



Urban Regeneration Mix OUTPUT TRAINING PROGRAMME & BOUNDARY CONDITIONSTO ENTER EMPLOYER/EMPLOYEE RESPOSIBILITIES

All processes carried out by cities, both those related to revitalization and other measures against social exclusion and social cohesion should be preceded by appropriate preparation. Changes are created by people - local government officials, NGO activists, politicians and residents, and we should start with the desire to change them.

Why did we decide to carry out trainings in the field of revitalization?

Łódź started the revitalization process in 2015. The renovation programme of tenement houses and pilot projects implementing new social solutions very quickly showed the need to carry out an information campaign about what revitalization is and why the city needs it. Apart from organizing meetings with residents, trainings with school directors and city real estate administrators, numerous meetings were held in individual city units. The knowledge about the revitalization process was spreading in the Office, but it should be emphasized that the entities involved in the process at different levels of revitalization understood it. Each unit participated in activities in the selected scope and although the process has been going on quite dynamically over the last years, there was a lack of understanding of the broad context and, above all, of the purpose of these activities. Dissemination of knowledge about the wider context of the process, showing the connections between activities undertaken by particular entities was crucial for proper understanding of the purpose of social activities, e.g. by an employee of the housing department. A piece of cake seen by one person may not reflect the appearance and taste of the whole cake, but on this basis the opinion and perception of baking may differ significantly from reality. Due to the infrastructural nature of the projects (reconstruction of eight quarters of the city), revitalization was understood mainly as a technical process, the social aspect was often understood only by entities dealing specifically with this part, which disturbed cooperation between all entities. Every change, both called revitalization, but also the one aimed at improving the quality of life to any degree, must be implemented comprehensively, involving as many parties as possible.

In the course of the pilot project, the need to organize training for a wide range of revitalization stakeholders, including representatives of municipal units dealing with technical and social aspects, was therefore diagnosed. The need for "integration" of representatives of different environments resulted from simple conclusions: if people get to

know each other during the trainings, they will be able to talk to each other, exchange phone numbers, it will be easier for them to cooperate in the process itself. The real estate administrator will get to know a social worker, both work with the same residents, the architect from the city architect's office will get to know the employee responsible for social functions, together they work on the same projects of tenement houses. In the process of revitalization, Łódź diagnosed the need to integrate the environment, which jointly implements this process, which was supposed to affect the liquidity and dynamics of the actions taken.

Another diagnosed need was to improve the quality of communication, not only between departments, but also between an official and a resident of the city. The above mentioned knowledge or ignorance about the process is closely connected with the ability to communicate. Officials needed training in order to understand that what for them is a daily bread (magazines, official language, regulations) is not readable for the inhabitants. Mutual understanding of the motives and environment is essential. However, the key element of the training was to arouse the willingness to introduce change. If we want social activities to have an impact on society, we should properly "tune" the change makers.

Who are we training?

It should be remembered that the factors shaping the training programme in Łódź described above are specific to the situation of the city, they result from Łódź needs and were prepared for the Łódź environment. Each city has to define its needs and adapt the training to its needs. What is common is only the background and the underlying idea: involvement of the widest possible audience, motivating individuals to introduce changes and equipping the trained with the right tools.

In Łódź, a series of training courses was carried out through public procurement under the name "Łódź revitalizations competently". A company consisting of experts in the field of revitalization, spatial management, addictions and lawyers was selected in a tender procedure. The training included participation of 250 people, divided into 18 groups of about 14 people per group. Organizational workshops for each employee lasted 5 days, 1 day a week (in order not to "take" the employee from work for the whole week). In practice, therefore, one training group participated in a series of workshops for 5 weeks, 1 day per week. The revitalization office sent invitations to specific units involved in the revitalization process. The choice of training organization through public procurement is one of the ways, it should be remembered that the training can be organized by a relevant department in the Office or a non-governmental organization or

another entity which, in cooperation with the Office, will develop a training programme. Everything depends on needs and possibilities. As far as the organizer and the trainers are concerned, it should be remembered that they should be competent, the aspect of the participants results from the needs of the given city: who must be trained to make the process a success. It is best to think as broadly as possible in this regard. It is worth inviting to participate not only obvious entities, but also employees not from the front line: an official issuing certificates to residents, or in the case of participation the person responsible for promotion.

