were also discussed: how to involve them, how to help them change their approach, how to facilitate the introduction of changes. The topics discussed were also environmental aspects, areas of urban environment that need improvement and change, as well as the matter of who and how may influence them and how the very citizens may try to improve urban environment through microprojects and bottom-up activities. In Łódź, experts discussed the field of engaging private stakeholders (including citizens,

ABOUT THE WORKSHOPS

communities, and housing cooperatives) in financing revitalization activities. The discussions covered the established and tested methods to engage private stakeholders as well as financial and non-financial incentives and legal instruments that may encourage private stakeholders to co-finance and finance revitalization activities, e.g. tenders for NGOs, rental under the tender and non-tender procedure, multiyear lease of buildings, credits in rental fees, microgrants, and exemptions from taxes and fees. Additionally, experts discussed the matter of coordinating initiatives on behalf of the city as well as the steering of processes and revitalization activities.

The second round of workshops took place from February 29 to March 3, 2016, in Fredrikstad, Oslo, and Drammen. In Fredrikstad, experts had an opportunity to learn about multiple revitalization projects implemented in close cooperation with citizens, social economy bodies, and private investors. The process of initiating and performing activities with private stakeholders was discussed in detail, and the results of the discussions are presented in this publication. During the workshops on involving local communities in activities for urban environments, its participants had an opportunity to learn from Peter Austin, Department of Development at the City Council of Oslo, how Oslo had been changing and developing over several decades, how infrastructure had been changed in the city, and how it was possible to move the main transit route out of the city centre. Furthermore, they could learn about a ten-year project (divided into four groups of activities), implemented in the Grouud Valley and covering four districts in the eastern, poorer part of the city, with the aim to stimulate citizens and improve living standards. On the other hand, Drammen presented changes the city had gone through during the last 20 years. Drammen lies 45 km south-west of Oslo, is an important railway and road transport hub in the southern part of Norway, while being a port city at the

same time. Over ten years ago, the city was still one of the most polluted European cities, inter alia due to huge transport pollution emissions as well as the very location of the city. Additionally, the river was highly polluted due to discharge of urban and domestic as well as industrial waste water produced by numerous paper mills. Furthermore, the citizens of the city were exposed to an increased noise resulting from the transport corridor running through the very heart of Drammen – the market square. However, increased engagement of the city authorities and high financial investments enabled drastic pollution reduction of the river – it is now possible to bathe and fish in it – to build boulevards, move the transit traffic out of the city centre and decrease air pollution. These activities also positively changed the reputation of the city and its image as well as its citizens.



Photo: Paweł Wojdyłak

ABOUT THE WORKSHOPS



Photo: Paweł Wojdyłak



Opening speeches

About revitalization

Nowadays, cities are accounting for approximately 2% of the land area and are inhabited by over a half of the world's population. It is forecasted that the share of urban population will increase to 70%. Rapid urban development is already exceeding population growth, and suburban and rural areas are commonly being absorbed by spontaneously growing districts (suburbanization of cities). Increasing urbanization and suburbanization demonstrate how significant the correct management of natural resources may be at the city level of the city, but also for districts, quarters, building complexes, or individual buildings and green areas. Multilevel and multidimensional revitalization can also solve the problem of uncontrolled extension of urban areas.

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Cities are complex organizational structures. Their integral features are development, continuous change, and evolution. However, development shall not be understood as the extension of urban areas in terms of their surface. The current development of cities means optimization of the use of the available space, evolution towards the answers to the most visible tendencies, and directions of changes and the needs of citizens, while taking into account common trends and environmental changes (e.g. climate change, re-distribution of precipitation, etc.). In order to better understand the functioning of cities, it is possible to make an analogy to a living organism. Such an approach enables thorough management of urban areas in the context of multilevel and sustainable revitalization. Each living organism works out adaptation mechanisms to dynamically react to changes (both favourable and unfavourable); a similar process should accompany the drafting of plans on revitalization, ensuring sustainable development of urban areas.

Urban renewal strictly refers to selected areas where negative phenomena concentrate, thereby hindering the use of simple, sector-like solutions. These areas are identified in the first place on the basis of the analysis of social phenomena (long-term unemployment, dependency on social assistance, crime, participation in culture and social life, quality of education, etc.). Afterwards, occurrence of the crisis in other spheres is evaluated throughout the city, including economic, environmental, technical, and space and functional spheres. In case of areas where the phenomena overlap, degraded areas are identified in the first place and – while taking also into account the potential of the area to solve the crisis and its resources – areas of revitalization are identified. Hereby, identification of an area entails significant consequences. In relation to limits laid down in the Act on the revitalization and guidelines on the conditions for allocating EU funds to revitalization projects, the

maximum surface of the areas in a municipality must not exceed 20% of the municipality's surface, and their population must not exceed 30% of the municipality's population. The areas are the only ones to benefit from instruments dedicated to them by the statute, as well as from EU funds for revitalization. Additionally, all stakeholders operating in the area of revitalization may benefit from preferences in the application for EU funds for revitalization-related activities. The catalogue of the activities is broad (ranging from heritage to entrepreneurship and self-employment), the bodies are gradually making it plain that activities in areas of revitalization, including the investment of capital, may be rewarded.

In accordance with the government document “National Urban Policy”, if correctly planned and programmed, revitalization combines three processes: specification of the vision and concept of renewal of the area covered in crisis, establishment of a detailed analysis and selection of revitalization activities and specification of the method of their implementation, as well as specification of funding sources. At the same time, revitalization is a long-term process dependent on measures undertaken by different bodies. It is aimed at ensuring long-term social and economic vitality of the area, enhancing its attractiveness for citizens and entrepreneurs, as well as increasing the quality of life. It is worth pointing out that the initiative is on the side of the municipality, the municipality is the one to initiate the process by establishing the revitalization programme. Revitalization is aimed at simultaneous renewal not only of the space, but also of the society, economy, culture, and environment. All of the above mentioned matters are a part of both the revitalization programme and the vision of the whole city's development. Revitalization remains then a process that is coherent with the adopted space, social, educational and cultural policy, as well as other field policies of the municipality.

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The interdisciplinary nature of the above mentioned activities is a complex process in terms of management, therefore requiring cross-sectoral cooperation of many bodies. The cooperation of the self-government with citizens, social and economic bodies makes it possible to strategically plan and coordinate the performance of the process as well as its full use. The basis for coordinating such a complex process is transparent communication with all interested parties, in particular citizens. Furthermore, in order to treat the revitalization process as a whole, it shall take place with the participation of local communities. Public participation is also a guarantee that the processes will turn out successful in the long term.

Due to high capital intensity and frequent difficulties to foresee the duration of revitalization processes, it is necessary in the first place to accurately identify problems and the local potential. It is also important to create a stable, long-term, and socially acceptable vision of the renewal of the degraded area. Therefore, the revitalization process shall be treated not only as a whole, but also must take place with the participation of local communities engaged in all of its stages. The degree of social and financial engagement (public participation) is a guarantee of its success. Therefore, it is the key to establish mechanisms of incentives for private stakeholders. Financial support by private stakeholders will become particularly important

once the last period of financial support from the EU funds has come to an end.

The basic problem for Polish municipalities is to use existing legal instruments and methods to stimulate public participation in this respect. Of particular significance seems to be the combination of activities initiated by municipalities and investments by private stakeholders – how to make them work, how to stimulate them, and how to concentrate on the particular area in order to achieve favourable effects of the concentration of the activities. At the same time, due to high capital intensity of revitalization processes, it is necessary to identify potential sources of financing investments in the area of revitalization, while not limiting them to public funds or structural funds, as well as co-financing or even fully financing them from private sources. Passed in 2015, the Act on revitalization identifies public consultation as an instrument of participation and promotes the establishment of the Revitalization Committee as an opinion-making and advisory instrument. However, the legislator did not exclude the possibility to use more advanced methods of participation. At the same time, the Act provides for a very broad catalogue of the so-called stakeholders of the revitalization process as well as the need to strive to ensure the participation of all representatives of particular groups of stakeholders.

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Photo: Aleksandra Jadach-Sepiolo

About the significance of nature in the city and their mutual relations

One of the key elements of revitalization activities is improving the quality of urban environments. Contemporary urban planners emphasize that the city shall not be a concrete desert crossed by express roads, and biologists add that they are complex ecosystems with a valuable biodiversity which should be protected. On the other hand, economists dealing with ecosystem services draw attention to the services provided by urban nature, including oxygen production, pollination or hydrological services. All of them unanimously agree that the quality of the urban environment must be the key element of revitalization. What shall be paid particular attention to? Above all, green areas in cities are of major importance and indispensable for the citizens' welfare and health. Friendly, quiet, and green areas, allowing to relax from the noise of vehicles and the smell

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of exhaust gases, facilitate identification with the place and improve the aesthetics of the neighbourhood areas. Plants, in particular trees, also have important ecosystem functions. Not only do they produce oxygen, but also limit the phenomenon of the urban island of heat, are a refuge for urban animals (in particular birds) and bind water while preventing floods.

This leads us to the important issue of biologically active surfaces in the city. One of the challenges contemporary cities face is the collection of rainwater and snowmelt. It is worth pointing out that covering the majority of surfaces with concrete (or any other impermeable surfaces such as asphalt or setts) avenge themselves on us during downpours when water pours through manholes not being able to cope with such a volume of precipitation. Meanwhile, plants growing in the soil are our natural ally in sustainable water management, as they absorb a large volume of precipitation. Therefore, it is important to allocate as many as areas as possible to green areas in the form of parks, squares, green tram tracks and green areas on roofs while planning urban spaces, as well as to use permeable surfaces such as grit or openwork cubes in parking spaces and driveways. Green areas in cities shall take the form of both larger park complexes linked by green corridors with areas located outside of cities (supporting local ecosystems) and smaller green areas – squares, lawns and parks, avenues of trees along streets, green roofs, vertical gardens, and urban farms.

Furthermore, if the surface is permeable, invertebrates may develop in the soil (e.g. earthworms that not only break up the soil and organic residues, but are also a food source for urban birds and mammals, e.g. hedgehogs). It is also worth pointing out that cities are habitats for many animal species which are well adapted to city alleys, squares, and thickets, unless they are, as it often happens, destroyed in

order to build apartments or shopping centres. There are less and less animal-friendly spaces in cities, as they do not usually reflect our feeling of aesthetics.

It is worth considering the aesthetic circumstances of the described activities. On one hand, urban space undoubtedly gains attractiveness due the existence of green areas. On the other hand, there is the perception that nature in cities shall be organized in an orderly manner or otherwise, it may develop chaotically. However, excessive aesthetics is not desirable from the environmental point of view. A short-trimmed lawn is biologically almost a desert and serves no ecological purpose. Therefore, non-mowed areas shall be left in parks and larger squares for the development of plants. For the same reason, we shall avoid raking up and burning leaves, as the leaf litter layer is beneficial for many organisms. Supporting and fostering urban biodiversity does not need to be expensive. Apart from splendidly designed, spectacular, but also expensive assumptions, it is possible to implement smaller projects engaging citizens. Sometimes, it can be relatively labour- and cost effective to turn a thicket into a square which is environmentally beneficial and can be enjoyed by the citizens.

Significant environmental problems cities grapple with are also air pollution and excessive noise. Nowadays, their main sources are both transport (including transit) and low emission, negatively impacting life quality and health. Infrastructure investments related to changes in the urban transport system, moving transit traffic out of the city or its centre and the liquidation of sources of low emission entail high expenditure. They are performed by self-government units from national public funds and/or European funds. Although such activities are characterised by a significant ecological impact and the preparatory process may engage citizens (e.g. the mobilization of citizens during public consultations and/or protests), their very performance

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does neither engage, nor mobilize, nor stimulate citizens, in particular in areas subject to revitalization, where everyday problems may eclipse environmental matters. Meanwhile, activities on a small scale – micro-projects performed by neighbourhood groups, communities, local non-govern-

mental organizations, entrepreneurs – may bring people together and give them a feeling of responsibility for their surroundings, power to raise to further challenges and make changes. Therefore, particular attention was paid to such environmental activities.



Photo: Monika Onyszkiewicz

About creating conditions for co-financing revitalization projects from private capital

Revitalization, being a multi-faceted process of changes aimed at restoring degraded areas, is initiated by the self-government and performed in tight cooperation with local communities. Due to the variety of aspects and interests of all participants in the revitalization process, it is necessary to create conditions allowing to perform the revitalization process in an integrated way, in compliance with the set objectives. While striving to work out a complex approach while setting objectives and directions of planned interventions, a broad range of defined needs is taken into account and is a real chance to gradually improve the quality of life in the area of revitalization. The right recipe for getting degraded urban areas out of the crisis is to combine activities in the social, space and functional, economic, and environmental spheres.

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Many actors taking up different roles, a large number of threads and activities affecting each other, or the multiyear time horizon that shape the revitalization process require coherent and coordinated activities. Therefore, it is often necessary to appoint an operator of the revitalization process or a coordination unit. Their key tasks shall include activities such as:

- monitoring the demand for initiatives,
- working out a coherent concept of the performance of the revitalization process together with stakeholders,
- building financial architecture, identifying sources of project financing,
- creating networks of cooperation between participants in the process,
- cooperation in the preparation of legal and organizational conditions to perform the process, inter alia in terms of drafting documents of strategic significance – programmes of revitalization, resolutions, directive, supporting instruments, e.g. fiscal and supporting local development,
- coordination of proposals and activities by different entities and persons in order to achieve a coherent and complex answer to identified problems of social, environmental, technical, space, functional and economic nature.

An important and necessary element of making changes in the areas of revitalization is to ensure that the main recipients, local communities, participate in the process. Often difficult and arduous, conducted between the local self-government and stakeholders, the dialogue will result in a better understanding of the citizens' needs, possible activities of cities – a mutual reconciliation of often

contradictory interests of the parties. The conducted dialogue shall also lead to inviting physical persons, entrepreneurs, activists, non-governmental organizations, and others to take up the effort of revitalization in cooperation with the local self-government – initiator of the transformation.

A mosaic of projects requires to ensure many different sources of financing, not only those being directly dedicated to revitalization under the EU funds or own resources of municipalities. The support provided by private stakeholders in financing the revitalization process is a measurable element of participation. Not only does it lower the burden for the local budget, but also increases chances to perform a part of tasks and positively affects the respect for results of common efforts.

The local self-government plays a particular role. Acting as an initiator and host of the revitalization process, it shall initiate the dialogue and invite a wide range of stakeholders to cooperate in the renewal of degraded city areas. Processes of renewing areas requiring support are performed above all for and in participation of the local communities. It shall not be forgotten that each member of the local community or a representative of an entity engaged in the renewal has several roles to play. In the broadest and most desired sense, they act as originators, producers, and recipients of the activities. The responsibility for taking up or abandoning the activities lies on all actors of the process. Therefore, while working out a consensus and trust between actors of the process, it is possible to build necessary foundations to take up measures for changing the quality of life in revitalized areas.



About leadership in revitalization processes

The profile of citizens may be an indicator of the health state of cities and is usually used to identify a broader scale of problems and to create tools to mitigate them. However, it is worth extending the approach by the need to build a civic society treating the public space as an integral element of their home. Under Polish circumstances, this concept is not new, taking into consideration the original function of city courtyards that were traditionally vibrant with life, a place of integration, recreation, or even trade. Extreme paternalist urban policy may lead to the passivity of citizens and a lack of interest in the quality of the life environment. In a long-term perspective, citizens may not be aware of mechanisms hindering them from shaping the quality of the urban environment. Such a state of affairs may entail polarization of entities of the urban policy between “us” – citizens, and “them” – officials. This, in turn, leads to shift the full responsibility for the functioning of cities onto city councils, while being justified by relatively unconstructive and not well-informed criticism. While increasing the awareness of citizens in terms of the

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complexity of challenges for the urban policy and creating conditions for them to express their opinions and interests in a constructive way, it will contribute to effective urban management. That, in turn, requires not only to organize an adequate communication management structure, but also strong leadership.

The division of entities under the urban management policy is defined by the border of the decision-making system. This is a point that identifies entities being directly responsible for making decisions in urban policy (presidents, mayors, managers, local representatives, administration, municipal services) as well as those entities not being legally obliged to decide about urban policy, while their level of engagement is based on voluntary schemes (e.g. citizens, housing estate councils, foundations, universities, religious communities, business councils). The border of the decision-making system is also an area where conflicts arise between entities under the urban policy. The conflicts may have different intensities and may not necessarily be based on substantial grounds, e.g:

- both parties not being fully informed about the scope of their mutual obligations,
- the lack of willingness to build a basis for reconciliation,
- the general lack of full information or the false image of the subject of the dispute,
- the impossibility to solve the dispute and the lack of capabilities to find professional support,
- a low level of interpersonal capabilities and poor communication, or
- the effect of manipulation by third parties.

