



Lifelong  
Learning  
Programme

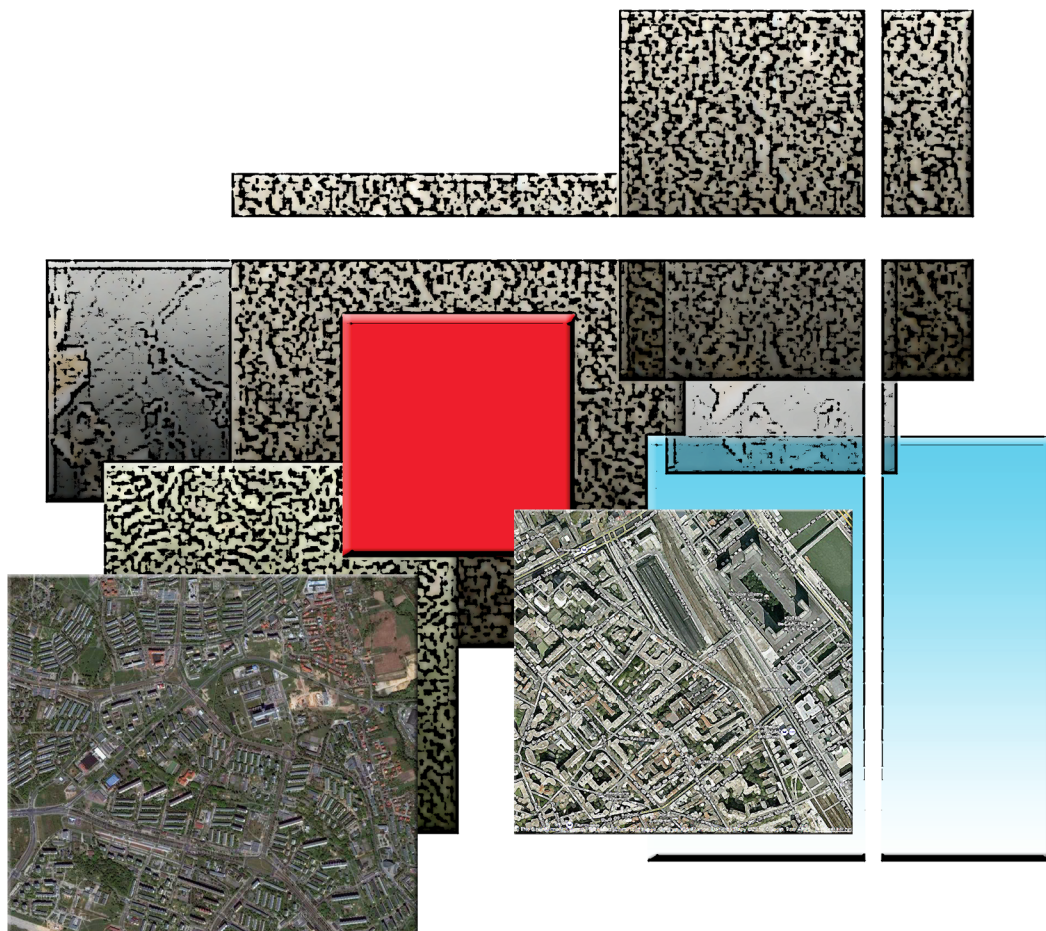


## The SATURN project

# The European Standard for Vocational Training in Urban Regeneration

Manual  
Warsaw School of Economics

*Edited by Professor Marek Bryx Ph.D.*



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***Revuer Professor Stanisław Belniak Ph.D.***

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## Introduction

*This document is one of three [manuals] arising from the implementation of the project "European Standards for Vocational Training in Urban Regeneration" SATURN (formerly ESVTUR). The SATURN project was realized by The Department of Investments and Real Estate at the Warsaw School of Economics (SGH) in cooperation with the Edinburgh World Heritage Trust (EWHT) and the Central European Institute of Technology ALANOVA (CEIT).*

*The intention of this [manual] prepared by the Department at SGH is to present the teaching experience of the Warsaw School of Economics in the subject area and techniques used in innovative postgraduate studies in the management and financing of urban regeneration processes.*

*This document presents the main content of the teaching programme as well as the types of methods used. As the added value partners institution has made reference to the phenomenon collocated with the process of urban regeneration occurring in their countries, presented in two other manuals.*

Professor Marek Bryx, PhD  
Deputy Rector  
Warsaw School of Economics



# 1. Urban regeneration

*Professor Marek Bryx, Izabela Rudzka*

## 1.1. Definition (Professor Marek Bryx)

Every teaching process should start from a definition of the subject, the identification of its problems, its basic features and relationships with the environment, and especially the practical consequences of the chosen approach, and as a result of it – methods of teaching. In the case of urban regeneration, a definition trying to include all aspects of this type of process in a town is rather extensive. However, it must be elaborated because of its importance and its meaning for the practice and teaching of regeneration processes.

A definition that has been used by us in Postgraduate Studies was prepared and accepted by the Scientific Committee of the project ordered by the Ministry of Science entitled: “The Regeneration of Polish Cities as a Way of Protection of Tangible and Intangible Heritage and a Factor of Sustainable Development”. It stresses and underlines five important aspects of regeneration processes in towns:

1. A regeneration process has to counteract the degradation of urban space and other phenomena of the crisis. This means a fight against social pathologies, such as exclusion, and economic decline. It is important to prove that both of them are only two sides of the same coin. The growing range of exclusion leads to economic crises, and an economic crisis enhances social exclusion.
2. A regeneration process is an important component of development policy. Every restoration of a deprived area and the allocation of new services creates new workplaces. It is a key element of the local policy of development. However, development policy should always mean social development also. We need to remember to remind our students about this constantly.
3. The regeneration process should carry not only economic growth, but it also ought to activate local society and improve the quality of life in the deprived area and its neighbourhood, directly and indirectly. For this reason each local society from a revitalised area and its neighbourhood must be included in the decision-making procedure of developing a regeneration process. Especially because they will be the main beneficiaries of the regeneration process. Without local society activity we cannot speak about regeneration but only about the improvement of infra structure or buildings maintenance.

4. The regeneration process should be provided together with local authorities, local society and other stakeholders. This especially concerns city centres or other deprived urban areas, where local authorities are explicitly responsible for the results of the process and thus they are ready to be the coordinators of these processes. In the cases of brown fields regeneration, these processes are required to be consulted with local societies but the procedures are simpler to the first type of cases. Naturally, these latter processes are usually undertaken by developers/investors and not by local authorities. Therefore, the role of private capital and private participants prepared to commence with new economic activity within the regenerated area, grows.

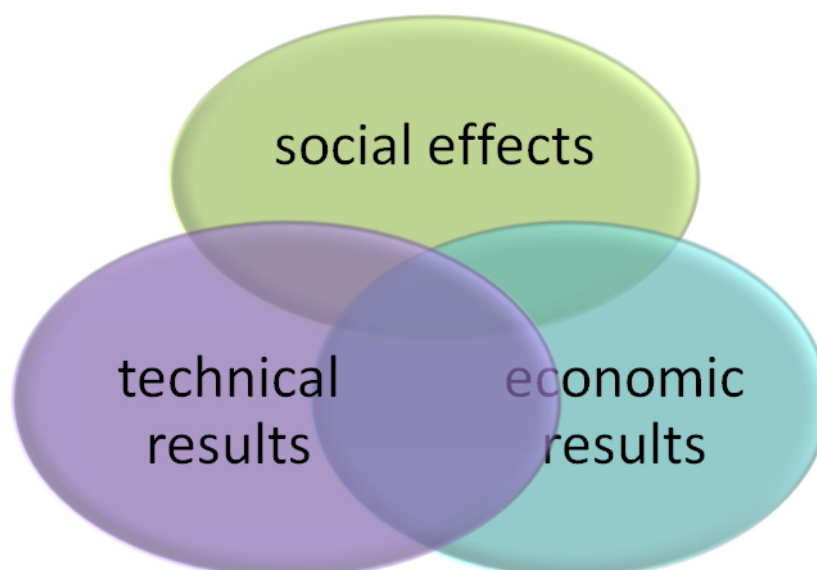
5. The regeneration process is complicated and must have a strong leadership. If it is an area of a city with different users and citizens, the local authority takes this position. If it is a post-industrial or post-army area or other brown field the new investor (developer) is the leader. Regardless of who it is, the majority of management problems must be solved solely by a leader throughout the entire process. Thus an answer for the question:

*How is the process coordinated and how are different problems or how could they be resolved in accordance with the law?*

*It is crucial and must be delivered inside the teaching process. It is essential and has to be shown to students that there are differences in both these processes, however there are a lot of identities and similarities as well.*

6 These five aspects of understanding the definition of regeneration processes are particularly important in the context of Polish cities because most of the regeneration activities in our country have been identified primarily at first as technical actions, afterwards economic and at least – as social. We, as academic teachers, have always felt responsible for the changing of this kind of thought about these processes. Social effect is crucial, and must be achieved by fulfilling economic tasks and usually repairing or exchanging the infrastructure. See figure 1:

Figure 1:



The first module of classes in our Postgraduate Studies has been devoted entirely to these issues. It has consisted of two blocks of classes:

- The first one, has described city developments as space systems, has shown reasons for their degradation and some positive experience of sustainable development and protection of heritage.
- The second, has situated regeneration issues inside a development policy and strategy, indicating its determinants, and showed different tasks dependent on the kind of areas, sources and methods of financing local policies. It has also described methods of local society participation in predicted and realised changes of existing deprived areas.

In both teaching blocks of the first module a ratio between social, economic and technical aspects has constantly been discussed.

The issue of local society participation in regeneration processes and results of the processes has appeared in the second block of classes. They have generally addressed the different aspects of management of the regeneration processes in Poland. The academic team has tried to prove that there is cohesion between the different tasks of the regeneration processes. It has been proved in a theoretical and practical way.

The second block has been concentrated on the procedures of management in town regeneration. They have started from programming and planning these issues and in the next step discussed the different aspects of procedures and suggested how different actors, such as society, companies and organisations can be included in the process. Finally, different techniques and methods of management have been shown, including communication techniques and skills.

The third block has been concentrated on the financial aspects of the regeneration processes – instruments, procedures, and mechanisms.

The last (fourth) block has addressed sources and data processing; information technology useful in the processes; monitoring and evaluation of the regeneration processes.

The topics of all the blocks have been taught in the blended learning system with the use of different teaching methods – traditional and e-learning lectures and classes, workshops, interactive discussions, etc. but the most important creative method have been the technical visits to the regenerated areas.

## 1.2. Typology

### 1.2.1. General remarks (Professor Marek Bryx)

The definition of the regeneration process, presented above, has a universal character. It tries to demonstrate all the important aspects of this process, and it has been included in the teaching plan for Postgraduate Study. However, the meaning of different parts of the definition may vary significantly and depend on the types of deprived area.

There are two different kinds of such areas -

- 1) brown fields, rather homogenous, because they belonged to one main owner or operator, like the army, industry, railway etc., and
- 2) parts of cities that are a mixed-use area, where diverse activities take place, for instance - different businesses and services, housing and leisure, industrial and service properties, churches, monuments and heritage, with different users, tenants, owners, visitors and tourists, and therefore these areas are more complicated to regenerate and may cause more challenges for the regeneration management team.

Note the fact that the division mentioned above is not very sharp. For instance, an area of a block of flats is more homogenous than a city centre, but it is not brown fields because it is used according to its earlier assignment.

This typology has been presented to our students in detail. The problem of city area regeneration has been discussed more often than the regeneration of brown fields. According to the concept and the programme of the study we planned to teach and discuss with our students more complex cases. We adopted the assumption that a student who copes with more complicated case studies, would be able to handle the less complex in practice. For this reason technical visits, an innovation initiative in this Postgraduate Study, were organised in city areas rather than in brown fields.

### 1.2.2. Defining of deprived areas (Izabela Rudzka)

The rules for determining the areas of crisis, i.e. the subject of revitalization, are strictly defined by the rules of converging. The result is a unified approach to determine areas of potential revitalization of the entire European Union.

The principles of delimitation, are governed by the following European Union Laws:

1. Regulation (EC) No 1080/2006 of the European Parliament and of the Council 5 July 2006 on the European Regional Development Fund repealing Regulation (EC) No 1783/1999.

2. Commission Regulation (EC) No 1828/2006 of 8 December 2006 setting out rules for the implementation of Council Regulation (EC) No 1083/2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund and of Regulation (EC) No 1080 / 2006 of the European Parliament and of the Council on European Regional Development Fund, later amended.
3. Commission Regulation (EC) No 1828/2006 of 8 December 2006 setting out rules for the implementation of Council Regulation (EC) No 1083/2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund and of Regulation (EC) No 1080/2006 of the European Parliament and of the Council on the European Regional Development Fund.
4. COUNCIL REGULATION (EC) No 1083/2006 of 11 July 2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund and repealing Regulation (EC) No 1260/1999

Some of these rules reflected in the regulations of Polish Law, namely:

1. Act of 6 December 2006 on the principles of development policy (Journal of Laws of 2009 No. 84, item. 712 and No. 157 poz.1241) No. 227, item. 1658, as amended. d.);
2. Guidelines of the Ministry of Regional Development in programming activities on housing (MRR/H/18 (2) / 08/08) of 13 August 2008.
3. Regulation of the Minister of Regional Development of 9 June 2010 on the granting of aid for the revitalization of the regional operational programme (Journal of Laws No. 117, item. 787)
4. Guidelines for the development of local revitalization programmes under the Regional Operational Programmes.

In Polish law, with regards to the document called "Guidelines for the development of local revitalization programmes", rules concerning the general criteria of the designation of a crisis area, not focused on a residential area, have been applied and implemented at the regional level, in the regional separate operational programmes. According to the above, urban areas, with the exception of residential, post military, and post-industrial areas, had to meet the criteria chosen by the Regional Managing Institution, on the regional level, among the other criteria contained in Art. 47 section 1 of the Regulation 1828/2006, namely:

1. High levels of poverty and exclusion;
2. High long-term unemployment;
3. Unfavourable demographic trends;
4. Low levels of education, significant skills deficiencies and high dropout schooling;

5. High levels of crime and violations;
6. High level of environmental degradation;
7. Low level of economic activity;
8. High number of immigrants, ethnic and minority groups, or refugees;
9. Comparatively low level of housing value;
10. Low levels of energy efficiency of buildings.

However, the criteria of selecting a crisis area in residential districts were also based on Art. 47 paragraph. 1 of the Regulation, but these were chosen at the state level, therefore they were exactly the same in spite of other regional differences. Selected and described criteria and indicators for the intervention in residential areas, are based on the specificity of Polish determinants and the availability of statistical data reflecting changes in the socio-economic situation and condition of the infrastructure and houses. The number of criteria chosen at a governmental level has been limited to the following:

1. High levels of poverty and exclusion;
2. High levels of crime and violations;
3. Low level of economic activity;
4. Comparatively low level of housing value;

Important is that the reference values of each indicator are derived from public statistic data, namely: Statistical Yearbook of Voivodships (data for 2006), other data from The Central Statistical Office, National Census (data for 2002), police statistics (database "Themis" data for 2006). All brown fields, post military, post-industrial and others, are the simplest to determine as their delimitation should occur due to the defining features of the area.

In accordance with the principle of the addition rule on subsidizing housing projects funded by the European Regional Development Fund, the activities of revitalization in a residential area was allocated at no more than 3% of the ERDF under the operational programme.

The eligibility of expenditure includes:

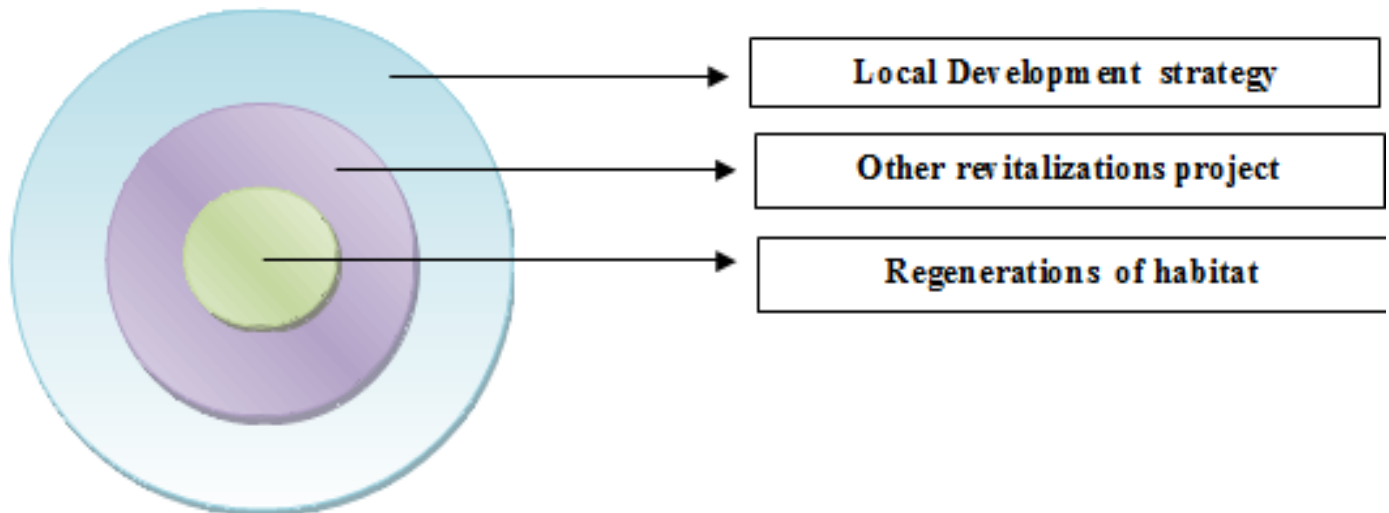
1. Renovation / modernization of multifamily residential buildings (blocks of flats);
2. Adaptation of buildings owned by public authorities or other non-profit entities.

Housing revitalization tasks should be part of the designated tasks requiring support for the revitalization of the entire designated area. Complementary action areas for a residential area revitalization, will be any additional revitalization activity, implemented in brown fields and former



military sites and historic city centres (Figure 2). All these activities should be part of the strategic objectives contained in the development documents of cities.

Figure 2. Placement of the various areas of revitalization, with respect to the strategic development of the city.



Source:own

In addition, the area of revitalization should be determined in accordance with the principles of the regional policy, in terms of:

1. Principles of organization such as:
  - a. Principles of programming - rolling programme, subject to updating and completing;
  - b. Rule of partnerships - projects implemented in the area of crisis in the partnership;
  - c. Compatibility rule - complementary projects in three areas: spatial, economic and social, to enable the achievement of synergies;
  - d. Policy of coherence – consistent projects, enabling the achievement of the so-called. economies of scale;
2. Principles of regional policy financing:
  - a. Concentration - maximizing spending in the designated area in order to increase the potential effects of revitalization activities;
  - b. Addition rule - potential beneficiaries must spend their resources as part of the required investment. Public sources complement them.

