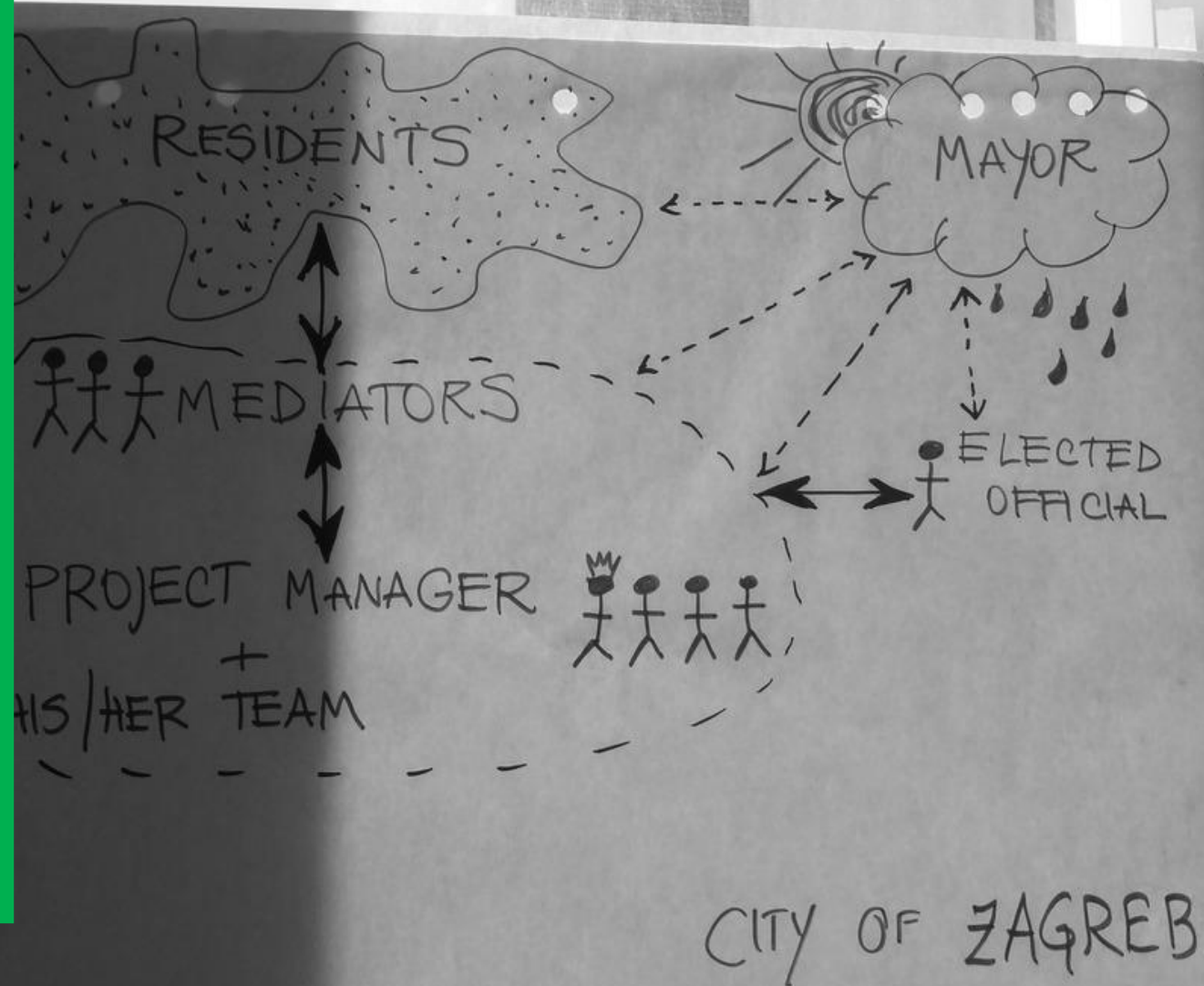


Presentations and concrete cooperation schemes

By Piotr Wołkowiński



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1. Introduction

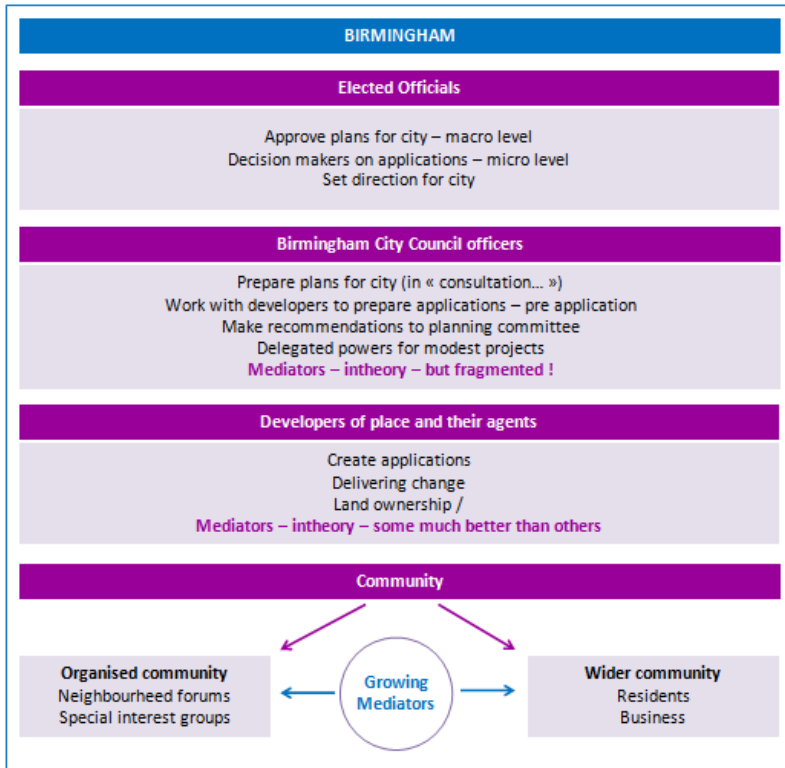
This article will concentrate on the different ways of management used by the cities participating in Urban Regeneration Mix, with a special emphasis on efficiency, which is characteristic for the Toulouse model, where area managers are employed in order to lead the regeneration processes. Even though this model of management is of a very high quality, its transfer to other municipalities has to be done with care, as the conditions and previous habits are diverse. This is especially true concerning the level of trust and confidence which is tangible in Toulouse, and not present to the same level in other cities.

Secondly the article will attempt to show how these different management forms address the needs and resources which are present in each of the regenerated territories (see "Maps for multi-level and multi-sector resources").

2. Complementary ways of approaching regeneration management

The Toulouse workshop allowed the participating cities to explore the way in which they perceive regeneration management, and to draw some conclusions. Several cities maintained a very vertical management scheme, which could be a result of habit, because all schemas of local authorities place the mayor and elected members at the top of the page, and for example the residents at the bottom, as if this represented the reality, where the mayor and his staff are after all at the service of the residents. As prof. E. Manzini¹ says, it's all the residents who create the city and it's the city administration which has to keep up with that.

