

Cities of change

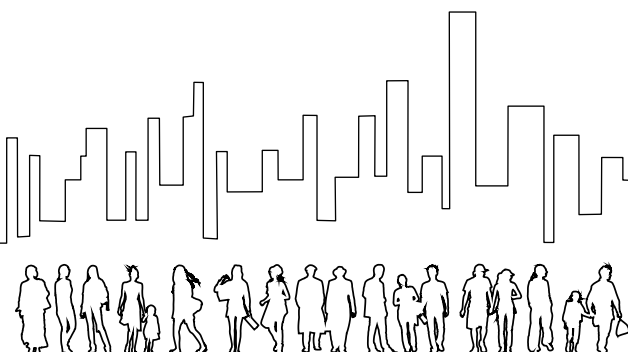
cooperation of cities in the field of city development.
The good practices of the Cities –
The partners of the Project



Europe
for Citizens

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POZnan*



Cities of change

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of city development. The good practices of the Cities –
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The articles were prepared by the representatives of the cities – the partners of the project ‘Cities of change – cooperation of cities in the field of cities development’. The leader of the project – The City of Poznan would like to thank a lot for effort put into preparing the articles. We are sure that their good practices will be useful for other European cities.

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The aim of 'Cities of change – cooperation of cities in the field of city development' project is development of an European network of exchanging experience and good practices related to modern management of a city, with particular focus on the strategy monitoring system, methods of social consultations and analysing the life quality of residents. The project was noticed and financed by the European Commission by the Education, Audiovisual and Culture Executive Agency (EACEA) in Brussels, under 'Europe for citizens' Program, Measure 1-Active citizens for Europe, Submeasure 1.2 – networks of twinned towns. Apart from the City of Poznan, which takes part as the Leader, 13 foreign partners participate in the project, i.e. Bologna (Italy), Bucharest (Romania), Daugavpils (Latvia), Dublin (Ireland), Florence (Italy), Haag (the Netherlands), Hengelo (the Netherlands), Klaipeda (Lithuania), Murcia (Spain), Padwa (Italy), Rennes (France), Wolverhampton (UK), Hannover – Braunschweig – Getynga – Wolfsburg Metropolitan Area (Germany).

During the 2 years of the project, three meetings in the form of international conferences with participation of partners' representatives, as well as invited guests, i.e. representatives of the Polish and foreign world of science, local government and non-governmental organisations, were held. Held Discussions, prepared reports and given thematic speeches taking place in an international environment made it possible to take a better look at current issues related to the development of European cities and practical ways of their implementation. Noteworthy is the support that the City of Poznan received as a result of work and commitment of the Scientific Council of the Project, consisting of eminent representatives of the scientific environment of Poznan: Prof. of Poznan University of Economics Cezary Kochalski, PhD as the chairman, Prof. of Adam Mickiewicz University Ryszard Cichocki, PhD, Prof. Rafał Drozdowski, PhD, Prof. Wanda M. Gaczek, PhD, Prof. Tomasz Kaczmarek, PhD, Prof. Teresa Rabska, PhD and Prof. Tadeusz Strykiewicz, PhD.

This publication is a crowning of a two-year cooperation of cities – project Partners. It gathers descriptions of project partners' selected experience related to the issues concerning strategy monitoring, social participation, and analysing the life quality of residents. The articles emphasise the need of residents' active participation in planning city development. Residents, their needs and expectations are the elements that create the vision of future directions of development of European cities.

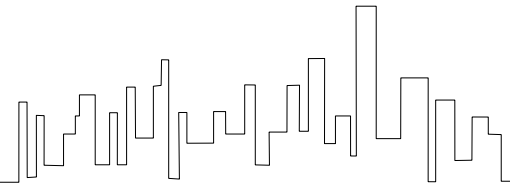


Jacek Jaśkowiak

A handwritten signature in blue ink, appearing to be 'Jacek Jaśkowiak'.

Mayor of the City of Poznan





Practical solutions for development problems of the cities in the light of the description of good practices by the participants of the project

Cities of change – cooperation of cities in the field of city development

Nowadays, cities face many development problems. The most important development problems of contemporary cities have been described in 'Ruch Prawniczy, Ekonomiczny i Socjologiczny (Journal of Law, Economics and Sociology)'; the volume entitled *Problemy Rozwoju Współczesnego Miasta (Development Problems of Contemporary Cities, No.1, 2015)*. These problems refer mostly to the development strategy formulation and implementation, forms of socialization of strategic planning and participatory management instruments as well as life quality and, as usual – the city economy.

The problem of the development strategy formulation and implementation in cities has been the object of special interest for many years, and nowadays, the implementation issues are getting more important than the strategy building. Local government authorities are able to build better strategic plans now, but they still have problems with consistent implementation of them, including strategic monitoring.

In processes of strategic planning and strategy implementation, more and more significance is attributed to social participation. A strategy of the socialization of decisions and activities under the implementation of a strategic plan are social consultations.

Changes occurring in the environment of contemporary cities made strong economy even more important for their development. Economic competitiveness of the city is of strategic importance for the development of the city, in particular owing to the fact that it fosters the increase in the quality of its inhabitants' life.

Solving the development problems of contemporary cities requires the implementation of innovative projects. Such innovative projects are implemented in cities, whose representatives take part in the project *Cities of Change – Cooperation of cities in the field of city development*, financed by the European Commission under the Program Europe for Citizens. It should be emphasized that the participants of the project represent the local administration of many European cities and regions, such as: Bologna, Bucharest, Daugavpils, Dublin, Florence, Hague, Hengelo, Klaipeda, Padua, Poznan, Rennes, Wolverhampton, Metropolitan Region Hannover-Braunschweig-Göttingen-Wolfsburg.

The exchange of the descriptions of good practices regarding the development problems of contemporary cities among the participants of the project *Cities of Change* provides valuable information. These are descriptions of good practices, concerning mostly social participation in making decisions and taking actions by the local government authorities. Descriptions concerning issues related to development challenges and strategic monitoring should also be noticed and appreciated.

Representatives of the local government of Dublin shared good practices with regard to social participation. In the city of Dublin, an innovative project *Your Dublin Your Voice* was launched, the purpose of which was to collect opinions about the conditions of living, working and studying.

An example of effective actions aimed at the socialization of the decision-making process is Daugavpils, Latvia, where good communication with the inhabitants is emphasized with regard to such issues as: municipal services, social problems, education, sports, culture, spatial planning, strategic planning, and budget.

Initiatives aiming at increasing the level of sharing the decision-making process with the inhabitants concerning the most important issues of the city and region development were presented by the representatives of Hengelo. In particular, attention was paid to new forms of meetings with the inhabitants, the 'political markets'.

An example of inhabitants' commitment in the process of constructing the strategic plan is Wolverhampton. The importance of the following tools has been emphasized, i.e.: survey research and the use of social media.

Florence presented a specific example of actions aimed at improving the appearance and development of 100 places in the city. The effects of those actions resulted from discussions and meetings with the inhabitants of the city.

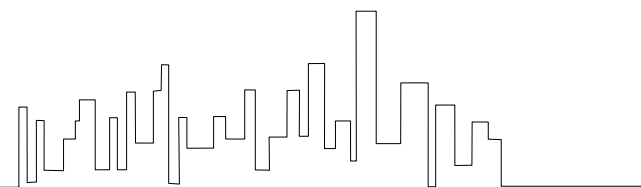
Initiatives aiming at sharing the responsibility for the development of the city were also implemented in Hague. Decentralization processes are particularly visible with regard to the social sphere of the city.

The representatives of the city of Poznan presented good examples of participatory management, both concerning their city, and other cities in Poland. They paid attention to the development of social participation supported electronically, namely the e-participation.

An important example of actions aiming at increasing social participation is Bologna, where the process *Bella Fuori 2. New centralities in the city* was launched. It concerned the development of forms of cooperation between public administration and the inhabitants.

The city of Murcia shared good practices with regard to activities improving the situation in the neighbouring regions. Attention was paid to the issues of social consultations, survey concerning the quality of life and monitoring the situation with regard to socio-economic aspects.