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In summary, we can conclude that inhabited areas for revitalization, were determined by a comparative indicator, based on the criteria of Art. 47 section 1 of the Regulation 1828/2006. Uninhabited areas - post-industrial and post-military in order to qualify for the revitalization needed only to qualify for the definition of these areas. Residential regenerated areas have been determined in accordance with “Guidelines on housing” adopted by the Ministry.

The essence of understanding the problems of determining the revitalized areas and the importance of revitalization for the entire development of the urban units is that the complexity and consistency of regeneration on properly pre-designated areas raises the level of local development.

## 2. The urban aspect and natural environment in the process of the regeneration

Kinga Czenczek

### 2.1. The city as a spatial system

*“A city is more than a place is space, it is a drama in time.”*

Patrick Geddes<sup>1</sup>

Part of the urban space is defined as a geographical space, which is characterized as a specific physiognomy, determined by some legal status and a defined form of a social organization. Within the space of the city we can distinguish:

Figure 3. The city as a spatial system

**Administration space** – defined by administrative borders of the city

**Functional space** - relating to the areas of manufacturing, service and consumption

**Physical space** - defined by natural topography and urban infrastructure

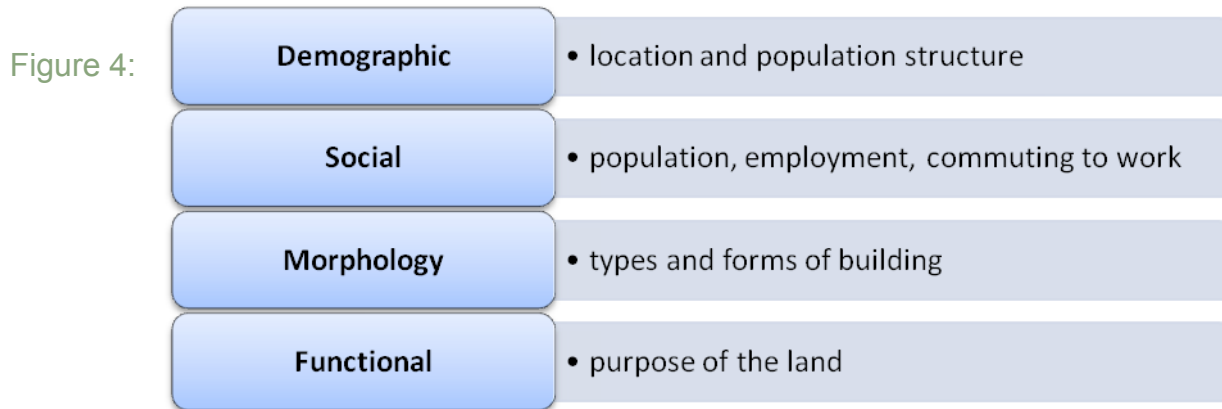
**Social space** - created by people, social groups, institutions

**Cultural space** - characterized by the presence of a cultural heritage

Source: postgraduate study materials (SP RMOF)

The most common model which describes the multifaceted spatial structure of the city is the so called zone system. It assumes that in an urban area there exist numbers of historically developed zones, arranged in the form of concentric circles around the centre. Functional-spatial zones of the city are noticeable on the basis of the following criteria (Figure 4):

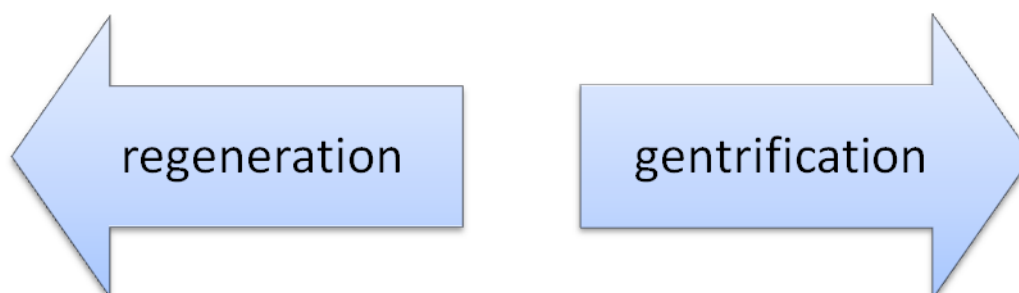
<sup>1</sup> Waław Ostrowski, „The history of the cities construction”



Source: postgraduate study materials (SP RMOF)

Degradation of urban structures is a common multifaceted occurrence. Apart from the worsening condition of the technical infrastructure of the urban fabric, it also includes the negative socio-economic and environmental processes. The degraded area is defined as an area where destructive processes occur in the spatial, social and economic sphere. Consequently, the inverse of degradation is the urban renewal process.

Figure 5:



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If we define the regeneration process as an institutional striving to solve the problems of physical deprivation, as well as the symptoms of social and economic crisis in any area of the city, the gentrification should be understood as a process of market urban renewal that is "reserved" only for degraded areas with a significant potential for future residents and investors appearing in the location and the specific qualities of the urban environment (e.g. architectural or environmental value, the close access to culture, art or entertainment)<sup>2</sup>

In the case of the renewal process such as gentrification, there is a displacement of the poor inhabitants of this crisis area by gentrifiers that are well educated and are wealthy. As opposed to the regeneration process, gentrification does not solve social problems but only displaces them to other areas of the city.

<sup>2</sup> A. Jadach-Sepiolo, the article „Gentryfikacja w kontekście rewitalizacji” in Zborowski A. (red.), 2009, Demograficzne i społeczne uwarunkowania rewitalizacji miast w Polsce, IRM, Kraków

## The renewal district – Cracow, Kazimierz district

Fashionable today, the district of Kazimierz was a dark, abandoned and dangerous district for many years. The revival began in the late 90s. The first activity was The Jewish Culture Festival and the opening of the first pubs in Kazimierz - Singer and Alchemy. The immigration of new owners was a kind of challenge typical for the pioneers. Then the low-cost housing attracted students, artists, freelancers of different professions. This new way of life that burst out in Kazimierz sparked suddenly massive protests among the existing residents who complained that their neighbourhood was getting louder and much more expensive. In time, Kazimierz became the most party-popular district in Cracow and attracted completely different investors who gained quick profits. Fortunately, those days are gone. Today Kazimierz is one of the most popular districts and by the investments in buildings it has been made beautiful. Over the years, the Jewish synagogues were renovated and Plac Nowy (The New Square) has remained with its small-town character.



Source: <http://krakow.gazeta.pl>, <http://www.fotogenius.pl/>, <http://strukturapozzioma.blox.pl>, <http://www.kra-kau.travel/guide-to-krakow/let-s-visit/kazimierz/action,get,id,16434,t,Nowy-Platz.html>



## Regeneration of Nadorze, Wrocław district

Nadorze, which is adjacent to the central district of the city of Wrocław, has a lot of former German tenement houses. Since 2010, the process of regeneration, consisting of 14 separate projects has started. Two school buildings and many houses will be modernized and several nadodrzańskie courtyards have already been renovated. The Staszic's Park will be rebuilt with a new public garden, lawns and alleys designed according to the needs of the district residents. Moreover, in the adapted outbuildings there is the Nadodrzańskie Support Centre.



Source <http://www.wroclaw.pl>, [www.mmwroclaw.pl](http://www.mmwroclaw.pl), [jawewroclawiu.pl](http://jawewroclawiu.pl)

## 2.2. A sustainable development

Sustainable development is a concept that over decades has evolved into the principled rule which is taken into consideration on almost every stage and level of spatial policy.

There are many documents that define sustainable development itself as well as discuss its vital impact on life and human activity. Nevertheless, there are always three key terms: the environment, society, economy and the necessity to maintain the balance between them.

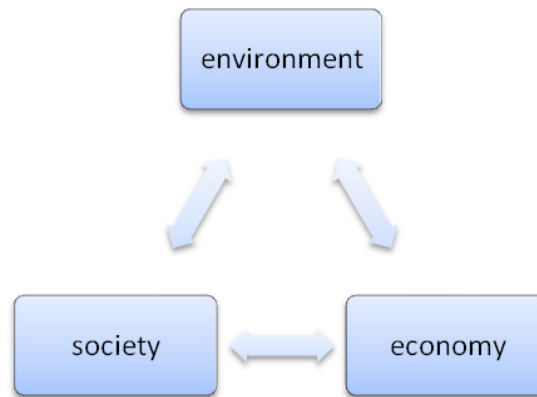


Figure.6:

The most common form of sustainable development is defined in The Report of the World Commission on Environment and Development: Our Common Future (1987) where development “meets the needs of the present without compromising the ability of future generations to meet their own needs”.

The Lisbon Strategy (2000) puts firm pressure on development, which should be achieved by competitive and dynamic knowledge based on economy. From this understanding emerged an idea of smart cities, which combines the principles of sustainable development with the building of the competitiveness of the city, in such areas as:

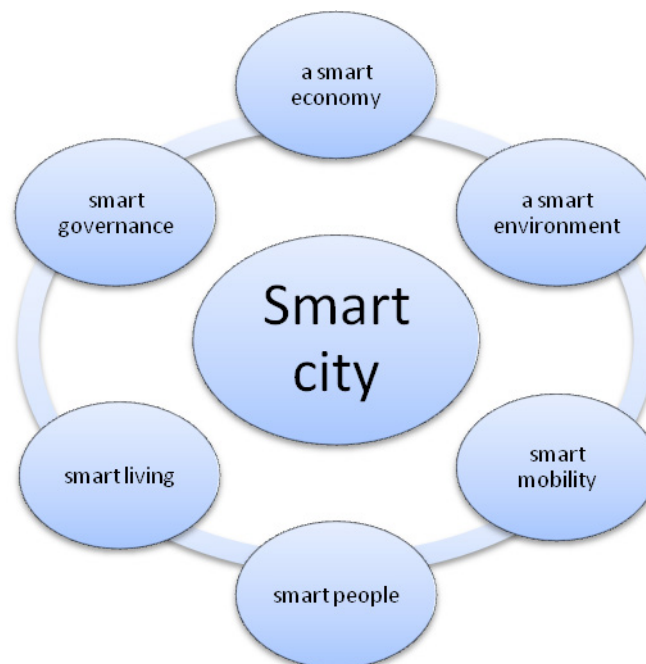


Figure.7:



In the document European Spatial Development Perspective. Towards Balanced and Sustainable Development of the Territory of the European Union it was decided:



Figure 8.

One of the latest documents that refers broadly to sustainable development is Europe 2020. This strategy is about delivering growth, that is:

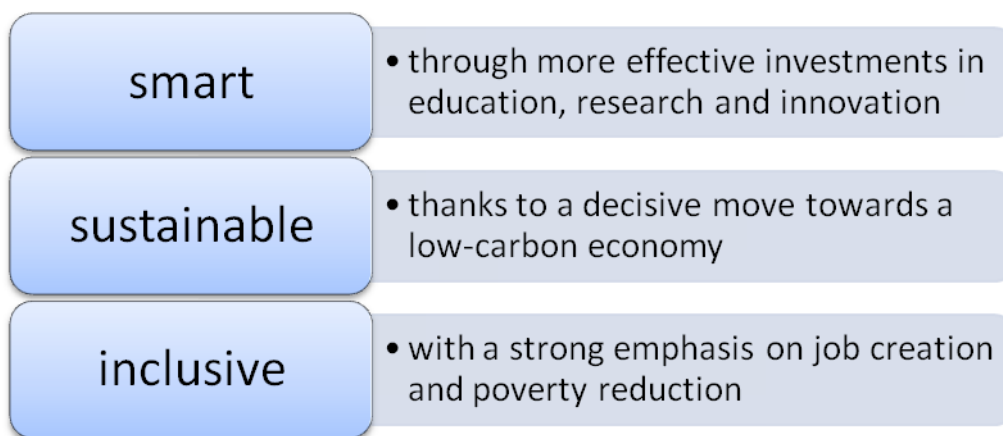


Figure 9.

It is focused on five ambitious goals in the areas of employment, innovation, education, poverty reduction and climate/energy.

In Polish law sustainable development was defined in the environmental law act as “a social-economic development, which leads to the assimilation of political, economic and social activities, with the sustaining of the environmental balance and a basic natural process, so as to guarantee the ability to fulfil the basic needs of communities or citizens of the present and future generations”.

However, in our case we should concentrate on the sustained development between:

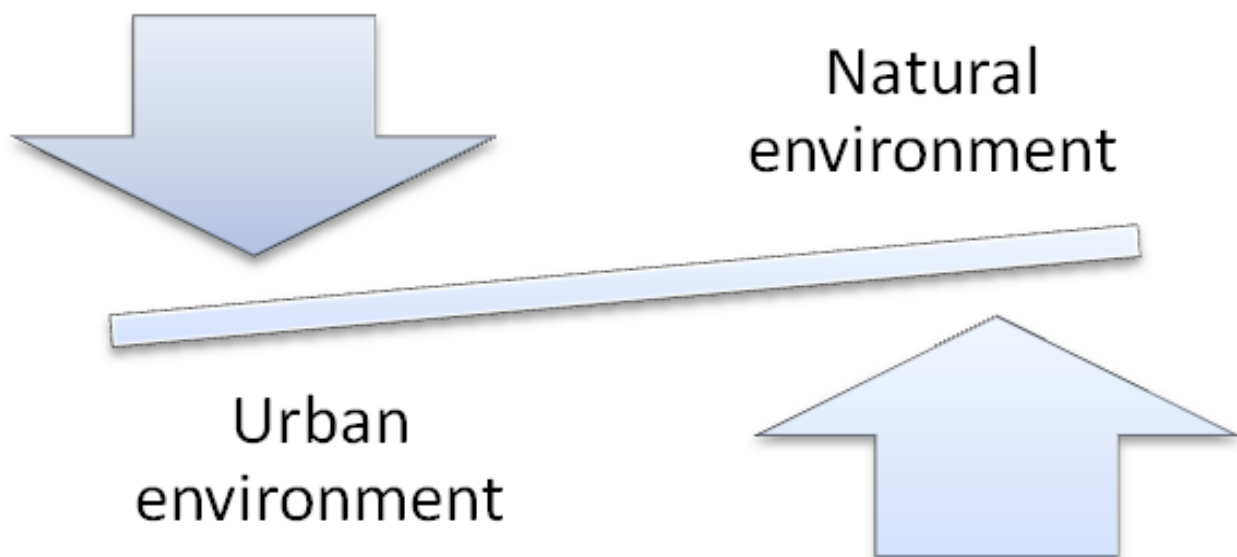


Figure 10.

## Nadwarciański Boulevard in Gorzow Wielkopolski.

The idea of regeneration plans was to locate new functions in the technical infrastructure through the development of the promenade boulevard as a public place of activity, leisure and social events, fully adapted to the needs of the disabled citizens.

The regeneration of the Boulevard created opportunities for potential entrepreneurs to develop services related to tourism as well as cultural activities, art and water sports. Currently, the Boulevard is the centre of the town - a place of citizens' meetings and tourist's attractions.

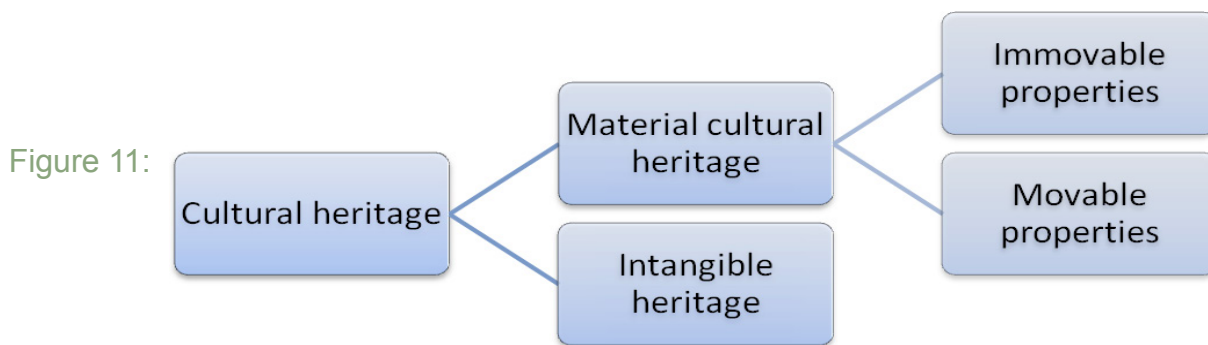


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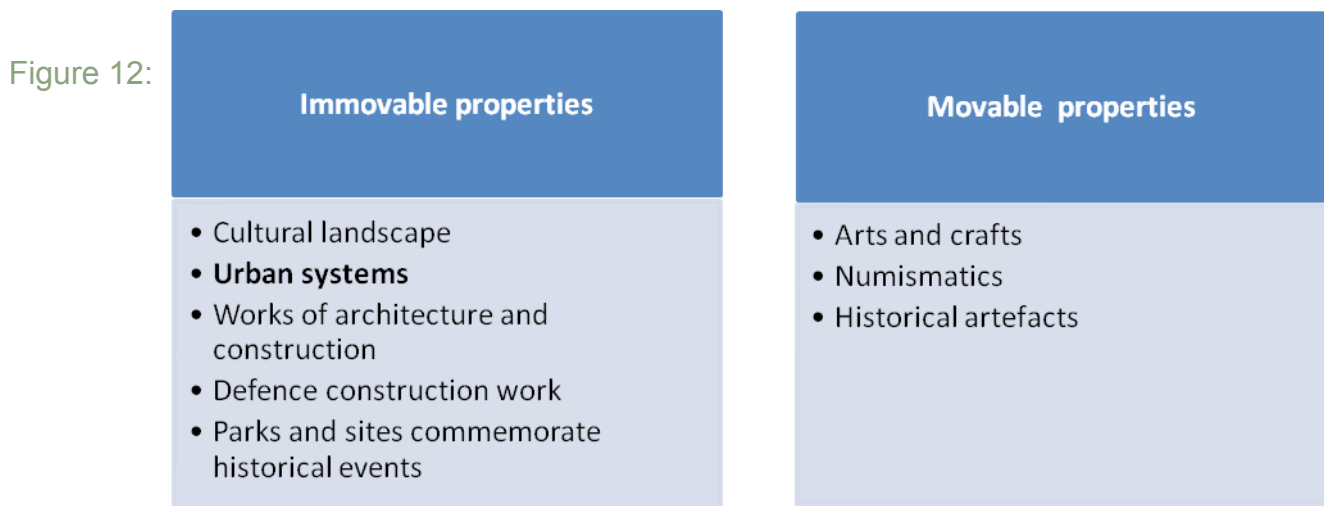
### 2.3. The protection of cultural heritage

*“When we want to define "urban heritage", what comes to the mind of most urban planners and managers are usually monuments, i.e. churches, temples, all sorts of religious buildings, palaces, castles, fortresses, historic city walls and gates and other types of institutional buildings (e.g. of education, science, administration, or other social purposes). This understanding often excludes historic residential areas and historic city centres which equally represent the urban heritage. In addition, there may even be non-tangible elements of urban heritage, such as customs and beliefs, which play a role for the articulation of space use and the built environment ”.*<sup>3</sup>

Speaking of material cultural heritage we have in mind movable as well as immovable properties. A relatively new concept is intangible heritage understood as knowledge, skills and tradition passed on verbally from generation to generation. They are a source of a sense of identity and continuity.