Number of trained employees, selection of participating entities, organization of activities, programme - all these aspects must be related to the individual needs of the city. The training can be attended by 10 people, and 350 people, can be carried out by an external unit, hired by the company, by the education department or by you.

Forms of knowledge transfer are an important part of the educational activities. It is important that they are innovative, without lectures and boring presentations. Let's give participants space to discuss problems and exchange experiences. Sometimes the simpler the form, the better. On the other hand, if we introduce an atmosphere of innovation, the participants will feel the same way during the classes. It is worth starting by motivating the participants, not only to acquire knowledge, but to implement the process of change. You gain knowledge from the beginning of

"And now we will educate you" and differently from "Let's do it together! Approach and attitude is very important.

That's why, let's do it together!

he course of training in Łódź

Let's start the training!

● Training day schedule:

Each training day consists of eight lecture hours (45 minutes each) combined into four training sessions of 90 minutes each, separated by 15 minute breaks. The day lasts from 9:00 a.m. to 4:00 p.m. During the breaks there is a refreshment: coffee buffet, cake and fruit, mineral water.

● What will happen on each day of training?

Timers	Lecture activates	Tense in hours
9:00 - 9:15	reception (attendance list, etc.)	-
9:15 - 10:45	SESSION I	2
10: 45 - 11:00	Pause 15 min.	-
11:00 - 12:30	SESSION II	2
12:30 - 12:45	Pause 15 min.	-
12:45 – 14:15	SESSION III	2
14:15 -14:30	Pause 15 min	-
14:30 -16:00	SESSION IV	2

Training day A

"Why do we actually do this?" The first day will be devoted to bringing to light all the doubts that may accompany the document defining the revitalization process in Łódź (GPR) and the revitalization itself. We will speak openly about human fears. We will talk about the lack of faith in the sense of revitalization, about the feeling that it is unjust, that we do not know why this whole participation, with which there is only a problem.... And we will look for answers to all these doubts.

Motto of the day: "If we are to treat the patient effectively, we must first persuade him, rejecting shame and pride, to confess to us honestly what hurts him".

Purpose of the training day:

This day, which opens the whole training, will be dedicated to bringing to light and honestly discussing all the doubts that may accompany the revitalization. We will speak openly about the fears, the doubts that may bother us or the people whose revitalization will involve. We will talk about human fears: about the lack of faith in the sense of revitalization, about the feeling that it is unjust, that it might be needed, but there is no chance of success....

Issues:

- Interactive lecture - analysis of the situation in Łódź, demographic problems, comparison to other cities, e.g. Detroit. Analysis of the situation in terms of other cities in Poland.

- Inventory of doubts and fears, exercise: Write down in points - types (inhabitants, social change, justice, chance of success) - doubts and fears about the success of the revitalization process in Łódź.
- Estimation of the risk of revitalization success on the matrix: (probability and discomfort - huge, large, medium, tiny, minimal)



● Motivational workshops "It must succeed", motivational exercises, motto of the classes: *EACH OF US IN HIS OR HER LIFE OFTEN TAKES THINGS "UNFEASIBLE". AND IN GENERAL, HOWEVER, HE OR SHE MANAGES TO DO THESE THINGS. SO LET'S REMEMBER: "UNFEASIBILITY" IS NOT AN IMPENETRABLE BARRIER. TO TELL THE TRUTH, IT IS ONLY A MINOR IMPEDIMENT.*

● The screening of the film "Podwórko im. Wszystkich Mieszkańców" about the famous experiment of the artist Iza Rutkowska in Wrocław. The film is supposed to provoke a discussion, which will make us aware of what we need. After the discussion, we will write down what you would like to know, what facts you would like to learn or what skills you would like to acquire, so that your fears can be allayed and your doubts can be answered satisfactorily.