On the other hand, Klaipeda draws attention to a problem of strategic importance for the development of



the city, which is the decrease in the number of inhabitants. The examples of actions intended to counteract unfavourable demographic changes, concerning mainly transport issues and increasing the attractiveness of the city, are particularly interesting.

The examples of the adaptation to climatic changes are presented by the city of Padua. They relate to planning, social consultations, controlling compliance with procedures, financing of the adaptation actions.

Florence introduced an important contribution to the description of good practices with regard to strategic planning. It shows how measuring instruments can be used to monitor the implementation of the strategy.

Bucharest and Rennes, as well as Metropolitan Region Hannover-Braunschweig-Göttingen-Wolfsburg pay attention to the most important characteristics of their cities and region.

The collected descriptions of good practices are characterised by diverse levels of progress and forms of the content. However, they all relate to important and up-to-date issues. Without assessing the quality of particular descriptions, you cannot see that the most valuable descriptions of good practices are those referring to social participation. Practices concerning the implementation of strategies were described to a much lesser extent, which can be understood as an incentive for further cooperation between the participants of the project *Cities of Change*. What is important, the cities are aware of many strategic challenges, even those resulting from demographic and environmental changes, namely they see the importance of the strategic approach to the development of the city, but at the same time they still use many tools of strategic management. Bearing the above in mind, we should appreciate the achievements of Poznan which may become the integrator and coordinator of a discussion on strategic management of cities in the future.

The characteristics of the descriptions of good practices presented by the participants of the project:

Cities of Change – Cooperation of cities in the field of city development makes us to draw the following conclusions:

- the exchange of experience with regard to good practices in the management of contemporary cities is certainly necessary, since it enables identification of current development problems and becoming familiar with activities undertaken to solve them;
- the presented descriptions of good practices indicate potential directions for development to the cities and suggest verified solutions for their determination and implementation.

Cezary Kochalski

University of Economics in Poznan

Chairman of the Scientific Board of the international project *Cities of Change – cooperation of cities in the field of city development*



Poznan – the leader of the project ‘Cities of change – cooperation of cities in the field of city development’

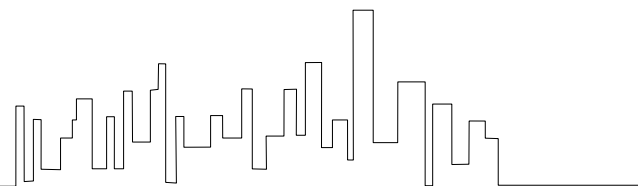
Poznan is inhabited by almost 550 thousand people and the entire Metropolis of Poznan – by over a million. Among Poznan inhabitants, 63% are the professionally active people, 16% have not turned 18 yet and 21% have reached the retirement age. Poznan belongs to the economically strongest cities of Poland, with the second highest GDP per capita in the country, two-fold higher than the country average. The economy is structurally diversified, with well-developed branches and predominance of the service sector. It creates 73% of the GVA and provides workplaces for 78% of people working in the city. Over 107.1 thousand enterprises operate in Poznan, including 3.6 thousand with share of foreign capital. The unemployment level belongs to the lowest in Poland, reaching 3.5% – three-fold less than in the country. Poznan is attractive for foreign investors who have so far invested over 7 billion USD. It is a strong academic and scientific centre belonging to the top market leaders in the country. In the city, 26 universities, educating almost 120 thousand students, and 100 science and research and development institutions operate. It is a significant centre of business, cultural and recreational tourism. The city offers professional conference infrastructure, and Poznan hotels sell over a million of accommodation places per year. Through the system of international motorways, railway lines, air traffic corridors and navigation routes Poznan is a part of the European transport space.



The good practices of the Cities
– The partners of the Project



Michael Sands
Deputy Director
International Relations Unit
Dublin City Council



Dublin: Participatory Democracy in the City of Dublin 'Your Dublin Your Voice'



Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

Context

Dublin City Council in collaboration with the Dublin Regional Authority and the three other Dublin local authorities has built up an opinion panel of almost 4000 members to find out their views on living, working and studying in the city region. This opinion panel is being developed as part of an innovative new engagement initiative called 'Your Dublin Your Voice'.

People from all ages and backgrounds are represented on the panel, reflecting the diverse cosmopolitan nature of Dublin; over 50% of respondents have lived outside of Ireland for any period of time. There are also over 50 nationalities and representatives from all 32 counties in Ireland.

This initiative complements other initiatives being undertaken such as the City Identity, Love Dublin Project (Designing Dublin) and Dublin Citizenship (The 5th Province) initiatives. We met with each of these projects and have briefed them the aims and objectives of the 'Your Dublin Your Voice' campaign.

What is it?

'Your Dublin Your Voice' is an on-line survey panel, recruited to gather data tailored specifically to the needs of the Dublin Region, which has proven over time to be a valuable resource and provides a further mechanism for engagement with the public both through online and offline campaigns (e.g. focus groups subject to consent).

Ownership of the panel means that survey questions can be repeated and compared over time, enabling analysis of changing attitudes and perceptions and cutting significantly the costs of engaging market research companies to conduct ad hoc surveys. A prize is offered for each survey to encourage participation in the survey.

'Your Dublin Your Voice' leaflets were distributed to 120,000 households in the city with waste management bills in Dublin City to popularize the programme. In addition advertisements were placed on billboards and in local media across the city centre as well as on www.dublincity.ie

It was also agreed that the four local authorities in the Dublin region would utilise their own channels of communication to encourage people to sign up to the panel.

The initial impetus for the project arose from the research unit's work on city indicators and benchmarking and involvement in the Open Cities network funded by the European Commission URBACT programme. These programmes of work prompted questions about Dublin as a place to live, work and study relative to other European and international cities.

Target group

The target group is anyone over the age of 18 years who has lived, worked or studied in Dublin. If a sufficiently large panel is recruited and engage in the survey, comparisons can be drawn between the opinions of sub-sections of the sample. Equally, if a sufficiently large number of participants is recruited, surveys can be targeted to specific groups within the population e.g. based on age, gender, nationality, families with children, geographical location etc. In the first recruitment campaign it was hoped that approximately 2,000 people will register and complete the survey.

- To date (January 2015) the panel has almost 4,000 members
- Response rate of over 30% received per survey
- Representative of the Dublin population
- To date (January 2015) 7 surveys have been completed

Registration options

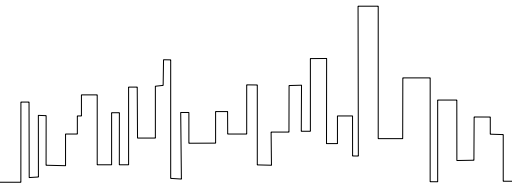
This is an on-line survey available through www.yourdublinyourvoice.ie. For people that do not have access to the Internet there is the option to call Dublin City Council's Customer Services Centre and register.

What is its purpose?

The surveys are used to feed directly into city wide policy and policy development within Dublin City Council. It assists the City Council in getting an understanding of how citizens feel on different topics. It is a unique chance for citizens to have their say about city policies and allows the city to ask quite specific questions of citizens.

'Your Dublin Your Voice' has been undertaken by Dublin City Council on behalf of the following partners:

- Dublin City Baile Átha Cliath
- Comhairle Contae Átha Cliath Theas South Dublin County Council
- Comhairle Contae Fhine Gall Fingal County Council
- Comhairle Contae County Council
- Dublin Regional Authority – Üdaräs Réigiúnda Átha Cliath



- Open Cities
- Urbact – Connecting cities. Building successes.

Who is the YDYV Panel?

The panel of over 4000 people comprises people from all over Ireland as well as over 60 countries around the world. 26% of the panel have a third level qualification, 68% live in the Dublin region and 76% work in the Dublin region. These are exactly the people that the survey was designed for.