In Polish law there is no definition of cultural heritage. Instead, we encounter a definition of a monument, which is identified as a real estate or movable property, its parts or its complexes, that is the result of either man’s work or his activity and which are evidence of a former era or occurrences which, in the public interest, should be protected due to the historical value possessed, artistic or scientific.



<sup>3</sup> Steinberg F., 1996, Conservation and Rehabilitation of Urban Heritage in Developing Countries, HABITAT INT., Vol. 20, no. 3, s. 463.



The monument is also a reconstructed object, restored according to the tradition that is of great historical meaning, often fundamental to the national or local identity. An example of an object rebuilt thanks to the efforts of the whole nation is the reconstruction of the Royal Castle in Warsaw after World War II.

## Royal Castle in Warsaw

The origins of the Royal Castle in Warsaw date back to the fourteenth century and then developed in the sixteenth and seventeenth century. During the times of Zygmunt III Waza it was shaped in a closed pentagon. It was a royal residence, the venue of the parliament, administrative and cultural centre of the country. In September 1939, the castle was bombed, and in September 1944, blown up by German soldiers. Between 1945-1970 the communist authorities delayed its reconstruction; the decision was made in 1971. Up to 1980 funds for reconstruction were entirely due to social generosity.

Source: Internet



Reconstructions of local monuments are often no less important for the local community. An example could be the reconstructed Town Hall Tower in Świdnica.

### Town Hall Tower in Świdnica.

The first town hall tower was built in the gothic style in the Middle Ages. Over the following centuries it survived natural disasters and was repeatedly rebuilt, until the 60s of the eighteenth century, when it gained its most recognizable shape. For more than 200 years it embellished świdnicki market until 5th January 1967, when an incompetently carried out demolition of adjoining buildings made the tower collapse. The new tower is topped with a dome and spire with a unique sphere where, on 1st October 2011, the citizens of Świdnica placed a time capsule for future generations, such as scanned photographs, historical documents and coins.



Source: Internet



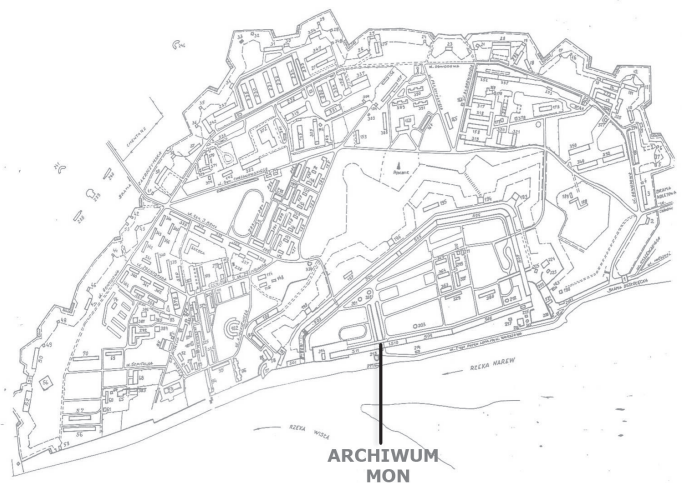
In organizing the training materials we focused mainly not on single objects, but the historic urban landscape. The key advantage of this approach is the ability to provide instruments to protect monuments used for the regeneration of historically different districts, which coexist in the city. Often it is the historic urban system that needs to be protected and regenerated.

Protection forms of monuments according to the Polish law are:

1. Record in the register of monuments

Twierdza Modlin (The Modlin Fortress).

It is an example of a defensive architecture monument from the early XIX century. It has repeatedly been expanded with forms of defences that comprise of French, Russian and Polish fortification elements. It is one of the largest and best preserved fortresses both in Poland and Europe. It may only be compared to the Verdun citadel with nearly 200 years of history.



Source: Internet



## 2. Recognition as an historical monument

### Żyrardów Centre.<sup>4</sup>

The Factory settlement in Żyrardów is extremely valuable evidence of more than a hundred years of linen tradition as it is an urban space with varied land zoning, consequent urban planning and interesting architecture. The excellence of urban and architectural values existing in this town are primarily its authenticity due to the original spatial composition and unique buildings.



<sup>4</sup> Source: Internet

### 3. The creation of a cultural park

#### The old Garden in Radom.

One of the first urban parks established in 1820 on the land that once belonged to the hospital church of St. Spirit on the Milky River. Until these days it is a place for walks and play as it has a cultural and entertainment function.

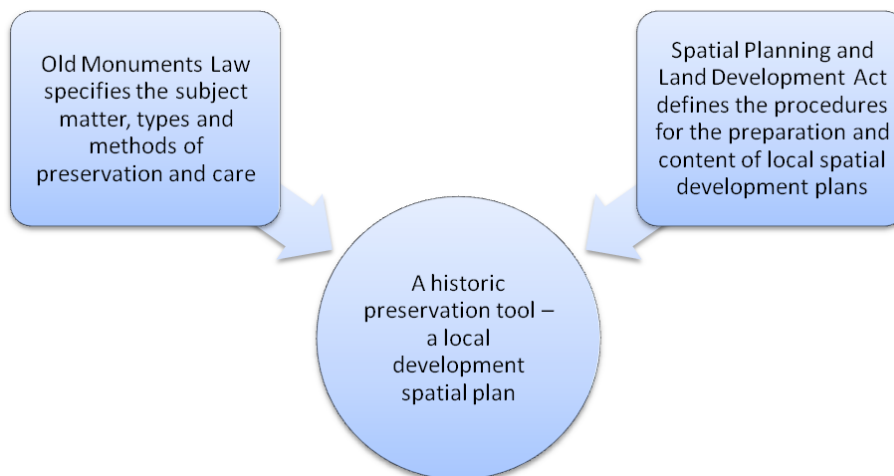
Source: Internet



4. Protection arrangements in the local development special plan or in the location decision on a public investment, planning permission decision, decision on permission for the implementation of a road project, decision on the location of a railway line or a decision on public airports investment.

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Figure 13:



Practitioners preparing the local development spatial plan should take into consideration the following:

1. Preservation and enhancement resources and cultural heritage values
2. Protection and restoring proper resources and values of cultural heritage,
3. Development of modern and balanced cultural landscape including historical and regional circumstances.



# 3. Legal and institutional context of the urban regeneration management

Aleksandra Jadach-Sepiolo PHD, Piotr Popik

## 3.1. Legal context (Aleksandra Jadach – Sepiolo PhD)

Presenting the legal context of performing urban regeneration activities we should be aware that we will not be able to show the students/trainees the full legal context of urban regeneration. We do not list here all the legal regulations and jurisprudence defining the whole range of topics connected with urban regeneration measures. We focus on basic pillars:

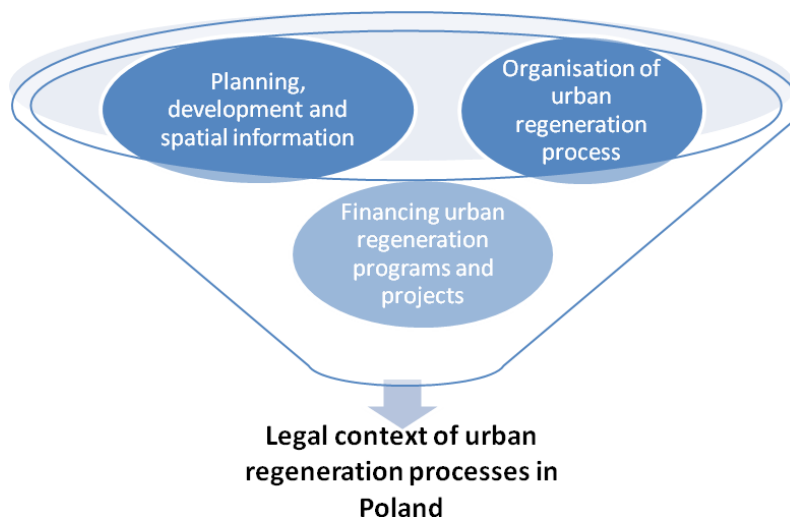
- The legal basis of the investment process,
- The organizational and legal conditions of performing the tasks of local government in the case of urban regeneration.

The analysis of urban regeneration processes gives a basis to creating stable conceptual apparatus from putting together the terms defined in the Acts reflecting:

- spatial,
- organizational,
- financial

The legal basis for programming and performing urban regeneration activities.

Figure 14:



No matter how complex the basis of the problems is, that are to be tackled in the urban regeneration programme, foreseen activities should be performed on a precisely defined area. An area-based approach to urban regeneration projects results in Polish law from the Act of spatial planning and development. Whereas organizational frames of programming and performing urban regeneration activities are defined among others by:

- The Constitution of Poland (art. 166) and the act of local government – which allows the inclusion of urban regeneration in public duties implemented by local government,
- the law of public procurement, defining the course and principles of spending public funds allocated for the implementation of these tasks, and the acts, which describe in detail additional courses of implementing public duties (act of public-private partnership, act of concession for construction works and services).

The basic frames for financing urban regeneration activities from public funds were defined in a series of acts and implementing regulations, including among others:

- act of public funds, by defining the principles of budgeting public funds and programming long term investments,
- act of principles for conducting the development policy, defining the principles of assigning project support from EU funds, which constituted in the years 2004-2013 the main source of financing of urban regeneration projects,
- regulation of the minister of regional development on supporting urban regeneration in the frames of regional operational programmes, as this legal act includes the only one definition of urban regeneration in Polish legal order for the needs of the assessment of intensity of public support.

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Legal acts listed above create the basis of legal context of urban regeneration processes in Poland. We show the students/trainees these frames in the form of lectures, but not only. After introducing the legal context, legal conditions are present in every discussion, in almost every task to be performed. First of all this is a basis for a broader analysis of urban regeneration investment projects, but they exist also in social projects, and what is more in the analysis of the possibility of the economic activation of degraded areas (e.g. the problems of public support or expropriation).

The analytical parts of the study programme should be organized mainly in the form of workshops and discussions. For instance, we define the problem as described below:

*Based on the knowledge acquired during the lecture or on the basis of professional experience the students have to point to a public purpose, which city plans to implement with the support of an urban regeneration project and detailed tasks, which will have to be undertaken by local government to implement the main purpose.*

Workshop members will be asked to point out possible forms of the implementation of public duties by municipalities, among others by capital companies owned 100% by the city. In the course of the discussion stress will be laid on the subject of the form of delegating public duties in the companies with exclusive public capital to the in-house entities.

Particular stress will be laid on the possibility of the commune taking part in the enterprise (among others in the scope of housing investments – municipal and social flats) together with associating these investments with urban regeneration activities in the present legal status, also by means of public-private partnership instruments.<sup>5</sup>

This is only one of the exercises, which brings us closer to learning the legal conditions of urban regeneration activities. Nevertheless from this exercise it results in many detailed questions. This is a basis for discussions with experts, individual research, but among others teamwork.

**The process of urban regeneration is so complex indeed, that its realization needs constant discussions and teamwork, with a lawyer’s involvement. The team must head towards solving the defined problem, using the available legal instruments.**

As Polish legal order does not contain any detailed act devoted to urban regeneration, it may seem that it lacks such instruments. We should remember that dispersion does not mean lack of regulation. Through studies on urban regeneration we show, from where we can derive tools for the use of urban regeneration projects. The subjects presented on the chart are described in detailed acts, implementation acts, jurisprudence.

Figure 15:



<sup>5</sup> Source: M. Zabłocka, 2012, Podstawy prawne procesu inwestycyjnego, w tym organizacyjno-prawne uwarunkowania realizacji zadań samorządu terytorialnego w przypadku rewitalizacji, materiały szkoleniowe opracowane w projekcie „Rewitalizacja miast – organizacja i finansowanie”, SGH, Warsaw, s. 3.



Not every subject is discussed in detail during the course, but some of them appear during individual consultations, which accompany the work on individual projects, sometimes during chats or on the e-learning platform. We also try to maintain contact with students/listeners, so that the solutions to legal problems, which appear in the urban regeneration projects realized by them, could enrich the repository of case studies discussed during the studies.

## 3.2. Institutional background (Piotr Popik)

As an interdisciplinary action, urban regeneration implies involvement of a wide range of institutional participants on different stages. Proper organization of the planned activities in an appropriate institutional context may determine the effectiveness of the implementation of both the process of elimination of specific areas from a crisis situation as well as individual projects that are within. That is the reason to provide students with knowledge on the institutional environment - the area of administration, finance and social organizations.

### Public administration institutions

Taking into consideration the constitutional context, we should differentiate the central and local government. At the central level it is important to pay attention to the competence of the Ministry of Infrastructure and Development that is responsible both for the urban policy and Structural Funds spending at the national level. The competence of governmental administration, represented mainly by the governor, has powers to supervise the provincial office of the conservator, who is responsible for the supervision and the protection of monuments.

The second level of the Polish system is a three-staged local government that consists of municipalities, districts and regions. In urban regeneration the most important is the municipal government that has obligations in the planning and implementing of the regeneration process. At the municipal level, a wide range of organizational units should be mentioned, municipal companies that are involved in the basic level of competence of a local government. They deal with public services, managing municipal housing stock and social assistance. Sometimes we may deal with entities dedicated to regeneration, but due to the lack of relevant statutory terms, it is a quite rare solution and their further activities convert them rapidly into real estate development. Providing students with a comprehensive knowledge on the legal and institutional system of the basic level of local government, will help to understand the environment where the vast majority of regeneration projects are implemented.

From the point of view of programming and regional development policy, the competence of local administration at the regional level is worth mentioning. Actions and processes of urban regeneration are regional development tools that are constructed mainly by regional authorities - the creator of the regional policy framework and its funding. So they determine greatly the shape of the regeneration process.

## Institutional funding system

Among entities that finance actions and regeneration programmes there are mainly banks and institutions which, according to their activities, provide financial products and its funds for the implementation of projects. A good example could be a Bank of Environmental Protection, which offers for example a thermo-modernization credit, a refurbishment credit and an ecological credit. Preferential terms of this type of financing are associated with support coming from public funds. Students should be also familiarized with the role of Bank Gospodarstwa Krajowego as the national bank ,whose aim is to support government socio-economic programmes as well as programmes of local government and regional development , implemented with the use of public funds.

The second group includes institutions that are intermediaries in fund transfer for regeneration projects. The most typical representatives here are the European Investment Bank and local development agencies at the local and regional level. Their primary task is not only the funding of regeneration undertakings understood as share capital to third parties but, most of all, to initiate development (including through revitalization ) and projects support.

## The third sector

Discussing the institutional context of the urban regeneration activities we cannot omit the increasing importance of social organizations and social economy sector. Such entities are a natural environment of institutions supporting and engaging in regeneration processes especially in the social dimension. Among the basic features of social economy we may find the social integration and development of local communities which, at the same time, are imminent elements of most regeneration programmes. When analysing the economic activity of social cooperatives, it should be indicated that they contribute to improving the projects durability together with improving the quality of life of the involved communities. Looking at the wide range of NGOs' activities, in the context of regeneration, it is important to pay attention to the association of the members of local communities that aim at rebuilding their sense of community. Here we may indicate two Warsaw organizations: The Association of the Residents of Smolna Street and The Association of Szeroka Street.

# 4. Social and demographic determinants of the urban regeneration

Dominika Brodowicz Ph.D., Daniel Zynder

## 4.1. Quality of life and social conflicts in the urban space (Daniel Zynder)

The main reason for the need to take regeneration actions in degraded areas is the accumulation of negative phenomena in the field of spatial, social and economic factors. As a result of this accumulation the marketing rights are shaken due to the real estate market and employment in the area and as a result of feedback there is no way that the community was opposed to the crisis itself. A properly executed diagnosis of the crisis allows for the separation of urban areas that need revitalization. In the programme of studies dedicated to urban regeneration there cannot be any missing information on indicators used in assessing social crises in the cities. For pragmatic reasons, the most often examples considered are indicators set out in the guidelines for regional operational programmes. The example can be the analysis made in the "Local revitalization programme of Wałbrzych for 2008-2015":

Figure 16. Evaluation of the area to revitalize in terms of the social scale of the crisis

The main criteria	In relation to the city	In relation to the region	Area for revitalization	Housing area
Poverty and exclusion	↑	↑	YES	YES
Long-term unemployment	↑	↑	YES	YES
Economic activity	↑	↑	NO	YES
Crime rate	↑	↑	YES	YES
Low level of housing value	↑	↑	YES	YES
Subsidiary criteria	In relation to the city	In relation to the region	Area for revitalization	
Unemployment	↑	↑	YES	
Unemployment by education	↑	↑	YES	
Unemployment by age	↑	↑	YES	
Disability	↑	↓	YES	
Entrepreneurship	↑	↓	NO	



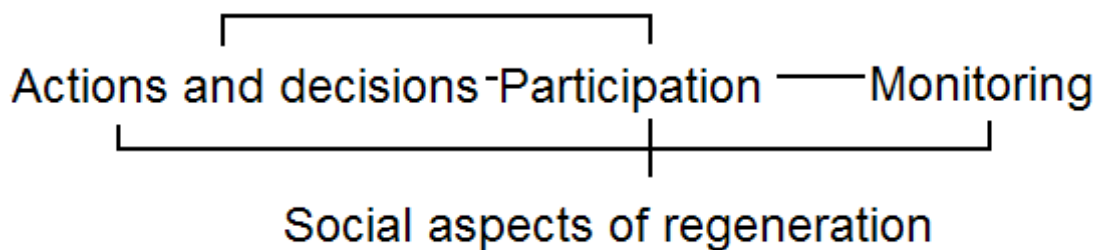


Source: Local Wałbrzych revitalization program for 2008-2015, Annex to Resolution No. XXXV/311/09 City Council dated. 12.02.2009 (as amended. Amended.)