● Exercise: HOW WOULD I LIKE TO PREPARE FOR THE REVITALISATION PROCESS?

Training day B

From potential to COMPETENCE. On the second day we will practice communication - one of the basic ways of human functioning. This day of training serves



the purpose of analyzing one's own resources in the field of communication with other people, learning about effective listening techniques and responding to various situations in contacts with co-workers and the inhabitants of Łódź, as well as constructive conflict resolution.

Motto: Some of us may think: "We don't have the courage or personal skills to simply enter between the inhabitants and do this revitalization with them". Whoever has such fears will get an answer today.

Purpose of the training day:

Revitalization is all about working with people and working with people is communication skills. Communication is one of the basic tools for building relationships, solving problems and designing and implementing satisfactory solutions. This day of training serves the purpose of analyzing one's own resources in terms of communicating with other people, learning about effective listening techniques and responding to various situations in contacts with co-workers and the inhabitants of Łódź.

Issues:

- Material to be read before the session:

HOW TO LISTEN TO HEAR? Passive listening consists in passive perception of everything that reaches our ears. The listener does not reveal any reaction to the heard words. Active listening is demonstrating that you are listening carefully. Active listening is an encouragement for the speaker to continue talking, to make sure that his or her affairs are important to us and to help him or her to make his or her thoughts more concrete. Listening actively means looking for information about the needs and positions of the other person and making sure that I understand what he or she wants to convey to us.

THE ROLE OF QUESTIONS IN THE COMMUNICATION PROCESS.

- Analyzing oneself in terms of one's own strengths and limitations in building relationships and communicating with others. Exercise aimed at recognizing with what "attitude" we approach the interlocutor:

Recognize a transaction:

- A. Analyzing this situation, I come to the conclusion that we should not delay the decision.
- B. I agree with you, let's close this topic on Friday.
- A. Help me, because I think I'll get this damn computer out of the window right away!
- B. Calmly, calmly, I'm already going to you and I'll take care of it right away.
- A. You know, I think that this task is not for her. I don't believe that she can cope with all this, she has too light approach to work.

- B. You're right, it's a kind of light-hearted man. You will see, he will not be able to carry out such complicated tasks.
- A. But the way we gave a smoke at this meeting, we are the best. Nobody can beat us for arguments.
- B. Have you seen their faces? I thought they would throw themselves at us out of anger. It was beautiful!
- A. This magazine is meaningless, you didn't put on it at all!
- B. What exactly do you not like about it?

ROZPOZNAJ TRANSAKCJE:

- A. Analizując tę sytuację dochodzę do wniosku, że nie powinniśmy zwlekać z decyzją.
B. Zgadzam się z tobą, zamknijmy ten temat w piątek.



- A. Pomóż mi, bo chyba zaraz wywalę ten cholerny komputer przez okno!
B. Spokojnie, spokojnie, już idę do ciebie i zaraz się tym zajmę.



- A. Wiesz, uważam, że to zadanie nie jest dla niej. Nie wierzę, że poradzi sobie z tym wszystkim, ma zbyt lekkie podejście do pracy.
B. Masz rację, to typ lekkoducha. Zobaczysz, nie da rady realizować tak skomplikowanych zadań.



- A. Ale im daliśmy popalić na tym zebraniu, jesteśmy najlepsi. Nikt nie da rady pokonać nas na argumenty.
B. Widziałeś ich miny? Myślałem, że rzucą się na nas z wściekłości. To było piękne!



- A. To pismo jest bez sensu! W ogóle się do niego nie przyłożyłeś!
B. Co konkretnie ci się w nim nie podoba?