The above mentioned divisions and conflicts in the field of urban management may be effectively limited by the pro-activity of the city authorities and important supporters of the urban policy. The authoritative supporters

must not necessarily be personages recognized among citizens, but competent and specialized associations. The aim of the city authorities is to build leadership by pro-actively facilitating the discussion between interested parties. In this context, the authorities become a leader and narrator of the dialogue, leading to commonly acceptable solutions.

In Great Britain, it is quite common that authorities found specialized non-governmental organizations that are to fulfil concrete functions, e.g. managing the sphere of world heritage, developing entrepreneurship, supporting activities for the protection and development of biodiversity. Such organizations are often embedded in the local community and run by its leaders. They become a particular linking moderator of the dialogue between the authorities and citizens. Furthermore, they mainly gain funds for their own statutory activity, the long-term aim of which is to support urban policy. To funds from charities, the authorities do not have access by law. The authorities thus become a positive leader authorising citizens without losing their central role in establishing the direction of the urban policy, including priorities of the revitalization policy.

In Edinburgh, organizations engaged in urban policy for the local community may establish depending on the grade of their independence of the city authorities:

- *Neighbourhood Partnerships* are organized by the city authorities – they are presided by members of the city council representing one of 12 neighbourhoods where they were elected into the city council. Neighbourhood Partnerships also invite representatives of the police, health care, non-governmental organizations, and local communities. Meetings of the Partnership are organized on a quarterly basis and are open to any interested parties. The agenda of the meetings covers priorities, difficulties, and the status of the implemen-

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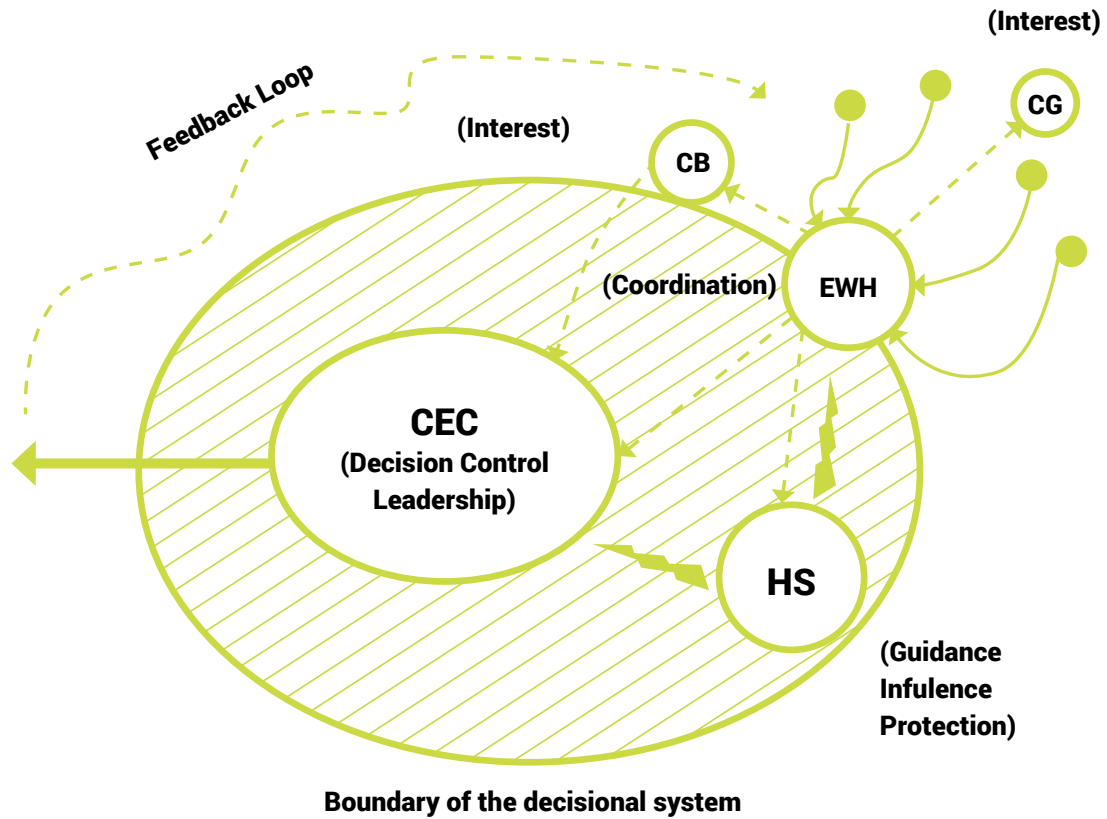
tation of the Local Community Plan. Of crucial importance in the process is the quality of interactions between local representatives and citizens, which is also important for the development of political careers of the former ones.

- *Community Councils* – the obligation of the authorities of Scottish cities is to establish community councils within their area under the Local Government (Scotland) Act 1973. Councils possess their constitutions, codes of proceeding, and hold at least six ordinary meetings and one general meeting a year. The city authorities provide municipalities with grants (approx. £750 a year) for covering administrative costs, advertisements, or newsletters. Members of the councils are directly elected for a three-year tenure. Additionally, there are nominee members that must be representatives of non-governmental organizations, interest groups of local associations. It happens very often that the council recruits former or retired politicians living in the municipality, special advisers, or independent consultants without rights to vote. The city authorities are obliged to consult with the community councils any changes affecting the quality of life and jointly work out favourable solutions. On the other hand, the councils must ensure that any problems reported by citizens-members are addressed by the city authorities. Furthermore, the community councils play an important role in communicating urban policy, announcing planning consultations, and city problems by letter, e-mail newsletters, or news-sheets (e.g. Broughton Spurtle). It is worth pointing out that the community councils are often pro-active and competent. In Edinburgh, there are many retired urban planners and architects among municipality leaders that have been actively and professionally involved in revitalization policy and urban management since the 1970s.
- *Charitable organisations* conduct a specialized activity under their mission and statutes. It happens very often that they become an independent voice in public discussions. Nevertheless, their main function is to support local communities in education, assistance for those seriously ill, socialization of veterans. Each citizen with an initiative, having fulfilled all legal conditions, may establish their own non-profit organization. In the context of urban policy and revitalization activities, organizations are often established through the initiative of interest groups. Examples include organizations such as *Changeworks* (environmental protection) or *The Gardens Trust* (conservation of gardens). Nevertheless, some charity organizations are established in cooperation of the authorities, e.g. the *Edinburgh World Heritage*, EWH (conservation of monuments and management of heritage) – the EWH programme council consists inter alia of a representative of the city council and the Scottish government. The independence of charity organizations allows them to speak in public discussions while being supported by citizens that may belong to the organization. Additionally, a very important aspect of the charity organization is their very low cost of functioning and the possibility to gain funds for their statutory activity from trust resources collecting money for specific goals, e.g. supporting traditional crafts, building the civic society, or assisting those being seriously ill.

Organizations engaged in revitalization are often supported by volunteers, and it is worth pointing out that some of these organizations (e.g. *The National Trust*) would cease to exist without such support. Thereby, organizations may recruit local leaders and strengthen leadership skills of those citizens that are already engaged in the public debate. Young people get a change to gather experience while the older ones may effectively influence the changes

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Fig.1. Functional scheme of protection and management, world heritage area in Edinburgh



CG – social groups
EWH – Edinburgh World Heritage
CB – Cockburn Association
HS – Historic Scotland
CEC – the City of Edinburgh Council

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of the environment they live in. It is worth pointing out that the further creation of leadership attitudes among citizens and their engagement in the urban policy is an important element of the planning system. In England and Wales, the city authorities may impose a community infrastructure levy onto a developer that may finance the preparation of development plans for a particular area, the granting of a construction permit without filing in a planning application, or even the construction of small buildings of local significance. That may be initiated by citizens, community councils, or planning departments. The effectiveness of such initiatives is strictly dependent on the level of engagement of citizens in local affairs, the activity of community councils that value clear communication of threats and possibilities under the planning system, and a good professional support by the planning departments whose specialists are trained in order to effectively cooperate with the citizens.

The key to success is the public and broad debate guaranteed through the assumptions of the planning system – for example, large development projects oblige the developer and authorities to hold the first round of public consultations on the general assumptions of the project before it is formally filed as an application for the planning permit. Furthermore, an important element of the process is to build support for planning solutions by raising awareness and authorising citizens, in particular those showing interest in the quality of the environment they live in.

Case study: Well Court

An interesting example of cooperation between private stakeholders, non-governmental organizations, and city authorities is provided by the city of Edinburgh, which used the fact that the historic centre of the city had been inscribed in the list of the world heritage to gradually de-

velop revitalization processes. The Edinburgh World Heritage Trust (EWH) lies at the heart of the process while being a charity organization responsible for the performance of the zone management plan and revitalization through the conservation of monuments. Both fields of its activity are to support the local community and the conservation of the heritage as main priorities of its mission. The EWH uses its *Conservation Funding Programme* that is financed from government sources to gain private donations and support projects. The project management model gradually transfers their control onto the owners of historic buildings. The very organization assumes the role of a moderator of the process and an adviser for the owners who otherwise would not have the chance to perform complex revitalization and conservation projects.

The restoration of the Well Court and facades of shops at West Maitland Street are impressive examples of the process. The Well Court is a rare monument of architectural class “A” that lies in a picturesque Dean Village. For a longer period of time, the building had been in a poor technical state while posing a threat for passers-by and users. In such situations, the city councils may by law oblige the owner of a building to repair it (statutory notice) or cover costs of its repair by the city conservation service. Such repairs are ad hoc and usually aimed rather at eliminating the threat than performing a complex conservation. Nevertheless, one of the residents of the Well Court filed an application with the EWH for co-financing the repair of chimneys. Upon its inspection, the EWH concluded that the building has lost a lot of its original architectural details and requires a broader range of repairs, including stonework, roof, windows, clock tower, and common space. A precondition for the EWH to provide the assistance was the permit for complex repair, which required higher financial expenditure and all residents to be engaged in the project. Due to the very poor technical state of the historic

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building, it would be unjustified to repair only chimneys in terms of choosing the best conservation practices. During 2007, the EWH organized several meetings with the residents in order to familiarize them not only with the significance of the very monument they own, but also the economics of its restoration. The engaged residents took over the initiative by starting negotiations with the remaining owners of the Well Court in order to encourage them to cooperate. Shortly afterwards, 55 owners elected a decision committee led by a secretary to act on behalf of all residents and to be responsible for regularly informing the residents about the progress. In cooperation with the EWH, the task of the committee was also to take the most important decisions on the programme of conservation works. It is worth mentioning that the majority of the residents had not known each other previously. Parallel to conservation works, which started in late 2007, the EWH was conducting a far-reaching educational campaign aimed at explaining the significance of the Well Court for the history of the city's landscape. Meanwhile, the committee effectively supervised the project while building a compact housing community at the same time. The role of the EWH was to facilitate and organize the cooperation of the residents, to ensure the best possible quality of the works by appointing a properly qualified architect and workers.

The total cost of the project amounted to £1,749,700, out of which the EWH invested £739,042.50 from the conservation programme in the form of 55 repayable grants with different amounts (to be repaid every time a flat was sold),

and £693,925 in the form of a special grant for the whole community for improving the common space. The contribution by the owners amounted to 30% of the eligible expenditure, i.e. £316,732.50. An additional condition to receive the grant is a legal agreement ordering the residents to maintain the building in an appropriate state for an indefinite time, which is monitored by the EWH on a yearly basis. It would not have been possible to repair the clock tower without financial support (£5,000) from The Inches Car Trust, The Blythe Family Trust, and James Ritchie & Son. The latter ones were the first constructors of the clock mechanism they repaired without remuneration, but in exchange for promotion. It is worth mentioning that an important element of the mission of the EWH is to gain additional funds for revitalization and conservation projects. The project manager is basically responsible for the identification and communication with potential donors. These may be physical persons, the city council, trusts, or even lotteries (*The Heritage Lottery Fund*). Fund-raising campaigns are supported through educational and promotion campaigns. On the other hand, the very programme of the conservation of monuments (*the Conservation Funding Programme*) is used as a financial leverage to encourage and guarantee private contributions. Each pound (£1) spent under the programme brings £5 from other sources – in the years 2013–14, while investing £180,000 in the form of public grants, the EWH additionally gained £791,563.

<http://www.ewht.org.uk/what-we-do/project-portfolio/well-court>



About the role of the public sector in creating conditions for engaging private stakeholders in revitalization projects

Revitalization is a matter that concerns all citizens and entities operating in a particular area, irrespective of whether they are residents of municipal blocks of flats, communities of newly-built “infills”, manufacturing plants, individual entrepreneurs, or non-governmental organizations. Therefore, they shall be factually involved in the decision-making processes. Bottom-up neighbourhood initiatives, the activity of local non-governmental organizations, spontaneous events of, for example, ecological and activating nature are a second-to-none resource that shall be cherished and actively supported by units of the self-government. It is worth bearing in mind that an effective revitalization, including the environmental one, is only possible when local authorities and citizens actively and fully cooperate.

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The cooperation of the public sector, e.g. units of the self-government, with citizens may take different forms:

- non-financial forms, e.g. exchange of information, public consultations and dialogue with local leaders, creation of subject-specific committees of the civic dialogue, cooperation on the preparation of strategic documents and
- financial forms, e.g. supporting activities by non-governmental organizations and social cooperatives or appointing them to perform concrete tasks or jointly perform the project.

Such cooperation, both non-financial and financial, must be based on the assumption that the citizens possess knowledge and competence to co-decide on the urban space. That does not mean that the authorities shall not establish priorities in the field of revitalization, as there might be situations when temporary interest of the citizens may be contradictory to the authorities' plans (e.g. intending to limit road traffic in the centre or reduce the number of parking spaces). However, similar conflicts shall be resolved in the mode of consultations, e.g. with the participation of experts convincing the citizens that a particular solution is correct and emphasizing its social and ecological values. However, consultations shall constitute a real dialogue of equal partners that are to jointly work out the best solutions for the citizens by taking into account the ecological policy of the authorities.

However, the cooperation of cities and citizens may not be limited to involving them in decision-making processes. It is necessary that local authorities actively support bottom-up initiatives, including ecological initiatives, in organizational, promotional and financial terms. That may include e.g.:

- events of environmental nature (workshops, festivals, meetings, happenings and other artistic activities),
- environmental education,

- creation of neighbourhood gardens,
- other similar activities.

These initiatives have a double function: on one hand, they encourage the citizens to protect the environment while supporting the urban natural environment at the same time; on the other hand, they stimulate and integrate the citizens by contributing to the social revitalization of a city or a district. It is worth emphasizing that the support provided by municipalities shall not be limited to financial terms, although financial support is necessary and sometimes even indispensable. However, it is important that the municipalities also open themselves to other forms of supporting local initiatives, e.g.:

- organizing trainings, e.g. for local leaders on gaining funds for social activities,
- making available without remuneration municipal/district facilities to the citizens, e.g. for workshops or meetings,
- placing information on the council's Internet site, e.g. promotional support of local initiatives.

Small and local projects generate the so-called "high leverage effect". That means that by keeping costs low, they may contribute to a significant social change in a particular region, particularly if they are long-term. Therefore, instead of financially supporting one large and expensive project (e.g. a festival), it is worth allocating the funds to the implementation of many smaller activities performed by the very citizens or with their participation. A far-reaching system of micro-grants may be factually troublesome for the city due to the necessity to handle many projects instead of a few larger ones. However, the problem may be solved by simplifying procedures for receiving grants or re-granting, i.e. transferring funds to a larger umbrella organization that afterwards divides the grants between smaller organizations and neighbourhood initiatives.