[http://www.um.walbrzych.pl/rewitalizacja/lokalny\\_program\\_rewitalizacji\\_walbrzycha\\_2008-2015.pdf](http://www.um.walbrzych.pl/rewitalizacja/lokalny_program_rewitalizacji_walbrzycha_2008-2015.pdf), s. 85.

Social and demographic factors play an important role in the revitalization process, in addition to the crisis, other events made up the number of positive social interaction and participatory behaviour that should be taken into account both in the decision-making as well as the ongoing revitalization activities.

Figure 17. Model of the revitalization process, taking into account the social aspects



Source: own elaboration

The feedback to the decision-makers about the added value of projects aimed at improving the quality and standard of living as well as a solution to social problems monitoring should always be carried out. Therefore, persons engaged in revitalization projects must be able to evaluate the effects that these programmes bring and what factors should be taken into account in the assessment. The new EU financial perspective in Poland will place more emphasis on strengthening the social pillar of the revitalization rather than on infrastructure cost. Therefore, the analysis of the social situation should be more actively involved in the revitalization strategies the more that there is the more and more examples from the years 2011-2013, in which many projects were carried out as a pilot implementation to the model of urban renewal.

*System project "Social Revitalization" - Action 1.17 PO KL*

*The project included the implementation of the pilot phase in about 20 communities (urban, small towns and rural areas) social revitalization program addressed especially to young people at risk of social exclusion. It could be used all the methods of individual and community social work, the instruments of active inclusion and local animation. It was also possible to retrofitted local initiatives with the necessary equipment and facilities adapted to the needs of disabled people and other disadvantaged groups. The basic idea implemented pilot programs was the need to revitalize their implementation, using the formula of local partnerships involving social welfare centers, local government units and non-governmental organizations and local communities. At present, there is a pilot project evaluating the results and conclusions to the creation of model solutions for social revitalization of different areas, which could be implemented in the coming years.*

Source: <http://www.crzl.gov.pl/projekty-mainmenu-5/projekty-systemowe/pomoc-sposieczna-mainmenu-64/projekt-117-mainmenu-66/19-rewitalizacja-sposieczna>

The fundamental error in the initial stage of revitalization actions or possible failure to plan is the wrong identification of potential social conflicts as well as demographic trends that may arise at various stages of activity. A phenomenon that we are seeing at the moment in the cities of the crisis is relative "shrinkage" of the population (mainly in the central zone of the city) as well as the selective accumulation of social problems (in deprived urban areas). These factors can lead over time according to the theory of "closure on the path" to halt the development, which is why it is important to carry out regeneration in these areas since the process of regeneration can be "a window of opportunity" for the area. Realistically speaking, the best option ahead of negative events and closing the given area in the path of deprivation is to know the demographic projections in order to optimize human resources as well as investment in social programmes, whereby the level of public participation will be elevated.

Often the heart of regeneration programmes assume a positive impact on the quality of life of the programme area. However, with the deprivation of certain areas the city's demographic potential is also reduced. In addition, this process can be made worse when negative demographic structure is in-depth by the phenomenon of the "brain drain", which refers to a selective group of young and educated people so that the socio-demographic structure of the city changes for the worse. In the case of the deterioration of the demographic structure it also reduces social capital since the degraded area is no longer able to retain or attract creative individuals. Important in this case is an appropriate framework and establishing action priorities in relation to the strengths of the revitalized area, for example by linking empty apartments into one large so that the standard of living relatively rises for a family, in that way the criteria laid down in the priorities are fulfilled (in this case, the increase in the number of families with children).

By definition, the revitalization should solve social problems, and the use of its results should not be limited to specific groups. From this point of view, the task of government should be to animate and coordinate activities related to the development of social capital as well as the resolution of social conflicts in the area subjected to renewal. Increasingly displayed need for public intervention in the social sphere in a crisis areas, despite fierce criticism is still necessary without the support

and understanding of development barriers. It will be impossible to resolve social conflicts arising from the division of society that creates a specific social system, only thanks to the implementation of such projects there is a chance to increase the level and quality of life of urban citizens and solve demographic problems.

Of course it is possible that regeneration activities do not result in the improvement of living conditions as renewal of architectural building in the area subjected to the revitalization may attract the wealthier population, and thus lead to a process of gentrification. Therefore, the implementation of infrastructure projects in residential areas having the nature of revitalization must be coordinate with the social action of activating and enhancing the level of participation and entrepreneurship.

## 4.2. Public participation in the process of the regeneration (Dominika Brodowicz Ph.D.)

Public participation is the two-way communication and collaboration process by which public or private organisation consults with stakeholders, like clients, other organisations, local communities, as well as interested or affected individuals before making a decision<sup>6</sup>. For instance, this could concern new products or services, and in the case of urban renewal decisions regarding the regeneration of degraded areas and properties. The main concept of public participation is based on the belief that those who could be affected by planned actions have a right to take part in the decision-making process and present their opinions<sup>7</sup>. OECD<sup>8</sup> defines it as one of the key tools enabling transparency, conversation and exchange of ideas and problem solving between public bodies or investors and society. Consultations can be used, for instance, to enhance the information flow and improve communication between parties interested in the specific issue or area. Generally public consultations as a process of dialogue in projects including urban regeneration could bring benefits for parties involved in terms of<sup>9</sup>:

- information and knowledge sharing;
- providing an opportunity to build consensus around issues;
- recognising the value of the opinions and expertise offered by society;
- encouraging greater involvement and interest in local democracy among community members;
- developing plans and policies based on the needs and views of society;
- creating a sense of ownership of ideas among participants; and
- preventing misunderstandings and protests of communities affected by the project.

To provide such benefits the process requires<sup>10</sup>:

1. Leadership – it is important to appoint a person or a team representing a public body or private investor with a good reputation and acknowledgement as an expert in the field, who would be committed to the process and co-ordinate.
2. Clarity – aims, objectives and time-line of the process should be specified at the planning stage.

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6 International Association for Public Participation. (2007), IAP2 Core Values. Available on-line: <http://www.iap2.org/>

7 Creighton & Creighton, Inc. (2008), What is Public Participation? Available on-line: <http://www.creightonandcreighton.com>

8 OECD (2005), Evaluating Public Participation in Policy Making, OECD Publishing.

9 World Bank (1999), Public Consultation in the EA Process: A Strategic Approach, Washington, D.C. G. Frewer, L. J. Rowe (2000), „Public Participation Methods: A Framework for Evaluation, Science, Technology & Human Values”, Winter 2000 25: 3-29.

10 Ibid.



3. Communication – information sharing and exchange is one of the most important issues in the process.

One of the important issues closely related to public participation is community engagement. Society, strictly local communities could contribute significantly to the development of urban regeneration plans in their neighbourhoods. Information and opinion sharing could support mutual understanding of priorities and the goals of the parties involved and affected by the process<sup>11</sup>. In the case of community engagement in the public participation process it is important to stress that this type of cooperation is often initiated by the community itself rather than the organisation.

- Public participation in discussing the issues of citizens interests is common in the traditional Commonwealth countries such as the UK or Canada, and more often in continental Europe, strictly in the European Union (EU) member states obliged to follow directives<sup>12</sup>. Also international declarations signed by a member country of the United Nations (UN) and other organisations put pressure on public bodies to follow the alignments. Chronologically, one of the first declarations regarding public consultations agreed on the international forum was the Stockholm Declaration of 1972<sup>13</sup>, the Rio Declaration on the Environment and Development of 1992<sup>14</sup>, and the United Nations Economic Commission for Europe (UNECE) Convention on the Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters of 1998<sup>15</sup>. In Poland the main regulations enforcing public bodies and investors to conduct social consultations are<sup>16</sup>:

- legal act on natural environment protection of 27th April 2001;
- legal act on spatial planning and use of land of 27th March 2003;
- legal act regarding citizens' participation in natural environment protection of 3 October 2008;
- acts regarding voivodeships, counties (powiaty), and municipalities.

Clearly, the consultation process ought to be based on interaction between the parties involved and in practice there are three forms of communicating, which are a combination of passive and active approaches. The first of them, notification is a one-way process for communicating the information in which the public has a passive role. It is often used at the initial stage to give details about the issues and planned meetings. The second, consultation is an active way of conducting

11 L. Jones, K. Wells (2007), "Strategies for academic and clinician engagement in community-participatory partnered research" JAMA, pp.407–410.

12 For instance, Directive 2003/35/EC of the European Parliament and of the Council providing for public participation in respect of the drawing up of certain plans and programmes relating to the environment and amending with regard to public participation and access to justice, and Directive 2001/42/EC of the European Parliament and of the Council on the assessment of the effects of certain plans and programmes on the environment.

13 <http://www.unep.org/Documents.Multilingual/Default.asp?documentid=97&articleid=1503>

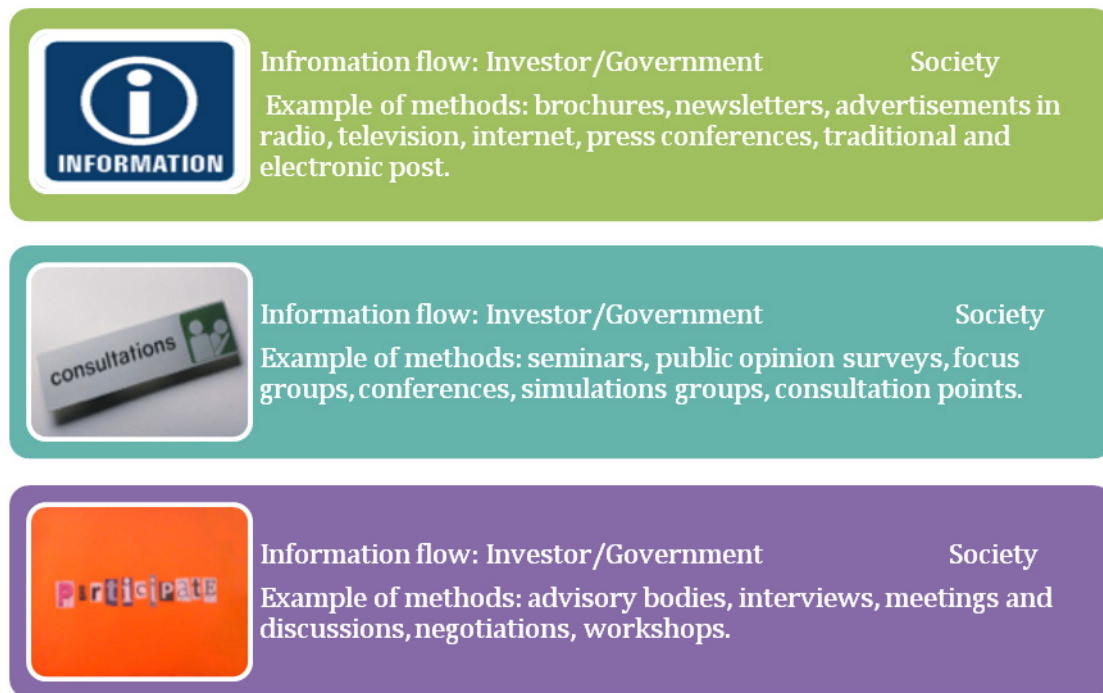
14 <http://www.unep.org/documents.multilingual/default.asp?documentid=78&articleid=1163>

15 <http://www.unece.org/fileadmin/DAM/env/pp/documents/cep43e.pdf>

16 <http://isap.sejm.gov.pl/KeywordServlet?viewName=thasA>

the process. It usually involves interactions and exchange of opinions between parties. The third form, participation is also an active form of conducting consultation through the actual involvement of stakeholders in creating policies, influencing decisions and regulations in order to enhance the 'ownership' of ideas, and increase support for the discussed projects and regulations.

Figure 18. Information flow in public consultations and exemplary methods



Source: Own elaboration on the basis of K. Iwińska (2010), „Konsultacje społeczne w demokracji środowiskowej”, "Zielona Akademia" – Studium podyplomowe "Ekologia - etyka - technika", Collegium Civitas, Klub Myśli Społecznej Inicjatywy, and D. Matejczuk (red)., (2011), „Raport końcowy z badania efektywności mechanizmów konsultacji społecznych”, commissioned by Ministerstwo Pracy i Polityki Społecznej in the frames of European Funds Human Capital Programme 2007-2013.

There are numerous examples of public participation in urban regeneration projects and plans development in Poland in which active approaches enhancing information flow between investor/government and stakeholders were applied. The author would like to mention two selected cases of the Rotunda and Creative Cities.

Selected ideas for redevelopment of Rotunda:

- ⇒ a meeting place;
- ⇒ a place for rest;
- ⇒ multimedia information point on cultural events;
- ⇒ open and changeable gallery;
- ⇒ experimental education centre.

Source: [http://rotunda2013.pl/wp-content/uploads/2013/06/rotunda2013\\_raport\\_en.pdf](http://rotunda2013.pl/wp-content/uploads/2013/06/rotunda2013_raport_en.pdf)

The first one, the Rotunda 2013 project regards recently completed consultations on the revitalization of a building belonging to PKO Bank Polski in Warsaw city centre<sup>17</sup>. The aim was to engage society in the discussion about the needs, visions and ideas for redevelopment of the property not only as a financial services space for the biggest Polish bank, but also a cultural and rest area situated in the heart of the city. The owner, PKO BP, decided to cooperate with the professional organisation The Unit for Social Innovation and Research – Shipyard managing and monitoring the entire process of consultations. Among active methods used in the process were panel discussions with experts, on-line survey, workshops and on-line interviews. As a result over 10 000 people took part in consultations and a ‘bank of ideas’ was created, which included a strong demand for the multi-functionality of the Rotunda. The number of participants and level of on-line traffic registered on the project’s website proves that revitalisation of the Rotunda and its area is not only important for the property owner, but also for the historic and location reasons for Varsovians.

The second example, Creative Cities is an initiative of the British Council set up in 2008 and carried out in 15 across Europe, including Poland<sup>18</sup>. Its aim is to enhance the engagement of local communities in creating strategies and development plans for neighbourhoods, cooperation with business and encourage dialogue with local authorities and NGOs. Two main tools used in Creative Cities project are electronic media and the Future City Game<sup>19</sup>. The first one, includes dedicated websites and social media, such as Facebook, Twitter and Linked In, used as platforms for sharing and gathering ideas, and enabling contacts between project participants and other groups of interest.

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The second tool often used in Creative Cities projects is the Future City Game, a two-day workshop for groups of a maximum of 25 participants from different backgrounds and disciplines to discuss innovative and achievable ideas for improving the quality and enhancing the liveability of the specific neighbourhood, district or the entire city. This tool has its roots in the Futures Studies field, specifically in the Futures workshop, which is:

Future City Games in Poland:

- ⇒ Samborska Today and Tomorrow – scenarios for the shortest street in Warsaw/ Warsaw
- ⇒ Creative Włochy – ideas for engaging local communities / Warsaw
- ⇒ The future of Piotrkowska Street/ Łódź
- ⇒ Future of City Park/ Malbork
- ⇒ Cultural and Creative Industries/ Wrocław

Source:<http://creativecities.britishcouncil.org/about-creative-cities>

17 [http://rotunda2013.pl/wp-content/uploads/2013/06/rotunda2013\\_raport\\_en.pdf](http://rotunda2013.pl/wp-content/uploads/2013/06/rotunda2013_raport_en.pdf)

18 The concept of Creative cities was developed and popularized by, among others, Charles Landry (“The Creative City: a toolkit for urban innovators” 2000) and Richard Florida (“Cities and the Creative Class” 2005).

19 <http://creativecities.britishcouncil.org/about-creative-cities>

A method enabling the development of creative ideas and problem-solving in various areas of life in the processes of describing the preferred future seen in 5, 10 and even 20-years ahead<sup>20</sup>. Length and techniques used in the Futures workshop may vary from half a day to even three days, depending on the researched issue, budget, and availability of participants, but the main concept behind it is to create a space for communication, thinking outside the box and a non-judgemental approach to ideas shared between experts and all parties interested in the specific issue.<sup>21</sup>

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20 Godet, M. (2001), *Creating Futures: Scenario Planning as a strategic management tool*, Economica, London.

21 The Futures Academy (2008), “Twice the Size? Imagineering the Future of Irish Gateways”, Available on-line: <http://www.thefuturesacademy.ie/node/63>.



## 5. Economic aspects of the regeneration process

*Aleksandra Jadach – Sepiolo PhD, Piotr Popik*

### 5.1. Balance and off-balance mechanisms to stimulate economic activity and investment (Aleksandra Jadach – Sepiolo PhD)

As assumed, urban regeneration activities of local government should only act as the beginning of removing a degraded area from a crisis. Properly programmed infrastructural investments of the commune through catalytic effects should start the activities of non-public subjects:

- in the social area – non-governmental organizations and local community,
- in the economic area – entrepreneurs and the institutions of business surroundings.

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The analysis shows, that essential in the programme of professional courses in urban regeneration is to show, how the commune can stimulate various urban regeneration activities and how it should manage conceptual and planning activities, so that the investment activities, which occur in the next phases of the urban regeneration process, would cause the highest catalytic effects and contribute to the harmonious development of the city. Additionally the adepts of urban regeneration should see the urban regeneration programme in terms of development, understanding that in further stages the involvement of local government systematically decreases, giving place to private and social subjects.

Independently of the country and region, where urban regeneration activities are performed, the coordinator should know the examples of financial instruments which lead to the stimulation of urban regeneration activities (forming taxes and local fees, reliefs, incentives) and the examples of using non-financial tools (e.g. cooperation with investors, proper information on investment areas etc.).

Figure 19:



One should pay attention in the didactic process to the fact, that showing the catalogue of available tools and budget & non-budget instruments, we give our students the solutions, from which not every single one will be used. There is and will be no universal key – one always has to devote much time and attention after the course, in constant dialogue with the local community, so that one can work out his own set of keys.

On analysing the possibilities of running new urban regeneration activities by the communes, which are performed and financed by non-public subjects, we introduce the division into mechanisms, which:

- are financed with funds from the communal budget (budget),
- do not need such financing (non-budget).

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As budget and non-budget instruments should supplement each other, the analysis of the function of the commune as a subject which carries out the urban regeneration policy, is based on the combination of the main spheres of the commune's activity, being at the same time:

- planner and animator of future economic processes, and, as a consequence, creator of conditions for present and future gaining of incomes by companies and households on a given area,
- subject offering public services,
- owner and subject which manages public property,
- legislator, through rights in the sphere of creating spatial order and tax control,
- investor, making decisions on undertakings connected with development.<sup>22</sup>

Budget mechanisms are usually connected with financing projects and activities and in such a sense they will be described in more details in a further part of this unit. The instruments, whose application has an effect on budget income (taxes and local fees, reliefs, incentives etc.) are of no lesser significance. One of the main incentives to undertake renovation activities is the lowering or exemption of real estate tax. Part of the exemption is executed by law.