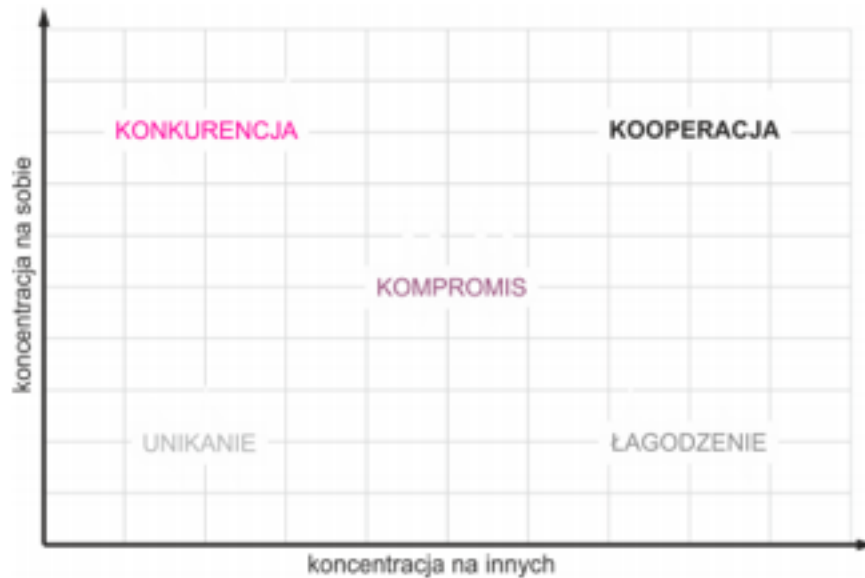
- Workshop on how to listen actively, ask questions that serve the real intentions and needs of the partner. Training to check understanding, i.e. to make sure that what I understand from the other person's statements is consistent with their intentions. Exercise: Replace closed questions with open ones; do you answer my proposal? Do you want to know more about this problem?
- Active listening test
- Workshop about assertive communication, what is assertiveness?
Exercises in assertive denial, setting boundaries, accepting criticism, self-presentation.



- Working with conflict: discussing the emergence of conflict, reasons, course and ways of solving it.

Conflict response styles

STYLE REAKCJI NA KONFLIKT



Training day C

Multi-layer space.... On this day participants will get to know the city as a space: physical, but also personal, social and cultural. The didactic goal of this day is to gain a deeper understanding of the challenges related to the transformation of space and the move of residents in the context of the terms "community", "identity", "rootedness", "heritage" and, finally, "inclusion" and "empowerment".

Motto: "Renovations and conversions - we are going to cope with this. But to tell the truth, I don't believe that this will bring about any social change. How would renovation change people? - If you sometimes think in a similar way, you will get an answer today".

Purpose of the training day:

On this day, participants get to know the city as a space where the physical layer ordered by constructions, forms and functions is most easily noticeable. They will have the opportunity to design such a space. And then they gradually get to know other layers of urban space: a personal layer shaped by experiences and memories, in which a sense of being rooted in a given place and which shapes the personal identity of its inhabitants, a social layer in which community living takes place, shaping social inclusion and in which

cohesion is created, and finally - a cultural layer in which an order of values and symbols full of eternal tensions and disputes, in which the concept of heritage acquires meaning, vibrates. By getting to know these four layers one by one, one can see for the first time how "ordinary" street redevelopment - a seemingly minor technical intervention - evokes unplanned and uncontrolled waves in other layers of the city's life. And we will understand much more deeply how spatial changes contribute to social change.