It is worth emphasizing that there is a great variety of private stakeholders – citizens, investors and developers,

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as well as social economy bodies and non-governmental organizations, not possessing higher amounts of financial resources. The diversification of the group makes it necessary for the urban self-governments to treat them in a different way. Bottom-up initiatives of the citizens should receive both financial support, e.g. in the form of micro-grants, and non-financial support for the implementation of their ideas, while the investors should be encouraged by cities to initiate additional enriching activities as a part of their investments, e.g. living walls, green roofs, etc. In the longer term, this partnership brings measurable benefits in the form of a reduced burden for the public administration; most importantly, in compliance with

the constitutional principle of subsidiarity, it leads to a more effective solving of social problems. An additional merit of the cooperation between public and private stakeholders is that they monitor each other, they use skills and tools that are characteristic for each partner, as well as working out common solutions that may reflect measurable benefits. Each sector uses unique tools. A natural consequence of the situation is thus a cooperation that is based on supplementing each other – on one hand, social partners may compensate deficits of the system, on the other hand, the public administration may participate in the activities by the private sector in a more intentional way.



Photo: Armand Urbaniak



Conclusions from the workshops

Participation in the decision-making processes – levels of participation

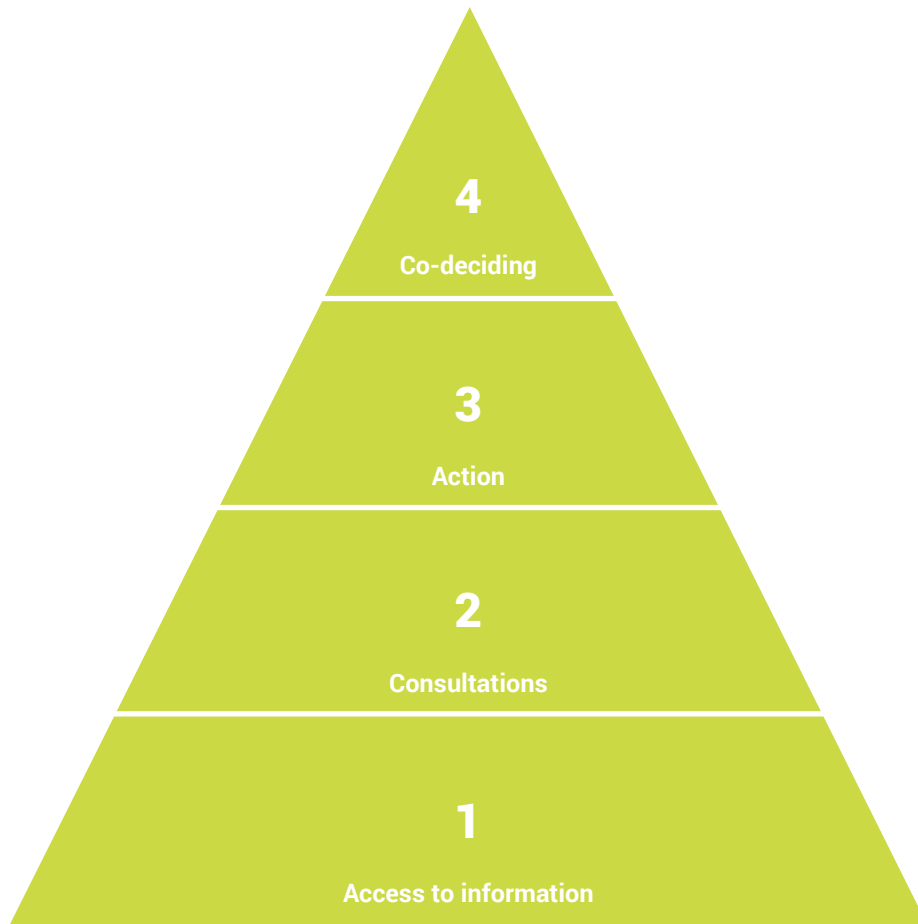
The activities of local self-governments and the administration shall address the growing demand for information, transparency and civic participation in the decision concerning urban spaces. Correct participation makes it possible to prevent conflicts and distrust between parties, as well as reconcile contradictory interest in the best possible way. It also leads to working out solutions that are more thorough and more widely acceptable. Good mechanisms of participation accelerate the decision-making process and legitimize the decisions.

It is possible to identify four level of engagement of private stakeholders in the decision-making processes, as follows:

- Access to information (step 1),
- Consultations (step 2),
- Action (step 3),
- Co-deciding (step 4).

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STEPS



CONCLUSIONS FROM THE WORKSHOPS

Step 1. Access to information

Step 1 covers activities and initiatives that are aimed at ensuring access to information for private stakeholders participating in the implementation and financing of revitalization activities, e.g.:

- information on formal procedures,
- information on sources of financing,
- information on facilities, e.g. premises, and their quality, investment needs, etc.,
- information on activities in the area, directions of development.

Step 2. Consultations

Step 2 covers activities and initiatives that are aimed at promoting an open dialogue with physical persons and private stakeholders, as well as between them.

Step 3. Action

Step 3 covers activities and initiatives that enables physical persons and private stakeholder to become actively engaged in the implementation of revitalization activities. This group of activities helps to build local identity, to involve various social groups in the implementation of projects as well as to encourage them to act.

Step 4. Co-deciding

Step 4 covers activities and initiatives that enable private stakeholders to co-decide on the type or method of managing a particular area, or enables the stakeholders to co-decide on the financing of revitalization ventures. Such activities are examples of a full partnership based on the shared responsibility for a particular activity.

An increased interest in civic participation entails a chance for self-governments and administrations to enter new paths of dialogues with citizens, non-governmental organizations and private stakeholders. That in turn means the necessity to define principles and procedures. It is also important to intentionally use instruments, both non-financial and financial, as well as their impacts. In recent years, there has been a large number of activities in the field of informal processes of dialogue between authorities and citizens. An example to follow is provided by the municipalities where the methods of civic participation have been permanently embedded in the practices of managing and governing a city. Thereby, the citizens are not bound to continuously extort participation from the authorities through new conflicts, but it is a key element of the adopted style of politics – oriented towards dialogue, extending and supplementing the existing mechanisms of representation and planning with the civic dialogue.

In the following sections, examples of activities will be described for four levels of engagement. Each example includes information on:

- subjects of a particular activity, which means:
 - C** Citizens, communities and housing cooperatives,
 - N** Non-governmental organizations and social economy bodies,
 - E** Entrepreneurs conducting economic activities in revitalized areas and employing its citizens, and
 - I** Private investors, including developers performing investments, including “green” ones.
- instruments used in the performance of a particular activity.

Participation in practice

STEP 1. ACCESS TO INFORMATION

Example 1: Urban FB – Page about Fredrikstad

- **Subject groups:** C N E I
- **Instruments:**
 - **Non-financial: access to information**
 - **Financial: none**

Information is one of the most important tools one can use. By supplying the citizens with the opportunity to acquire important and real information, public authorities can increase the possibility that the citizens get involved, votes at election and become more content with projects they propose. Fredrikstad has for many years worked with digital solutions both within the municipality and to reach citizens and other users of the municipality. The municipalities work on multiple platforms such as Facebook, NettÅpent, ByPå, YouTube and other digital platforms. They do this to reach out to the majority of citizens. In addition they use mail, which is the most common way to communicate.

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- In 2013, the municipality launched “BYPÅ”. This webpage is for all clubs and associations, and citizens and local communities. You can find information about meetings, cultural activities, plans, information and a list of all the NGOs in Fredrikstad. This is important so that you as a citizen can look up which teams etc. that can be found in the area where you live. In addition there is a cultural calendar, swap platform and a digital map that we for example use during major events. The webpage also includes an overview on how these associations can apply for funding for projects. It is important that this page is dynamic so we can develop the webpage, as society, technology and the need changes.
- The Facebook pages in Fredrikstad have 16,000 followers. The municipality shares via Facebook daily information and promotion materials. Through Facebook, they also inform citizens about disruptions in water supplies, construction works, as well as public consultations and events.
- NettÅpent is a page where people can report errors or mistakes, everything from streetlights to potholes, praise, criticism or other issues in the community. This is done via a map service on the website.
- Finally, YouTube is an increasingly important arena, especially for the young. Here the municipality posts little snippets of information, often with a humorous angle and citizens can upload their own videos as well.

Fredrikstad municipality's website is the most complete where all the information about the municipality, administrative, political, organization, “who works where” and with what. This website also publishes all the information that comes through the other channels.

Today Fredrikstad is the first fully digital municipality in Norway. This means that they send almost anything by

mail, but that all correspondence goes through the digital system. This also applies internally with Dropbox, Share it etc. In this way citizens get access to all the information that exists at all times and regardless of where they are.

Example 2: Municipal masterplans as a source of information for investors in Reykjavik

- **Subject groups:** C I
- **Instruments:**
 - **Non-financial: access to information, joint implementation of the strategic goal**
 - **Financial: none**

The municipal masterplan is the best tool for the development of the city in the longer term, mainly because it is important due to the identification of binding guidelines for the remaining planning decisions – both district plans, as well as detailed plans. It regulates the decision-making processes with regard to matters related to the city from the moment the policies are established until they are implemented. The municipal masterplan is future-oriented, with regard to the planning and environmental policies. The decisions therein are made with respect for the needs of future generations. The plan presents proposed goals for city districts so that they can develop in a sustainable and friendly way by focusing on the environment shaped by humans.

In Reykjavik, the municipal masterplan constitutes an agreement between the city of Reykjavik and its citizens, not only in terms of the vision of the future, but also in terms of rights and obligations of both parties. Above all, the aim of the municipal masterplan is to ensure proper health, security and optimal quality of life for current citizens and following generations. It shows directions of the city's development in the longer term. The plan specifies

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where future residential and industrial areas are located, it marks the way new roads and paths shall run, as well as which areas shall be used for recreational purposes.

The new municipal masterplan, drawn up for the years 2010–2030, is an amendment of the plan for the years 2001–2024. In order to prepare the realisation, different evaluations have been made over recent years, as well as assessments of adopted solutions and of involving the society through the participation process – both citizens and other interested parties. The masterplan (general plan or development plan) is an official and binding plan of the municipality that concerns the location of settlements and the shape of their surroundings in the longer term. The rules of dividing an area, e.g. for residential, recreational, commercial, services and conservation purposes, are specified therein. It also includes findings as to the routes of streets, regulates the requirements concerning the projects for individual buildings, inter alia with regard to a higher number of floors, the number of flats, specific building materials or the shape of the roof. Icelandic law is to ensure that an area is used effectively under the principles of sustainable development.

Social participation is a basis of the procedure of wider consultations on the draft plan. In autumn 2009, when the works on the above mentioned document formally started, open meetings were held in each of the districts. Citizens presented a number of ideas and visions that became a starting point for preparing the plan. The first draft document was presented to the citizens in March and April 2012. Once the next draft was prepared, open meetings were again organized in each of the districts in order to present the strategic goals of the new municipal plan as well as the main changes proposed by the

citizens of each district in order to achieve their vision. Afterwards, the draft documents were submitted under discussion within committees, councils and other urban institutions at the turn of 2012 and 2013. Updated and corrected, the draft of the new plan was made available to the public in summer 2013 and approved by the City Council of Reykjavik on 26 November 2013.

Masterplan of Reykjavik:

<http://reykjavik.is/thjonusta/adalskipulag-reykjavikur>

<http://eldri.reykjavik.is/desktopdefault.aspx/tabid-3731/>

Example 3: Infopoint in Wrocław

- **Subject groups:** C N E I
- **Instruments:**
 - **Non-financial: access to information, consultations**
 - **Financial: budget of the city**

In order to describe the Infopoint Łokietka 5 in a diligent way, let's quote its founders: *"The Łokietka 5 Nadodrze Infopoint was founded as a centre to support activities for revitalization and development of Nadodrze. The centre performs social, cultural and economic projects as well as cares about the flow of information between offices and citizens. Since 2010, the Infopoint has acted as an informal centre of social integration and an open place of meetings, discussions and cultural education. Being as social place, it has become an integral part of the civil topography of Wrocław. Its openness attracts and engages non-governmental and political, university and artistic communities, representatives of the media, urban movements, and citizens in particular."*¹

The main field of the Infopoint's activity covers debates about the city, support for entrepreneurs, cultural anima-

¹ <http://www.lokietka5.pl/>

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tion. However, in the first place, it is a centre of information, which is of utmost importance for Nadodrze and its citizens. This is a common space for all citizens where they can discuss their most important matters.

Example 4: Leaders of revitalization of Łódź – pilotage preparation of a potential list of persons either interested or engaged in the revitalization process in the city

- **Subject groups:** C
- **Instruments:**
 - **Non-financial: access to information, promotion of leaders**
 - **Financial: budget of the city**

“It does not make sense to build a city from scratch – it is possible to make them better by using current possibilities and existing elements.”² One of the elements that guarantee the success of revitalization activities is to engage people living in the areas of revitalization for whom the implementation of the ventures does matter. In order to facilitate the performance of revitalization activities, it is worth considering the foundation of the “institution” of a local leader of revitalization ventures. Therefore, the city may consider selecting persons to take care about direct contacts with the citizens.

The local leader of revitalization is the owner of the area. Each person that has been appointed as the leader of revitalization shall be assigned a specific area that is compliant with his or her interests (i.e. an area he or she knows well and is close to his or her heart). The goal of the person is to establish direct relationships with citizens and

entrepreneurs. The local leader of revitalization must be an active animator, artist working at courtyards together with local residents, etc. The local leader must know the residents, act as a liaison officer between them and the city council, explain official decisions and talk with the entrepreneurs.

In Łódź, candidates for local leaders of revitalization were selected on the basis of field interviewing conducted by employees of the city council among residents of the areas subject to revitalization activities. Necessary information was thus collected with regard to the persons being engaged in the process (including their contact details). The activity of the local leaders of revitalization is currently not financed from the budget of the city.

Apart from “Local leaders of revitalization”, in order to support them in the contacts with the local community, the council plans to open posts for persons responsible for project management at the managerial level. It is expected that candidates for these vacancies will be selected under the competition announced by the council (that shall specify in detail the conditions that must be fulfilled), while inter alia their remuneration will be financed from the budget of the city.

Example 5: Centre for Promotion and Development of Civic Initiatives “OPUS” in Łódź

- **Subject groups:** C N
- **Instruments:**
 - **Non-financial: access to information, promotional actions**
 - **Financial: budget of the city, micro-subsidies**

² <http://www.opus.org.pl/rew/lodz-metamorfoza>, date of access: 10.02.2016

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The mission of the Centre for Promotion and Development of Civic Initiatives "OPUS" is to support the development and the promotion of the ideas of the open society which non-governmental and all civic initiatives are an integral element of. The association conducts its activity *inter alia* in the following fields³:

- education and democracy,
- promotion of standards of civic activities,
- supporting non-governmental organizations,
- initiating the cooperation between the non-profit sector, business and the public administration,
- information services, and
- monitoring social initiatives and international cooperation.

As revitalization is deemed to be a coordinated process in which active participants are the self-government, the local community and other bodies, including non-governmental organizations, aimed *inter alia* at reconstructing the degraded urban tissue, stimulating to develop and activate the society, it may be thus concluded that such an organization as the Centre for Promotion and Development of Civic Initiatives "OPUS" and the scope of its activities is a part of the revitalization processes.

The activities of the Centre for Promotion and Development of Civic Initiatives "OPUS" focus above all on the social aspect of revitalization ventures and cover *inter alia*:

- the promotional action to inform citizens, why the engagement in the revitalization ventures is most important and crucial not only for the city as a unit, but also for individual bodies,⁴

- the information action addressed to the citizens of the degraded areas, as well as persons willing to actively support the revitalization ventures. The information placed on the Internet site of the "OPUS" Centre includes an overview of the most important information in this field, e.g. on social consultations, their processes and accompanying events,⁵
- the creation and the implementation of the micro-support system. The activities of the Centre in this field made it possible to prepare a list of bodies (companies, organizations and physical persons) being active in the identified degraded areas and being interested in the activities for the local communities⁶. The tender attracted 92 applications out of which 33 were submitted by non-governmental organizations, 11 by informal groups, 9 by public institutions, 8 by entrepreneurs, 3 by social cooperatives and 28 by physical persons. Beneficiaries of the micro-support in the total amount of PLN 199,096 were 43 bodies (the maximum amount of the support for an individual project was equal to PLN 5,000). An important element of the initiative was the fact that each body that received the micro-support, apart from the financial support, received a carer who was to support them in the performance of tasks as well as to perform the monitoring and assessment. It is worth pointing out the fact that approx. 8,000 citizens of Łódź participated in the projects,⁷
- announcing the tender for micro-subsidies called "Łódź Metamorphosis". The main goal of the tender is to prepare the documentation and consult architectural

³ <http://bazy.ngo.pl/search/info.asp?id=38497>, date of access: 17.02.2016

⁴ For more information, please refer to: <http://www.opus.org.pl/rew/item/1374-zobacz-jak-zmieni-sie-lodz-do-2020-r>, date of access: 30.03.2016

⁵ For more information, please refer to: <http://www.opus.org.pl/rew>, date of access: 30.03.2016

⁶ The initiative was performed under the pilotage programme in the field of revitalization called "Preparation of the model to perform revitalization of urban areas in the selected district of the City of Łódź", performed by the City of Łódź, co-financed from the EU funds, the European Development Fund

⁷ <http://www.opus.org.pl/rew/item/1299-rewitalizacja-w-lodzi-sie-dzieje-a-centrum-opus-jest-w-tym-procesie-waznym-aktorem>, date of access: 30.03.2016

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designs of areas and buildings from the southern part of the Śródmieście district of Łódź. The programme included a tender for co-financing local bottom-up initiatives (the so-called “micro-activities”).⁸

Furthermore, the Centre for Promotion and Development of Civic Initiatives “OPUS” is directly linked with the Social Animation Programme, the basic goal of which is to select local leaders of revitalization.