*„In Polish law real estate tax exemptions can be automatic, when they are the effect of other*

<sup>22</sup> Kogut-Jaworska M., Instrumenty interwencjonizmu lokalnego w stymulowaniu rozwoju gospodarczego, CeDeWu, Warsaw 2008, p. 45.

acts, e.g. real estates occupied as churches and religious unions, being on the area of investment zones and acquired for building of public roads (art. 1b of Act on taxes and local fees). Further exemptions are the effect of art. 7 par. 1 and 2 of the same act and they cover real estate occupied for railway infrastructure, educational and sports associations, with exclusion of the ones used for economic purposes, land and buildings registered as historical monuments, universities, public and non-public educational units and real estate belonging to Polish Association of Plot Owners (PZD).”

Within the competence of the commune as a legislator lies the establishment of detailed exemptions, based on art. 7 par. 3 of the Act on taxes and local fees. The commune can introduce any exemption, under the condition that it is defined in a subjective way, e.g.:

*Resolution No. 516/XXXVIII/2009 of Rybnik City Council from 18th of March 2009 about real estate tax exemption of buildings built before 1945, situated along the streets located in the historical city structure of Rybnik City, where the renovation of front side was performed. Conditions of obtaining tax exemption:*

- *Real estate tax exemption of buildings or their parts located in the historical city structure.*
- *Real estate tax exemption of buildings built before 1945.*

*The exemption is granted up to the expenses incurred by the taxpayer, not longer than for 10 years.*

Source: Presentation „Rewitalizacja przestrzeni publicznych Rybnika”, A. Warchalska, 2011, Materiały do wizyty studyjnej w Rybniku, Warsaw-Cracow.

„On the basis of resolution No. XX/265/07 of City Council in Pabianice, from 19th of Dec. 2007, on real estate tax exemption regarding to land, houses, buildings situated in the zone covered by Urban Regeneration Program of the City Pabianice, houses, buildings and land situated in the regenerated zone in Pabianice at Warszawska street (till no. 47), Zamkowa street, Stary Rynek [Old Market] and buildings bordering on the demarcations lines of above mentioned streets.”<sup>23</sup>

The mechanisms of non-budget stimulation of urban regeneration activities should be introduced

23 Source: <http://www.um.pabianice.pl/informator-miejski/plany-i-strategie/zintegrowany-lokalny-program-rewitalizacji-miasta/zwolnienie-z-podatku-od-nieruchomosci-na-terenie>.

in the city together with the beginning of the planning of the urban regeneration process. They are introduced through:

- administrative decisions on the way of exploiting land and real estate,
- demands and prohibitions resulting from decisions in spatial development plans.

In the didactic process we present good practice in this area. A positive example in planning activities for urban regeneration of a city is the approach of the Tczew authorities to presenting the results of adopting a local spatial development plan for the investors.

*„In 2005 the area of the whole city was covered with local plans. In spatial structure of the city there were separated clear spatial-functional areas: central, municipal, suburban and open; to the areas there were assigned service, housing, industrial and recreational functions assigned. The intentions of the city in the context of shaping spatial order and keeping consistent character of Tczew were stressed. It was assumed that city authorities will strive for bringing back the splendor of city center, limiting the investments in new areas.*

*Spatial information for investors was described in detail in yellow part (part III of the plan) and they relate to 15 investments areas in Tczew. The areas intended for investment in 2015 were marked there. As regards central areas the investors received complex information on:*

- intended use of the area, including the principles concerning housing development, services, forming of green public areas and the possibility of location of parking places,
- principles of forming public area, together with references to additional documents on the aesthetics of urban area,
- scope and foundations of restoration protection,
- scope of archeological protection and necessary excavations.

*Nothing more except for publishing local spatial development plan could, in opinion of city authorities, not be enough for proper presentation of foundations of spatial order in Tczew. That is why city authorities decided to prepare and publish popular version of local plan.”<sup>24</sup>*

Instruments of tax and planning control harmonize with activities which support business surroundings in regenerated areas:

- consultancy and information service for companies,
- cooperation with investors,
- direct and indirect promotion of the commune as investor friendly,
- flexibility of inner procedures and efficiency in managing the investment process.

24 Source: Jadach-Sepioło A., 2012, Budżetowe i pozabudżetowe instrumenty wspierania aktywności ekonomicznej na obszarach rewitalizowanych, e-learning materials of SP „Rewitalizacja miast – organizacja i finansowanie”.



As the results of research performed for the needs of preparation of the Leipzig Charter in the cities of the European Union<sup>25</sup> show, budget funds dominate, and both the strategies of economic stimulation of critical areas, and the strategies of social activation are not usually treated as autonomous strategies of urban regeneration; they are rather included to various extents, which depends on the municipal policy, to urban regeneration programmes and supplement them. On the example of Western and Polish cities we present the most usually applied activities:

- creating local job agencies;
- improvement of communication infrastructure and access to the Internet;
- support of economic and cultural contacts of the district with other city (and regional) areas;
- creating educational and training offers for young people;
- supporting small and middle companies;
- building of new shopping centres;
- improvement of the availability and quality of public transport;
- support for creating new workplaces.

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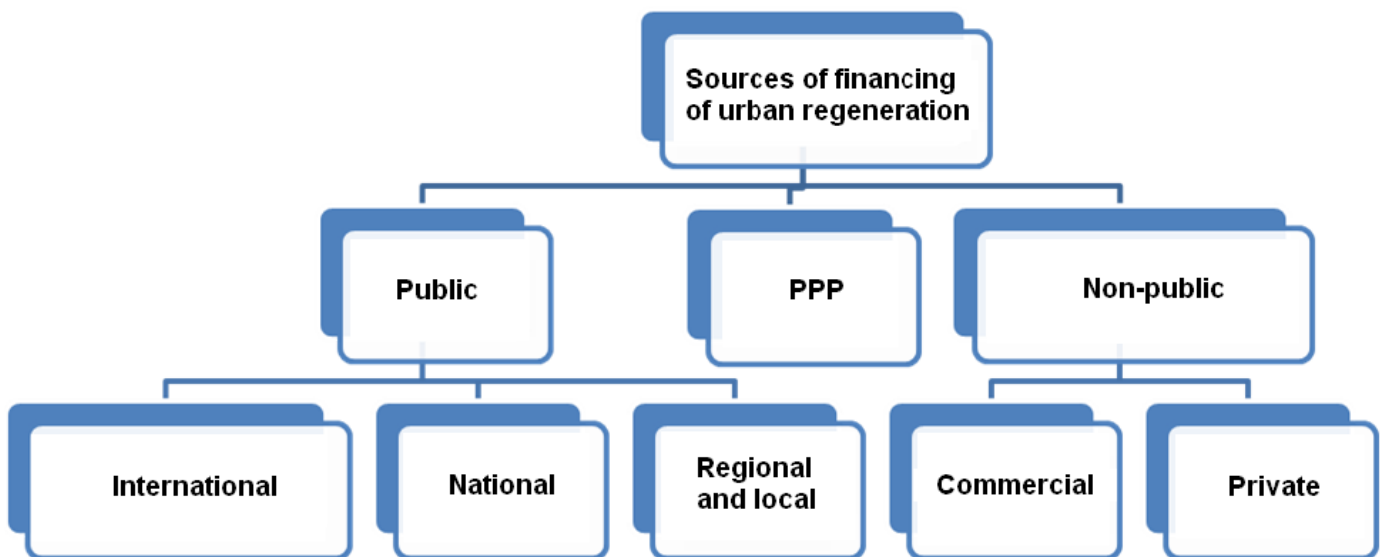
<sup>25</sup> Bundesministerium für Verkehr, Bau und Stadtentwicklung/ Bundesamt für Bauwesen und Raumordnung (BMVBS/BBR), 2007, Städtebauliche Aufwertungsstrategien in benachteiligten Stadtquartieren, BBR-Online-Publikationen, No. 5, p. 30-31.

## 5.2. Financing of the urban regeneration (Aleksandra Jadach – Sepiolo PhD)

Urban regeneration, as a comprehensive and long-term process, involves financial resources from various sources, on various stages of the project performance. A multitude of sources also causes the natural complexity of procedures connected with the assessment of achieved goals, profits (social and economic), durability and validity of the projects. The task of the communes is to initiate an urban regeneration project, not to take the weight of its financing. Public funds should be involved in specific tasks and stimulate the investments of private entities. The goal of urban regeneration is to stimulate the activity of non-public entities, mainly private investors, whose investments might lead to economic growth and complete restructuring of the economic base of a city.

The systematization of the students' knowledge about the financing of local government investments should be an introduction to the issues connected with the financing of urban regeneration. That is why the postgraduate studies' programmes should also contain issues connected with defining sources and instruments of financing of local development. According to the local (national) context these issues should be referred to the structure of the financing of investment tasks in a given country. In Poland the main source of financing of investment projects is the city's budget together with additional supplies from operational programmes. It is also the case of urban regeneration, taking into consideration the essential participation of EU funds within the framework of Regional Operational Programmes (RPO). These programmes in the majority of cities contributed to the fact that the Local urban regeneration programme was elaborated, the degraded area was defined and proper measures were taken. Whereas introducing a new debt rate in 2014 may be connected with the fact that budgets of the cities would not be anymore a source of the financing of urban regeneration. It is worthwhile then, following the guidelines of EU documents, to analyse the possibilities of financing and co-financing of urban regeneration projects by private, social and public-private partnership entities.

Figure 20. Classification of sources of financing in urban regeneration



Source: own arrangement, based on M. Kopeć, *Finansowanie projektów rewitalizacji, Nieruchomości C.H. Beck, Warsaw 2010, p. 37.*

It is worth remembering that urban regeneration is a long-term process, in which the first steps belong to the public authorities, and after that the involvement of private investors in the regeneration of defined areas should gradually grow. To make it possible, a clear policy of municipal authorities towards these areas is essential, including:

- clear legal state of properties,
- local spatial development plan,
- local urban regeneration plan with defined area/areas for regeneration.

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Although in some regions of Poland a provision was demanded in consecutive urban regeneration programmes, that the document serves as the application for EU funds, the access to money from the EU should not limit local authorities to creating a wider urban regeneration policy, based on financial resources from various sources, together with taking advantage of various instruments. Subsidies are still dominant and will undoubtedly dominate for some more time (apart from operational programmes the resources are gained from the European Economic Area EEA, the Norwegian Financial Mechanism, the Swiss-Polish Programme of Cooperation, the programme of the Ministry of Culture and National Heritage etc.). The Programme of studies includes their detailed description. Below chosen examples of financial instruments other than subsidies (credits, loans) are shown.

### Resources of public international financial institutions

Providing credit for urban regeneration projects is included in the offer of international financial institutions (MIF) and financial institutions acting on the national market. Among the MIF, taking into consideration statutory goals, urban regeneration investments may be supported with preferential

credits by the following institutions:

- European Investment Bank,
- Council of Europe Development Bank,
- European Bank of Reconstruction and Development.

The projects should meet the bank's criteria, i.e. they should conform to Directive 97/11 together with EU and local regulations on social consultations and strategic assessment of the project's influence on the natural environment. The bank also pays attention to the conformity to provisions of the directives, with regard to public procurements and national public procurement law. The correctness of implementing the procedures and additional arrangements included in the credit agreement is controlled in the evaluation procedure during and after crediting.

The European Investment Bank finances up to 50% of costs, whereby the bank's margin of profit is low, interest is negotiable and the credit period exceeds up to approximately 20 years. Urban regeneration projects, due to high costs, are included usually in the group of individual projects (from EUR 25 million).

According to the statutory goals, the EIB promotes projects connected with environmental protection and the increase of power generation effectiveness, together with preventing negative climate changes. Because of this reason also investment projects including urban regeneration ventures can be awarded with additional financing from the European Investment Bank. An example of such solutions may be the credit for Zielona Góra, which financed, from awarded resources, the investments improving power generation effectiveness, including the modernization of street lighting, thermo-modernization of public utility buildings, but also the reconstructions of these objects.

EIB credits can also be a component of the financial assembly, whose supplements are resources from other institution – the Council of Europe Development Bank.

#### **European Investment Bank credit for urban regeneration in Katowice**

**Financial resources from EIB credit will be devoted to transformation of postindustrial quarter in the center of Katowice to a cultural zone, including construction of International Congress Center (MCK). One of the elements leading to increasing the attractiveness of the area should be also locating there new residence of National Symphonic Orchestra of Polish Radio (NOSPR). Both investments, which should create so called „Axle of Culture” in Katowice, will be additionally strengthened by reconstruction of the whole public transport system on the regenerated area.**

**The EIB credit is the fourth credit granted to Katowice for development of municipal infrastructure.**





## Urban regeneration bonds – alternative for credit, worth attention

Urban regeneration bonds are a specific kind of municipal bonds, e.g. securities issued in series, whose issuer acknowledges that he is a debtor to the owner of bonds and undertakes to pay certain benefits to him.

Municipal bonds are perceived more and more often as an attractive source of financing urgent investments – the building of municipal flats, sewerage infrastructure or transport system. Typical municipal bonds comprise a series of various buyout deadlines, mainly in the range of 3 to 8 years. They are usually unprotected, with a variable interest rate. They are sold mainly through private issuance, although together with the development of the Catalyst market, public issuances become more popular.

The advantages of bonds in comparison with credit are as follows:

- flexibility as regards the object of financing,
- long term of maturity, however it may be perceived as a shortcoming, because of the shifting of burden for the following years and – as a consequence – limiting of financial possibilities of the successors, that is why the issuance should always be preceded with social consultations and should result from the priorities of the city,
- simplified procedure,
- lower cost of money,
- exclusion from the regulations of the Public Procurement Law.

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The case of urban regeneration bonds is similar. For a longer period bonds in Polish urban regeneration were a definite rarity. It is worth paying attention here to the pioneer experiences of Bytom, which already in 1997 issued bonds and financed with the inflows the building of flats. The application of bonds to the financing of urban regeneration activities was also considered by the municipal authorities of Łódź and Silesian voivodeships.

### **Bytom – first bonds issued for urban regeneration of city center**

**Bytom was the first city in Poland which financed from bond inflows a comprehensive project of urban regeneration of the market square and its surroundings. Modernization of infrastructure, streets and public space was conducted (recomposition of market square slabs together with introducing the “Millenium” fountain), renovations of buildings and municipal flats were performed. The investment was implemented in years 1997-2006.**

**The investment cost amounted to 18 million zlotys, whereas every third zloty was spent on building renovations. The issuance of bonds covered most of the costs – 15 million zlotys. The bonds were bought out by means of resources coming from city’s budget.**

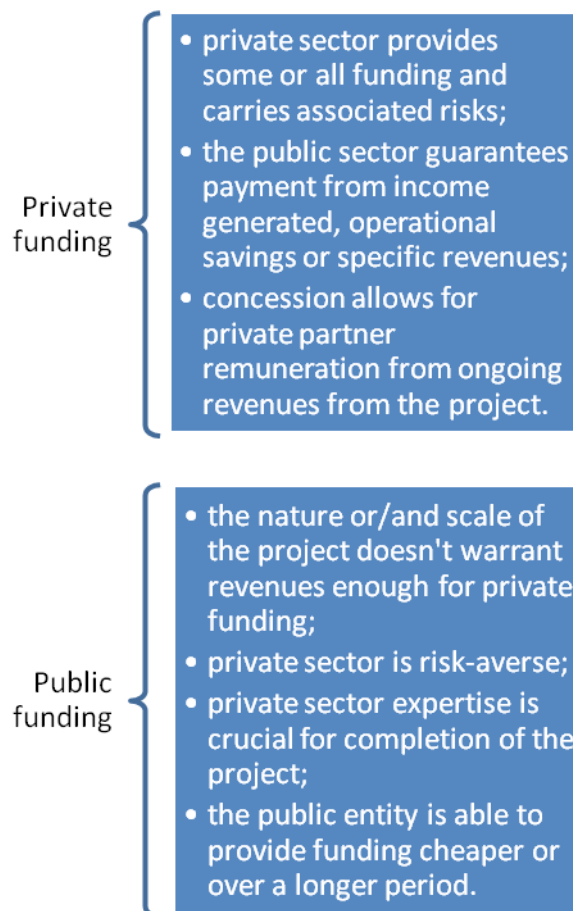


### 5.3. Financial instruments for the urban regeneration

#### 5.3.1. Public Private Partnership (PPP) (Aleksandra Jadach – Sepiolo PhD)

Public private partnership is becoming one of the important and useful tools in urban regeneration projects. However it is not fully recognised by the European cities, that do not take full advantage of this method of project management. The most typical reason for taking PPP into consideration is the lack of funding for investment. Because of the area-based approach, urban regeneration is one of the most cost-consuming processes ongoing in the European cities. As they are no longer capable of reacting to all the renewal challenges, PPP is perceived above all as a potential way of financing regeneration projects, but other advantages (e.g. division of tasks and risks between public and private partners, access to expertise) acquire growing importance.

Figure 21:



In the didactic process the most important is the showing of these advantages and the reasons for using PPP, every time it is connected with adding value to the project:

- public and private partners are used to the traditional way of thinking and approaching the investment process from opposite sites; in the PPP model it changes – partners have to cooperate for the best value for money;
- A private partner can (not have to and not always do) bring additional funding to the project (e.g. in the DBFM model<sup>26</sup>) and partners together can provide much higher access to money than separately;
- division of tasks allows partners to minimize the limitation of the public entity, so the management can be more efficient and professional;
- division of risks enables partners to act in the field of specialisation (private partner) or legitimation (public: meeting social needs, proving services of general economic interest – SGEI); high projects' sustainability due to the long-term project period.

Some guides<sup>27</sup> emphasize that one of the important value-added in PPP projects is their innovative character and notion of innovation in public structures. It is difficult to make the rule of it, but the possibility to bring new skills and expertise to the public sector is priceless. With reference to Nam and Pardo (2011, 186): “public sector innovation itself could be an oxymoron [...] The public sector cannot easily burden varying costs of learning, experimentation and improvisation”<sup>28</sup>.