'Hear it, debate it, change it' workshop

The results of the first survey were shared at a '*Hear it, debate it, change it*' workshop in May 2011 with key decision-makers across the city-region e.g. local government, policing, business. This involved open discussion of the concerns raised by our panel with a view to identifying actions to make changes. This group was tasked with the creation of ideas/solutions to tackle some of these concerns.

The results of each of the other surveys have been disseminated to retail, business and tourist associations as well as public policymakers and city planners. For example the survey on making Dublin a Digital City were used to feed into a Digital Masterplan for the Dublin City Region which was published in June 2013 as part of a campaign to ensure Dublin's place at the top tier of Digital Cities worldwide.

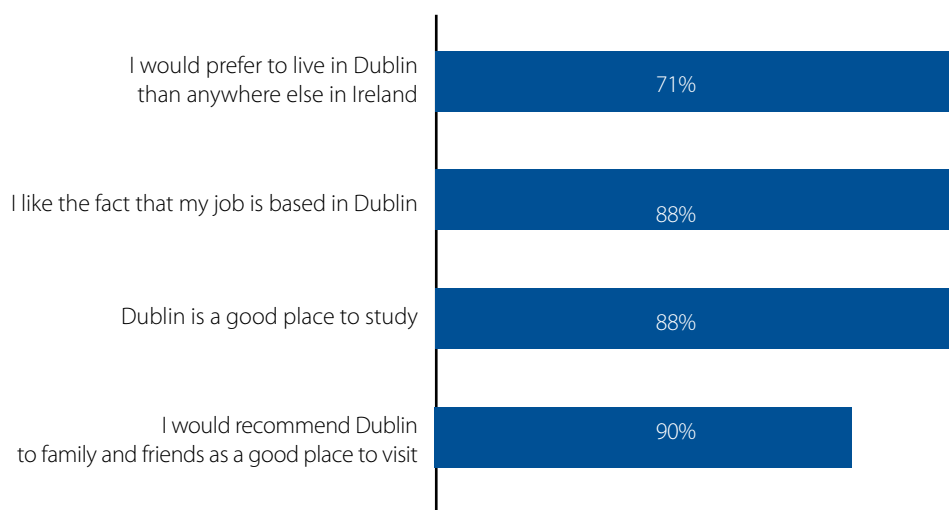
Some results – full results can be found on www.yourdublinyourvoice.ie

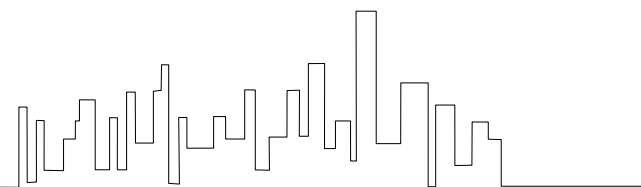
In June and July 2011, some 2,000 people responded to the '*Your Dublin, Your Voice*' survey on the shopping and social scene in the capital. People gave details of their preferences for socializing and dining out in Dublin as well as a wealth of suggestions as to how these experiences could be improved. The results of this were disseminated to retail, business and tourist associations as well as public policymakers and city planners.

The information from this survey fed directly into the Digital Masterplan for Dublin which was launch in March 2013. The information on the use of official websites was included in the review of Dublin City Council's own website, a new version was launch in September 2014.

62% of respondents agreed or strongly agreed with the statement 'Dublin is a family- friendly place'. It was interesting to note that female respondents were more likely than males to feel that Dublin is a family friendly

Summary of Living/Working/Studying in Dublin – % agreeing





**This information is used to help promote Dublin
to inward investors and the university sector**

Summary of Shopping & Socialising – % agreeing

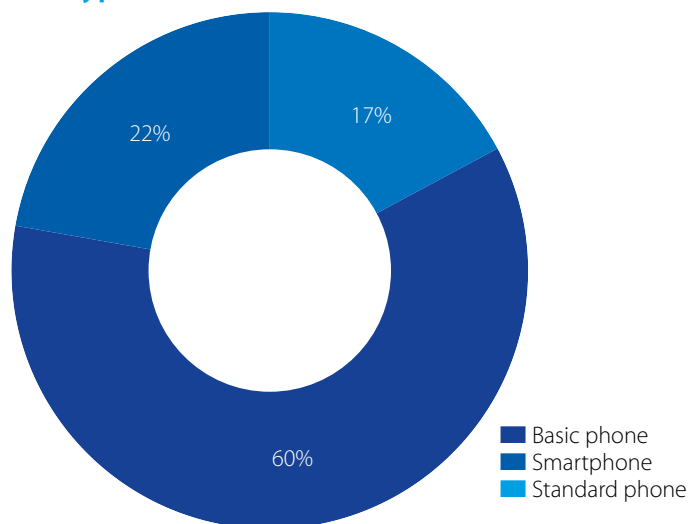


place and that respondents aged over 65 were more likely than younger age groups to feel that Dublin is a family friendly place. The results were fed directly into on-going work on making the city more friendly for families with children and will feature in the review of the City Development Plan being undertaken in 2015 in relation to family sized housing units etc.

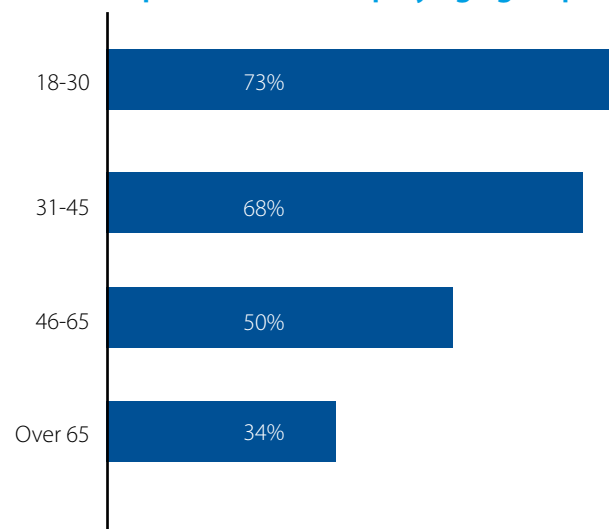
The results of survey undertaken in May 2014 found that while some 55% of respondents felt more confident about the state of the Irish economy compared to one year ago, a similar proportion (53%) actually

Digital Dublin (Survey July 2012)