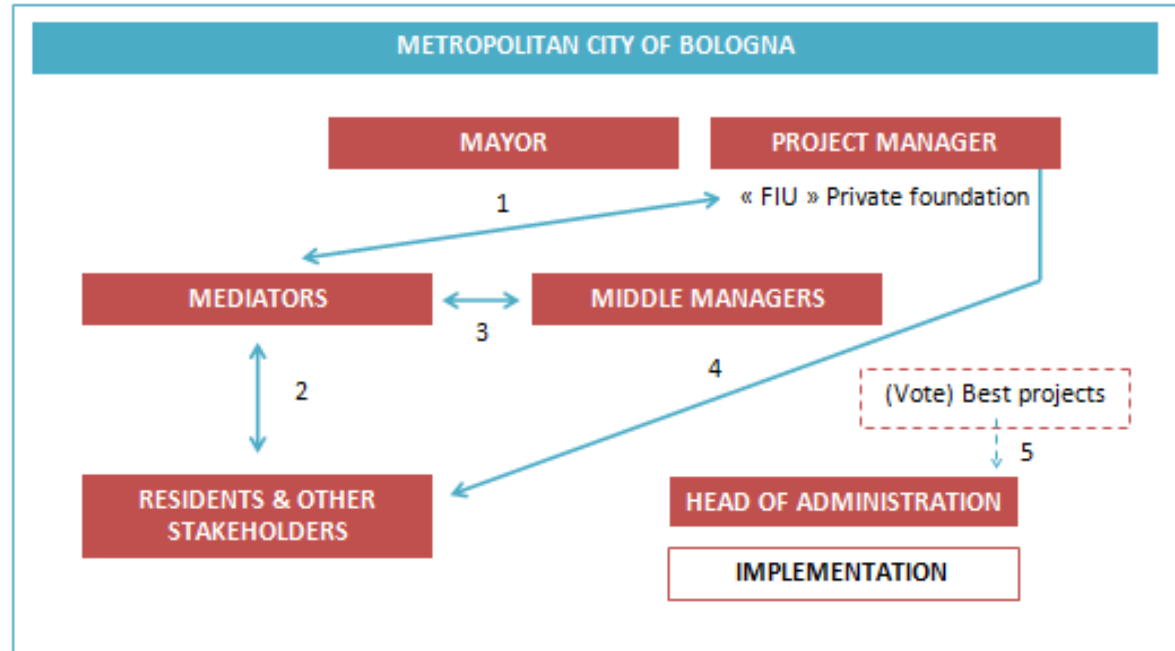
¹ Profesor emeritus at Politecnico di Milano.



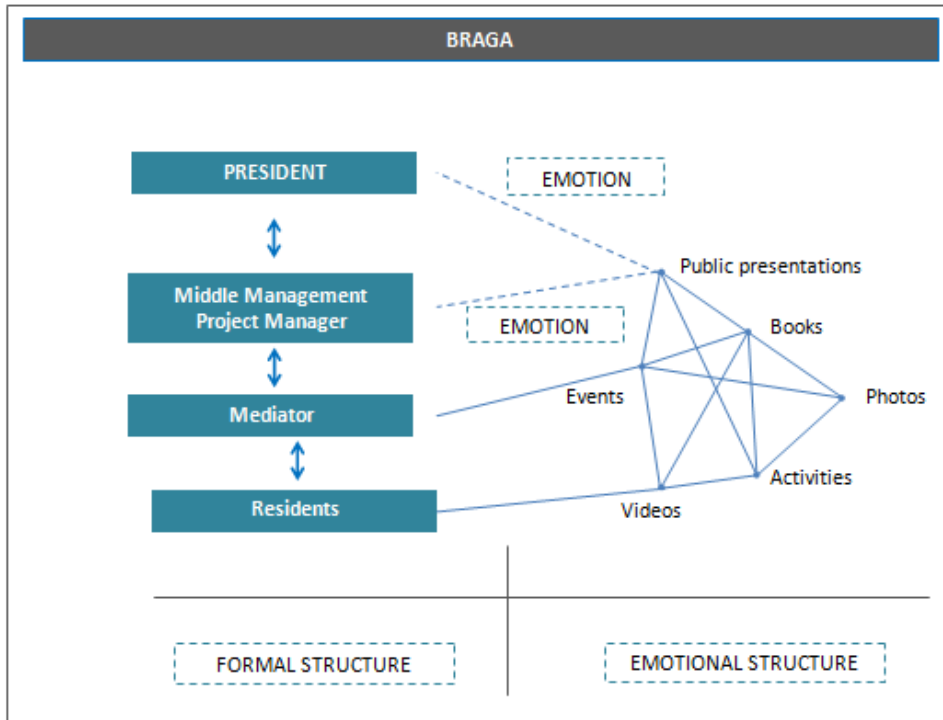
2.1 Birmingham: as can be seen on the flip chart, it's the elected members who define the strategy and approve plans on the macro level. However, it's Birmingham city officers who prepare the plans, work with the developers and prepare the proposals to be made to committees. They have delegated powers to make decisions on modest projects, but the participants underlined most of all the fact that city officers are mediators to some extent, however this is seen as something which is very fragmented. On the side of the developers they produce proposals and deliver change and are also somewhat mediators, at least in theory, some being much more skilful at this than others. Last but definitely not least is the community. Here we can distinguish between the more organised side of the communities, neighbourhood forums or social interest groups and the informal side, consisting of residents, the wider community and businesses.