Source: <http://www.opus.org.pl/>

STEP 2. CONSULTATIONS

Example 1: Cycle of meetings as a way to work out a revitalization programme for Warsaw

- **Subject groups:** **C N E**
- **Instruments:**
 - **Non-financial: access to information, consultations, dialogue, working out a common vision**
 - **Financial: none**

The results of the assessment of the revitalization programme for Warsaw reflected the need to focus revitalization activities on the areas with the most severe problems and with the greatest potential. The assessment did not specify priority districts, housing estates or streets – the decision was to be made by the authorities and citizens. The Housing Policy Bureau, responsible for drawing up the revitalization programme, involved different communities into the debate on the future of revitalization of Warsaw. Three meetings held to discuss experiences from the im-

plementation of the “Local Revitalization Programme of the Capital City of Warsaw for the years 2005–2013” brought together representatives of science, non-governmental organizations and sector communities, i.e. urban planners, architects and planners. As a result of the debates and detailed analyses, the principles were agreed to prepare a new revitalization programme for Warsaw and assumptions to the “Assumptions to the Integrated Revitalization Programme for the years 2014–2022” (ZPR), which were afterwards approved by the Monitoring Committee and the Mayor of the Capital City of Warsaw.

The following stage of works on the Integrated Revitalization Programme was initiated by meetings with the Social Dialogue District Committees (DKDS) of the districts Praga Północ, Praga Południe and Targówek. Apart from the representatives of DKDS, the meetings brought together citizens, representatives of non-governmental organizations, members of the City Council and representatives of the district authorities. The goal of the meetings was to jointly work out the formula of social participation and citizen engagement in order to elaborate the correct process of further social consultations. The cycle of meetings in each district started with interdisciplinary workshops to present the diagnosis of the area of revitalization. Following workshops covered specific topics adjusted to the problems that arise in the particular area. They referred to education and social policy, culture, sport and tourism as well as economic activity and entrepreneurship. The workshops were aimed at working out potential projects, organizing the proposed activities and involving different communities to cooperate in order to get the areas out of the crisis. There were 13 meetings in total, organized by the Committees DKDS and the City Council of the Capital City of Warsaw,

⁸ For more information, please refer to: <http://www.opus.org.pl/rew/lodz-metamorfoza/item/1378-konkurs-na-mikrodotacje-lodz-metamorfoza>, date of access: 30.03.2016.

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which brought together almost 400 participants, inter alia representatives of local communities, non-governmental organizations and economic communities.

As a result of the meetings, a list of proposed activities aimed at solving the reported problems was prepared. The discussions within several threads (culture, education and sport, entrepreneurship) and the involvement of representatives of different communities made it possible to prepare a list of projects by topics in early 2014 (supporting economic development, supporting social development, preventing social exclusion, activities related to professional activation, supporting families, improving public safety, organizing the space as well as creating and developing infrastructure). The next step was to organize workshops in each of the districts in order to discuss the proposed projects, specify them more in detail and agree their preliminary hierarchy. On the basis of the collected projects, the amount of financial resources for performing key revitalization ventures was estimated under the Integrated Revitalization Programme for Warsaw.

Example 2: Local Partner in Wrocław

- **Subject groups:** C N
- **Instruments:**
 - **Non-financial: access to information, consultations, dialogue, working out a common vision**
 - **Financial: none**

The experiences of Wrocław illustrate that two models may be used to organize consultations with citizens. The first model assumes that the whole process is organized by officials; 100% of activities are initiated, organized

and performed by a unit of the city council that is responsible for the participation. The second model is based on the assumption that the process is organized with the support of local active groups of residents. It may happen that these are authorities of housing estates, non-governmental organizations or active residents that would like to be involved in the process. From the observations and practices of Wrocław results that the second process may be much more effective. Why? Because there is nobody but the residents living in the particular who know the local specifics so well. They are familiar with “local paths” of the residents and know where to place information on the consultations. They are able to identify particular needs of the housing estate that may be of key significance for the consultations. Finally, there is nobody but them who could deliver the information on the consultations to the residents in the most precise way. Such types of processes in Wrocław were practiced under the Civic Laboratories, organized under the Wrocław Civic Budget⁹ consultation processes, e.g. those concerning the development of Plac Piłsudskiego in Wrocław (<https://www.wroclaw.pl/plac-pilsudskiego-konsultacje-spoleczne/>).

The local partner becomes a key element of the consultations. It is easier to perform such processes while being supported by an organization or an informal group of residents with significant knowledge of the neighbourhood where the consultations are performed. Authorities of the housing estates, non-governmental organizations, activists or a group of residents devoted to a particular topic may act as the local partner. The local partner becomes engaged in the promotion of consultations, the distribution of supporting materials and has an impact on the management of the particular process.

⁹ <http://www.wroclaw.pl/wroclawski-budzet-obywatelski-2015-laboratoria-obywatelskie>

CONCLUSIONS FROM THE WORKSHOPS

Example 3: Budget at stake

- **Subject groups:** **C**
- **Instruments:**
 - **Non-financial: access to information, consultations, dialogue, working out a common vision, planning of activities**
 - **Financial: none**

Participatory budgets are a new, but more and more popular instrument of participation used in Poland. However, their functioning and management do differ in various cities. Wrocław places strong emphasis on discussion/dialogue. Dialogue seems to be most important in the process of the participatory budget. Therefore, there was a pilotage project in 2016 to use elements of a play. The play consisted of involving citizens in the decision-making process and persuading each other that the performance of some or other projects in a particular area is correct. Each of the participants has a fixed amount of virtual money that may be allocated to a particular project. However, a precondition to take a decision is to justify the decision and defend it in the “competition” against the remaining players.

The project is performed by: <https://crs.org.pl/>

Example 4: Better Reykjavik – opinions of the citizens do matter

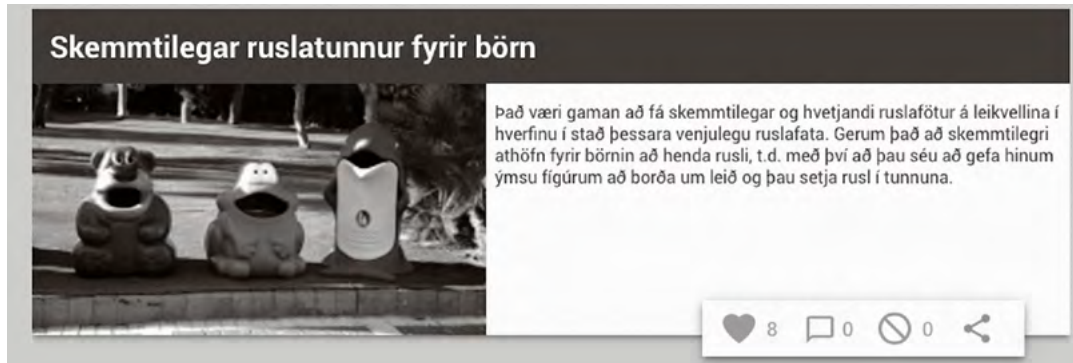
- **Subject groups:** **C**
- **Instruments:**
 - **Non-financial: access to information, consultations, dialogue, working out a common vision, planning of activities**
 - **Financial: none**

Better Reykjavik (www.betrireykjavik.is) is a city-wide consultation project that allows residents in Reykjavik to develop their ideas on how to improve their neighbourhoods. Through an open call, residents are invited to upload their proposals to the Betri Reykjavik website with ideas ranging from improving playgrounds to planting trees and developing transport connections. Better Reykjavik allows residents to take an active role in democracy and advocate for the issues they are most concerned about.

Better Reykjavik is a truly democratic process and residents are encouraged to participate in choosing project ideas right from the start. The website allows residents to follow the progress of the ideas and comment on their feasibility, value and effectiveness. All submitted ideas are deliberated during neighbourhood meetings in the districts of Reykjavik. The Neighbourhood Councils have the final decision on which ideas should be included in the shortlist, taking into account practicality and monetary factors. Residents then have an opportunity to vote online for their favourite project, with the most popular projects receiving a share of 300 million ISK from the City of Reykjavik to develop the idea. Registered users participate in this consultation by setting ideas, see other people’s ideas, arguments, express an opinion or give ideas and wet weight by supporting them and against them. City of Reykjavik is fully committed to the concepts of Better Reykjavik. Every month the City authority implements top five ideas (the ones that get the most weight) by the relevant expert committee. In addition, the top idea in each category (tourism, construction, leisure and outdoor activities, sports, human rights, culture and the arts, education, transport, planning, administration, environmental, welfare, miscellaneous) are discussed by the relevant expert committee. Ideas that receive less weight are intended to provide input into the decisions made by the elected representatives of the City. Examples of ideas that are being discussed by the citizens are presented below.

CONCLUSIONS FROM THE WORKSHOPS

Idea 1. Garbage bins



"It would be nice to have in the neighborhood garbage bins that are fun and inspiring instead of standard bins. Children would be encouraged to separate out waste products, for example, if garbage bins looks like characters from their cartoons."

Idea 2. Baths of Reykjavik



"Baths of Reykjavik would be part of the City heart. Old Jailhouse converted to the Baths, following an East European model. Former jail cell would become saunas or steam dry sauna. The Jailhouse yard could be used for drying in winter and sunbathe in summer. It could also be a place for meditation, yoga and Muller Exercises. Spa for everyone!"

CONCLUSIONS FROM THE WORKSHOPS

Idea 3. Hot water pond



"Fountain or pond with only hot water, to be used as a footbath or to watch steam ascending to heaven. Like the "Kerið", but bigger. It could be located by the sea, with a view out to the sea."

Idea 4. Skateboard park




„A heated concrete skateboards "park" and facilities that can be used all year round which flows both outside and inside and can be used in all Icelandic weather."

CONCLUSIONS FROM THE WORKSHOPS

STEP 3. FUNCTIONING AND STRENGTHENING THE ROLE OF LOCAL COMMUNITIES

Example 1: Municipality of Wrocław and EkoCentrum Wrocław – composting bio-waste

- **Subject groups:**  C
- **Instruments:**
 - **Non-financial: dialogue, working out a common vision, planning and implementing common activities**
 - **Financial: Municipality of Wrocław, Voivodship Fund of Environmental Protection and Water Management (WFOŚiGW) in Wrocław**

In July 2012, the Wrocław Municipality initiated a pilot “Programme for rendering composting bins for biodegradable green and kitchen waste to the residents”. The program has been conducted until the present day. According to the project, the residents of Wrocław are provided, free of charge, with compost bins purchased by the city. The bins are handed out to residents with home-adjacent gardens and to education centres. The EkoRozwoju Foundation running the EkoCentrum ecological education centre in the Nadodrże district is one of the entities which received a compost bin, which was placed in the yard of the centre and serves for biodegrading the waste produced by the users and workers of the centre. The compost bin is standing in a visible place and is often the subject of educative classes. It is used to display the process of biodegrading waste and to conduct classes in waste segregation and composting. Furthermore, in 2016, implementing an educative package as part of the “E for educate” classes, Eko-

Centrum introduced an extended option for the schools which are open to challenges and willing to put the theory from the classes into practice throughout the school year. As part of the “Recycling is not enough” classes, the pupils will learn about issues related to waste, primarily in terms of its reduction: mainly by developing a responsible consumer standpoint and by seeking implementable solutions in one’s own home (reuse, recycling, upcycling). Each group will take part in a package of three classes to broaden their knowledge, whereas the option entailing the use of a compost bin at school allows for practicing waste reduction.

The requirements to be fulfilled by schools in order to receive a composter are not excessively high – they must participate in the classes as well as sign a statement on the cooperation in the production of school waste and the provision of pupils with the possibility to compost waste on the school’s premises. At the same time, schools should have a place where the produced compost may be used – this is also an incentive to act, at least on a micro-basis, in urban gardens where pupils learn how to grow vegetables for their own use.

Additional information:

- <http://www.ekocentrum.org/index.php/ofertaedukacyjna/nasza-oferta/projekty-tematyczne/item/200-r-jak-redukuj-zajecia-edukacyjne-w-ekocentrum-wroclaw>
- <http://www.wroclaw.pl/projekt-segregujwrocpl>

CONCLUSIONS FROM THE WORKSHOPS



Photo: Monika Onyszkiewicz



CONCLUSIONS AND THE WORKSHOPS

CONCLUSIONS FROM THE WORKSHOPS

Example 2: Green garden and mural in Wrocław Nadodrze

- **Subject groups:** C N E
- **Instruments:**
 - **Non-financial: dialogue, working out a common vision, planning and implementing common activities**
 - **Financial: private financial resources, material contribution by the participants**

The “Green garden” was established on the square along the streets Paulińska and Rydygiera in Wrocław. A new initiative under the revitalization process of Nadodrze was created next to a renovated tenement house, the outbuilding of the Support Centre of the Municipal Centre for Social Assistance. The goal of the activity was to create a place for establishing neighbourhood ties, spending leisure time in Wrocław and undertaking environmental social initiatives. The preparation of the project and its performance took several weeks. Under this project, residents, local non-governmental organizations and units of the municipal authorities joined forces while actively participating in the construction of the garden or organizing an opening picnic, as well as two enterprises by providing financial resources and offering material in the form of boxes, a container, tools, plants and soil. The activities were coordinated by a municipal enterprise – the operator of the revitalization process.

Boxes filled with soil and a container to store gardening tools, tables, benches and a garden tent were placed in the square. During the picnic on a Saturday afternoon, adults, children and teenagers were planting ornamental, edible and medicinal plants while exchanging information on plant breeding. The programme of the picnic also included artistic and educational activities, e.g. painting “speaking

dogs” encouraging to clean up after pets, common plays and feasting. The will and commitment to care about the garden was taken up by the residents and non-governmental organizations having their seats in the square.

The foundation of the garden was also an impetus to start additional initiatives. One wall of the outbuilding was covered with a mural designed by Roma children with great support of their families. Another initiative was to create a mosaic made of ceramic tiles called “Heart of Nadodrze” that reflects the engagement of the residents of the district and the representatives of the city’s authorities, public services and other bodies in the revitalization process. The plan is also to create a green wall on the adjacent outbuilding. The garden is an example of how to combine various initiatives in complex and complete revitalization activities, but above all, a contribution to the integration of the local community in the supported area.

Example 3: “Attic” Project – adaptation of premises for housing purposes in the areas of revitalization in Łódź

- **Subject groups:** C (tenants, students, graduates)
- **Instruments:**
 - **Non-financial: dialogue, working out a common vision, planning and implementing common activities**
 - **Financial: reliefs, the right to repurchase the flat**

The “Attic” Project is an authorship project of the City Council of Łódź and organized by the Bureau for Revitalization and Building Development of the City of Łódź. The programme was inspired by:

- firstly, housing problems of the residents,
- secondly, the fashion making the living in attics trendy. That is related amongst others to the fact that flats on the highest floors may be arranged in an interesting way,

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- thirdly, the society may continue revitalization projects related to the modernization of premises in renovated housing buildings.

One of the assumptions of the “Attic” programme was to offer space in housing buildings to be adapted by those not being able to afford to buy a flat, take a mortgage loan for thirty years or who do not have creditworthiness in order to incur such an obligation. The project was addressed to permanent residents of the city of Łódź whose housing needs had not been fulfilled and who were willing to adapt at their own expense attics/lofts for housing purposes in the building owned by the municipality. Persons entitled to submit applications in the “Attic” project were above all persons renting, for an indefinite time, housing premises being a part of the housing estate of the City, not being in delay with paying the rent and any other fees related to the use of the premises, thus proving that they were financially credible and could give a guarantee that the adaptation works would be performed and the rent for the modernized premises would be paid on a regular basis. A precondition was to turn in the currently rented premises. Preferable applicants were also students and graduates of universities in Łódź that lived in the city.