The analysis of the PPP market maturity in Poland, where PPP is still in its infancy (also in urban regeneration) gives only a few opportunities to show the potential spectrum of issues obligatory for the very understanding of this method. More useful are the analysis of the PFI model in the UK or in other countries. There are few guidelines organising the learning process:

- obligatory compliance with the EU and national legislative (public procurement, state aid) – students need to know the basic information about the legislative framework and be introduced to some real problems in the procedure;
- potential problems over land ownership and transfer of the assets from the public to the private partner;
- special purpose vehicle (SPV) arrangement and usage of the SPV in different kinds of projects;
- concept of “value for money” in PPP projects – what VFM means in urban regeneration projects, how a private partner can be remunerated and when the DBFM model can be applied;
- spectrum of pre-realisation analysis to take on, public sector comparator;
- difficulties with public subsidies – potential scenarios;
- investment process – differences to traditional approach;
- maintenance and transfer to a public partner – how to foresee the associated risks at the beginning of the project.

26 Design-Build-Finance-Maintain.

27 Urbact, 2006, Public Private Partnership in urban regeneration: A guide to opportunities and practice, pp.

28 Nam T., Pardo Th.A., 2011, Smart City as Urban Innovation: Focusing on Management, Policy and Context, ICEGOV2011, Tallin, pp. 185-194.

All the aforementioned issues should be highlighted during lectures and workshops about PPP in urban regeneration. Still, the most important question of funding remains. In Poland there is only one financially closed project, which is a very good case study, not even because of the structure or risk/reward balance, but because of the first in Europe usage of the financial engineering instrument (JESSICA) in PPP projects.

### 5.3.2. JESSICA Initiative (Piotr Popik)

#### Description

One of the elements determining urban regeneration processes is its financing. Also of great importance of the instruments based on the EU funds should be mentioned here. Among the investment sources in the Structural Funds for regeneration, 2009 there is also the JESSICA initiative started on April 29th. As of that date, the first in Poland and Europe agreement concerning a holding found in the Wielkopolska region was signed.

Joint European Support for Sustainable Investment in City Areas (JESSICA) is a repayable financial instrument that was officially initiated on May 30th 2006 by the European Commission (EC) and the European Investment Bank (EIB) in collaboration with the Council of Europe Development Bank (CEB). Its main purpose is to use funds from the Structural Funds, which were previously intended as grants, to make repayable investments in projects that are a part of an integrated plan for sustainable urban development.

It is important to emphasize that investments in the JESSICA initiative may take on different forms: loans, guarantees and equity. However, the Polish experience provides only the loans formula.

The benefits of using this initiative seemed to be crucial and go as follows:

- Funds recycling - regulations that allow to reinvest funds that have financed urban projects. The funds transferred to the UDF are renewable, which means that they can be involved in the projects financing repeatedly.
- A leverage effect is about multiplication of the impact of public funds by a large number of private investors involved in the investment.
- Flexibility, connected with a wider choice of the financial instruments and the admission of the projects generating financial revenue.
- Expertise and creativity, wider use of the experience and knowledge of the banking sector in cooperation with private investors together with consulting and negotiation the range and form of support. It allows for the optimisation of the final objectives of the project.

## Institutional architecture

Below there is the diagram and definitions which help to towards a better understanding of the basic principles of the institutional and management in the implementation of the JESSICA initiative process. The presented terms and institutional architecture of this initiative are general for the entire European Union.

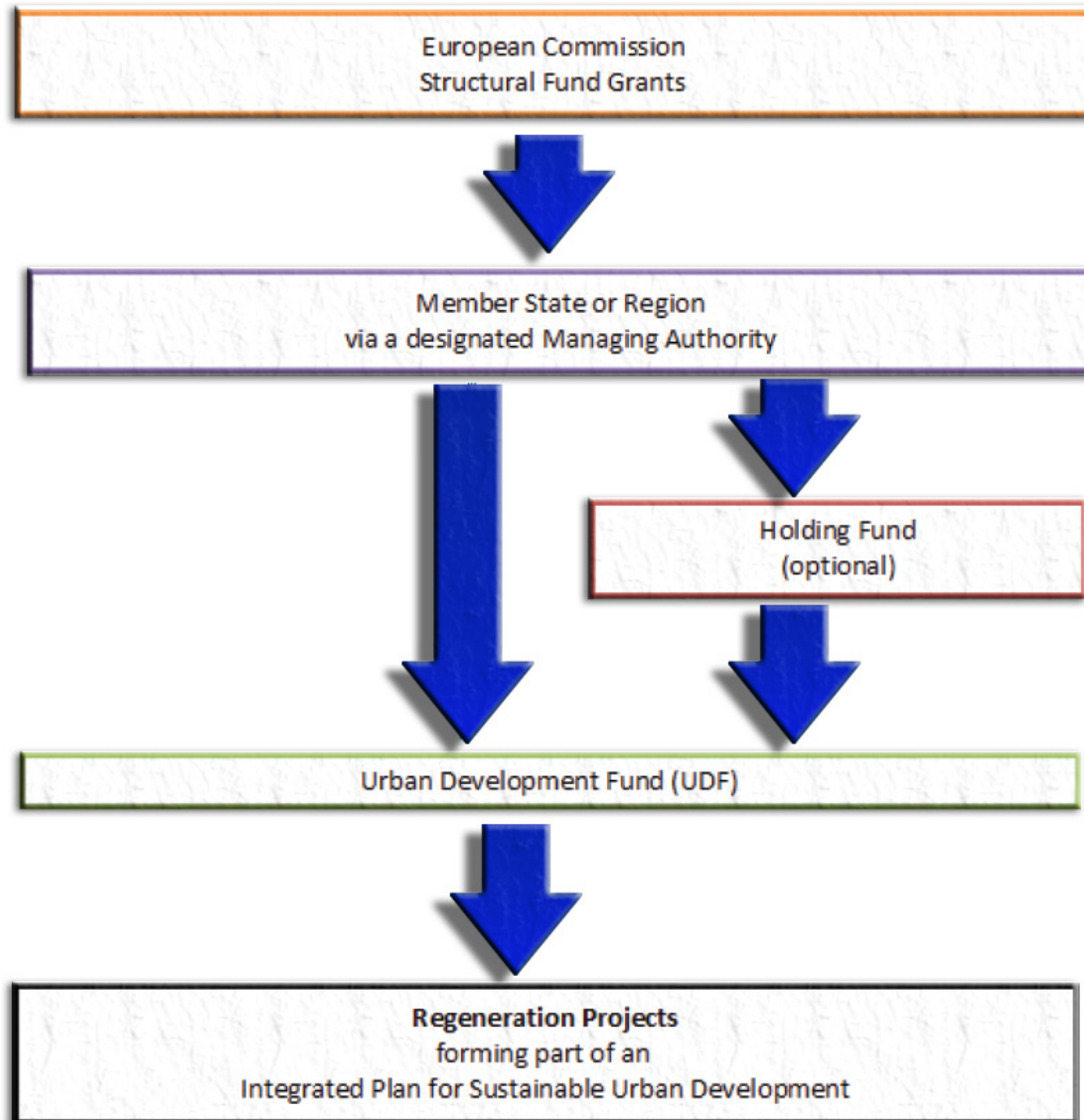


Figure 22.

Source: <http://www.jessicafund.gr/?lang=en>

**A Holding Fund** is a fund set up to invest in a fund or funds for urban development in a region. The establishment of the Holding Fund is not obligatory. However, it is an important support for the management of the implementation of the initiative JESSICA process by:

- Establishment of the criteria for the UDF selection,



- UDF estimation and recommendation to regional authorities to sign the contract and transfer the funds,
- Agreements negotiation with the chosen UDF and monitoring its outcome.

For all regions in the Poland Holding Fund role for the JESSICA implementation are held by the European Investment Bank.

**Urban Development Fund (UDF)** is a fund which invests the JESSICA initiative funds in projects included in integrated plans for sustainable urban development. During the competition organized by the Holding Trust, institutions applying for the UDF role must present relevant expertise and a portfolio of potential projects. There are no specific requirements for the legal form of the UDF. Nevertheless, in Poland the most common legal form is a consortium of a bank and the proper territorial regional development agency.

### The JESSICA Initiative - the Mazovia Region example

The agreement between the Board of the Mazovia Region and the European Investment Bank on the financing of the Jessica initiative Holding Fund was signed on July 15th 2011. According to the agreement, the Mazovia Regional Board has allocated 66 million PLN.

Potential urban renewal projects set out in the programme documents are:

1. Renovation of buildings with architectural value and of historical importance;
2. Adaptation, reconstruction or renovation of buildings and public spaces with their adjoining environment for education and social purpose;
3. Adaptation, reconstruction or renovation of infrastructure related to the development of tourism, recreation and culture;
4. Adaptation, modification or repairing of buildings, facilities, infrastructure and postindusrty or postmilitary equipment with the development of the adjacent land to form a new function;
5. Repair or reconstruction of the technical infrastructure ;
6. Organizing urban space ;
7. Creating security zones and crime prevention in the urban areas that are endangered with a social crisis;
8. Improving traffic or pedestrian systems and the aesthetics of public spaces.

In Mazovia, the role of the Urban Development Fund holds a consortium which consists of Bank Gospodarstwa Krajowego and the Mazovia Development Agency. The first contracts for financing the JESSICA initiative projects were signed on June 17th 2013.

## Regeneration of the Kazimierz Town in Radom

The building at Rwańska Street is located in the Kazimierz Town in Radom, which is an historic district, formed around 1350. The urban planning and architectural system of the Kazimierz Town possesses its uniqueness and, as one of the few medieval systems, has been listed as a monument. The building was included in the investment at the end of the eighteenth century. In the hallway there is the original part of the town's fortifications from the late 60s of the fourteenth century. They will be refurbished and displayed. Following the regeneration in that building the Tourist Information Centre (TIC) will be located there.

The building at Wałowa Street with its outbuilding was unsafe. Due to its technical condition the building has been demolished and will be replaced by a new residential building. The new building will have a two-level dining locale with services and four apartments. The project will contribute to the preservation of the cultural heritage, recovery of the degraded area, improving the living conditions and the urban fabric restoration.



Sources: *Agencja Gazeta*

It should be noted that the regulations relating to the implementation of the JESSICA initiative can be found on both the European and national level. Acts listed below refer to the ending of the programming period 2007-2013.

The documents concerning the implementation of the JESSICA initiative at the EU level:

1. The Council Regulation (EC) No 1083/2006, articles 36, 44 and 78;
2. The Regulation of the European Parliament and the Council (EC) No 1080/2006, articles 7 and 8;
3. The Commission Regulation (EC) No 1828/2006, articles 43 – 46

The Documents concerning the implementation of JESSICA in Poland:

1. Act of 6 December 2006 on the principles of development policy (Journal of Laws of 2009 No. 84, item. 712, as amended);
2. National Strategic Reference Framework 2007-2013. National guidelines on eligibility of expenditure under the Structural Funds and the Cohesion Fund in the programming period 2007-2013;
3. Regulation of the Minister of Regional Development of 21 December 2010 on the granting of regional investment aid for urban development funds under the Regional Operational Programmes;
4. Regulation of the Minister of Regional Development of 9 June 2010 on the granting of aid for rehabilitation under the Regional Operational Programmes.

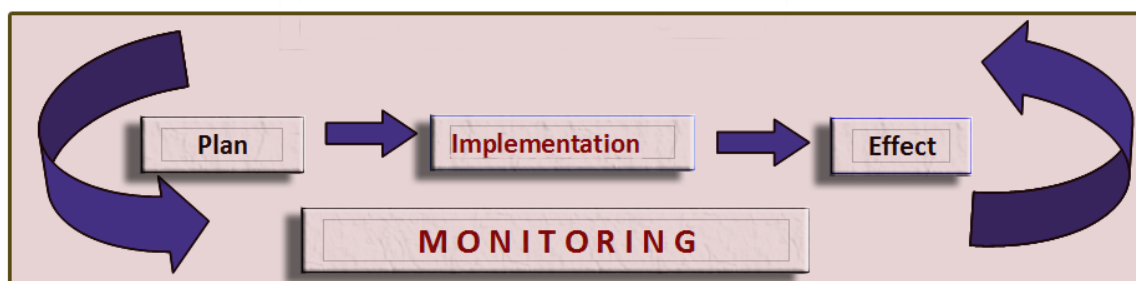
## 6. Monitoring of the urban crisis areas in the regeneration process

Izabela Rudzka

Monitoring is the process of systematically collecting and analyzing quantitative and qualitative data of specific aspects of an implemented project. (Fig. 23). Monitoring is an internal mechanism for the management of every project, and also is a tool to implement each of the stages of a developing project.

Monitoring as the process of collecting data and configuration can be a great tool of control and to be a part of the controlling. The data collected during monitoring, is the basic material for the implementation of evaluation studies.

Figure 23. Monitoring of the management process.



Source: own

The purpose of monitoring is to ensure compliance of a project with the aims and objectives accepted in the project documents. Monitoring of the implementation of the tasks for the effectiveness of the monitoring process should be carried out at every stage of their implementation (Fig. 23).

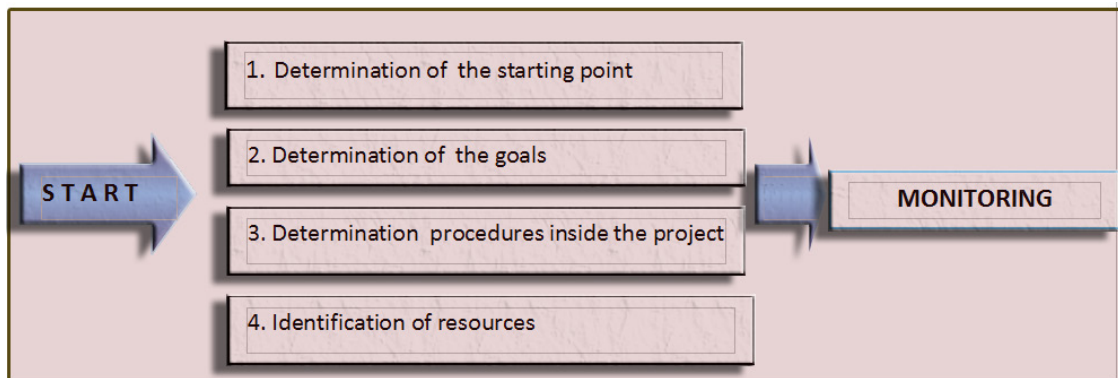
### PURPOSE OF MONITORING:

Ensuring compliance of the project with the aims and objectives from the beginning of the project

According to the Regulation of the Council of the European Union and the European Commission's guidelines, both the monitoring and evaluation are integral parts of the management process for implementing the use of EU funds (that is, among other things, the sources of funding regeneration projects). The monitoring system is the primary source of obtaining primary data necessary to carry out the evaluation process.

Achieving the planned effect of a project in the monitoring process, requires, first of all, correct questions in the initial phase of the project, and then obtain a precise answer for them. In other words, we need to ask ourselves what we want to achieve (what problem we want to solve, and determine how to accomplish this task, in the context of specific conditions and resources (Fig. 24).

Figure 24. Monitoring - key areas of the initial phase



Source: own

1. **Determination of the starting point** - you must define a complex environment to be studied to further the phenomenon.
2. **Determination of the main and secondary partial goals** – you should formulate all overall long-term goals and the so-called auxiliary purposes of the project, e.g. by applying the commonly used method of SMART.
3. **Determination of a procedure inside the project** – you ought to describe the various stages of the process necessary to achieve the objective.
4. **Identification of resources** – you need to have clear evidence of resources already available and allocated to the project.

A project monitoring system consists of:

1. Strictly defined "found" indicators (quantified data of a problematic area, secondary statistical data);



2. Information and quantitative data collected during the project (which should also be quantified by a pre-approved system);
3. Indicators set as a goal of the project
4. Contextual indicators (defined at the first stage and adopted as a comparative basis for assessing the degree of implementation of the goals).

Due to their functions monitoring indicators are divided into:

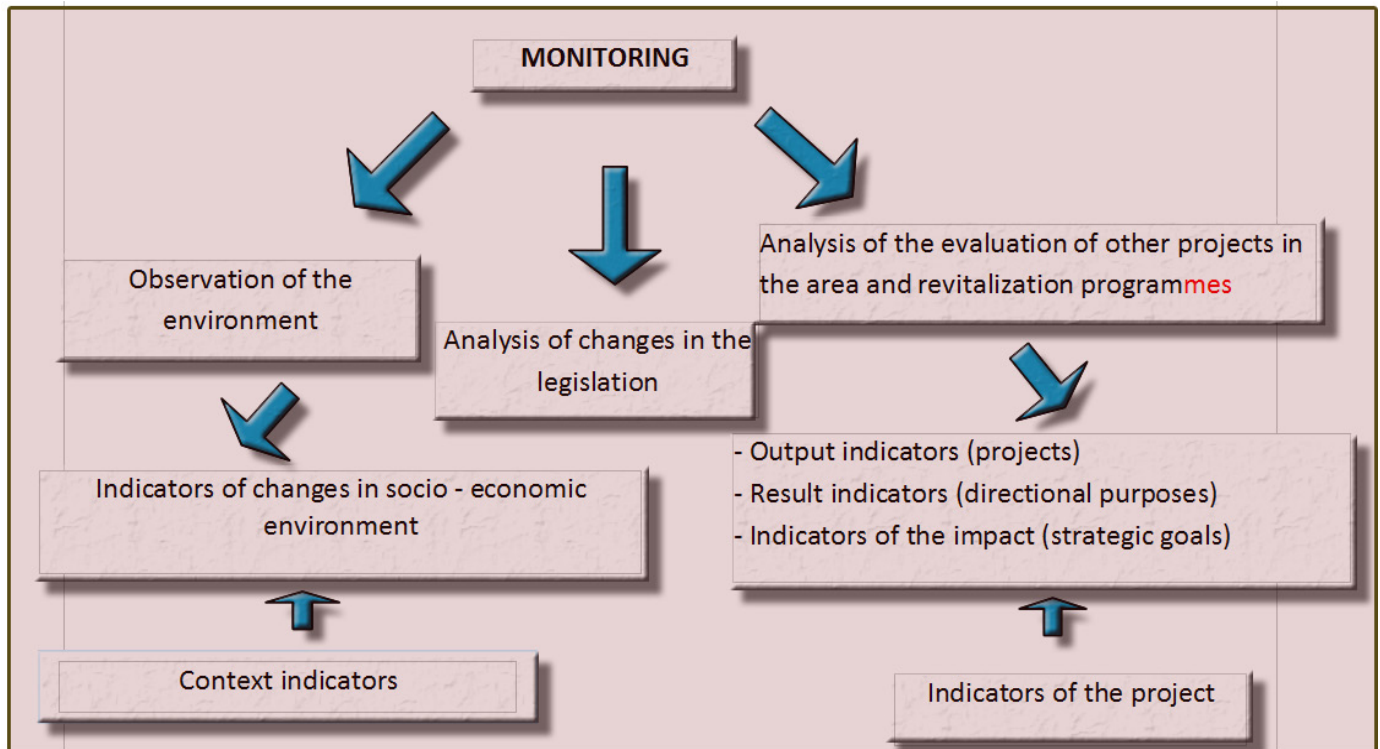
1. Input indicators (input) - indicators of involved resources,
2. Output indicators (output) - indicators of physical effects,
3. Outcome indicators (come out) - indicators of functional effects,
4. Impact indicators (income) - indicators measuring qualitative changes which are results of the actions taken in the project.