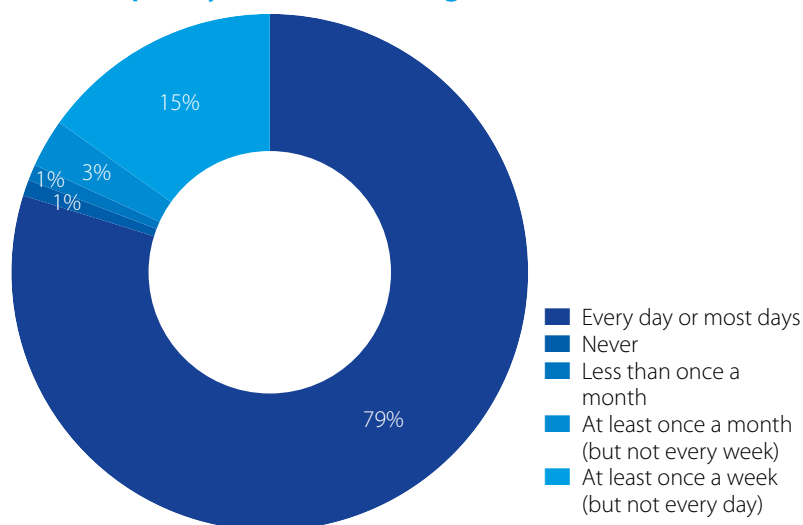
Type of Mobile Phone Owned



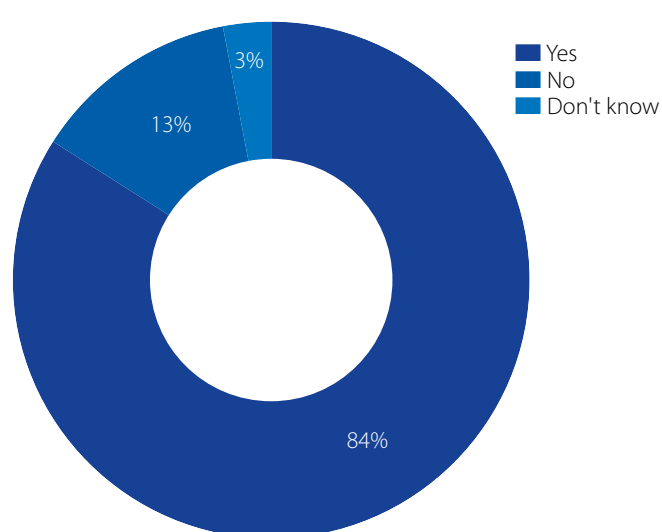
Smartphone Ownership by age group

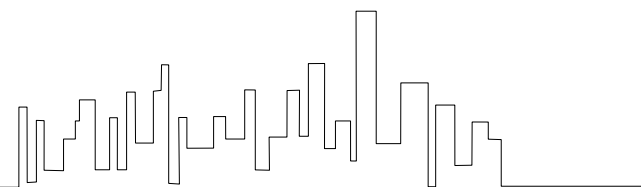


Frequency of Phone Texting



Visited Government Websites for Personal Reasons





Pride in Dublin (Survey May 2013)

**74% agreed with the statement
'I feel proud of Dublin'**



Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

**Pride in Dublin was higher amongst
older age groups ranging from 71%
in 18-30 year olds to 86% in over 65's**

indicated that they personally were, in fact, worse off financially than last year. Furthermore over one third of respondents expected to be worse off next year. Financial pressure was the biggest worry for 42% of respondents, followed by work / job security (17%) and health (13%). Half of people had family or friends who had to emigrate in the last 4 years because they could not find suitable employment

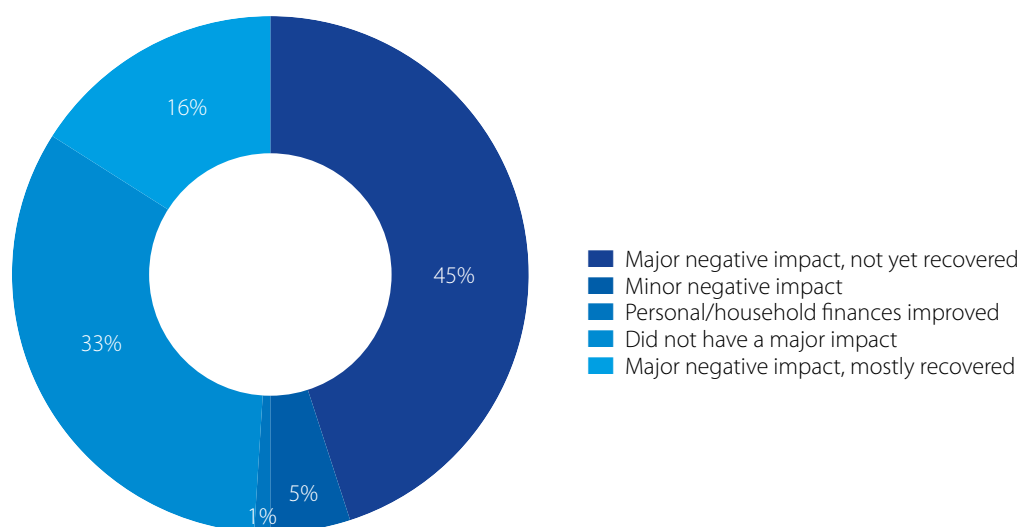
Results of all seven surveys can be found at www.yourdublinyourvoice.ie The information gathered has been used to format policy for Dublin City and to inform key partners such as the business community, universities, policy makers at a local and national level.

Conclusion

'Your Dublin, Your Voice' is an exciting initiative of the four Dublin local authorities that gives Dubliners and visitors a unique opportunity to provide opinions and views on what they love, like and despair at in the capital. The project seeks feedback and suggestions, via online surveys, on a range of issues that impact on quality of life in Dublin today. The topics covered have ranged from the views on the recovery of the Irish economy, safety

Impact of recession

What kind of impact would you say the recession has had on your personal finances?

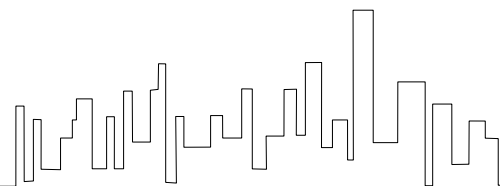


in the city, the use of Dublin Bay, where people like to shop and socialise to should the city host large football matches (the answer to this was yes and Dublin will now host some of the Euro 2020 matches).

Since its launch in October 2010, this project has established Dublin's first opinion panel for the city region. The panel now boasts some 4,000 members representing men and women of all ages and backgrounds including some 50 nationalities and coming from every county in Ireland.

'Your Dublin, Your Voice' is a highly cost-effective mechanism for public sector decision-makers to draw on the combined views, values, experiences, knowledge and skills of the true stakeholders in any city – its citizens – in order to drive change for the region. In-between surveys you can keep the opinions and comments coming on Twitter and Facebook.

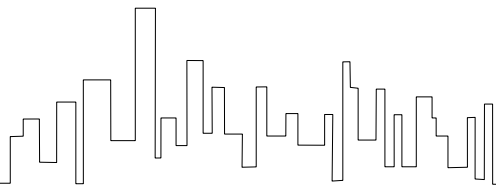
Since 2010 'Your Dublin Your Voice' has maintained a very loyal base of followers giving excellent information that has been and will continue to be used by the city council and key stakeholders to help shape the future of the Dublin region.



Some comments from the 'Your Dublin Your Voice' panels:

Below is a selection of comments gathered over the seven surveys that give real and up to date information on what people working and/or living in Dublin feel about Dublin, the comments make interesting reading.

- *Dublin should be promoted on the small city with the village feel that has everything going for it*
- *Get the methadone Clinics/Drug rehab centre's/Outreach centre's out of the immediate City Centre*
- *I would like to do more cultural stuff in the evenings like visit galleries or go see exhibitions, however they all usually close at five which is very annoying, it would be nice to visit the quite of a gallery after work rather than going to a theatre or cinema etc.*
- *Pedestrianise certain streets; South William Street, Exchequer Street, Drury Street, these streets are where people want to shop and sit out for coffee and have dinner in the sunshine, not to avoid cars flying up these streets with their exhaust fumes and showing off their car's*
- *Make a pedestrian plaza at College Green, call it 'Trinity Plaza'*
- *If Liberty Hall is going to remain the questionable building it is, use light shows and visuals to enhance and make the building interesting e.g Play House last year*
- *Make the licensing of 'Street Furniture' much easier for Cafes and Bars, if you are anywhere in Europe you see shops, bars and restaurants with people flocking to sit outside*
- *More parent and child toilet facilities – these are SEVERLY lacking. . . .also Provide properly maintained toilet facilities in the city & at all Dart stations*
- *Centralised website for all events, sales, offers in Dublin – there are so many ,event guides and websites' which make it difficult and time consuming to review what is on. The Dublin Event Guide is a good format and example of how it should be done*
- *Have a few high profile police points at some key locations, like happens in Tokyo*
- *There should be more focus on cheap family friendly activities (like play parks) and less emphasis on the pub*
- *Better regulation of ugly shop fronts*
- *A directory of shops, what's on theatre and exhibitions updated monthly in advance. All info available in one publication*
- *A Dublin Shopping website where retailers could list goods and prices and special offers*
- *A good city centre food market like the English Market in Cork*
- *'Fear of crime' is one of the main reasons why older people do not go into the city*
- *Good musicians busking help create a nice ambience & shopping experience*
- *A reward scheme that went hand in hand with the Dublin City Gift Card*