From the outside it would appear, that the element of good and trustworthy dialogue is not contained in this vision of who does what. Building up this dialogue and using the fruit that will come from it, is vital in order to develop and empower local communities, who, due to such a process, will mature and become very interesting and motivating partners for both the city and the private developers

2.2 Metropolitan City of Bologna: the emphasis here is put on the relations between different stakeholders, symbolised in the flip chart drawing by the numbers from 1 to 4. Surprisingly, the project manager finds him/herself at the same level and close to the mayor, which leads to very close collaboration. The mediators are placed at the same partnership level as the middle management and it is they who have the contact with the inhabitants, who also have access to the project manager. Interestingly the decision-making process is seen as very close to the inhabitants, the implementation being under the direct authority of the head of the administration.



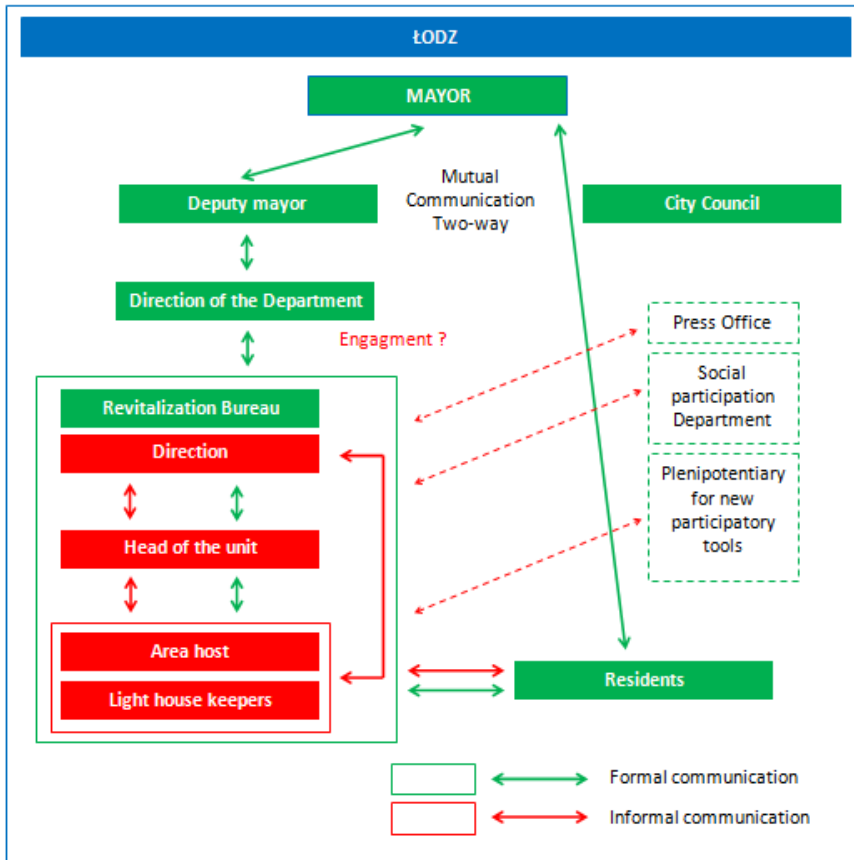
This very flat hierarchy gives the impression of an enormous potential for participation in order to satisfy the real needs of the population. The removal of a traditional hierarchy airs the system and gives inhabitants access to persons/functions very close to the mayor. This type of model of functioning has to be analysed in order to see whether in other cities there is not in fact a similar situation.