Issues:

- Getting to know the material defining the following terms: heritage, culture, marginalization, place of space, social cohesion, causality, identity, social inclusion, community, learned helplessness, rootedness.
- Participants divided into 5-person teams start the exercise "Creation Urbi": on a printed sheet of 100 by 70 cm we plan a fragment of the city in the scale 1:500 - living space for about 1200 inhabitants.
- Projection of the film "Football, yellow flutter and Nadziejka". Discussion about personal experiences and reflections, memories and experiences of youth, as sources of feeling rooted in a given sense of place, but also as a building block of individual identity. We talk about what is important for the recognition of space as personal, friendly, own, valuable. The one to which you will have a sentiment after years.
- Exercise "Childhood spaces": participants try to recall important spaces from their memories: what qualities did they have? Why are they important? Have we all remembered similar spaces, or maybe everyone has completely different memories?
- The participants put themselves in the role of one of the inhabitants of the area and define the most important places for them in a given part of the city, the so-called "treasures of youth".
- In this part, practical arguments for the need to build a community, but also for seeking compromises within the framework of the community, will be discussed. Ownership right (applies not only to real estate, but also, for example, to the ownership of a car). What does it mean in urban space? Privileges? Obligations? Is it really "sacred"? What should be the relationship between this right and the public interest? Daily benefits of creating a community. Are they? How can they help us? Are there any threats? The discussion will be supported by examples - both those related to past situations and planned solutions. The social dilemma of the "unifying power of the community": a well researched fact that the community easily includes "the same people". (those who constitute a relatively homogeneous majority in a given community), but do so at the cost of excluding people of a different religion, with a different material status, preferring a different lifestyle,

etc.). How to build a modern community over and above diversity instead of this excluding community of "identical people"?

WSPÓLNOTOTWÓRCZE MIEJSCA: ZAZNACZCIE JE NA MAPIE!

Zadanie zespołowe: zaznaczcie na mapie wymienione w tabeli miejsca. Jeśli ich nie ma – stwórzcie je!

Opis miejsca	Zaznacz:	Czy jest?
„MIEJSCÓWKA” – miejsce w otwartej przestrzeni publicznej, gdzie popołudniami stale przesiadują grupy młodzieży licealnej starszej; miejsca do siedzenia w grupkach, względny spokój i dyskrecja...	1	TAK/NIE
„PUNKT SPOTKAN” – charakterystyczne, znane wszystkim miejsce umawiania się na spotkania, gdzie można chwilę wygodnie zaczekać i skąd następnie wyrusza się dalej; dobra dostępność logistyczna!	2	
„KAWIARENKA” – lokal, gdzie można się spotykać, gadać, urządzać kameralne spotkania, czynny do późnych godzin wieczornych, bezpieczny, kameralny, ciepły, międzypokoleniowy	3	
„STOLIK Z SZACHOWNICĄ” – symbolicznie określamy tak miejsce w przestrzeni otwartej, gdzie mogą spotykać się w swoim gronie seniorzy; seniorska wersja młodzieżowej „Miejscówki”	4	
„KLUB” – miejsce, gdzie można wynająć małą salę na spotkanie stowarzyszenia, grupy sąsiadów, grupy inicjatywnej itp. (około 30 osób, pod dachem, miejsce całoroczne, także w weekendy, niedrogo).	5	
„AGORA” – miejsce spotkań ogólnodzielnicowych – sala na około 120 osób, gdzie można robić zebrania mieszkańców, debaty, warsztaty, konsultacje i wydarzenia z przewidywaną większą frekwencją.	6	

Spot - a place in an open public space, where in the afternoons groups of senior high-school students are constantly seated; places to sit in groups, relative peace and discretion.

Meeting point - a characteristic meeting place known to all, where you can wait for a while and then go further: good logistic accessibility.

Café - a place where you can meet, talk, organize intimate meetings, open until late in the evening, safe, intimate, warm, intergenerational.

Chessboard table - we symbolically describe the place in the open space where seniors can meet with each other; the seniors' version of the youth "spot".

Club - a place where you can rent a small room for a meeting of an association, a group of neighbors, an initiative group, etc. (about 30 people, under the roof, year-round place, also on weekends, inexpensive).

Agora - an inter-district meeting place - a room for about 120 people, where it is possible to hold meetings of residents, debates, workshops, consultations and an event with an expected high attendance.