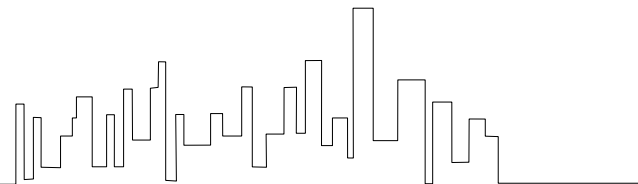


- *I'd like to see later licensing for music events and festivals. The festival this weekend in Dublin has the music ending at 11pm, I want to go out later like people are allowed to do in other countries*
- *Allow for more pop-up shops*
- *An easier link between Henry Street and Grafton Street*
- *As I have a disability it would be nice to have places to sit down to rest without having to go into a café*
- *Cater for pedestrians. Even drivers, once out of their car, are pedestrians*
- *Cheaper parking. I don't pay for parking in Liffey Valley or Blanchardstown and parking for 2 hours is free in Swords. That's why I do most shopping out of town*
- *Police the area better and have a zero tolerance policy on junkies and beggars URGENTLY*
- *Dedicated shuttle bus between principal shopping streets in the city centre*
- *I like individuality so more independent shops*
- *Dublin Bus to introduce a €1 bus ticket to take passengers into the city centre, on Saturdays/Sundays regardless of where in the city they live*
- *Would be great to see a more diverse range of shops in city rather than the glut of 'mini-Britain' that currently exists*
- *Greater pedestrianisation and creation of spaces for pavement cafes etc. Green routes and cycle lanes that you could use with children. An initiative to brand various cafes, restaurants as child friendly*
- *Having a 'shopping bag type-crèche'/locker. If busy in town, is difficult to navigate crowds with lots of shopping bags/other. Often think it would be nice to be able to drop off the bags for safe keeping while one has lunch/bite to eat, and then collecting them when one is ready to make ones way home!*
- *I feel it costs too much money to park and shop in Dublin city and more people would shop in town if parking were cheaper*

Full details of 'Your Dublin Your Voice' can be found on www.yourdublinyourvoice.ie



*Jolanta Uzulina
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Daugavpils: Way to be closer to the citizens

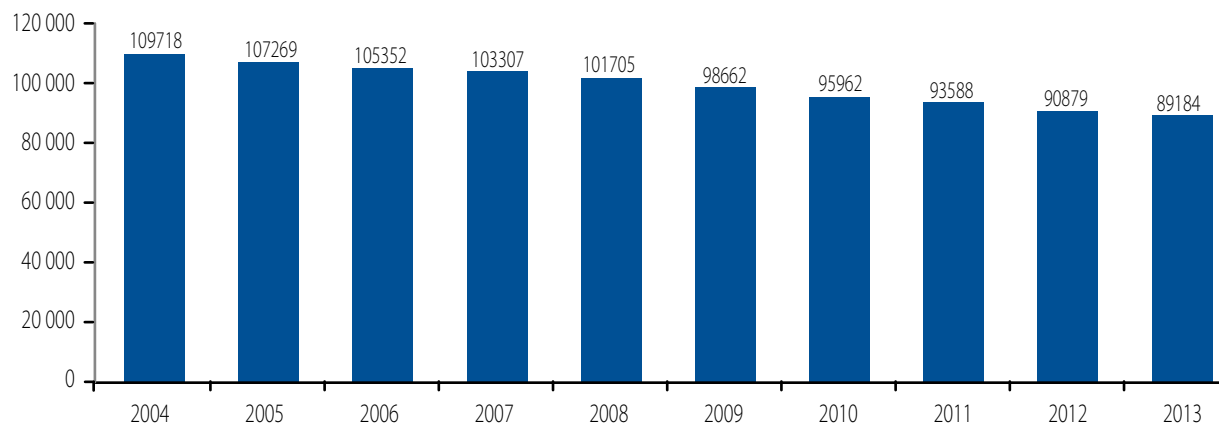


'Daugavpils City Council is the city's highest self-regulatory institution. The current council was established in 1994. The city council consists of 15 members elected every four years through local elections. Daugavpils municipality was first established in 1582 by the King of Poland, Grand Duke of Lithuania Stefan Bathory'. Daugavpils' cooperation with Poland started from the historical event mentioned above.

Daugavpils municipality includes City administration and municipal institutions. Daugavpils is a city of national importance in Latvia. It is the largest city in Latgale region and the second largest city in Latvia. The city is one of nine



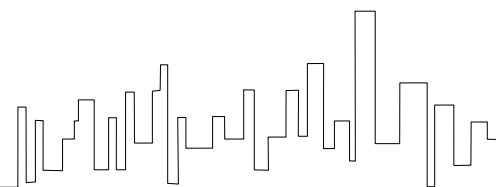
Dynamics of population in Daugavpils



Latvian cities, which are of national importance and it is significant development centre. Daugavpils is an industrial and educational centre, as well as an important cultural, sports and recreation centre. The motto and strategic goal of the city is: 'Daugavpils – the engine of innovative economy and the capital of well-being in the Eastern Baltics'. Advantageous geographical location of Daugavpils close to the borders of three countries – 25 km to the Lithuanian border, 35 km to the Belarus and 120 km to the Russian border – contributes significantly to the city's economic and social development. The population of the city is about 98 thousand people. 52% of the inhabitants are ethnic Russians, 18% are Latvians, 15% are Poles, and 8% are Belorussians. Daugavpils is the native city for more than 70 different nationalities. It is a multinational, multicultural, multi-ethnic city.

There are several departments of Daugavpils Municipality, which work with international projects: Development Department, Youth Department, Public Relations Department, Social Department, Sport Department, Culture Department, Tourism Information Centre, Daugavpils Fortress Culture and Information Centre and other units, which work at the international level. All these departments cooperate to organize activities of international level in the city, for example, forums, conferences, meetings, seminars, workshops etc.

In the future Daugavpils plans to develop into a place with a higher standard of living and active environmental protections with a tolerant population; a place with easy access to international services and a centre of



economic development; a city with cross-cultural programs, tourism, scientific and educational centres; an example of the ideal city in Latvia and Europe. The priority of the city is its citizens. The municipality works actively on making Daugavpils an attractive place for living and business development. In Daugavpils it is important to promote citizens' understanding of the EU, to foster European citizenship and to improve conditions for civic and democratic participation at EU level.

Integrated and sustainable development of the city is based on the balanced interaction of social, economic and environmental aspects. To achieve the implementation of future prospect expressed in Daugavpils city's vision and to gain the strategic goal the following medium-term priorities have been put forward: society, economics, and environment.

Nowadays life is not possible without a communication. We need to communicate everywhere and with all possible kinds of people. In the simplest way the communication can be defined as a two-way information flow process, in which there are involved at least two sides.

Municipality is one of the most influential communicators in the city. Municipality makes dialogue with citizens, solves problems, makes links and with the help of it there are made relationships between the entire society. Effective communication is the way to be closer to the citizens.

What is communication and how to communicate?

To communicate effectively it is important to know the theory of this phenomenon. The term 'communication' is derived from the Latin word 'communis' which means common. Information common to a person should be communicated to him. Communication means to inform, to tell, to show or to spread information.