2.3 Braga: the Braga picture contains a very fine dividing line between the formal structure of communication with inhabitants and what they call the emotional structure. This underlines the challenges of how to communicate with residents and quite rightly the emphasis is put on the emotional side, where all forms of expression; books, photos, videos or activities can become vehicles of emotional communication. This is especially important when treating complicated matters, where the level of understanding of the inhabitants can limit their ways of expressing themselves. For Braga hearing what inhabitants have to say is of vital importance, even if not all departments of the city have realised this yet. In the more formal structure we observe that the mayor is supported by project managers, who collaborate closely with mediators. This duo appears

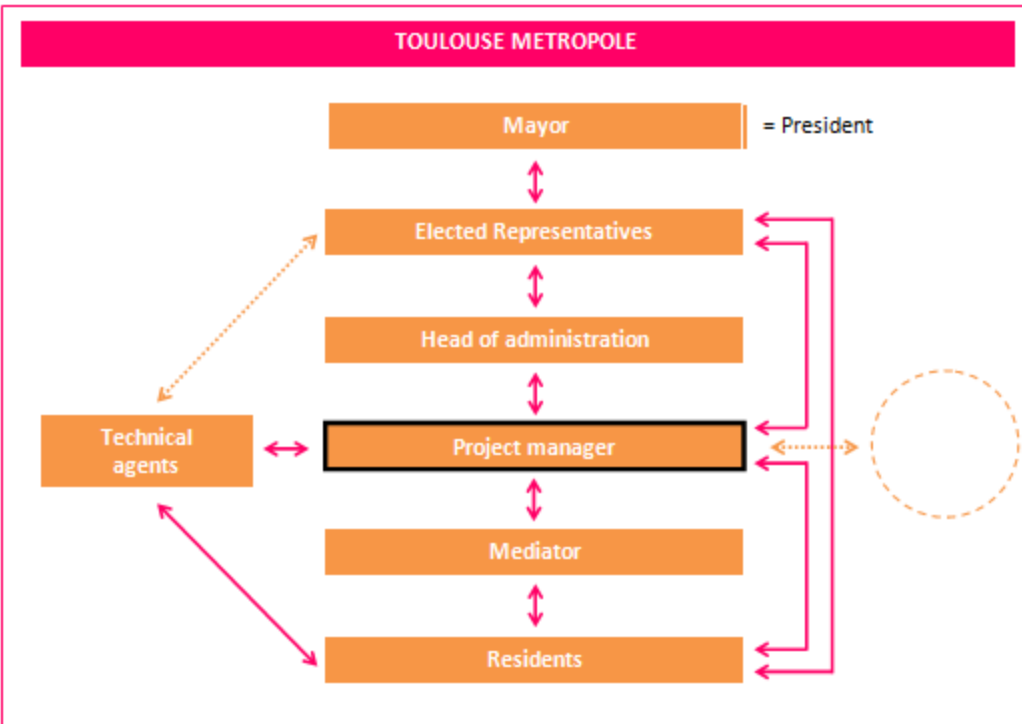
to be one of the keys for success the regeneration management challenge.

Soft cultural elements have shown, in the experience of Braga, that they are key to understanding what inhabitants feel. They may not be capable of explaining them in ordinary words, but here the skill of the mediator becomes central. His "interpretation" of what is produced must be trustworthy. In addition, his/her relationship with middle management and/or the mayor becomes vital, guaranteeing a closer bond between the local authority and the residents. All cities need to get used to this type of bottom up communication, which can of course, be stimulated by appropriate financing from the city or other sources.



