

Urban Regeneration Mix KICK-OFF MEETING REPORT

21-23 January 2019
Łódź (Poland)

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THE KICK-OFF MEETING AND ITS LOGIC

The objectives of the kick-off meeting in Lodz were:

- ❖ To share ideas and expectations regarding our Phase 2 Transfer Journey
- ❖ To explore Transfer Plan idea
- ❖ To clarify the role and principles of operation of ULGs in Phase 2.

All partners before the 1st TNM were asked to read carefully again both the Application Form and the Trasferability Study in order to make sure that we all **understand** our roles in the network and to verify our interest not only in the Good Practice proposed by the City of Lodz but also in other partners' experiences related to mediation in urban regeneration processes which can be shared. In the Phase 1 during one of the meetings and in preparation of the application form all partners agreed that successful revitalization of a run-down city district consists of many elements and requires various actions and decisions.

Hence the main aim was to develop a **common ground** on the methodology and set priorities with regard to what one partner is interested in learning about from another.

RATIONALE

Fundamentals:

- ❖ Transfer plans
- ❖ ULG's (deep dive)

Mindset and change:

- ❖ New and adapted competences (knowledge, skills & approaches) of city employees and partners
- ❖ On-going diagnosis: measuring the resilience for change

Foundations & triggers:

Working together in regeneration: training for regeneration stakeholders

- ❖ Appropriation of theory of change
- ❖ Competences of mediators: introduction to efficient communication and negotiation with residents



DAY 1

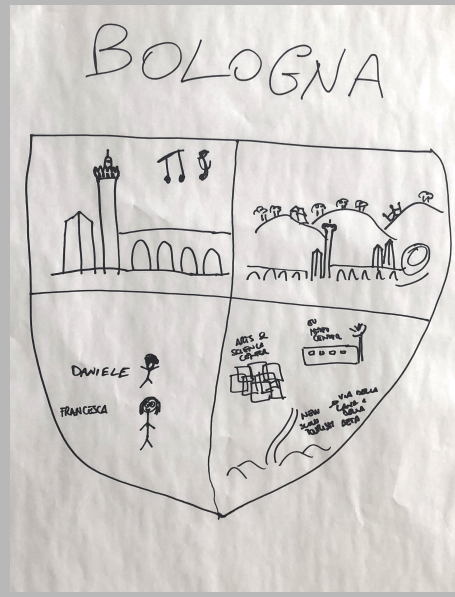
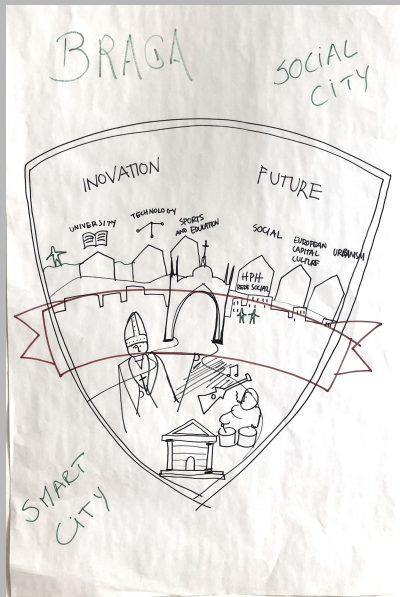
At the end of January 2019 we met at the first meeting in Łódź. We started our meeting with a short integration exercise to get to know each other. Joanna Brzezińska (the project coordinator) together with our Lead Expert, Peter Wolkowski, presented the workshop work plan and continued with the presentation and discussion about the core elements of the transfer.

During an integration poster session national teams were asked to design and draw a coat-of-arms of each partner city presenting to other members of the network given city's innovative potential, future direction in which it should develop (possibly thanks to URM project) and the local URM team working towards this goal.



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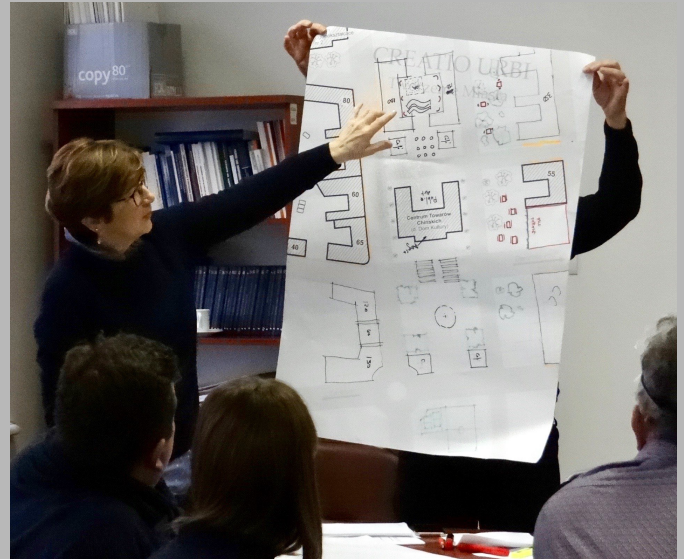
Later on, the participants learned how to achieve success with the urban regeneration process with the help of Urbact Local Groups. The ULG methodology was thoroughly explained by Mr. Aldo Vargas-Tetmajer, representative of the National URBACT Point in Poland who provided us with an insight into the core components of the URBACT methodology – namely setting up and running a multi-stakeholder local group for the purpose of transfer and implementation of the good practice identified in each partner organisation.