The project is based on the assumption that the tenants will amend the purpose of the attic for housing purposes at their own expense and under full liability within two years from the date of the rental contract. The tenant is to incur costs related to the design and receives appropriate permits, as well as transforms the space independently that becomes an investment area. The incurred costs for the works that will contribute to enhancing the standard of the property will be deducted from the rent over a pe-

riod of time. Upon the expiry of the period specified by the Council (usually five years), the tenant may repurchase the rented premise.

Source: http://www.uml.lodz.pl/miasto/rewitalizacja_i_zabytki/projekt_strych/

Example 4: “Green Courtyards” Project in Łódź – developing common space for leisure and recreation

- **Subject groups:** C
- **Instruments:**
 - **Non-financial: access to information, consultations, dialogue, working out a common vision, planning and implementing common activities**
 - **Financial: budget of the city**

The “Green Courtyards” Programme is a programme that is performed not only by Łódź, but also by other Polish cities with Szczecin serving as an example. Although the scope of the programme covers the whole city, it mainly refers to the area under the revitalization programme. Quoting representatives of the public administration, the “Green Courtyards” Programme is a programme that makes it possible to change municipal courtyards, which are usually grey, into places that are friendly for residents – green oases of peace, places of neighbours’ meetings and relaxation.¹⁰

In general, the aim of the programme is to support the development of local communities in order to improve the standard of life and the conditions of rest for the residents of Łódź by enhancing the aesthetics of the surrounding of the buildings of the housing communities. The above mentioned programme is to perform a task in the form

¹⁰ <http://zbiik.szczecin.pl/bip/?type=article&action=view&id=22>, date of access: 15.02.2016.

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of the aesthetisation of the degraded public space and to promote one of the slogans of the revitalization project: – “Common does not mean nobody’s”. The activities undertaken under this project make it possible to create green areas, places of rest for seniors, children and teenagers, equipped with garden architecture elements, e.g. benches, playgrounds, game tables, etc.

The “Green Courtyards” Programme is very popular. The 6th edition of the initiative has already been announced in Łódź.¹¹ The programme covers properties that belong to the city, adjacent to the properties of the housing communities, to which the housing community or co-owners of the premises of the community gained a legal title in the form of a lease or rent contract. The “Green Courtyards” Programme is a pro-social programme to a large extent, because an important element of the programme is the approval and activation of the community living in the degraded areas. The city co-participates, through financial support, in designing and revitalizing degraded common spaces, covering activities such as developing green areas, repairing pavements or purchasing and assembling garden architecture elements. The co-financing by the public entity to the investments submitted for performance may not exceed 75% of the value specified in the cost estimate of the project, however not higher than PLN 35,000 gross.

Apart from financial support, the city council also assists in the correct preparation of applications and cost estimates of the investments becoming part of the framework of the “Green Courtyards” Programme.

Source: http://www.uml.lodz.pl/miasto/zielone_podworka/

Example 5: “Shop Window” Project in Łódź

- **Subject groups:** E
- **Instruments:**
 - **Non-financial: dialogue, working out a common vision, planning and implementing common activities**
 - **Financial: specialist advisory, budget of the city, own contribution by tenants of commercial premises**

The “Shop Window” Project – concluded as of 8 August 2013 – goal: aesthetisation of the public space in Piotrkowska Street. The project was organized by the City Monument Conservator and the City Council of Łódź. The second modified edition was completed as of 30 November 2015. The competition was conducted by the Foundation “Bęc Zmiana”, the National Centre of Culture and the City of Łódź under the project “Gallery Office 2015”.

The key goal of the project was to aesthetise the public space in the areas subject to revitalization. Under the first edition, the City Council made it possible to the tenants of commercial premises to use the services of one of the architectural bureaus in Łódź so that they could prepare a professional design of the shop window. The service was available to all businessmen that submitted a written statement, while the performance of the project covered ten shops selected by the City Council.

The second modified edition of the project included a design of the shop window. Designs of the shop window shall:

¹¹ Annex to Regulation No. 1728/VI/12 of the Mayor of the City of Łódź of 25 January 2012 on the approval of the “Green Courtyards” Programme as amended by Regulations No. 3816/VI/13 of 20 February 2013 and No. 5702/VI/14 of 4 February 2014.

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- firstly, be decorative,
- secondly, refer to the assortment and the character of the particular place,
- thirdly, generate interest and attract customers,
- fourthly, be a mark of the shops and restaurants and the city centre.

The best projects were awarded cash prizes. As in the first edition, everybody could submit a project.

The assumption of the “Shop Window” Project was to implement one of the assumptions of revitalization programmes, i.e. it was to stimulate and make the public space more attractive. The activity was to design not only the aesthetic order of the city. It shall be kept in mind that

the aesthetic display of shop windows, the interesting and intriguing design, has been a priority of the shops operating shopping galleries for a long time, and this should also become important for the owners of small shops located along the main streets of the cities. A professionally designed shop window has a better influence on the customers by drawing their attention and generating a profit in this way. That is also very important for the city, as it stimulates the areas subject to revitalization, often by restoring their original functions.

Source: <http://www.uml.lodz.pl/miasto/aktualnosci/?news=29510>



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Example 6: Ruska 46 – a new space for culture in Wrocław

- **Subject groups:** C N E
- **Instruments:**
 - **Non-financial: access to information, consultations, dialogue, working out a common vision, planning and implementing common activities**
 - **Financial: budget of the city, financial resources of the ministry**

The aim of the project was to create a space for various artistic activities where authors, artists, non-governmental organization, cultural institutions, etc., could find a place for themselves – a place open to all residents of the city. The unique space for culture is formed by a complex of post-industrial buildings from the beginning of the 20th century, in the very centre of Wrocław.

It was not a long time ago when Ruska 46 was an enclave of artistic activities, different groups and bottom-up initiatives, with a neglected, dark courtyard full of vehicles and buildings in a poor technical condition. The role of the landlord of the place was taken over by the company Wrocławska Rewitalizacja by co-participating both in planning the repairs and elaborating the concept of the functioning of the complex of buildings. The path of an arbitrary development of the place was abandoned, it was decided not to specify its functions and perform repairs in such a way that would force local artists, craftsmen and other institutions to leave the buildings for a specific time. On the contrary, their users were invited to actively create the concept of the functioning of the space of culture, propose solutions and report their needs – in short, to create the atmosphere and character of the place.

After a number of years, the project was undertaken, and there is a reception of the courtyard Ruska 46 in the building complex – an exhibition and information point to inquire about events and artists or entities operating in there; the place becomes a centre of the city, bustling with life and artistic ferment to a larger and larger extent. The main result of the project is also the Gallery of Neon Lights run by the Neon Side Foundation. Collected and diligently renewed, being a witness of the past 50 years, illuminated signs found their place on the facades of the buildings while creating a unique gallery bringing back memories from the 1960s and 1970s as well as creating a splendid illumination of the courtyard.

The engagement of public and private stakeholders, various sources of financing, common elaboration of an interesting concept of the functioning of the place, ensuring steady coordination of the activities brought a visible and permanent effect even if the performance of the project has not been completed yet.



Photo: WR Sp. z o.o.

CONCLUSIONS FROM THE WORKSHOPS



Photo: Thomas Arns



Photo: Thomas Arns

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Example 7: Skate Park and Skate Hall in Fredrikstad

- **Subject groups:** C
- **Instruments:**
 - **Non-financial:** consultations, dialogue, working out a common vision, planning and implementing common activities
 - **Financial:** budget of the city

The use of public space and all the possibilities parks, parking garages, staircases and others have always attracted youth on skateboards. Until 1979 it was a ban on skateboards in Norway, but after it was lifted, the interest has increased every year.

We have skaters today from 5 years and up and from all walks of life, even if the majority of the group is still boys aged 20–25 years who want the freedom, independence and challenges. For many years they years they skated on City Hall Steps in Fredrikstad, in car parks, squares and parks. This was for many people's enjoyment, but also to many people irritation. Because of this and because of great dedication from skaters themselves, the municipality started a project in 2013. With funding from the EU, we wanted the youngsters themselves to get involved in the design of an indoor skating hall. 30 youths aged 13 to 30 were gathered on a Saturday and worked in groups a whole day. The results of those group projects delivered three different proposals that were posted on the web and everyone could vote on what they thought should be built.

Today skating is one of the most popular after school activities in Fredrikstad with up to 50 visitors each day. Skaters built the hall by hand and they have specific opinions and also participate in the management of the club. Today they are working on a project to build a mini course for children down to 2–5 years.

It was politically decided that there should also be constructed Skate Park outdoors. For many years the municipality had tried to find one place where such a park could be. It had to be taken into account noise, area, close to the center and near public transit possibilities. It was decided that a parking lot between a highway entrance, a cemetery, and a train line, did meet all these requirements. In planning this park, skaters were invited, together with the architect. The architect is even a very competent skater and the result is today one very popular place with kids of all ages and parents from March to October.

Example 8: Repair of the plate of the Market Square in Przasznysz as an incentive to renovation activities

- **Subject groups:** C (owners of the properties)
- **Instruments:**
 - **Non-financial:** access to information, consultations, dialogue, working out a common vision, planning and implementing common activities
 - **Financial:** budget of the city, own resources of the owners of the properties in the Market Square, thermal upgrade premiums

One of the most significant revitalization activities in Przasznysz was the renewal of the historic town hall and the plate of the Market Square it is located in, which contributed to the increase in the attractiveness of the part of the city for private investments. The roof and internal installations were exchanged in the town hall, the elevation was repaired, the ceilings, plasters and the staircase tower were renovated. Additionally, the layout of the rooms was changed and a multimedia museum hosting an attractive exhibition was opened. The renovation of the Market Square covered the infrastructure, the exchange of the surface and lighting, the development of the green areas as well as the construction of a fountain.

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The renovation of the Market Square, which was performed by the City Council, stirred up controversy in the city at the beginning. The owners of the properties adjacent to the plate of the Market Square feared the loss of income from trade due to prolonged difficulties in traffic. The city authorities constantly informed the owners about planned activities and occurring delays. They also presented the performed repair activities as a chance to synchronize the repair works in the buildings and on the plate of the Market Square. Despite of the lack of financial incentives, the impetus in the form of an urban investment brought expected results. The owners of the tenement buildings along the Market Square performed repairs in the buildings while minimizing the difficulties for those using the space of the Market Square. It just took a number of years to enhance the image of the frontage, financed from private resources. During the revitalization works in the Market Square in Przasnysz (in the years 2010–2012), 15 tenement buildings of physical persons and housing communities were renewed, rebuilt or extended. Own resources and thermal upgrade premiums were used.

Example 9: Repairs at the request of the tenant of the municipal resources in the City Municipality of Hrubieszów

- **Subject groups:** **C (tenants)**
- **Instruments:**
 - **Non-financial: access to information, consultations, dialogue, working out a common vision, planning and implementing common activities**
 - **Financial: budget of the city (repair materials), own resources of the tenants of municipal premises**

The City Municipality of Hrubieszów introduced an innovative solution combining elements of a local initiative and support to the repairs of municipal premises in cooperation with the residents. The repair works are performed in accordance with the plan of repairs for a particular year, as specified in Resolution No. XVII/120/2015 of the City Committee of Hrubieszów of 27 November 2015 on the Multi-Year Development Programme of Housing Resources of the City Municipality of Hrubieszów for the years 2015–2020¹². However, the way the repair activities are performed is innovative – necessary tools to perform the repairs are provided by the municipality with the works being performed by the very tenants of the municipal premises under the supervision of the municipality.

The procedure for qualifying repair works to get support under the model assumes that the tenant submits an application for building materials to perform the repairs on its own together with a timely justification, as specified in Chapter 2 of the Rules and Regulations for performing repair works in the municipal resources in the ownership of the City Municipality of Hrubieszów¹³. A 5-person committee is responsible for conducting reviews and qualifying the scope of works to repair and accept the completed works¹⁴.

There are two preconditions to consider the application:

- there shall be no indebtedness in case of the rented premises before submitting the application, excluding situations that pose a threat to the safety of people and the property (a poor condition of the electrical installation, the leakiness of smoke installation, the poor technical state of kitchen and oven stoves, damages to the construction elements of walls and ceilings);

¹² <https://umhrubieszow.bip.lubelskie.pl/upload/pliki//120.pdf>

¹³ Annex to the Regulation No. 216/2016 of the Mayor of the City of Hrubieszów of 8 March 2016

¹⁴ <https://umhrubieszow.bip.lubelskie.pl/upload/pliki//217.pdf>



Photo: Thomas Arns

CONCLUSIONS FROM THE WORKSHOPS

- there shall be neither repairs performed by the City Municipality of Hrubieszów in the premises of the tenant nor any materials purchased for the tenant within the last five years as a minimum before submitting the application with regard to the same element or equipment, excluding damages or failures.

The conditions are not only to encourage to pay rental fees when the application is submitted, but also to maintain their regularity by spreading the possibility to renovate the whole premises over time. The permanence of the performed works is also ensured, as there is no possibility to repair the same premises again, and the applications of the tenants, which do not care about the renovated premises, are not taken into consideration in the following years.

Applications which fulfil the preconditions are submitted to the commission for consideration, while the tenant is informed in writing about the expected date of the review and committee assessment of the technical state of the requested repair works in order to verify whether the repair is justified. The examination is performed by the committee at a date agreed with the tenant with the protocol about the factual state of the requested repair works in the premises being drawn up, on the basis of which the decision is made whether to perform the repair in the premises or not. The protocol of examination or qualification is signed by the committee members and the tenant. The prepared protocol is approved by the Mayor of the City. Applications are considered in the order they are received as long as there are financial resources dedicated to that during the calendar year; the repair works from the assigned materials will be performed by the tenant or other authorized persons at the expense of the tenant. The City Municipality of Hrubieszów delivers necessary materials to perform the above mentioned works, which is confirmed by the tenant by signing the material acceptance docu-

ment. Upon the completion of the works, it is necessary to inform the Department for Municipal Property Management and Environmental Protection, after which the committee acceptance of the works is performed in terms of the correct quality and the quantity of the built material.

It is worth recommending the described solution to other municipalities that grapple with insufficient resources to perform repair works independently as they are obliged to do so under Art. 6a and 6b of the Act of 21 June 2001 on the protection of the rights of the tenants, municipal housing resources and on the amendment of the Civil Code. Not only does the adopted mechanism decrease repair costs, but is of great social significance through engaging the tenants of municipal premises in taking care about their premises.

The Municipality of the City of Hrubieszów specified upfront when support might not be granted in such a form, i.e. in case the tenant:

- falls in delay with paying rental and additional fees,
- has entered into an arrangement for paying the outstanding fees in instalments and does not follow its terms and conditions,
- has caused devastation or has caused damage to a technical element of a flat through the negligence of its obligations,
- has gained a flat in case of which the signature of the rent contract was dependent on the completion of the repair on its own and at its own expense,
- possesses a flat in a building to be dismantled (except for securing repairs),
- possesses a social flat and intends to enhance the standard of the flat as a result of the repair contrary to its purpose,
- has submitted an application for repurchasing the flat.

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The conditions secure the interests of the municipality as well as specify clear principles of support to the tenants. The mechanism is attractive, rental arrears are therefore falling with the tenants benefiting from the possibility to gradually renovate the whole flat. An additional result is also to establish neighbourhood contacts and share information about local handymen who were able to return to the labour market in an informal way at the beginning and finally through the foundation of a social cooperative.

Example 10: Incentives to undertake repairs of buildings in the historic centre of the city of Rybnik

- **Subject groups:** **C** (owners)
- **Instruments:**
 - **Non-financial: access to information, consultations, dialogue, working out a common vision, planning and implementing common activities**
 - **Financial: tax exemptions**

By Resolution No. 516/XXXVIII/2009 of the City Council of Rybnik of 18 March 2009, the City Council of Rybnik introduced¹⁵ the exemption from real estate tax for buildings built before 1945, located along the street frontage within the historical urban layout where the facade was to be renovated. The exemption covered the amount of the costs incurred by the tax payer, however not longer than over ten years.