2.4 Lodz: the flip chart shows a more classical approach, with the Mayor appearing quite beyond the possibility of direct contacts with the residents. However, the sheer size of the “residents” transcends the image and draws attention to the distinction which is made, between formal and informal communication. Surprisingly the informal communication with the residents is mostly in the hands of the hosts and lighthouse keepers, but mounts to include the director of the department concerned. The rest of the informal communication relates the contacts which the mediation team have with such functions as the Press Office, the Social Participation Department or the Plenipotentiary for New Participation Tools.

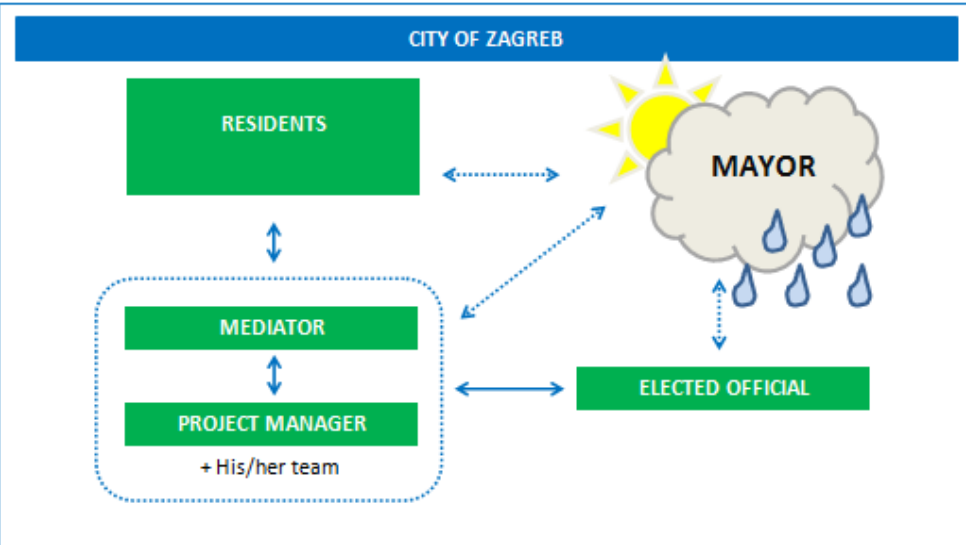
The informal setting appears to resemble the “emotional” setting in Braga, being certainly more human orientated, but in fact is rather more a sign, that the value of the relations established by the mediators is not formally recognised by the city administration, which limits it to what individuals can do themselves, almost outside the realm of the local authority. Thus this reintegration of the relation building quality of the regeneration team stands out as one of the challenges in the management of the regeneration process.



2.5 Toulouse Metropole: the circularity around the project manager shows his/her critically important position as the link between all the other stakeholders. He/she links the technical agents (from the public and private sectors) to the local and strategic decisions. On the basis of the well-established vertical partnership the project manager works under the auspices of the head of administration, who is directly under the elected representatives and the mayor. In Toulouse Metropole, the mayor of the city is also the president of the Metropole, therefore all the project managers (over 25) are coordinated at the same level, whether they work for the city or for other local authorities. The very strong autonomy of the project managers is guaranteed by their capacity to interrogate elected members directly, as can

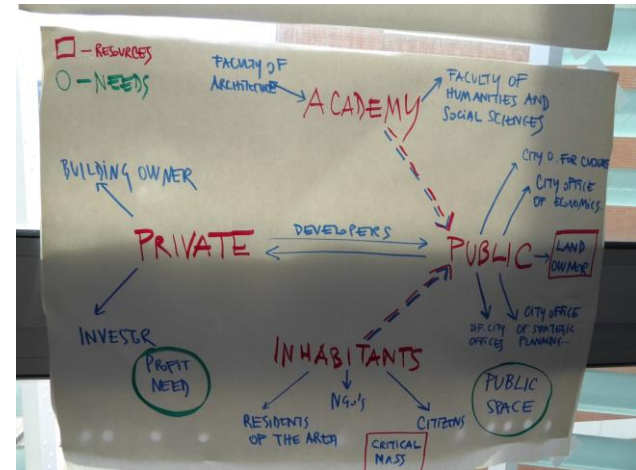
the residents themselves. The project manager does not necessarily have to go through the services of mediators, who are present, as he/she can have direct contact with the inhabitants