Elżbieta Michalska, deputy director of the Revitalisation Bureau, together with Marta Ignaczak, coordinator of hosts and lighthouse keepers led a workshop concerning the core elements of the regeneration processes in Lodz, which are especially the new and adapted competences of city employees and partners. Furthermore, the competences of mediators were discussed as part of introduction to efficient communication and negotiations with residents.



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Presentation was followed by a group exercise on spatial planning. Mixed teams of representatives of all partners had to arrange a city district and agree on locations of construction of new buildings, roads and green areas and renovating the old ones taking into account social needs and various functionalities of public spaces. This workshop was to show how many elements have to be considered when urban policies are developed in order to provide sufficient amount and quality of housing to a certain number of inhabitants.

Discussions on societal challenges and everyday problems of residents living in deprived areas, in which urban regeneration actions are taken, cannot be held without those who listen to inhabitants and help them in tackling often basic social needs, i.e. the mediators. Therefore, we invited a couple of mediators from the City of Lodz who willingly shared their impressions and experiences from working with city residents in the process of being transferred to different locations. This topic however, as the key element of URM Good Practice, will be studied in more detail during the 4th TNM in Lodz, scheduled for September 2019.

The day ended with an introduction and discussion with our Lead Expert about a common theory of change and impact management leading to the production of change in our municipalities.



DAY 2

The second day was devoted to preparing Transfer Plans. The Lead Expert together with the project coordinator distributed guidelines on developing the Transfer Plans and discussed the content, requirements and communication tools that should be included in the document. Later on in an interactive workshop each city group produced a draft of a transfer plan outlining key points to be included in the relevant document.

Immediate thoughts / ideas to be included in Transfer Plans and Improvement Plan:

Lodz – make a pyramid of decision making, inspiration from Braga to apply a more innovative approach to reach inhabitants and keep the mediators, inspiration from Toulouse and Birmingham in searching for financing, PPP

Zagreb – yet to decide which city district include in the URM project, assess the models and its chances of implementation, in the city centre large areas are to be regenerated, main challenge is to change the perception of city residents on public investments

Toulouse – housing as a field in the transfer of the good practice might be tested, concession in PPP as a good practice to be shared

Bologna – inspired by Toulouse's experience on PPP, willing to experiment different kinds of partnership, Braga's example as food for thought to change the logic and use model of inclusion through culture from Braga, Birmingham sets an example on how to survey residents in a different way using arts, participatory process reinforcing the cooperation with cultural institutions.

Baena – participatory management engaging more departments as a pilot project with a written diary how it functions.

Birmingham – important not to start from scratch but to built up on projects sofar carried out, strike the balance of stakeholders, equal voices of planners and community,

Braga – inspired by the case of Lodz, how mediators (a mediator for each community / ethnicity) present themselves to the people, introduce participation when there are tight deadlines, permanent creative diagnosis.

In the afternoon Ms. Aleksandra Hac from the City Communication Bureau in Łódź, delivered a lecture about advocacy and advocacy strategy with regard to internal and external stakeholders of urban regeneration. Numerous case studies and examples of dealing with particular problems were discussed.

Throughout the second day, there were introductory VOX-POPs recorded with the representatives of each partner city who answered two following questions:

- ❖ **What are the biggest urban regeneration challenges in your city that the „Urban Regeneration Mix” Transfer Network may help respond to?**
- ❖ **What three words come to your mind when you think of the „Urban Regeneration Mix” Transfer Network?**

Replies to these questions prove that we are more than ready to cooperate!



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DAY 3

The final day was devoted to the coordinators meeting. Joanna Brzezińska described the activities to be taken with regard to project management, including contractual documents to be signed. Having agreed on amending some activities planned in the project the Lead Partner presented a working version of budget recalculation based on the changes. Finally, the Lead Partner explained the main guidelines of the communication within the project based on the materials presented during an URBACT Transfer Network Kick-Off meeting in Paris earlier this month. Communication activities to be elaborated in a Communication Plan.

SUMMING UP

LEAD EXPERT AND LEAD PARTNER:

- ❖ provide information and support material for transfer (webinar on Transfer Plans to be organized)
- ❖ review transfer plans
- ❖ develop the Communication Plan by March 31

ULG COORDINATOR

- ❖ manages Transfer Plans development
- ❖ explains task, defines roles and plans development of the document,

ULG members

- ❖ Participate and contribute to draft TP

PEER REVIEW – each partner (ULG coordinator or member)

- ❖ Prepare a draft version of Transfer Plans (up to 15 pages) by March 15
- ❖ Prepare a final version of the document by March 31 for peer review during the 2nd TNM in Zagreb (2-4 April)