Training day D

"And it's not that simple...". On this day participants learn to break stereotypes and reject prejudices, which could be the main obstacle to achieving revitalization goals. They get to know the mechanism of discrimination and learn how to counteract it. An important



element of this day is the discussion about different concepts of justice: do we know how to revitalize "fairly"?

Motto: "It's unfair that for our taxes we renovate the district for menace and drunkards, who don't even have to nod in the finger"; if sometimes we hear a similar thought, from now on we will know what to answer it.

Aim of the training day:

On that day the participants will face worrying social phenomena which, if not noticed in time, may jeopardize the success of the revitalization process. If revitalization is to succeed in Łódź, we all need to understand the concept of equal opportunities and differentiate it from the concept of equality of rights. We must learn to perceive and understand the mechanism of stereotypes and prejudices as early as possible. We need to know how discrimination is born. An important element of this day is also a discussion about different concepts of social justice: do we ourselves know how to revitalize "fairly"?

Issues:

- A workshop on stereotypes, an exercise of recognizing a person on the basis of a description in a photo.
- Workshop on gender equality
- Workshop on discrimination, documentary film about the experiment "Blue eyes".
- Discussion about social justice.

Training day E

Participation - a serious process. On this day, the first session will be filled with inspiring examples of implementation, which have already succeeded somewhere. For two consecutive sessions the participants will be a group of residents practicing participation and will solve further problems. Additionally, the participants will have the opportunity to consult with one of our two lawyers on legal questions and doubts.

Motto: Some people think: "This whole participation is really a headache; revitalization is mainly professional and there is no point in asking the residents about it". Whoever thinks so - today will have the opportunity to review his or her opinion.

Purpose of the training day:

The last training day of our cycle will be devoted to public participation and its meaning, and will be started with inspiring examples of actions taken by other cities. After

such an "inspirational introduction, participants will try to feel the role of a group of residents working in the participatory process on ten specific issues that may actually arise in the revitalization process.

In addition, participants will have the opportunity to take advantage of legal consultations: first, for two hours of lectures, the whole group will listen to a short introductory lecture and solve several case studies under the direction of lawyers. Then for the next two hours of lectures - in parallel with the ongoing participatory workshop - the participants will be able to individually consult a lawyer and ask questions about legal issues. The legal questions will also be recorded by the trainers from the beginning of the training and passed on to the lawyers so that they have time to prepare in-depth answers.

Issues:

- Raising the imagination of participants with practical examples from other cities. We will look at examples of revitalization activities or those that may be part of a comprehensive revitalization programme, although they were originally undertaken without any link to such a process. (Thematic area : Urban mobility, Culture, Housing etc; Example of solutions; Applicable ,Requires acceptance, It can inspire, Useless)

OBSZAR TEMATYCZNY	Przykłady rozwiązań:	wymagalosci	przebieg	skuteczność	przykłady
1	2	3	4	5	6
MIESZKALNICTWO:					
KULTURA:					
MOBILNOŚĆ MIEJSKA					

- Workshop with participation. Exercise: propose actions that will answer the following problem: Deficiency of greenery in the densely built-up space of the nineteenth-century city (narrow streets, yards-studnie, What parking policy in the city centre? Let us remember to take into account the needs of people with disabilities. A threat to the effectiveness of social activities aimed at young people (activating, educational, cultural,



sports) is the moment when the financing of the programme comes to an end, when the lack of continuity of activities may lead to nullification of positive effects. How to avoid such situations?

- Discussion about the "effects" of participation.
- Legal consultation.

At the end of the training

After completion of the training we concluded that the programme should also include such elements as:

- Legal aspects of the process, what is assumed by the Act defining our activities, at what stage is Łódź, what remains to be done in the legislative aspect of the process.
- Challenges in the work of training participants, ideas for eliminating problems in the practical functioning of units.

And what will be the training in your city?