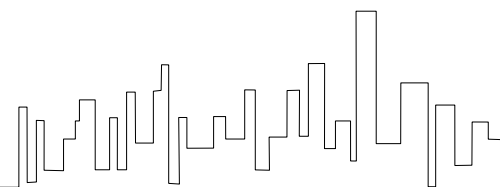
Communication is two-way process of giving and receiving information through any number of channels. It is a process of exchanging verbal and non-verbal messages. It can be defined also as two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information, news, ideas and feelings but also create and share meaning. In general, communication is a means of connecting people or places. According to Louis A. Allen: 'Communication is the sum of all the things, one person does when he wants to create understanding in the mind of another. It involves a systematic and continuous process of telling, listening and understanding.' Elliott Jacques: 'The sum total of directly and indirectly, consciously & unconsciously transmitted feeling, attitudes and wishes.' For the effective communication it is necessary to remember that people remember 10% of what they read, 20% of what they hear, 30% of what they see and 40% of what they hear and see. Effective communication isn't only speaking, it involves more. Non-verbal communication is very important – attitude, emotions,

Mid-term priorities in Daugavpils

Mid-term priorities	Action directions
1. Society (S) – Satisfied with life, educated, creative, active and healthy residents, who are proud of their city	S1 Active civic engagement (cooperation and initiative)
	S2 Support for young people, families with children, seniors
	S3 Long-term compatible and diverse education at all levels
2. Economics (E) – Economics, in which the industries with high addend value are developed	E1 Complex cooperation in education, science and entrepreneurship
	E2 Well-organized and active environment for business support
	E3 Recognizable and positive image of the city
3. Environment (En) – Aesthetic and functionally arranged and developed urban environment	En1 Sustainable transport and infrastructure
	En2 Qualitative, friendly to nature social and technical infrastructure
	En3 Identification, preservation and development of cultural heritage
	En4 Healthy and ecologically clean living environment

gestures, mimics. The structure of communication is the following: 55% posture, appearance, gestures; 38% intonation and tone of the voice and 7% the expressed text. So, if we sum up, it takes 93% of how we say something and only 7% what is said in the structure of communication.

There are 3 types of communication: formal, informal, written, oral. The process of communication look as follow: Sender/Encoder ↔ Message ↔ Medium ↔ Recipient/Decoder ↔ Feedback. It's also important to know the seven C's of effective communication: Completeness, Conciseness, Consideration, Clarity, Concreteness, Courtesy, Correctness. Moreover, remember about crucial principles of effective communication: simple



language, no ambiguity, proper medium of communication, adequacy of information, purpose of communication, physical human setting, consultation, follow-up action, time and opportunity, listening. Proper training is essential to the communicators to develop their communication skills. This helps in increasing the effectiveness of communication considerably. So, for the municipality as a Communicator it is important to develop itself in all possible ways.

There are the following communication barriers: information overload, time pressure, inattention, emotions, complexity in organizational structure, language differences, diction and pronunciation, poor perception and weak retention, temperament.

Why it is necessary to be closer to the citizens?

The aims of effective communication between municipality and citizens are: improved quality of decisions, efficient distribution and exchange of information and increased individual initiative of both sides. It also helps in: providing local community with essential information, involving local individuals in decision making process, gaining opinion of inhabitants on significant matters, studying of social moods, diagnosing of potential conflict situations, including society in decision implementation process, raising social awareness of inhabitants, achieving social acceptance of offered solutions, reducing social costs of decisions and optimizing the planning process.

‘The way to be closer to the citizens’

The process of becoming closer to the city’s inhabitants in Daugavpils started with the aim to develop the productive exchange of information between municipality and its citizens and get the feedback from them. The major reason for the process initiation was the fact, that citizens are not well informed about the processes, activities, measures and their opportunities being the inhabitants of Daugavpils city. They were unsatisfied of different spheres because of unawareness.

The process initiated by the Daugavpils City Council Development Department started in 2013 and even earlier together with public discussions on Daugavpils Development Program 2014-2020. The implementation is meant for all the time period mentioned above and even after it. It has involved city council, local residents and public institutions as well.

The working mechanism was and still is a combination of formal and informal. The formal part is the implementation of the Strategic document of the city, but more informal is the communication with residents on how to better implement it. The data was and will be collected using surveys, interviews, and official statistics. Great contribution was made by work-groups and meetings with citizens.

The municipality created a multidisciplinary work group which consisted of administration of Daugavpils City Council, specialists of the spatial planning sphere, invited independent experts and interested citizens. In the public meetings there was opportunity to present the development vision of the city for 2014-2020 and all involved had the opportunity to give their comments, opinions, suggestions etc.

Municipality collected hundreds of applications considering Development Program 2014-2020; all were reviewed, registered and taken into account as far as possible. For informing the society – all possible mass media and live discussions were used. For getting information and opinion of citizens – surveys and free form applications were used mostly.

The Development Strategy was created in about 1.5-year period. The Program was accepted in the end of 2014, the implementation will continue until 2020. The communication process with citizens is started and should be developed all the time to achieve effective cooperation.

The information about the Development Program was disseminated within the public events of the city all the time through local and regional mass media and information banners in the city. The citizens of Daugavpils are informed about all possible activities, measures and public discussions. Municipality has understood that only by effective information exchange it is possible to get advisable and important opinion and feedback from citizens.

Some problems appeared during the process:

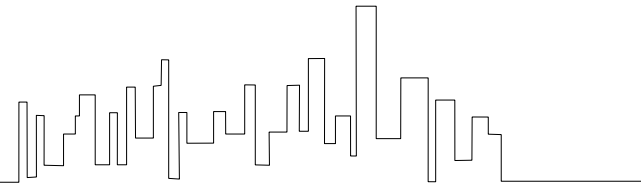
1. Dissatisfaction of the citizens in different fields and useless explanations of the situation.
2. A lot of different opinions regarding what should be improved, where and how.
3. Long and not always fruitful discussions with citizens, politicians and other officials.

The outcome of the citizens' active participation is their compiled proposals, which are incorporated into Development Program. The ideas and proposals are taken into account. The main outcome will be seen in several next years and up to 2020, because the municipality will see the participation and activity of the citizens in long term. In addition citizens started to be interested in different areas of the municipality. They are taking active part in decision making about city's budget, service planning process etc.

The case can be assessed by analyse of surveys collected within the public discussions on Development Program. As a positive assessment can be counted the fact that citizens are more active in different fields of interest in Daugavpils city.

There are several areas of way to be closer to the citizens in Daugavpils city:

- Urban services: housing, utilities, transport;
- Social issues: consultations, benefits;

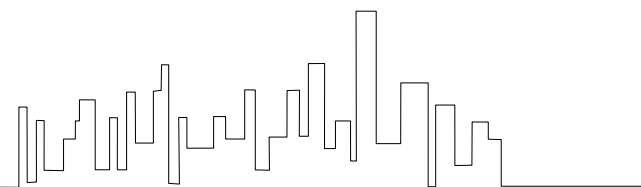


- Education and youth matters: general, pre-school, summer camp, vocational employment;
- Sport, Culture: free time possibilities, events, international activities;
- Local area spatial planning;
- City development planning and strategy;
- Municipal budget.

Daugavpils municipal kinds of way to be closer to the citizens:

- Information desk (Face-to-face, telephone, e-mail);
- On-line 'Ask a question'; (www.daugavpils.lv)
- 'Seasonal' Hot-line;
- 'Mayor & Co' office hours;
- Out – Meeting with inhabitants (city district, institution);
- In – meeting with inhabitants (particular topic, certain group);
- Public City Council, committee, commission meetings;
- Printed informative material (annual, by topic);
- City Council homepage (structured information, news);
- City Council On-line TV page (video reports); www.tv.daugavpils.lv