To make the process of monitoring effective in the entire area, and to use it in the intervention policies, it should be based on research and observations relating to the changing environmental conditions, immediate and remote. (Fig. 25).

In particular, the attention in a monitoring process should be paid to:

1. Changes of the external environment;
2. Recommendations arising from the evaluation studies of previous projects or programmes;
3. The changes in determinants and regulations of legislation.

Figure 25. Monitoring mechanism, including the accompanying actions



Source: own.

### Summary:

Monitoring is an essential source of verification of carried out revitalization actions in the project realized in deprived area. A monitoring process can be spoken only concerning concrete and individual projects. It consists of the quantified data, namely: (1) pre-accepted indicators (context), (2) indicators (ratios) obtained in the monitoring process of the project (quantity, products), and (3) the goal indicators (result, impact).

Indicators obtained from a monitoring of a project are complemented by other external indicators: environmental, legal, quantified information from evaluations of the revitalization programme in the regenerated area and information from the evaluation of other revitalization projects implemented in that same deprived area.

## Example: Schematic revitalization of a project monitoring procedure.

1. Definition of the problems occurring in the problematic area and an attempt to quantify them
  - 1.1. Describing the current socio – economic-spatial and the legal situation (including ownership) .
  - 1.2. Assigning a value to individual negative phenomena in the area on the basis of statistical data ( degradation of the area and buildings , poverty, security , unemployment, unexploited places, environmental degradation ) .
  - 1.3. Quantification of the main goals of the project.
2. Determination of: what kind of information is collected, how to collect it , frequency and source of collecting . Selection of appropriate measures.
  - 2.1. Diagnose and quantify the situation in the revitalized area allows to define and limit sources of the necessary information to conduct monitoring activities . (e.g. if the unemployed is 30% of the inhabitants in the area - changes in the area of unemployment are monitored).
  - 2.2. The size of the project , a planned period of implementation and specificity of the project, allow to determine the frequency of data collection. (e.g. in year-long projects data are collected quarterly, in projects with the longer perspectives - once a year or every few years).
  - 2.3. Basic data, necessary for monitoring, are included in the project itself (e.g., number of people who have been employed , m<sup>3</sup> of renovated building , etc. ). Complementary data are collected and held by public institutions ( Statistical Offices , State Office of Social Security, MOPS , etc.)
3. Comparison of collected and quantified data with accepted quantified partial goals (short-term), and finally, after the implementation of the project , with the main goals.
  - 3.1. Comparison of the contribution (we examine the effectiveness - expenditure/effort to effect).
  - 3.2. Comparison of the products ( quantitative and qualitative measures - number, length, m<sup>3</sup> or m<sup>2</sup> etc).
  - 3.3. Comparison of results of GOALS( define what has changed in the revitalized area , e.g. a number of people who received a job , a number of people who came out of homelessness, etc.)
  - 3.4. Comparison of the impact of GOALS ( we examine the external effectiveness , so-called effects of synergy).
4. Constant observation of the environment, legal verification, the analyzing of the evaluation of the programme for the deprived area and the other projects in the area.

# 7. Teaching methods

*Professor Marek Bryx, Aleksandra Jadach – Sepiolo PhD*

## 7.1. General remarks (Professor Marek Bryx)

### Looking for a suitable method

Town regeneration processes are still relatively new in the practice of Polish towns and especially in teaching this subject at different universities. These processes began to occur when Poland was absorbed by the European Union.

At the Warsaw School of Economics we try to combine different methods of teaching into one complex approach. Traditional lectures are the main method, but they are complemented by seminars, workshops, cases or classes as well as e-learning solutions. All these supplemented (complementary) methods are particularly important in teaching management, which has to include a lot of practical knowledge in its curriculum. The scope of these methods depends on the subject being taught and the student profile.

At postgraduate studies, usually we have students who are highly educated, often with many years' experience, working as managers or in other prestigious positions. It is obvious then that they expect to spend their time effectively; they require encountering and learning something new to be finally able to use in their jobs. But, as professionals responsible for regeneration processes in towns they are usually professionals in their different fields of education. However, town regeneration is a far more complex process and needs people with an open mind and educated in different fields. It means that a person responsible for regeneration processes in a town must be, first of all, a really good manager, who is able to manage a team of different specialists understanding the specifics of their work. It also means that professionals with different educational backgrounds may be responsible for regeneration processes in towns, but ... they must expand their knowledge in these fields where they are not specialists or, simply, in which they are not educated.

There are very important conclusions and implications for a potential organiser of postgraduate studies concerning such a multidisciplinary subject of study that will be studied by people of completely different educational backgrounds. It suggests that the methods of teaching must be very precisely selected and tailored to the study tasks. At the Warsaw School of Economics this has resulted in two important decisions in the process of designing the studies:

1. We do not force specialists to waste their time repeating the knowledge they have already acquired. But, we persuade them to gain the knowledge in the other fields necessary to understand the complicated and diverse regeneration processes and different views on them held by the different professionals involved in the field.
2. We ought to organise a lot of common activities during which participants will understand that it is not only their professional knowledge which is required for the project, but also a mix of different competencies which will allow the organisation of the regeneration process perfectly.

### **Structure of student activities**

The first objective of the Study organisation was to use student time as effectively as it is possible. They lived in different places around Poland and it was not necessary for them to meet at the university in Warsaw or in Krakow every two weeks, as is usually organised. It was assumed that there would be only 4 traditional student meetings.

The first one was connected with a short opening ceremony. The second was combined with an exam for all students. The third traditional meeting had to be scheduled in correlation with the second term of the exam and the last one included the final test for all students. Each of them had 16 hours of traditional teaching – lectures, classes and seminars.

The material for students was grouped into 4 blocks of different activities. To give materials to the students, especially at the beginning, when they were to align their knowledge before they went into the second block, e-learning methods were used. 100 mandatory lessons and 80 optional lessons prepared and provided on the e-platform gave them a chance to align their knowledge and to start the second block with a similar knowledge base of different aspects of regeneration processes. During the first part (block) of study they could work according to their own interest in all aspects of the subject. But they were obliged to take an exam at the beginning of the second block because, as has already been said, the first block was meant to take students' knowledge to a common standard. The second module covered the matters of management in regeneration processes, the third involved all financial aspects of the topic. The last one concentrated on the management of information inside the regeneration processes: sources, typology, processing, monitoring etc.



## Innovative quality of the project

The project of the Postgraduate Study has been considered very important for Polish towns and their citizens and as such has been financed with EU funds because it is the first complex curriculum concerning town regeneration processes offered by a Polish university. Parallel, it has been approved as highly innovative because of its blended learning methods of teaching. What is more, it has been found a very successful way of transforming theory into practice. The method consists of a few elements:

- a) Traditional lessons
- b) E-learning activities
- c) Case studies
- d) Technical visits
- e) Laboratories
- f) The final thesis prepared by students focusing on solving specific and concrete problems of town regeneration.

A special form of activity, unusual at other postgraduate studies, were the technical visits.

## 7.2. Traditional lessons (Aleksandra Jadach – Sepiolo PhD)

The main assumption concerning education in the area of urban regeneration is joining theoretical knowledge with the analysis of experiences from already performed urban regeneration projects in Poland. It was also a main goal of the project “Urban regeneration – organisation and financing”, conducted by two Polish universities acting as partners – the Warsaw School of Economics and Jagiellonian University.

The scientific background of the study programme was laid by a 12-volume series “Urban regeneration of Polish cities” published by the Institute of Urban Development (IRM) in Cracow. It was a comprehensive illustration of the results of scientific research carried out in a 3-year ordered project “Urban regeneration of Polish cities as a way of retaining material and spiritual heritage and as a factor of balanced development”. The research was coordinated by IRM in partnership with The Jagiellonian University, the Warsaw School of Economics and the “Urban Regeneration Forum” association.



Source: <http://irm.krakow.pl/pl/rewitalizacja.html>.

It was assumed that traditional lectures should have an introductory character and should allow students to discuss with university lecturers and experts essential introductory matters concerning the pianistic and legal surrounding of urban regeneration issues.

The lectures were prepared based on knowledge gathered during project performance. However, their essential element was to focus on references to practice:

### Non-public source – The Przasnysz example

According to the research of local regeneration programmes in Poland a lot of cities (about 34%) have foreseen private investors as a potential partner in regeneration activities.

Among the private participants of a regeneration programme you could find common-holdings, housing associations, also the Catholic Church and owners of tenement houses. It is rarely a non-government organization.

As a succeeded example private investors' contribution to regeneration process we can present Przasnysz town, where during one of the regeneration projects (Renovation of the Historic Town Hall and The Marketplace) private owners regenerated most of the tenement houses in the Old Town area.

During that work about 26 tenement houses were regenerated, rebuilt or developed.



*Photo: Mrs. Wiesława Helwak*



### 7.3. E-learning activities (Aleksandra Jadach – Sepiolo PhD)

E-learning materials were supplementary to the issues presented during lectures. The Studies goal was to make access to knowledge easier for people from small and medium towns. To achieve that, the number of conventions was limited and traditional meetings were substituted by e-learning activities. During the learning process students gained access to an e-learning platform, adapted to conduct 100 hours of mandatory and ca. 80 hours of facultative lectures.

#### Navigation through the lecture's content

The screenshot shows the e-sgh platform interface. At the top left is the 'e-sgh' logo. Below it are navigation links: 'drzewo kursów' and 'strona kursu'. The main content area is titled 'Finansowanie poszczególnych rodzajów działań rewitalizacyjnych'. A breadcrumb trail indicates 'jesteś w: Moduł 2 > JESSICA'. A photo of a man on a phone is shown on the left. Below the photo is a dropdown menu for 'wybierz inny moduł' with a 'MAPA' button. The menu lists: 'Wprowadzenie', 'Krajowe środki publiczne', 'Środki funduszy Unii Europejskiej', 'JESSICA' (with a sub-item 'Projekt ekonomiczny - Galeria Goplana w Lesznie'), 'Projekty społeczne', and 'Projekty ekonomiczne - wspieranie lokalnej'. At the bottom are navigation icons: back, forward, search, and font size controls. A 'Rysunek 1' is partially visible on the right.

To achieve smooth navigation you can use following elements:

1. Navigation path – a way to see how you got to the module you are currently looking at.
- Interactive map - shows the structure of the module.
2. The side menu bar- navigates to other modules.
3. Side menu - on the left side of each module there is a menu that describes the structure of a lecture by a list of topics covered on each slide. Using the menu at any time, you can move to any chosen part of the lecture.
4. Back to intro - back to the beginning of the module.
6. Navigation keys - arrows allow you to move consecutive slides - forward and backward.

The example of presenting a map with additional information:

The screenshot shows an e-learning interface with a side menu on the left and a main content area. The side menu includes a 'MAPA' button. The main content area displays a map of Poland with a legend titled 'ZMIANA UDZIAŁU LUDNOŚCI W WIEKU 65+ W 2000-2010'. The legend shows five categories: -2 (blue), -1-0 (light blue), 0-1 (yellow), 1-2 (orange), and >2 (red). The map shows various regions of Poland, with some areas colored in red and orange, indicating an increase in the percentage of the population aged 65 and over. The interface also includes a search bar, a navigation bar, and a footer with source information.



Apart from materials for reading and individual work, also available were:

1. tasks to be solved and delivered to the lecturer:

**Monitoring programów rewitalizacji**

**ZADANIE**

**ZADANIE FAKULTATYWNE**

W kontekście modelowego systemu monitorowania i ewaluacji procesu rewitalizacji - ewaluacja ex ante, stały monitoring, roczne raporty z monitorowania, ewaluacja ex post doświadczenia dowolnie wybranego programu rewitalizacji.

Objętość pracy: 800-1000 słów.

Przydatne materiały

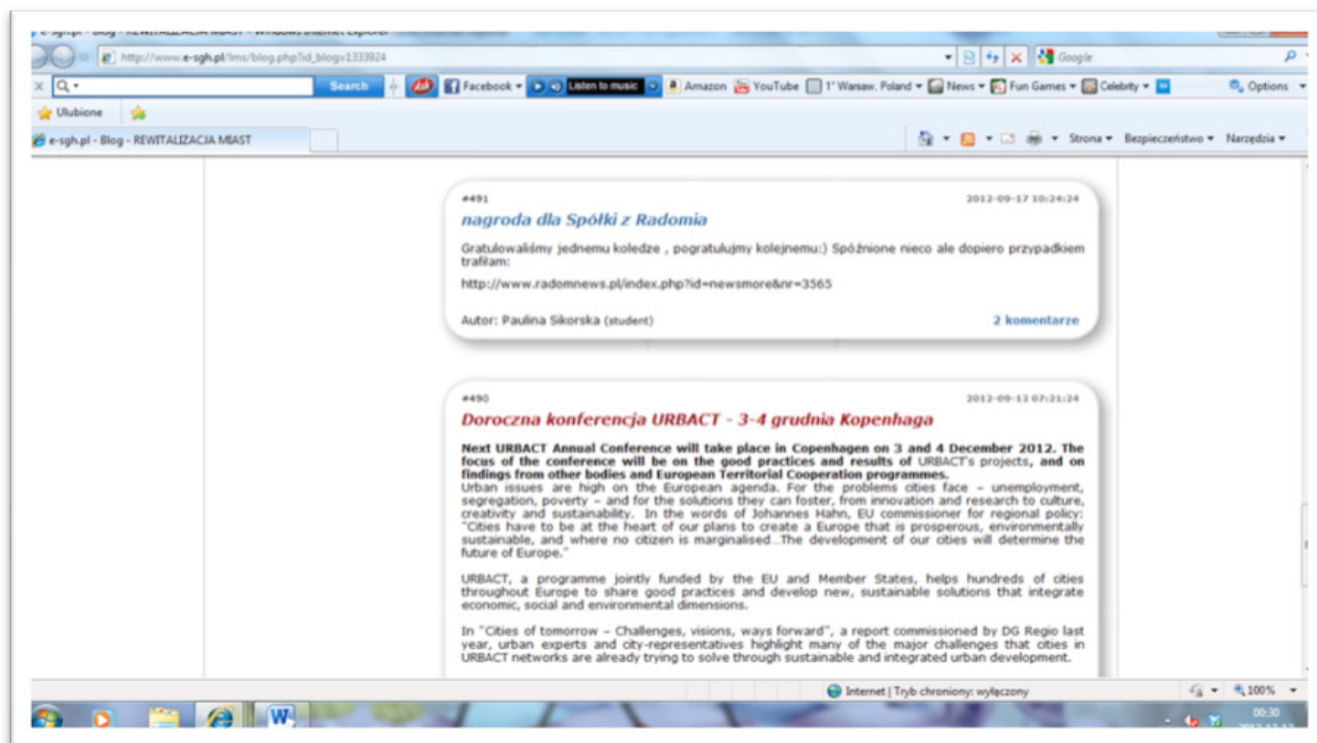
- Jeżak J., Ziobrowski Z., 2010, Wskaźniki do monitorowania i oceny procesu rewitalizacji, [w:] Jarczewski W., Jeżak J. (red.), System monitorowania rewitalizacji, seria „Rewitalizacji polskich”, Instytut Rozwoju Miast, Kraków, s. 119-134.
- Możliwość zarządzania wartością nieruchomości w rewitalizacji polskich miast, [http://194.54.21.71/index.php?option=com\\_content&view=article&id=348&Itemid=103&dir=c%3A%5Cdana\\_IRMI&Organization=i+zarzadzanie](http://194.54.21.71/index.php?option=com_content&view=article&id=348&Itemid=103&dir=c%3A%5Cdana_IRMI&Organization=i+zarzadzanie)

2. Urban Regeneration Wikipedia:

Wikipedia - Rozwój i degradacja miast

- E**
  - Efekty mnożnikowe
- F**
  - Familek
  - Funkcja miasta
- G**
  - Gentryfikacja
- I**
  - Interes publiczny
  - Inwestycja celu publicznego
- J**
  - Jakość życia
- K**
- P**
  - Poziom życia
  - Program rewitalizacji
  - Projekt rewitalizacji
- R**
  - Rekultywacja gruntu
  - Reżim prowrzostowy
  - Rozwój gospodarczy
- S**
  - Struktura przestrzenna miasta
  - Studium uwarunkowań i kierunków zagospodarowania przestrzennego gminy
  - Sytuacja kryzysowa
- T**
  - Teoria gier
  - Teoria reżimów miejskich

3. Additional activities, including: chats and blog about current events in the field of urban regeneration (conferences and interesting projects).



## 7.4. Case studies (Aleksandra Jadach – Sepiolo PhD)

Analyses of good and bad practices in urban regeneration projects are thought to be an important element in the programme of studies. Case studies were selected, using the Bank of studio visits, prepared in cooperation with trainers-practitioners from 16 cities in Poland. The goal of the visits was to present to the students in the form of case studies:

- best practices in Poland connected with introducing urban regeneration programmes,
- creative and innovative solutions,
- conclusions from negative experiences.

Analysis of case studies should prepare the students to put the knowledge into practice and make it easier for them to enter the labour market or plan their professional development. Analyzing the usability of this form of classes, the emphasis was put on professional profile and the scope of tasks delegated to the employees responsible for the coordination of urban regeneration programmes in chosen Polish cities.

### Płock – integration of managerial activities in urban regeneration

Płock participated in the URBACT programme, which was created to exchange experiences between cities and other partners, within the framework of the qualifications activity. Projects performed within the framework of this activity had the objective of improving the qualifications and abilities of project members, responsible for introducing projects and municipal strategy policies. Płock became the Leading partner of the URBAMAS project (only two Polish cities took over this role) – the System of Urban Space Management. Coordination of the programme and managing its funds belonged to the duties of the Leading partner. The Leading partner was also responsible for financing the project by other partners.