The Toulouse model is most of all based on a very high level of trust, which transpires from all sides, and gives the project managers a great deal of empowerment and liberty to act in the name of the whole local authority, which is supported by their undeniable competence regarding the functioning of the city and metropole internally, as well as the diverse stakeholders. The transferability of this way of working must become one of the priorities of the Remixer network, as it shows what can be done when confidence and trust are put foremost to the front.



2.6 Zagreb: in a first interpretation the Zagreb team positioned the residents and the Mayor at the same level, showing the Mayor as a function which changes opinions according to different variables, represented here by the sun, the cloud and the rain. What is also novel, is the positioning of the mediators between the residents and the project manager and his/her team. This shows a strong capacity of contact and negotiation with the residents. Contacts of the mayor, the elected officials and the employees are in red and show good collaboration.

A second shot at analysing the Zagreb situation shows quite a different approach to the from the other cities. The Zagreb interpretation of regeneration management requires a “critical mass”, which is composed of the fundamental partnership between the public and private sectors, strongly complemented by the “academy” or knowledge sectors and of course inhabitants (all in red on the poster and identified as resources).



- The public sector, meaning the local authority, is represented by 4 different departments, whereas it is also shown as a land owner. Developers interestingly find themselves positioned between the public and private sectors.
- The inhabitants have been shown to be of three categories: residents of the area, NGO's and citizens more in general.
- The needs (green) are identified as public spaces and profit, which all partners have to take into consideration.

This complex architecture indicates strongly thought through processes, which must be observable in Zagreb. The potential for co-construction is enormous and should produce excellent collaboration between all the partners of the “critical mass”.