- Weekly Press conferences;
- Public discussions;
- Thematic surveys;
- Social Networks: Facebook, Twitter;
- Education information channels (Daugavpils University www.du.lv, branches of universities, schools, professional schools, colleges, kindergartens, etc.)
- Entrepreneurship (young entrepreneurs, investors, exporters, companies with foreign capital in Daugavpils);
- Transport (logistic hub, developed transport infrastructure for cargo railway lines, passenger railway lines, international bus lines, tram lines in the city, Daugavpils Airport – in future);
- Informative support (Catalogue of Daugavpils Companies and Investment Opportunities, business support institutions in the city: http://www.daugavpils.lv/files/components/main_content/files/uzn_katalogs_2014.pdf, Daugavpils trademark 'Daugavpils prece');
- Nature (Green City, richness of lakes and rivers, developed green industries, Latgale Zoo <http://latgaleszoo.biology.lv/>);
- Sport (centres for professional and amateur sport activities, Snooker European and World Championships in Daugavpils, Multifunctional Sport Complex www.daugavpilsoc.lv; Speedway Racing Grand Prix stages, semi-finals and finals of European and World Championships every year in Daugavpils, www.lokomotive.lv Speedway Centre 'Lokomotive' Stadium, Daugavpils Ice Hall (www.sportaparvalde.lv));
- International Cooperation (cooperation and twin cities in Lithuania, Russia, Belorussia, Poland, Armenia, Ukraine, Israel, China, Sweden, Germany, Georgia; International Business, Investment and Tourism Forums, Conferences and meetings of International importance; implementation of international projects);
- Culture (70 different nationalities in the city; rich cultural and national society; cultural-historical heritage – main treasure – Daugavpils Fortress; world famous people, born in Daugavpils: Mark Rothko, Nikolai Poliakov (Coco de Clown), Salomon Mikhoels, Oscar Strok; significant objects in the city: Daugavpils Mark Rothko Art Centre (www.rothkocenter.com), Daugavpils Church Hill, Daugavpils Museum of Local History and Art (www.dnmm.lv), Daugavpils Clay Art Centre (www.dmmc.lv), Daugavpils Lead Shot Factory (www.dsr.lv), Daugavpils Central Park, Daugavpils Theatre (www.daugavpilsteatris.lv), Dubrovina Park, Daugavpils University, Daugavpils Culture Palace www.dkp.lv, Daugavpils Concert Hall of Unity House www.vienibasnams.lv and many other beautiful and interesting places and sights.
- International Festivals (International Spiritual Music Festival 'Silver Bells', Folklore Festival, Russian Culture Days, Polish Folklore Festival, Youth Festivals: 'Art i Shok', festival of Street Art 'Urbanstyle', Musical Marathon

against AIDS, Circus Festival, Art Days, Clay Art Days, International Jazz Festival, International Accordion Music Festival, Musical August, International Ceramic Art Symposium «LANDescape I CERAMIC LABORATORY» and the greatest festival of the year 'City Festival' in 2015 Anniversary of Daugavpils 740! www.daugavpils.lv

Conclusion

All these ways to be closer to the citizens help Daugavpils City Council to communicate, to make dialogue, to find out opinion and attitude of the citizens and that thereby helps to work in the directions, which should be improved for the city and for citizens. If the municipality works in as many different directions as possible to be closer to the citizens, it works more productive.

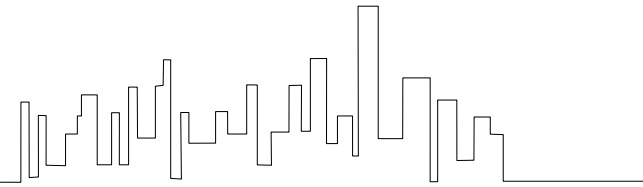
In this way, the Daugavpils City Council gets feedback and citizens are more satisfied with the work of the municipality. So, if the both sides are contented, the communication is effective and it helps to improve society around and medium-term priorities can be achieved:

- Daugavpils Society – Satisfied with life, educated, creative, active and healthy residents, who are proud of their city;
- Daugavpils Economics – Economics, in which the industries with high added value are developed;
- Daugavpils Environment – Aesthetic and functionally arranged and developed urban environment.

Only in the way of communication and cooperation the best results can be achieved for well-being and prosperity of the citizens. The municipality should encourage feedback from inhabitants of the city and make them feel as important constituents in the decision-making process.



Annet Horstman
Advisor Public Affairs and Subsidies
Netwerkstad Twente
Municipality of Hengelo



Hengelo: Citizen involvement in local decision-making



After the city council elections in March, a new meeting structure was introduced in Hengelo, that allowed for more citizen involvement. The council in Hengelo consists of 37 members. The executive board with four aldermen is a broad coalition of the Socialist Party, the Labour Party, the Christian Democrats and the Liberal Democrats.

It was concluded that the traditional system of lengthy deliberations in the committees and council meetings had to be replaced. Citizens and other interested parties need to have a better chance to participate in the council meetings.



In the new system, councillors now meet bi-weekly for the so-called political markets. Citizens and other stakeholders are invited to participate. This creates a possibility for them to put forward their expertise, needs, concerns and interests and to speak directly with the councillors and the executive about city developments.

Political markets

During the informative meetings on Tuesday, which are of an exploratory nature, council members can gather information on several important topics. These activities are focused on research and preparation. On other 'tables' there is more room for debate between council members, members of the executive, civil servants, citizens and organisations. Several meetings take place simultaneously in separate rooms. During an evening, a maximum of nine topics will be addressed. A tight management of the agenda provides clarity and certainty on which topics are discussed. This makes decision-making more efficient and attractive.

On Wednesday the Council will meet for final decision-making. Whereas councils in most other municipalities have plenary meetings once a month, Hengelo has one every two weeks. The meetings will also be broadcasted on the municipal website.

Expected results

This new meeting form is aimed at bringing the municipal council closer to the citizens. By giving the floor to the involved experts and citizens and by consolidating their input, this formula will also improve the quality of local decision-making. Local decision-makers will probably be better informed about the local issues and the various preferences. This new structure also seems to result in a net time gain that can be used by councillors for external contacts with citizens and stakeholders.

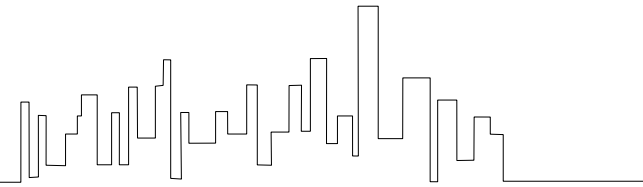
It also is a step in a process of cultural change, stimulating more openness in the decision-making process. Civil servants are, for instance, also invited to help at a school or local company for a few days, to draw not only upon their own expertise, but also include the knowledge, experience and expertise of the citizens.

It is, however, still too early to evaluate this new system of political decision-making in terms of quality of policies, increased – broad – citizens' participation and real citizens' influence on the political process. It has, for instance, to be seen, whether this new meeting form will actually result in the increased participation of citizens and stakeholders, representing a cross-section of the electorate or that 'the same suspects' will bring forward their ideas and expertise during the political market sessions.

This reform should thus be seen as a learning process in which the conditions are now being tested for its appropriate implementation.



Paul Tabor
Gareth Payne
Wolverhampton City Council



Wolverhampton: Citizen participation in Strategic Planning



The program conducted in Wolverhampton is named 'Citizen participation in Strategic Planning'. Wolverhampton is a city of 250,000 people covering an area of 69.5 square kilometres located in the centre of the UK. It is the smallest of four linked areas that make up the region known as the Black Country which has a combined population of over 1.1 million. The proximity and interdependency of these areas is at the heart of Wolverhampton's strategic framework.

The geographical scope of the key strategies for the City council are:

1. Black Country Core Strategy (sub-regional)
Regional spatial planning document for the whole Black Country partnership of councils, voluntary and public sector bodies and businesses
2. Wolverhampton City Strategy (citywide)
Strategic plan for the City of Wolverhampton Partnership comprising of public sector bodies, voluntary organisations and businesses
3. City Council Corporate Plan (citywide)
Strategic planning document of Wolverhampton City Council, which sets out how the council will deliver its contribution to the City Strategy and which is produced on a triennial cycle

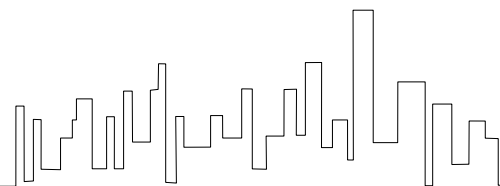


Partner agencies in Wolverhampton have a long history of working together to involve citizens and communities in shaping services. As the City Strategy covers the period 2011-2026, a continued programme of citizen participation involving surveys, panels and focus groups has been created to ensure that the strategy, and the work of the Council, remains relevant to the needs of the City.

As well as citizen participation, other factors influence the development of strategic priorities of the City Strategy, such as:

- Changes to UK Government (and European) Policy
- Economic factors
- Decentralisation and localism
- Statistical analysis and past performance
- Partners and Stakeholders





A continued citizen engagement programme is particularly important in the face of a unprecedented funding gap by 2018/19, and the diverse and changing needs of the people who live in the City, where:

- 64.5% of are White and 35.5% of people are from Black, Asian and Minority Ethnic backgrounds
- 16% were born outside of the UK
- English is not the main language for 11%
- 1 in 5 of the working age population are claiming benefits
- 16% are aged over 65

The Resident's Opinion Survey

The program for engaging citizens started prior to the implementation of the City Strategy in 2010 in order to develop the need analysis and its results continue to shape strategic direction.