The repair meant the renovation of the whole elevation of the building and the roof, which are elements of the street frontages, including: cleaning up the elevation, exchanging plasters, painting, conservation of architectural details and

repairing the visible cover of the roof. Such a definition of the repair made it impossible to submit only partial repairs (only the repair of the elevation or of the roof) to the exemption. The possibility to apply for the exemption was limited in time. In accordance with the above mentioned Resolution, the owners of the properties who have started their repairs not later than 31 December 2010 were eligible to apply for the exemption. In the following year, the period was extended to 30 June 2011 by amending Resolution no. 809/LVII/2010 of 10 November 2010¹⁶ and was not extended again.

The exemption may cover the amount of the costs incurred by the tax payer, however not longer than over ten years, and is *de minimis* aid, which means that the amount of the tax exemption may be lower in particular cases when the limit of aid has been exceeded. If the ownership of the property is transferred within ten years, the exemption applies until the month when the act is done.

Eligible costs that fall under the real estate tax exemption were costs incurred by the tax payer for the repair, i.e. material and building costs or costs for conservation services. The following documents should be attached to the application for granting the permit:

- a document confirming the actual state of the elevation to be repaired (e.g. photographic documentation),
- copies of the received permits, arrangements or reports, in accordance with the provision of the Construction Law and the provision of the local space development plan.

In order to make the settlement after the repair, the tax payer shall submit a complete schedule of the incurred costs

¹⁵ <http://bip.um.rybnik.eu/Default.aspx?Page=155>

¹⁶ <http://bip.um.rybnik.eu/Default.aspx?Page=247&Id=3431> The annex to the Resolution specifies the template application for the exemption.

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together with copies of documents and originals available for inspection (bills, invoices and documents proving that the tax payer has incurred costs for the repair), information about the date of completion of the repair and the document proving the appearance of the elevation after the repair. Due to the fact that the above mentioned exemption was covered by the *de minimis* aid principles, tax payers conducting an economic activity were obliged to submit additional documents.

Example 11: Loans for repairs of tenement buildings in Bydgoszcz and thermal modernization projects in Stargard Szczeciński

- **Subject groups:** **C** (owners)
- **Instruments:**
 - **Non-financial: access to information, consultations, dialogue, working out a common vision, planning and implementing common activities**
 - **Financial: no-interest loans**

The City Council of Bydgoszcz supports the revitalization of municipal tenements under the self-governmental loan programme. Over 50 buildings have been renovated since 1998, including historic tenement buildings in the centre of Bydgoszcz. In 2011, the City Council allocated PLN 600,000 to this project.

The loans are dedicated to physical persons being the owners of housing buildings in which there was at least one tenant paying the regulated rent until 9 July 2001; the loans may be granted up to the equivalent of 60% of the estimated costs of the repair and may not exceed PLN 75,000.00. The loan is a no-interest loan, but a handling

fee amounting to 1% of the nominal value of the loan is collected. The repayment period of the loan is six years, unless the borrower applies for a shorter repayment period. Instalments are paid from 1 January of the following calendar year after the payment of the loan which is secured by a mortgage on the property of the borrower.

In Stargard Szczeciński, the loan programme operates according to Resolution No. 255/2010 of the Mayor of the City of Stargard Szczeciński of 16 June 2010 on the principles and conditions for granting loans from the budget of the city for repair and thermal modernization projects undertaken by housing communities¹⁷.

There are two different variants of paying out the loans:

- in the total amount upon the completion of the works, as confirmed by the final acceptance protocol, or
- in instalments with the last instalment being payable upon the completion of the works, as confirmed by the final acceptance protocol.

Loans support housing communities in which the municipality has its stock. The maximum amount is equivalent to 50% of the project, and from 2012, it has been possible to provide support to more complex projects that are to be performed during a period of over a year. The interest rate does not exceed 2% per annum, while due interests on the granted loan are deducted from the amount of the loan at the moment it is activated. Capital instalments are paid on a monthly basis over the maximum repayment period of 96 months.

Source: materials of the project “Model revitalization of cities” (A. Muzioł-Węclawowicz).

¹⁷ <http://bip.um.stargard.pl/zarzadzenia/2012/2012-12-05/zp2012-479.pdf>

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Example 12: Supporting the activation of the local community – a guarantee for the social cooperative in Byczyn

- **Subject groups:** C
- **Instruments:**
 - **Non-financial: consultations, dialogue, working out a common vision, promoting local leaders, planning and implementing common activities**
 - **Financial: donations, grant**

In 2004, the Social Integration Centre (CISPOL) was founded as an ancillary company of the City Council of Byczyn. During following stages of the professional activation, the most active participants of the project run by the Social Integration Centre were encouraged to found a social cooperative. In 2005, they managed to receive a guarantee of the City Council in cooperation with the mayor for all members of the founding group of the Services and Trade and Production Cooperative in Byczyn so that they could receive co-financing from the Labour Fund in Kluczbork. The subsidy amounted to PLN 115,000 and was allocated to machines, repair and building equipment. A grant (PLN 15,000) was gained from the Regional Fund of Social Economy.

The cooperative quickly turned out to be an active and appreciated contractor on the local market, while in 2007 it joined the project “Work places around the town” in cooperation with the city. The assumption of the project was that while building a new building for the city to host medieval fairs two times a year, it would be possible to train additional unemployed persons and former farmers so that they could gain a new profession. The building was so large (a hotel, tavern, armoury, smithy

after the medieval one, auditorium, and a gallery for 600 persons) that it was possible to estimate a large number of work and training spaces.

In the following years,¹⁸ the activity of the cooperative made it a leader of the social activation not only on a local basis, but also in neighbouring municipalities, which reflected in two sub-local projects: “Social Entrepreneurship Incubator” and “From Social Integration Centre to social cooperative”, as well as one regional project: “Social Economy Incubator of Byczyn” to support the development of the social economy within the whole voivodship of Opole.

Source: own study on the basis of Jadach-Sepiolo A., 2014, Budżetowe i pozabudżetowe mechanizmy pobudzania aktywności ekonomicznej i inwestycyjnej (Budgetary and non-budgetary mechanisms of stimulating the economic and investment activity), [w:] Bryx M. (edit.), Europejskie Standardy w kształceniu zawodowym w obszarze rewitalizacji miast (European standards in vocational education in the field of urban revitalization), SGH, Warsaw, p. 48.

STEP 4. CO-DECIDING

Example 1: Playground for children in Trosvik Torv Fredrikstad

- **Subject groups:** C
- **Instruments:**
 - **Non-financial: access to information, consultations, dialogue, working out a common vision,**

¹⁸ <http://www.spoldzielnia.byczyna.pl/>

CONCLUSIONS FROM THE WORKSHOPS

planning and co-deciding, implementing activities

– Financial: budget of the city

The municipality of Fredrikstad, with approx. 80,000 residents, possesses areas where the index of living standards is highly differentiated. The values of the index became a challenge in case of some areas – politicians decided to undertake actions to improve the current situation. One of these areas is Trosvik Torv, with buildings for rent inhabited mainly by multicultural, large families earning an average income, which require more attention. The area has two centres providing services for elderly people, industrial buildings and is limited by two main roads.

Taking into account the above mentioned challenges, it was decided to revitalize an old playground. The total cost of the activity was estimated at the level of 1 million Norwegian crowns (approx. EUR 100,000). The activity was started by a working group appointed on the basis of technical, sustainable development and information departments of the municipality.

In November 2014, a circus tent was erected without previously informing local residents and other groups about its purpose in order to stimulate public interest. The tent was placed exactly in the centre of the old playground. It was primarily dedicated to children up to ten and seniors aged 60 or more and was also a meeting place for all residents of the mentioned area. Kindergartens, parents and children of two primary schools, local social groups and centres providing services to the elderly were invited to workshops and a meeting during which a brainstorming session was conducted in order to set goals for the new playground. After meetings with the above mentioned groups and the assessment of potential projects, three concepts were elaborated that were afterwards published on the building of the municipality council. All citizens could cast their vote for the proposal they preferred. All persons aged five and more were eligible to vote. One of the concepts won with 60% of cast votes in favour. The playground was officially opened by the Mayor of Fredrikstad on 27 June 2015.

CONCLUSIONS FROM THE WORKSHOPS



Photo: Bartłomiej Świerczewski

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Example 2: Hill of extreme sports in Wrocław

- **Subject groups:** C
- **Instruments:**
 - **Non-financial: access to information, consultations, dialogue, working out a common vision, planning and co-deciding, implementing activities**
 - **Financial: participatory budget**

The Wrocław Participatory Budget (WPB) has been established in Wrocław in 2013. During the first year of the instrument in Wrocław, Parkour Park was one of the projects to be performed. It was constructed on an artificially formed hill close to the city centre, a memento of the post-war damage to the city. The only water park in Wrocław is located next to it now. Housing blocks and one park complex are located around the hill, however without major development.

Parkour was constructed in 2014. One year later, another project was implemented on the hill under the WPB. This time, it was a pump track.

The hill thus becomes a place of unusual/extreme sports. The topic becomes all the more interesting since the residents would like to create graffiti walls on the hill under the 2016 edition of the WPB. The foundation of the Parkour Park made it possible that the facility would be used not only by teenagers from local blocks of flats, but also parkour clubs from outside of Wrocław.

The WPB is a chance for the residents to decide on smaller investments in the areas they live, work, spend their leisure time in. However, they may also try to strategically view its housing estate and gradually change it towards a specific direction that is important for them. Therefore, Wrocław supplements the process of the participatory budget with

a large number of other activities activating and stimulating discussions about the public space.

The WPB projects are dominated by the broadly understood green areas, leisure, sporting and resting activities, with infrastructure projects of cycling routes, parking spaces, lightning, facilitations for passers-by, pavements and street taking the second place. In comparison with other projects of this type in Poland, the WPB projects are distinguished by:

1. a very detailed system of negotiations with the residents during the consultation phase. Apart from that, they submit their own projects and it is possible to discuss them virtually, after the official verification phase; consultation meetings are organized every 1.5 months in order to discuss each project with the residents in terms of the most important elements in the particular field. Each project may be then corrected, modified, merged/divided. Upon the selection of the project to be performed, the discussion is continued, but until the preparation of the documentation, the discussions are conducted directly with the project leader (author of the project).
2. in the IT dimension, the verification of the projects takes place on the basis of internal IT tools allowing to verify them online, in real time, with all the actors having an insight. The WPB project is performed as Open Data, which is reflected inter alia by such statistics as <https://www.wroclaw.pl/budzet-obywatelski-wroclaw/statystyki-glosowania-wbo-2015> that refer to the WPB in general and each project under the WPB separately.
3. in the management dimension, the whole WPB is performed according to the project management rules. This means that at the stage of performance, we centrally manage the whole portfolio of projects by using

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electronic systems and coordinating works of all municipal units that are responsible for the performance of the projects.

Example 3: Mysłowice – participatory revitalization programme

- **Subject groups:** C N E
- **Instruments:**
 - **Non-financial: access to information, consultations, dialogue, working out a common vision, planning and co-deciding, implementing activities**
 - **Financial: budget of the city, grants from various sources**

The area of support for social revitalization was selected by a planning team appointed under the project “Activated – civil education of non-governmental organizations in the activities for social revitalization” (Swiss funds). The team brought together representatives of non-governmental organizations as well as councils of housing estates, local self-governmental units and business and non-attached residents. The proposed delimitation of the degraded areas was presented to the authorities of the

city and included into the works on the actualization of the Urban Programme of Social Revitalization for the City of Mysłowice. The total area of revitalization amounts to 368 ha (5.57% of the city's surface), including: 189 ha post-industrial areas, 63.4 ha problem areas for the urban revitalization. The number of residents amounts to 8,845, i.e. 12.3% of the city's population. The planning team was engaged in further works on the revitalization programme. Proposed projects were collected that were performed by the non-governmental organizations from the area of revitalization from the grants gained every year as well as only ideas of new projects. The local authorities received all projects with a specification, which projects may be supported by the city and to what extent. The support may take various forms – ranging from the promotion of performed activities, making available a facility with a potential support to the repair, to the repair of the sports infrastructure. The projects were included into the revitalization programme while the necessary support was guaranteed to the key projects. Simultaneously, during the works on the programme, a complex system of tenders, incentives and loans was established for all those interested in participating in the improvement of the situation in the field of revitalization.

CONCLUSIONS FROM THE WORKSHOPS

2011

- Establishing a centre of support for non-governmental organizations
- Establishing a portal for non-governmental organizations: www.cismyslowice.pl

2012

- “Disenchanted Courtyards”
- Standardizing procedures for granting and settling subsidies for non-governmental organizations
- Establishing a post for the cooperation with organizations within the structure of the City Council of Mysłowice

2013

- Establishing the Social Revitalization Programme of the City of Mysłowice and submitting the programme by non-governmental organizations to the authorities of the city
- Networking the cooperation between local institutions and establishing a planning team that inter alia performed the delimitation of the degraded areas
- “Disenchanted Courtyards” – 2nd edition
- Civic education of non-governmental organizations in the activities for the revitalization of the degraded areas

Schedule of activities contributing to the actualization of the revitalization programme with the participation of local communities

Source: E. Helizanowicz-Oleksy, A. Kocur, *Analiza i ocena projektów rewitalizacyjnych dla miasta Mysłowice (Analysis and assessment of revitalization projects for the city of Mysłowice)*, SGH

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2014

- Establishing a team for local cooperation and working out the model of cooperation and implementing ten procedures and tools of cross-sectoral cooperation
- "Disenchanted Courtyards" – 3rd edition
- Model consultations on the assumptions of the civic budget
- Model consultations on the revitalization programme for 14 housing estates
- Establishing an Internet platform for consultations with residents and non-governmental organizations
- Establishing a team for consultations with the public and working out and implementing procedures of participation in the City Council of Mysłowice

2015

- Implementing the loan mechanism for non-governmental organizations
- Non-governmental organizations submitted an application for creating the Committee for Public Benefit Activities
- "Disenchanted Courtyards" – 4th edition
- Announcing the tender for projects in social revitalization and social integration
- Adopting a resolution of intent of the Mayor of the City on starting the preparation to the Civic Budget
- Initiating the local initiative procedure and educational action
- Including the employer responsible for the cooperation with organizations to the Urban Development Department into the works on the revitalization programme
- Transforming committees of housing estates into districts



From participation to financing. Tools to perform effective revitalization projects

In accordance with the assumptions of the National Urban Policy, the first source of financing revitalization interventions for purposes in the public interest shall be the city's budget. However, budgetary resources are limited, the local self-government shall therefore strive to engage private stakeholders in financing revitalization activities. The starting point is to initiate a dialogue with the interim one being:

- advisory and information services for interested bodies,
- the cooperation with investors irrespective of their economic power,
- the increased flexibility of internal procedures and the effectiveness of handling the investment process.

An element of support is, for example, to appoint an investment advisor that holds regular office hours in the city council in order to assist housing communities, owners of properties and small entrepreneurs while searching for a source of financing for a repair project. The possibility to use this support is dependent on the impact of the project. The very repair shall not be eligible, but the adviser may instruct how to redesign the project in order to include

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activities related to the environmental protection or the employment of citizens living in the area of revitalization.

The local authorities shall gradually introduce instruments to decrease the burden on the budget and to support the investments carried out by the bodies performing their own revitalization projects. Incentive mechanisms, either non-financial or financial, turn out to be effective in Poland. Competitions are the most popular (e.g. the competition for window flowers in Dzierżoniów, the competition for a shop window in Bydgoszcz and Łódź), under which non-cash and small financial prizes are to support the undertaken activities. There are also more and more competitions for micro-grants for non-governmental organizations, informal groups and residents for activities in courtyards. The amounts allocated to the projects are usually small, own resources of the project sponsors are therefore necessary. A part of the project could be performed even without budgetary resources, but some of them need an impetus, recognition and encouragement to common activities.

Instruments supporting activities by non-public stakeholders have been tested in Polish cities on a small scale so far. As revitalization was a consequence of the necessity to react to renovation needs, the instruments were mostly dedicated to the owners of properties, housing communities and cooperatives, i.e. the owners of housing property resources. A range of instruments was established:

- donations with a required own contribution under the small improvement programme,
- reliefs and exemptions from real estate tax,
- no-interest or preferential-interest loans.

Examples of the instruments of the last two groups were described in chapter 4.2; however, it is worth paying attention to the donation, as the Act on the revitalization allows for new possibilities to support private stakeholders in

the use of this instrument. They have been implemented through direct budgetary or separate funds so far. It is worth pointing out the example of Bielsko-Biała, where the Revitalization Fund was created to support mainly repairs of historic buildings, finance social assistance to persons resettled to substitute accommodation as well as reimburse a part of repair costs incurred by private investors..