3. Conclusions

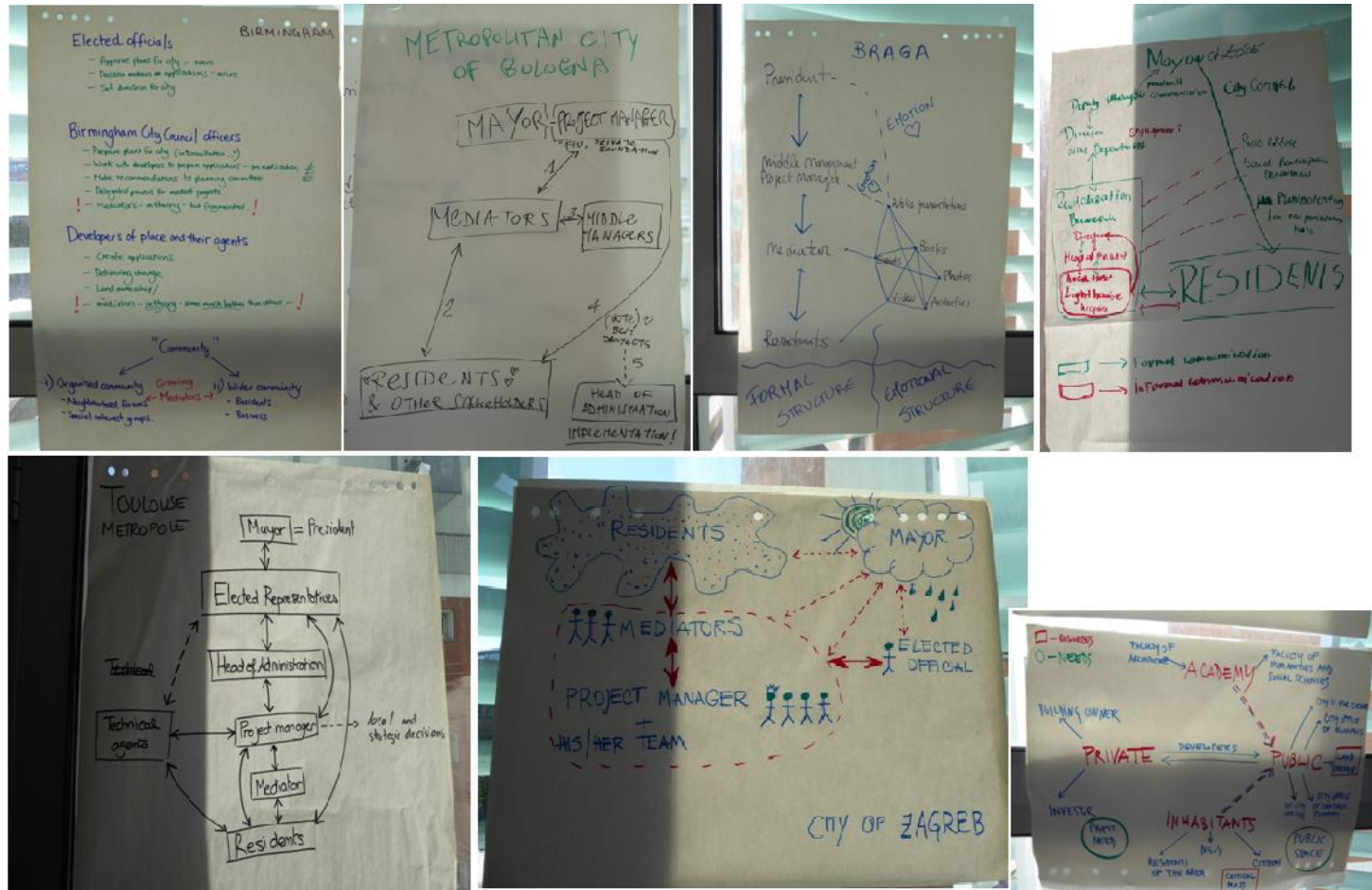
This cross diagnosis shows that all the partner cities are fighting the silos logic, with varying attempts to become more horizontal in their management of the regeneration process. Adding to the complexity of this process as such, they are attempting to bring in citizens participation to varying degrees, through a process of progressive understanding that decisions imposed on inhabitants do not always succeed and that taking decisions from a more authoritarian standpoint appears politically less correct than maybe it was a few years ago. Notwithstanding this does not imply that all decisions, especially unpopular ones, have to gain the constructive approval of inhabitants, however they should, through the efforts of local authorities be brought up to a level of being able to understand even the most complex of issues.

This analysis has shown a certain number of original standpoints:

- ❖ **Cities are at the service of their inhabitants.** This does not always transpire from the way in which cities are organised.
- ❖ **Communication with citizens** is sometimes “emotional” or “informal”. This means also, that it is closer to the inhabitant, as it is maybe more successful. This should be food for thought for communication departments, dealing with regeneration.
- ❖ **Mediation** comes through all these systems as a chunk of very necessary communication with residents. Its positioning in the structure of each city administration is key to its success. A mediator should not be left to “act on his/her own, or take individual responsibilities”, but should possess the empowerment and decision-making capacity in order to be efficient in the eyes of the inhabitant, with the integrating support of the city. *(Very often the understanding of an average inhabitant about the processes inside a city administration are of a very low level, which is not AT ALL his/her responsibility).*
- ❖ **Transfer in regeneration processes** is a very complex matter as the subject matter is very global and horizontal and

all cities are making progress and influencing each other, even in the case of the good practice.

- ❖ The identification of what is actually being transferred, and how is a question that the partners of the network are going to be invited to work on, as Remix gets closer to the mid-term review.



WEAVING A COLLABORATIVE CITY