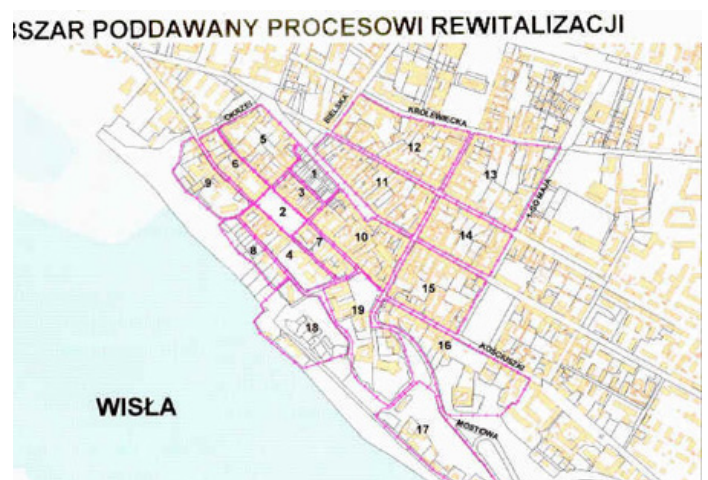
Within the URBAMAS framework the partner towns became: Białystok, Bydgoszcz, Elbląg, Tczew and Włocławek. Thanks to exchange of experiences and good practices URBACT allowed the cities among others to select the most proper solutions to implement on solving the problems connected with urban space management. The cities received the guidelines on their future development path and urban regeneration. Apart from increasing the abilities of people responsible for urban development of the cities and apart from disseminating knowledge in the field of integrated approach to urban development, the representatives of Polish cities established cooperation with representatives of other European cities, which also allowed the cooperation in other fields.

The outcome of URBAMAS project was the creation of a model of integrated system of urban space management (which was assumed to come to grips with multitude of strategic documents and the need of coordinating them), consisting of four stages:

1. diagnosis and prognosis
2. programming
3. implementing and realization
4. monitoring and assessment of the system.

The created System of Urban Space Management was founded on the principles of the New Charter of Athens 1998: the Charter of European Cities in the 21st century, and the New Charter of Athens 2003: A vision for the cities in the 21st century. These charters promote the vision of a coherent city, which may be fulfilled by spatial development and common effort of town-planners and specialists of other professions. The charters have regard also to new principles of governing, managing and the ways of encouraging the citizens to take part in decision making, through new forms of communication including computer technologies. It is at the same time a realistic vision in assessing, where planning has a significant impact on urban development, and where it plays only a limited role.

Thanks to the project in Płock (based on the created management model) the Department of Urban Development was appointed in the City Council of Płock.<sup>29</sup>



29 Source: [http://www.ars.plock.pl/pl/o\\_rewitalizacji](http://www.ars.plock.pl/pl/o_rewitalizacji), <http://www.urbamas.ump.pl/?part=publications>

The employees of city councils, being professionally engaged in urban regeneration projects, should be able to perform social-economical analyses, allowing the delimitation of urban regeneration areas, also pointing out the problems evoking there and programming the activities which would help in solving them. Apart from that they should act as specialists in managing investments, public procurements and gaining funds, which may finance the activities registered in an urban regeneration programme.



## 7.5. Technical visits (Professor Marek Bryx)

### Technical Visits as an Innovative Method of the Learning Process at Postgraduate Study

#### Assumption of the technical visits

The technical visits implemented in the Programme of the Postgraduate Studies, were my idea, based on the pattern of the INTA<sup>30</sup> missions.<sup>31</sup> As a member of 3 such missions<sup>32</sup> I could observe how effective the method was. When different professionals work intensively together for several hours daily, finally they are able to put forward their common point of view, their suggestions and conclusions. Towns and cities are complicated organisms. Thus, to understand them at first, and then - to manage them, the best ideas from different fields of knowledge should be mixed during the confrontation of views and then a special solution for the place may be chosen.

According to my suggestion the method has been used because it has allowed reaching a few important goals of our Studies which should be understood by our students and graduates:

1. Even very stormy discussions among our students which help find a common point of view allow them to understand that every point of view can provide a contribution to the search of the final solution, thus cannot be disregarded;
2. There is no one significant profession in the urban redevelopment or regeneration which is more important than the other. All of them are important, useful and required from the town development's point of view;
3. People (professionals and students) preparing regeneration projects must work together. Although their contribution to the final result can be different but the result is a common effect of their effort;
4. Technical visits give our students a unique opportunity to meet and discuss with these people who have the biggest (though varied) experience in the field in Poland;
5. The common work of our students during technical visits, especially that they had not known each other earlier created added value that had never been offered by any other postgraduate studies or universities in Poland.

30 International Network of Town Association, headquarter in Paris, earlier in The Hague.

31 INTA, as an association for town development, tries to help its members by organizing special missions everywhere in the world where they are required. Professionals with different knowledge and experience, who participate in the mission, go to a place where they are needed to give their common opinion on any urban or development matter. During a few days of their stay in the place of the mission, they must understand the problem to solve, and finally present and defend their common opinion. But going somewhere to an unknown place in the world they usually do not know what the problem is. Already on the sight they study the subject intensively and after 3 days and nights, full of discussions with local representatives and with each other, they manage to form an opinion and can present it to their colleagues from the place which has been studied.

32 Taipei 2004; Tainan 2009, Warsaw 2011.

This special character of the visits is a value in itself. Not only our steering committee, but also the reviewers of the project accepted this point of view, treating it as innovative.

## Technical visits and workshops

Typically there comes the question of the difference between a technical visit and a workshop. In my opinion, the most important difference is that a workshop is based on a case, but a technical visit is a case in itself.

Solving a case study students do not have to go to a company or town, but they work on specially selected and prepared materials. A workshop can be led by any academic teacher or trainer who is not the creator of the case which constitutes a base for the workshop. He/she can be, but usually is not.

A technical visit absolutely requires taking participants to the place and makes them visit it, looking carefully around and analysing as many aspects as possible of the visited space. This is a real area which cannot hide its specific features, thus inquisitive students can see them and ask questions. I suppose that the role of students is more active than in workshops. But it requires their interest in the subject, it also uses their accumulated knowledge to study the real and live case, revealing itself in front of their own eyes.

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But the most important is that during a technical visit students meet creators of the regenerated town area; different professionals: spatial planners, architects, economists, sociologists, artists, managers, engineers, politicians, and so on, and users of the space as well. Talking to these people and discussing issues together is a unique method of acquiring practical knowledge from the most experienced professionals. This knowledge may later be adapted to other places.

## Technical visit – preparation

To be successful, each technical visit must be well-prepared. It does not mean perfectly described because, as has been said, it is not a workshop. If there is not enough information students can ask and clarify their doubts at the visited areas. A proper preparation of the visit means that it has to be planned perfectly from an organisational point of view.

The first main concern is logistics. Accommodation (the visit is usually two days' long), transport, venue for meetings in a closed space, meals etc., must be prepared earlier and provided in due time. Of course, setting the maximum number of people participating in different stages of the regeneration process of the visited area is also required. Contrary to appearances, logistics of the visit, manifested in these fairly obvious actions, are extremely important for its success.

The most important is the essential preparation of the visit. We had started this job almost a year before we officially opened the study. The first thing done was a review of all the existing local regeneration programmes (LPRs). During this job we were looking for completed projects choosing the best of them based on different criteria. Then, towns and people responsible for these projects were asked if they would like to cooperate with us. It came as a surprise to us that the towns very often did not want to share their experiences or achievements. Usually, they thought that they had not been successful enough to be analysed in a public forum. Sometimes, managers thought that it would take too much time and their workers would be engaged outside the city for too long, sometimes a money equivalent was expected which we were unable to pay. Despite these obstacles, finally we managed to collect 30 declarations from people and towns that were ready to cooperate with us.

The next step on our part was to prepare these professionals to be trainers. As a rule they have no didactic experience. We organised and performed a series of trainings for them including typical issues such as: organising the didactic process, preparing didactic materials, preparing and leading discussions etc. Their activities in the trainings were based on the real problems they had had to solve during their professional operations in the regeneration processes which they had been involved in. Different didactic methods were used. Materials for students were prepared by them and also a “pre- technical visit” was prepared and organised.

76 The “technical pre-visit” gave an opportunity to the manager of the study to better understand all aspects of the visit, too. Especially these logistic issues, but also how the space should be presented, when the discussion should be formal and when it could go informal, which was important for the managers of local authorities and what mattered for citizens and our future students.

I think that finally our trainers managed to gain the appropriate knowledge expected by academic teachers and their future students. At the beginning, some of them worried about showing their negative and positive results together because they normally had been criticized for their failures or mistakes. Breaking through the barrier of this approach in their minds was not part of our agenda, but actually helped to accomplish an additional goal of the project. It allowed us to achieve all of the goals of the idea of technical visits and the project.

Finally 16 people were appointed as trainers. It allowed them to prepare and run technical visits in their towns and conduct workshops on similar subjects at our postgraduate studies.

### **Technical visits – accomplishment**

During the first edition of the postgraduate study, according to the schedule, two technical visits were organised and carried out – in Świdnica (South-West part of Poland, Lower Silesia Region) and in Słupsk (North part of Poland). The first one concerned Świdnica’s experience in the regeneration of the public space in the old town, rebuilding of the city hall tower and organising a special

space for NGOs. In Słupsk the experience in the regeneration of the special road called the “Prince Road” was studied.

In both technical visits, the basis for lessons was constituted by the visits on the scene of the regeneration processes, the inspection of the regenerated area and its surroundings as well as the relations characteristic of these areas. Questions could be asked all the way through the visits, but there was also a special question and answer session prepared in each of these visits. In Świdnica the predominant theme was the effectiveness of the spatial economy, especially of the regeneration of public spaces and public buildings located in the visited area. In Słupsk, it was mostly the problem of investment in technical and social infrastructure in the regenerated space.

In both visits the high activity of students and trainers was noted. The hosts of these towns were represented as well and were very eager to present the history of these, a few years long projects. Everybody was interested in making these visits more thorough and extensive.

### **Assessment of the technical visits as a method of teaching**

Both academic teachers and trainers as well as students and also people from the visited areas (especially local authorities) confirmed that a technical visit approach is a novel teaching method in the Polish didactic system and should be highly approved. On one hand, it is a novel method, on the other; it allows investigating and following step by step real aspects of and barriers to the regeneration processes.

As an added result of our training it was found that the trainers liked this form of active learning so much that they wanted to participate in other similar events or organise them independently in the future. Such events as technical visits create opportunities to show something special and interesting, even unique, positive or negative, to the professionals’ friends. Thus, our trainers organised a few meetings in the areas they were responsible for. We could meet in Zgierz (a project called “the town of hand weavers”), in the Warsaw Old Town cellars, in Sokolnicki’s Fort in Warsaw or Poznański’s palace in Lodz. All these visits, both planned by our academic staff and organised independently by trainers, not only enhanced students’ knowledge, but made them more open to different problems of regeneration processes, ready to discuss complaints, obstacles, risks and of course solutions they applied to become successful. These visits and talks have persuaded us that success is possible to achieve and that even the most complicated matters can be planned, as well as that a good plan is a paragon of success.

In the end it can be said with confidence that the technical visits can achieve their purpose and contribute to the development of our students’ knowledge and experience. They have encouraged consolidation and positive evaluation of regeneration processes in Poland as well as dissemination of the best practices in the most effective way. As a teaching method, at least for the teaching of different and complex aspects of urban spaces, they are recommendable.

## 7.6. Laboratories (Aleksandra Jadach – Sepiolo PhD)

Urban laboratories/workshops is a modern form of didactic activities allowing the union of the advantages of traditionally used exercises and workshops, with the participation of practitioners, together with student practices. Students, in small groups, solve a problem stated by the lecturer, during one semester or the whole academic year, often in cooperation with the employees of a city council or a private enterprise. Sometimes they are also involved in actions conducted by non-governmental organizations. The aim of the lecturers is to:

- make the students acquainted with the specific nature of conducting comprehensive urban projects, e.g. transport or urban regeneration investments,
- confronting gained knowledge with actually arising problems,
- allowing the choice of the subject of the final thesis (being attractive and useful from the point of view of further professional development of the student).

It follows from the conducted analyses that the tasks, performed by the employees of city councils which implement urban regeneration programmes, need interdisciplinary knowledge and abilities, which significantly exceed traditionally, conducted classes in profiled specializations<sup>33</sup>. Involvement of the students is positively assessed by city authorities and officials, who – thanks to their support in organizing social consultations and in preparing easier documents and analyses – save their time, which may be then devoted to solving more complicated problems.

Traditionally conducted classes on spatial management or investment economics (lectures, tutorials, master's seminars) prepare only for the half of these tasks, guaranteeing usually only gaining theoretical knowledge or testing one's abilities on chosen case studies. Holistic approach is missing, there are no classes showing how to solve a chosen, real problem e.g. in yearly or semester cycle, starting with the preparation of the urban regeneration programme, and ending with choosing a given project and obtaining funds for its realization.

Polish universities do not offer nowadays such differentiated study specializations, which is connected with high standardization of education on a higher level.

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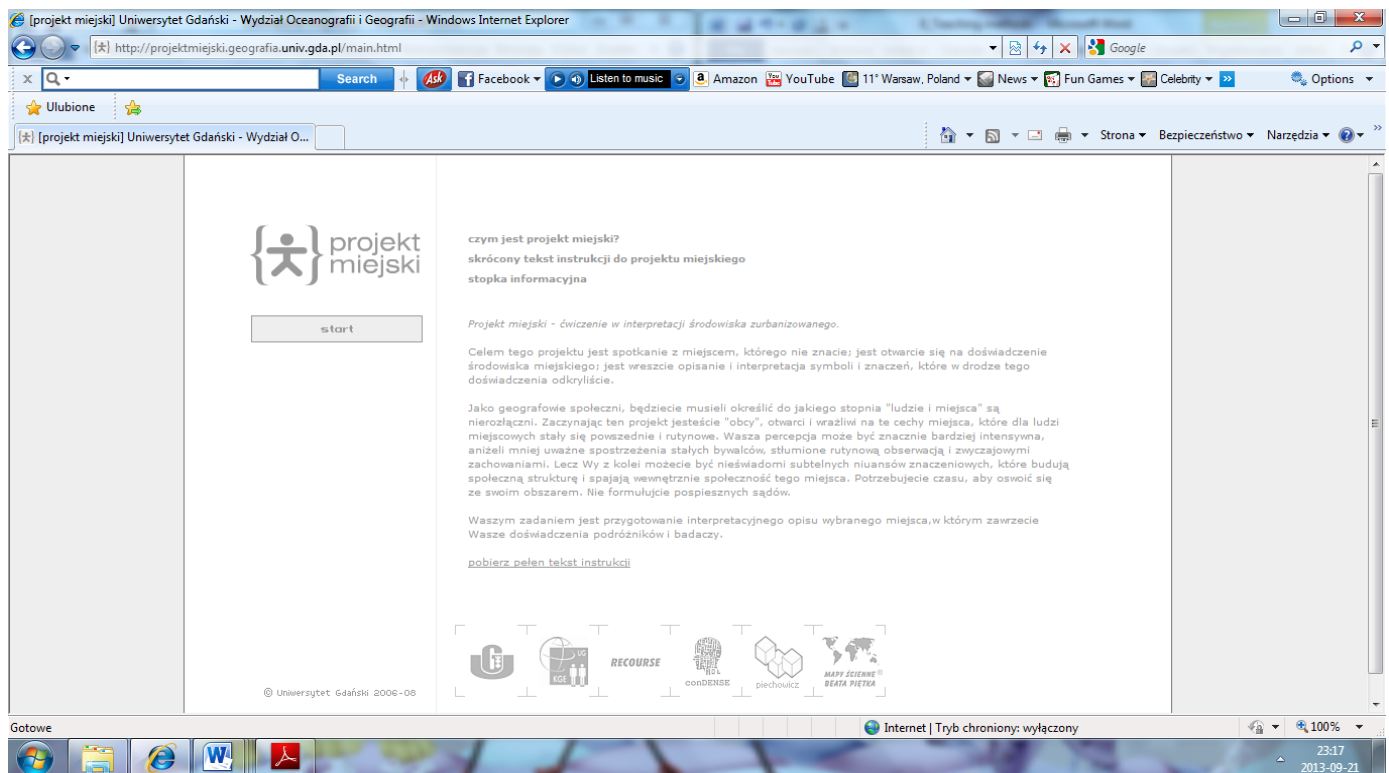
<sup>33</sup> The examination was conducted in connection with the project „Urban regeneration – organization and financing”, comprising trainings and postgraduate studies addressed to the employees of public administration and non-governmental organizations.



## Workshops: examination of locations in a city – Department of Economic Geography of Gdańsk University and the Centre of Perfection RECOURSE<sup>34</sup>

Department of Economic Geography of Gdańsk University and the Centre of Perfection RECOURSE conduct (within the framework of classes with students) workshops devoted to the examination of locations in a city. The results of chosen examinations can be followed on the website: [projektmiejski.geografia.univ.gda.pl](http://projektmiejski.geografia.univ.gda.pl).

The students choose a location in the city for the purpose of analysis: street, square, neighbourhood, district or single object. Their task is to define the factors which contribute to the specific nature of this location and its character.



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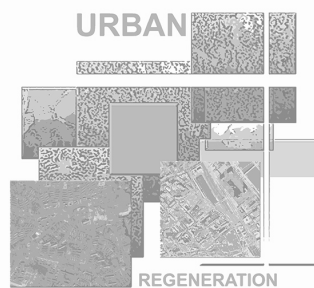
The changes would appear together with the gradual adaptation of universities to the opportunities of running authorial study specializations and higher demand from the employers side, among others together with the development of public-private partnership. Characteristic tests of new programmes are various postgraduate studies – Polish equivalents of thematically differentiated 2nd degree studies at Western universities. They are an occasion to test also urban laboratories, which may appear in the offer of postgraduate studies as:

- separate course (subject), which is concentrated on a specific issue, e.g. comprehensive  
<sup>34</sup> Source: [http://trojmiasto.dlastudenta.pl/studia/arttykul/Projekt\\_Miejski\\_UG\\_w\\_Internecie,30851.html](http://trojmiasto.dlastudenta.pl/studia/arttykul/Projekt_Miejski_UG_w_Internecie,30851.html)

project analysis, conducted step by step from the first to last convention during especially separated classes in the study programme,

- studio visit (or a cycle of such visits) organized in other locations than those of conventions, during which the students meet practitioners and, based on the knowledge gained during the studies, they have to present their suggestions of solving a problem stated by practitioners.

An interesting didactic form, similar to urban laboratories, are also summer schools, during which students analyze case studies, participate in trips and studio visits, and are asked to prepare a solution to the problem stated by the lecturers. Thanks to such activities a university starts not only to train well prepared personnel, but also to play a role of a platform for cooperation between involved institutions and other subjects active on urban scene, and also to promote trans-sectorial balanced urban management.



*Project SATURN funded by the European Commission through the Leonardo da Vinci Lifelong Learning Programme*