The so-called "Small improvement programmes" were an interesting solution. In the 1990s, several cities (inter alia Szczecin, Wałbrzych, Dzierżoniów and Recz) started to use them with regard to tenants of municipal premises and, in some cases, to private owners. The programmes included donations for small repair and renovation investments (e.g. the exchange of heating systems, sanitary equipment and kitchens). The last programme of this kind was approved in Karpacz. In Białystok, residents of the Bojary district solicited its start; however, before it was possible to persuade the municipal authorities to that initiative, the Voivodship Administrative Court in Wrocław had issued a judgement rejecting a complaint of the municipality against the resolution of the Regional Chamber of Audit annulling the resolution accepting donations from the budget for co-financing tasks performed by the housing communities. The judgment of the Voivodship Administrative Court in Wrocław was upheld by the Supreme Administrative Court (ref. no. II GSK 411/08). It turned out that the allocation of public resources to the repairs of selected flats without an appropriate statutory provision was a problem. Nowadays, the programmes may come back, because the Act on the revitalization allows for co-financing repairs in private properties in special revitalization zones (SRZ) if the repaired facilities serve for the achievement of the objectives specified in the revitalization programmes. They may be also used for historic buildings, including buildings outside of special revitalization zones, as illustrated by long-term experiences of Sopot

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(<http://www.miasto.sopot.pl/multimedia/file/1d7167727c162bb9a03a976ef1450ae6f12489902b2ad66f223278a5760c65b0.pdf>).

Cities also use ownership instruments arising out of the possibility to support revitalization activities through the direct use of available housing resources. Their scope is reflected by the range of instruments specified in the Integrated Revitalization Programme of Warsaw until the year 2022 (http://europa.um.warszawa.pl/sites/europa.um.warszawa.pl/files/zpr_maly_rozmiar15.06.2015.pdf), e.g.:

- tenders for projects engaging financial resources and/or labour by the residents of the area of revitalization by using the mechanism of the local initiative and the creation of playgrounds, recreational and sports equipment, small architecture elements and green areas;
- the activation of the unemployed by involving them in intervention works in the housing resources of the municipality,
- the support to the repairs of rented commercial premises through, for example, rental holidays.

One of the methods to involve non-governmental organizations into revitalization through the use of ownership instruments is directional rent. However, the experiences from the revitalization of Fort II in Poznań demonstrate that a long-term and stable contract is a precondition to be successful in this case. The fort was rented by the association “The Better World”, that intended to perform a complex repair of the building without engaging public resources. While searching for financial resources for social and cultural activities, repair works were, however, being performed, which completely changed the space. Rubbish was removed, the interior was cleaned up and whitened, doors were assembled and the ventilation was cleared; in addition, the area around the building was gradually being

developed. The works were performed by the employees of the association and volunteers. Two experiments were also performed – one environmental experiment (goats were introduced to the fort while promoting the ecological production of food) and one social experiment (related to the activation and involvement of the homeless into repair and supervision works). Both projects were difficult and exhausting, while the works brought together several tens of people and materials and tools, scaffoldings, transport services, the removal of rubbish and food for volunteers were provided free of charge. It was possible to build a power training gym, because the association directed the activation and precautionary project to the youth living in the neighbourhood housing estates. Unfortunately, despite of the action and the engagement of many people, it was not possible to gain external resources, and the association therefore had to abandon the rent and find other tenants – a music studio and a critical arts studio.

As far as the possible methods to engage private stakeholders in financing revitalization activities are concerned, the National Urban Policy explicitly indicates that the revitalization of central areas of the cities creates conditions to gain benefits from commercial investments that shall be structured under the PPP formula. Thereby, the document emphasizes the role and significance of the PPP formula as a method to perform revitalization activities in the centres of the cities. Furthermore, it is pointed out that the remuneration of the investor for its contribution to a public investment may take the form of the right to use specific allowances and benefits (an attractive location, the combination with large flows of people, a location in the “renovated centre”, etc.). For example, specific mechanisms of incentives are identified that may be used under the PPP formula/method. In Poland, there are currently only a few PPP revitalization projects. Due to a high level of complexity, it is worth pointing out the one in So-

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pot (<http://dworzec.sopot.gmina.pl/>). The project engages not only the city and the private investor, but also the railway company PKP S.A., which sold two pieces of land to the self-government and exchanged six pieces of land for a new railway station in Sopot with the city to be built by the private partner. Sopot had concluded a PPP contract with. Under this contract, the private partner constructed a hotel, commercial facilities and parking spaces as well as rebuilt the street structure with a roundabout and green areas and built a small railway station. To complete the project, the roads and green areas will be transferred to the city of Sopot and the railway station to the company PKP S.A. This is an example of a project that demonstrates that the cooperation of public and private stakeholders in revitalization may both bring benefits to the local community and economic profits.

Apart from urban resources, other sources of financing allowing for the engagement of private stakeholders may be used to fund a variety of revitalization projects. Low interest loans are a good solution that are tested in Poland under the JESSICA initiative. It is worth pointing out that different bodies may be recipients of the support, ranging from associations which are able to achieve their statutory goals through the preferential loans (e.g. TPD in Helenów near Warsaw extended its premises for educational and vocational training institutions for children with disabilities) to enterprises (e.g. repairs of manufacturing facilities in Płock to economically activate the area of revitalization).

It shall not be forgotten that the financial situation and the organizational and financial capabilities of the very unit of the self-government are a precondition of effective financial incentives for private stakeholders to be provided by the local self-governments. The creation of incentive mechanisms to engage the local self-governments in revitalization processes may thus turn out to be equally important as the incentive mechanisms for private stakeholders. Instruments offered by, for example, the Bank Gospodarstwa Krajowego, commercial banks as well as other bodies operating on the market of financial services may turn out to be useful in this respect.

In the context of the activities undertaken by the local self-government, it seems also to be interesting that the self-government strives to increase the tax basis through the increase of the number of potential tax payers in a particular unit, in particular through incentive mechanisms offered in the areas subject to revitalization. However, the use of the process is complex, and it shall be concluded that it is rather an effect of the correct use of different incentive mechanisms, including the above mentioned ones. It is also controversial in the context of the potential competition which occurs between units of the self-government, which are often territorially neighbouring units, and may make it necessary to coordinate the spatial and migration policy on different levels.

Examples of environmental micro-activities in the areas under revitalization

Chapter “About the significance of nature in the city and their mutual relations” (p. 18) discusses the importance of green areas in the city. This chapter presents concrete activities that have an impact on the improvement of the quality of the urban environment (biodiversity, water management and waste management) with the engagement of private stakeholders, i.e.:

- pocket gardens,
- green roofs and green elevations,
- living containers of micro-retention on balconies, and
- composters.

If we have significant funds available, we can afford splendid layouts such as living walls, but while disposing of limited funds, it is possible to clean up existing areas, greened by means of spontaneous succession, i.e. the spontaneous occurrence of plants in a particular area. Green roofs are a fantastic idea, increasing biodiversity, reducing the “heat island” effect and facilitating the anti-flood management; however, if the funds are limited, it is always possible to start with the so-called “pocket park” in an empty piece of land functioning as a “parking space of the poor”. A large

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volume of costs related to the development of green areas in the city (e.g. related to mowing lawns, caring about flower beds) may be reduced by conducting a less restrictive policy of managing green areas, by replacing exotic and care-intensive plants with less care-intensive domestic plants, by replacing lawns requiring frequent mowing with flower meadows or by creating gardens with perennials, i.e. bushes and trees, in parks and squares. It is worth using the existing infrastructure as much as possible instead of creating new park complexes from scratch. It is also worth following the examples of some cities in Western Europe, e.g. Berlin, which manage green areas in the city in a very conscious way. Green refuges are created in city parks where grass is not mowed and leaves are not raked up. Withered branches and boughs are used to build kerbs and barriers in order to provide shelter for invertebrates and small vertebrates. This makes it possible to reduce costs of maintaining the green areas and simultaneously creates better conditions for the development of nature in the city.

Solutions shall always be adapted to the place where they are planned and must address the residents' needs.

Green cities in Europe

Berlin

- [http://inhabitat.com/a-community-garden-blooms-at-berlins-abandoned-tempelhof-airport/;](http://inhabitat.com/a-community-garden-blooms-at-berlins-abandoned-tempelhof-airport/)
- [http://inspirowaninatura.pl/odlotowe-miejskie-ogrody/;](http://inspirowaninatura.pl/odlotowe-miejskie-ogrody/)
- <http://www.kaiu.pan.pl/images/stories/3.2012/K.Fol-janty.pol.pdf>

Hamburg

- <http://www.lifegate.com/people/news/hamburg-green-city-europe>

Copenhagen

- <http://www.institutobywatelski.pl/15375/komentarze/kopenhaga-jedno-z-najbardziej-zielonych-miast-na-swiecie>
- <http://rewitalizacje.blog.pl/2015/01/07/park-superkilen-jako-efekt-rewitalizacji-dzielnicy-norrebro-w-kopenhadze/>

Micro-activity 1: Pocket garden

- **Subject groups:** **C** **N** **I**

What is a pocket garden?

The pocket garden is an open green area that is available to the public, with a small surface, often established on field sides, including those of an irregular shape, squeezed in a dense city building or hidden in a courtyard between tenements. It is a place where one can relax, meet with acquaintances, organize a picnic, read books, play chess, where children or pets can play. The best option would be to establish such a pocket garden forever, but if the free space may be used only for a season or two, until the final investment has been performed, the space may be used to create a temporary pocket garden.

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How to create and finance the pocket garden?

The nature of a particular park or a pocket garden will depend on its duration – a mobile garden for one season is to be planned in a different way than a park located within a green area in the city. The nature of the place will be also determined by its purpose. Depending on the expectations of the local community or the concept of the originator, a temporary mobile vegetable garden may be created with other options as a place for leisure activities and resting in green areas, a permaculture garden or even a pen for dogs.

Apart from specifying the purpose, it is necessary to establish who has the right of ownership of a particular property and to receive a consent for establishing a park/pocket garden in there, as well as to sign a contract for temporary use of the particular area. There may be several options. The property may be allocated for the pocket garden by the very municipality or such a decision may be made by the housing community or the area may be made available by a developer for a temporary installation. While creating such a place, it is worth considering its availability for the residents and the safety requirements. It shall be taken into account that additional costs may result from closing the garden during night time, which may also limit the availability of the area. Therefore, the project should include proper lighting. The matters related to the watering will have an impact on its permanence and the condition of flowers, which shall also be taken into consideration in the selection of a terrain for the garden.

The foundation of the pocket garden may be one of the revitalization activities proposed by the city or a bottom-up initiative supported by the city. The type of the originator will have an impact on financing such a project. Shall the city be the originator of such an activity, the task of the city is to take care about the financial background of



Source: <http://drystonegarden.com/index.php/2011/12/the-california-native-vertical-garden/>

the project, e.g. from the budget of the city. In case of initiatives of, for example, a group of neighbours, the owner of a cafe or a cooperative, it may turn out to be necessary to gain financial resources for plants, watering and materials, e.g. pots, benches, tables, hammocks, etc. Micro-grants, the civic budget, re-granting or even crowd-funding (community financing) turn out to be useful in this case. The lack of financial resources may act as a discouragement, but it must not be an obstacle that cannot be overcome. Firstly, necessary tools to create the garden must not be expensive and new. Wooden pallets, old boxes, former juice barrels or bags for debris may be used for pots and beds. Garden furniture may be made of pallets. As far as plants are concerned, it is worth planting such a part/garden with melliferous plants, herbaceous plants attracting pollinators, e.g. lavender, oregano, white basil, etc. On the other hand, the lawn must not be only a lawn, it may be planted with an appropriate mixture of plants that create a flower meadow.

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It is important to rise to the challenges and not to be put off. Residents, informal neighbourhood groups, communities may achieve great things if they do cooperate.

How does the activity engage private stakeholders?

In case the project is performed by a municipality, private stakeholders may be engaged during social consultations on the planned revitalization activities in a particular area. Furthermore, the city does not have to perform tasks on its own, it could select an operator (NGO) that could perform the project in cooperation with the residents and other organizations. In case the local community is responsible for the performance of the project, it is worth dividing the tasks. One group may be responsible for sewing large pillows, hammocks, protection against sun, another group for the design of benches and tables while yet another group for preparing the planting beds. Such a project may engage not only residents, but also shopkeepers and entrepreneurs operating in the neighbourhood of this area, while each of them can contribute something to the project. Such a project must have a coordinator to assign

tasks, encourage, mobilize and discipline the team of people engaged in the performance of the project. This can be an employer of the NGO or a leader of the neighbourhood group, etc. The caring about the garden at the stage of its use shall not be forgotten as well. As long as the municipality is responsible for the performance of the project, it will also perform conservation, cleaning and gardening works. In case it is a bottom-up initiative, as in the creation of the garden, it is worth dividing tasks, namely individual planting pots and beds may have their own carers who are responsible for the assigned area. It is worth pointing out that such a place may also be used for cultural events, environmental workshops, mini-fairs, etc.

Where to get examples from?

Łódź

- a pocket playground financed from the civic budget <http://lodz.naszemiasto.pl/artukul/kieszonkowy-plac-zabaw-na-polesiu-zdjecia,3608134,artgal,t,id,tm.html>
- the city plans to create six pocket gardens in Stare Polesie, the first one was created in summer 2016. The project is performed by the Municipal Economy Department from the budget of the city
- http://www.uml.lodz.pl/rewitalizacja/projekty/zielone_polesie/
- In 2015, the “Blue” Foundation performed the project “Eco-squares” with a micro-support of PLN 5,000 from the Social Animation Programme from the European Regional Development Fund, under the Operational Programme “Technical Assistance 2007–2013” <https://www.facebook.com/zywiolowe.ekoskwerki/> <https://www.facebook.com/fundacja.blekitnia/>

Copenhagen

- <http://wsud-denmark.com/odinparken-a-pocket-park-in-copenhagen/about-the-idea/34780,2>
- <http://www.miljopunkt-amager.dk/sfs.php?fid=vzq>

CONCLUSIONS FROM THE WORKSHOPS

Micro-activity 2: Green roofs and green elevations, i.e. intercepting and storing water in the city

- Subject groups: **C N I**

What are green roofs?

“Green roofs” are roofs covered with vegetation, a roof covering made of appropriate aggregate/substrate covered with plant material (appropriately selected). The advantages of the technologies are broad and not limited only to the effects the green roofs may have on the micro-climate of the interior of the very building, but also positively impact the close neighbourhood.

Green roofs:

- serve as a reservoir of water,
- serve as a filter system,
- reduce the volume of rainwater drained to the rain drain system,
- are an effective mechanism of returning water to the environment,
- improve the thermal and acoustic isolation of the buildings,
- protect against electromagnetic radiation,
- protect against harmful impacts of atmospheric conditions on the roof while extending its economic useful life,
- affect the micro-climate around the building, as they eliminate the heat island effect,
- enhance local biodiversity, including the number of pollinators, birds (including predatory birds) and mammals, which is reflected in decreased numbers of pest species and mosquitos,
- are a place where it is possible to produce food in containers.

While planning to create a green roof, it is necessary to consult an expert on the tightness and load of the roof.

Green roofs are installed increasingly on detached houses, office buildings or public utility buildings. The increase in the awareness of the society, the engagement in matters related to the energy efficiency of buildings, climate change or sustainable management of water resources is also accompanied by an interest in green roofs and elevations. The solutions may be used by developers, housing cooperatives and communities or even by entrepreneurs (e.g. owners of shop pavilions, warehouses, etc.). Green roofs may be also promoted and supported by the city.

What are green elevations?

Green roofs have numerous values that are often underestimated and that have a positive impact on the micro-climate and the quality of live in the cities. “Living elevations” and “green roofs” also have similar characteristics. In case of living elevations and green roofs, there are several positive effects on the very buildings, urban climate, natural environment and residents of the city. Green roofs

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enhance the thermal and acoustic isolation of buildings; furthermore, it is also possible to grow food on green roofs and living elevations, which also provide a shelter for birds and insects. Shaded, sad courtyards, backyards, old walls, chimneys, post-industrial constructions and other places with insufficient space to grow other plants may be enlivened by creating green elevations/vertical gardens.

How can green roofs and green elevations be developed and financed?

As mentioned above, green roofs are roof coverings made of materials/substrates allowing to grow plants. Depending on the type of substrate, it is possible to distinguish between one-layer and multi-layer roofs. The basic condition allowing for taking a decision about creating a green roof is the tightness of the existing covering. Without fulfilling this condition, the green roof will cause much more dam-

age than benefits, as it may come to leakages. The second important criterion is the possibility to load the roof of the building. It is possible to construct light roofs (from 30–50 kg/m²), which means that almost all roofs may be covered with green areas, although this will be an extensive roof then. Another important factor is the slope of the roof. Green areas may be created on surfaces ranging from completely flat ones to roofs with a slope of 45°. If the slope exceeds 45° there are already green elevations. We may be successful by creating very wet or even marshy habitats. We can create very dry habitats, i.e. extensive roofs covered by plants preferring dry habitats. Finally, we can create medium and interim habitats, i.e. roofs where we can plant almost everything by creating real gardens and ecosystems. If the function of a green roof covering is combined with the function of producing food, standard solutions of extensive roofs are very often combined with growing plants in containers.

One-layer roofs (Extensive)

- In order to construct them, it is sufficient to use an appropriately mixed drainage substrate on which only plants with limited requirements and more resistant to changing conditions will survive.
- They use soil imitating conditions existing in the mountains or waste lands, where xerophytic plants dominate, e.g. houseleeks, sedums, herbs or wild grasses.
- They are the cheapest solution, because there is only one soil layer as the waterproofing layer, in or on the surface of which processes of water leaking, retention and filtering take place.

Multi-layer roofs (Intensive)

- Made of a vegetation layer (substrate), a filter layer (geo-textile and filter membranes) and an aquifer (drainage made of appropriate aggregates or studded foils or bucket mats).
- It is possible to grow vegetation consisting of almost all species of plants – perennials, bushes or even trees; it is even possible to design water gardens.
- More expensive than the extensive roof.

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As far as living walls are concerned, the simplest solutions are vertical plant coverings on the walls of buildings. Such solutions have been known for centuries. One option may be to use the common ivy to cover the walls. While using ivies with low nutritional requirements, it is possible to create green elevations in well-type courtyards. On the other hand, intensively growing ivies with fragrant flowers (e.g. *Wisteria*) may be used to plant dustbins, alleys with composters and old poles instead of protecting the elevations of buildings, etc.

Scientific progress, including in this field, led to the elaboration of completely new solutions to create green elevations. A significant trend is currently marked by the so-called "living walls/living elevations", using various species of plants attached to specifically prepared bearing structures. Assembled to the elevations of the building, appropriate structures are covered with materials allowing for attaching plants and spreading nutritional substances in the form of aqueous solutions.

While planning a green elevation, protect the walls and plasters. Use only plant species that are adapted to the climatic conditions in the particular region.

Solutions elaborated by the enthusiasts of the DIY idea (DIY – "Do it yourself") have recently become very popular all over the world. Recycled materials are used to create the so-called "vertical farms" or "vertical gardens", hanging constructions made of bottles or other types of containers where edible or decorative plants are grown in a porous container. Such systems are also filled with necessary substances to maintain the correct development of plants.

Green walls and vertical gardens are outstanding areas to introduce innovative solutions to limit urban noise, filter air, deliver food, facilitate the passive cooling of buildings or effective water management.

While planning and designing a green roof and green elevations, it is necessary to take into consideration:

- the characteristics of the place (geographical location, winter hardiness zone, type of exposure against sun, direction of overwhelming winds, volume of rainfall, local gene resources of plants, etc.);
- the characteristics of the existing building (the height of the roof and the elevation, availability, barriers, the type of the roof covering, the facade, necessary protections, etc.);
- the characteristics of the neighbouring buildings (proximity, height, shading degree, type of facade, etc.);
- implications and consequences of performing the project in the selected neighbourhood (impact of the green roof on the local social, economic and environmental development).

While repairing or building a municipal building, solutions such as green roofs and green elevations may be implemented by the very municipality by financing the investment from its own resources or those gained for revitalization.

CONCLUSIONS FROM THE WORKSHOPS



Photo: Małgorzata Demianowicz

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Such solutions may be implemented by entrepreneurs (shops, warehouses, etc.) or developers (housing, office or commercial buildings) within their investments. The financial support may take the form of decreasing rates of the real estate tax for bodies implementing the above mentioned solutions in their premises. Another source of financial resources may be to submit the project to the civic budget. While preparing the initiative to create a green roof or a green elevation, it is worth checking if a similar project has not been performed in the neighbourhood so far. It is worth searching for any persons interested in the support within the local community, including specialists, gardeners, architects, engineers, roofers, etc. It is also worth searching for external partners that may support the project in financial and substantial terms. In case of such projects, it is also important to appropriately divide tasks, obligations and responsibilities for individual activities. If the tasks are incorrectly divided, the project may be unsuccessful.

How does the activity engage private stakeholders?

Gardening, including on the roof, is an activity that allows for establishing contacts, exchanging good practices and has a positive impact on human relationships. In case of seniors, who are often lonely, gardening stimulates a rich social life and supports their physical activity. This may mean a return to their roots, practices learnt in the childhood, methods of gardening that have often been forgotten. This contributes to exchanging knowledge and practical experiences between generations as well as engaging excluded persons. In order to create a green roof or a living wall, it is not necessary to appoint exclusively a specialist company. It may just be supported by the residents or investor that are to organize an event on the basis of creating such a roof or elevation. In case of simple constructions, the residents may build them independently.

The green roof enhances the values of a public utility space for the residents. However, it shall be made available to the residents of the block of flats/tenement house or to the local community, in particular if created on a public utility building. Furthermore, intensive green roofs make it possible to grow local, organic food and thereby decrease the costs of gaining food products. The surplus harvest may be sold or exchanged for other material goods for a profit that may be used in order to financially support further stages of developing the green roof project.

Green roofs and green elevations or vertical gardens may also be a subject of educational workshops to deepen the local knowledge of permaculture, ecology, botany, healthy diet, healthy cooking, organic gardening, biology, apiculture, ornithology, etc. While promoting innovative, low-cost solutions related to the introduction of green areas into the cities, outstanding benefits may be generated both to the very residents and the local authorities. Being a local attraction, they may appeal to new investors..

Detailed instructions on green roofs and elevations:

- <http://zielonainfrastruktura.pl>
- <http://www.psdz.pl>
- <http://www.zszp.pl>
- <http://www.psdz.pl>

Where can examples be found?

Wrocław

- a tax decrease <http://edzienniki.duw.pl/duw/#/legislact/2015/3763/>

Łódź

- a green roof financed by the civic budget <http://uml.lodz.pl/miasto/aktualnosci/?news=27998>



CONCLUSIONS FROM THE WORKSHOPS

Micro-activity 3: Containers of micro-retention on balconies

- **Subject groups:** C N I

What are living containers of micro-retention on balconies?

Living containers of micro-retention on balconies are systems of specifically designed balcony crops in containers allowing to retain (store) rain water for balcony gardens.

How can living containers of micro-retention on balconies be developed and financed?

The system consists of permaculture containers equipped with a layer absorbing and storing rain water collected from the roof through an appropriately adjusted system of rain water gutters. During rain falls, rain water is transferred to the level of all balconies where it is stored in the aquifer layer of the system of containers. If there is water, it is possible to introduce a passive system of watering crops on balconies (consisting of decorative, edible and medical plants). The use of creepers and the method of bypass rooting enable the creation of living elevations starting from the foundations of the building and growing up to the roof.

As in case of green roofs and elevations, the projects may be initiated by municipalities, residents, housing communities or developers. Such projects may be financed from municipal subsidies for environmental projects in the areas subject to revitalization, civic budgets or by developers, for example to enhance the attractiveness of the investments.

How does the activity engage private stakeholders?

The introduction of such a solution makes it possible to create an open, social system of urban gardening (ready to be “embedded” in each block of flats). As mentioned above, the gardening contributes to establishing new contacts and developing relationships between people. The residents are actively engaged in caring about and maintaining the system of “green balconies”. They may also serve as a particular type of a tourist attraction and be a subject of workshops.

Where can examples be found?

- Project run by the “TRANSFORMATION” Foundation – a system of multifunctional crops in containers <http://transformacja.org/realizacje/otwarty-system-ogrodnictwa-miejskiego-permakulturowy-ogrod-na-balkonie-2/>



Photo: Fundacja Transformacja

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Photo: Fundacja Transformacja



Photo: Fundacja Transformacja



Photo: Fundacja Transformacja

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Micro-activity 4: Bio-waste and local composters

- **Subject groups:** C N I

What is bio-waste in the city and what are composters?

Biodegradable waste accounts for approx. 1/3 of municipal waste. The most effective way to exclude biodegradable waste from the flow of municipal waste would be to organize a system of selective collection and receipt of kitchen and garden waste by the municipalities and afterwards to transfer them for biological processing in appropriate installations. Nevertheless, an effective way of supporting the whole system is to compost waste in the domestic environment. It is easier to manage biodegradable waste from households in rural and suburban areas; nevertheless, composting is also possible in the city. It is beyond any doubt that both residents of rural and urban areas may independently manage redundant products of their living by creating composters.

Compost:

- is the best and, if prepared on one's own, the cheapest organic manure;
- fertilizes soil and improves its structure;
- if mature, it is black or very dark brown and must smell of fresh soil (similar to forest humus), and fluffy in touch;
- may be used for growing decorative plants and vegetables and herbs;
- if used, it is possible to minimize the costs of purchasing soil and fertilizers that are necessary to ensure good plant growth.

How do composters come into existence and how can they be financed?

While preparing the composting, it is necessary to consider the location, because it is not possible to place the composter in any place. It is worth referring to the Regulation of the Minister of Infrastructure of 12 April 2002 on the technical conditions to be fulfilled by building and their location (i.e. Journal of Laws of 2015, item 1422). As bio-waste may be composted in several different ways, it is possible to create a compost pile depending on the place that is available, to place a composter made of wooden plates on one's own or a plastic composter. In the urban environment, amid dense housing developments, plastic composters seem to be the best solution as odours are limited and it is possible to get compost even several times a year. Furthermore, the very placing of a composter is important in terms of the success of the biological processing process. The composters shall be placed in places protected against wind and partially shadowed (this prevents moisture losses). In case of composting waste at home, it is also important to separate and collect it, as not all types of bio-waste may be used for composting. Such a project must have a leader to take care about the composter and assist residents, employees of a particular company, school pupils and other persons interested in composting. The leader may be an employee of the non-governmental organization operating the project, a member of the housing community, an employee or the owner of the commercial outlet making available the place for the composter.

Composters may be purchased or built, it is also possible to use the assistance provided by the municipality. Such assistance may take the form of financial support for purchasing professional containers or implementing programmes under which the residents may receive composters for use, as well as trainings on how to indepen-

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dently prepare a composter, what may be composted and what should be avoided. The positive social response and huge interest in the programme performed in Wrocław encourage to test new solutions in this area, namely to try to make available composters to a wider range of interested parties, i.e. the residents of the city without family gardens or the residents of the “courtyard”, street quarters or districts in the very centre of the city. The performance of the programme, under which containers for composting green waste and biodegradable kitchen waste are made available to the residents of the centres of the cities, often requiring revitalization, will be made possible through the activities undertaken by non-governmental organizations supported by the local authorities. The containers purchased by units of the self-government under the “Programme of making available containers for composting green waste and biodegradable kitchen waste to the residents” will be rented out to a non-governmental organization under a contract under which it shall be obliged to submit reports on the volume of waste subject to composting during the particular calendar year as long as the contract remains in force. The reporting will make it possible to monitor the effects of composting on the basis of the volume of the produced compost. The containers will be placed within selected courtyards, sections of streets or districts. The following step to perform the programme is to start educational activities making it possible for the residents to gain knowledge about the principles of composting and the most important way how to use the produced compost.

How does the activity engage private stakeholders?

The preparation of the compost may mobilize the local community and be a prelude to further micro-activities under the revitalization project of the particular area. The mature compost from the composter used jointly by the residents, e.g. from one courtyard, may be used for plantings in boxes and pots on balconies, planting plants around dustbins or places of rest, i.e. benches around a playground, garden houses, planting creepers on fences, walls and elevations, creating small separated fields and lawns for vegetables and herbs. It may be also used in the creation of a common space, e.g. to create pocket gardens, green areas at courtyards, small gardens before buildings, tea gardens, urban farms, etc. This will contribute to extending the existing plantings and replanting of existing plants while changing the nature of the common space at the same time. This will facilitate the establishment of neighbourhood relationships and will simultaneously affect the integration of residents.

More information about composting:

- <http://naszesmieci.mos.gov.pl/artykuly/156-kompostowanie>
- http://www.strawczyn.pl/pliki/odpady/moda_na_kompostowanie.pdf
- <http://bip.um.wroc.pl/artykul/305/5331/program-udostepniania-kompostownikow>
- many different Internet sites

Summary of micro-activities impacting the quality of the urban environment



Photo: WR Sp. z o.o.

CONCLUSIONS FROM THE WORKSHOPS

Micro-activities	Environmental aspect	Revitalization aspect
Pocket garden	<ul style="list-style-type: none">• supporting biodiversity, creating new green areas	<ul style="list-style-type: none">• place of rest and recreation, place for mini-fairs, cultural events, educational workshops, activation of residents (inter alia elderly people, the unemployed, teenagers) and engaging them to work in and care about the garden, supporting and establishing relationships, exchanging experiences and knowledge, including between generations, involving local entrepreneurs in the creation of the garden; stimulating a sense of responsibility for the surrounding area
Green roofs and green elevations	<ul style="list-style-type: none">• supporting biodiversity, water management, protection against noise, thermal insulation microclimate, production of food	<ul style="list-style-type: none">• engaging housing communities, neighbourhood groups, non-governmental organizations, local entrepreneurs to prepare a green elevation and a green roof, activating residents (including elderly people, the unemployed, teenagers) to work in and care about the green garden and elevation, a place for workshops, stimulating a sense of responsibility for the surrounding area
Living containers of micro-retention on balconies	<ul style="list-style-type: none">• supporting biodiversity, water management, production of food	<ul style="list-style-type: none">• creating an open social system of urban gardening involving housing communities, neighbourhood groups, non-governmental organizations, and developers; taking care about and gardening on “green” balconies
Composters	<ul style="list-style-type: none">• reducing the volume of stored municipal waste subject to biodegradation	<ul style="list-style-type: none">• mobilizing the local community, non-governmental organizations, which is a prelude to further micro-activities: planting plants in courtyards, on balconies and in gardens; getting to know residents, involving local entrepreneurs in environmental activities



Summary

- Revitalization may not be planned and performed on one's own – the higher the number of engaged stakeholders, the higher the chance to make the programme successful. Therefore, the diagnosis of the area of revitalization shall not cover only the identification of crisis phenomena, but also the potential of the area. Not only is the potential created by historic values, tradition and culture, but by people and their engagement in matters of the local community above all else. They shall receive information about planned revitalization activities, as well as about:
 - needs that the local authorities identify, but will not be able to satisfy,
 - possibilities that occur together with the progress of revitalization activities.
- The engagement of non-public stakeholders is not limited to the basis specified in the Act on the revitalization, i.e. social consultations and the activity of the Revitalization Committee. In order to permanently involve residents, housing cooperatives and communities, entrepreneurs, investors, non-governmental organizations, social economy bodies and others in the process, the system shall be based on four steps:
 - access to information,
 - consultations,
 - common action,
 - co-deciding.
- Access to information improves the chances to perform and finance revitalization activities with the participation of private stakeholders. The catalogue includes inspiring forms of consultations with stakeholders of revitalization.
- The programme of activities and their coordination by the self-government or operator of revitalization are indispensable to efficiently combine activities by different units, bodies and physical persons. Therefore, consultations are necessary at all stages of revitalization activities:
 - the elaboration of the programme,
 - the implementation of various projects (with municipal and private financing),
 - the monitoring of effects and planning changes.
- Common activities mean the combination of resources, the division of tasks between the local authorities and stakeholders. Acting as a coordinator creating conditions for revitalization, the local authorities shall support private stakeholders through a system of incentives, e.g. reliefs and exemptions, micro-grants or loans, which do not engage the budget of the municipality to a large extent, but generate a leverage effect in the form of engaging much larger private resources.
- Non-governmental organizations, informal groups, social organizations and residents find the co-deciding very important. Therefore, if the potential is recognized correctly and the role of the local societies in implementing changes in the area of revitalization is strengthened, the permanence of the revitalization activities is guaranteed.

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