The 2010 Resident's Opinion Survey was initiated by the City Partners and managed by the City Council, with an external consultant engaged by the council to undertake and report findings back to council, within the stipulated timeframe of two months. The findings from the survey were presented to senior management and local councillors, prior to the local elections in May of that year.

Participation in the Resident's Opinion Survey was open to all residents of Wolverhampton. Paper surveys were posted to a proportion of households in the City and all could participate online. Activities were also designed to capture the thoughts of those who not only work in the City, but those who visit and live elsewhere. In addition the specific needs of businesses in Wolverhampton were also taken into account.

These various methods were implemented through the council and its partner organisations, which include the National Health Service (NHS), local Universities, Police, Fire Services and the Voluntary Sector; all of which make up Wolverhampton's Local Strategic Partnership.

The survey questions were phrased to determine priority areas such as Jobs, Education and Crime, whilst also containing a spatial element to identify specific areas within the City where the need is greatest, and allow targeted actions to address the specific issues of these localities.

A coordinated marketing campaign was also undertaken through local media, social media and websites of partner organisations, to help publicise the survey.

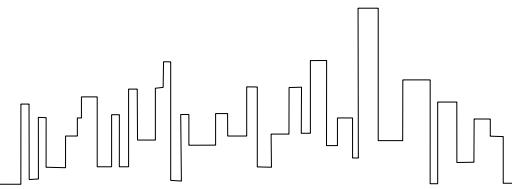
The use of Social Media

The increased use of social media in recent years has led to a more informal approach to encouraging on-going dialogue with the council. A variety of face-to-face, paper surveys, online surveys, focus groups and specific events have been used to engage citizens in participation and collect data. These have either been run by the City Council or carried out by professional research companies. However, as budgetary pressures have increased, these activities have increasingly been brought in house.

Taking Stock

A major problem with current engagement methods, is ensuring that the results expressed from a Resident's Opinion Survey are representative of the area's residents, and not just those who have the time or motivation to engage with the process. This is particularly problematic in areas that have ethnically diverse and ageing populations, with substantial educational and deprivation issues.

There are a number of questions that must be asked about the overall effectiveness of participation and engagement, for example:



- How much of the community is actively engaged in participation?
- How representative are they of the community?
- Are we just listening to those with the strongest opinions or who shout loudest?
- How can we engage the silent majority?

Look out for unexpected opportunities. An unexpected opportunity arising out of the financial pressures faced by the council, saw the process evolve from one of establishing broad priorities, to one of deciding how services should be prioritised, reduced, redesigned or even ceased with the least impact on communities.



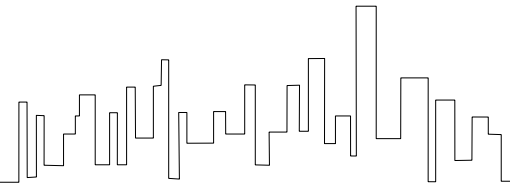
Conclusion

The case for citizen engagement can be assessed both on the positive and the negative side. Citizen participation provides a rich source of data and local intelligence not currently available from other sources. The Residents Opinion Survey has the potential to pinpoint priorities down to a ward level, monitor trends over a period of time and introduce questions around specific themes e.g. broadband or the impact of economic recession.

However, some of the processes used are quite resource intensive both financially and in terms of lead times, data analysis and reporting.



Marco Materassi
Planning and Quality Control Service
Municipality of Florence



Florence: Project '100 places': the Florentines change the city



Objective

'... take a picture of 100 places in the city, how we got them in 2009 and how we want to give them back, participating as much as possible with all the civil forces so that these places become alive, animated and loved by our citizens.' (former Mayor Matteo Renzi)

The project aims to identify 100 'places', one inside each square kilometre of the Florentine territory, 100 'windows' on the city to observe activities carried out under Mayor's mandate. The goal is to let these places to be closer to the citizens' needs through listening and active participation of the town. Every place, be it a square, a garden, a theatre, plays the role of a key indicator to display the work carried out by the Administration. The 'places' are not necessarily specific geographic points, but rather, homogeneous area for charisma, problematic or local identity.

The project started in September 2010 and the administration decided to organize the event once a year, with the same minimalist format and recyclable, where citizens gather to hear, discuss, propose and discuss among themselves and with the Administration.

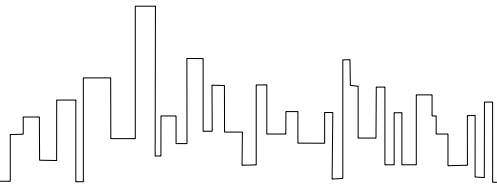
Procedures

Once a year, on September 28, the Administration organizes the event '100Luoghi', with the same minimalist format and recyclable from time to time, where citizens gather to hear, discuss, propose and discuss among themselves and with the Administration.

This event consists of 100 meetings taking place simultaneously in 100 venues located in each 'place', both physically and through the use of participatory tools such as geographic social media, web-based platform for dialogue with citizens, in order to allow everyone to participate and make their own contribution.

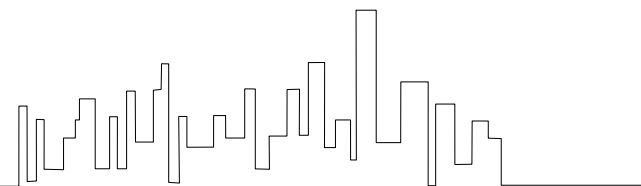
At the end of each meeting an 'instant report' is drawn up together with the participating citizens listing all activities carried out and those yet to be carried out, which shows citizens' requests. The instant report is put online at the Administration website, so that it can be shared with the general population.

Before the Assembly of September 28, Administration performs the following tasks all year long:



- Working Group composed of the Mayor's Office, Communications Service, General Management Department and Planning and Quality Control Service continuously monitoring all information related to 100 places. This activity is carried out through the use of a database in which are entered all information (work progress, citizens satisfaction, point of view of the media, single meetings reports, Administration acts, etc.). A periodical report is prepared for the Mayor.
- Thematic meetings between the Mayor, technicians and politicians on the projects' state of progress and for a general overview
- Cooperation activities with civil society (associations, citizens committees, natural shopping centres, sports associations, social clubs, churches ...)

The results of each meeting are very important for the point of view of Municipality of Florence's strategy. In fact all the needs that emerged from citizens are analyzed in the activity planning documents. After the assemblies, reports are drawn up listing the citizens needs discussed during the meetings.



In 2013, the Administration decided to replace the traditional meetings with 100 virtual thematic forums on the web. This new mode was caused by two reasons: first, because of the coincidence of the day of the meetings with the cycling world championship, which in those days crossed the city centre; on the other hand for reasons of technological innovation. The traditional assembly was then transformed into a digital place of discussion where citizens could view the status of jobs, deepen and discuss in an interactive manner with the Administration on each of the 100 places.

For each of the 100 places an ad hoc web page was set up, in order to make the reading possible concerning what the Administration had done for that place and what it would like to do and allowing the citizens to follow the 'permanent' assembly throughout the virtual meeting (9 days), giving their own contribution.

Assemblies, in short, are transformed into a digital discussion area giving citizens the possibility to view the status of jobs, deepen it, and discuss with the Administration not just for a single evening but until Sunday, October 6.



The channels used by the Administration through which the Florentines were allowed to access to the system, to see the place and express their opinion on each of the 100 points are many: the Civic Network of the City www.comune.fi.it/100luoghi (or <http://100luoghi.comune.fi.it>), the app for iPhone and iPad '100luoghi', twitter or instagram from PC or from smartphone or tablet that support these social networks. On the website an explanatory guide on how to use the system was available.

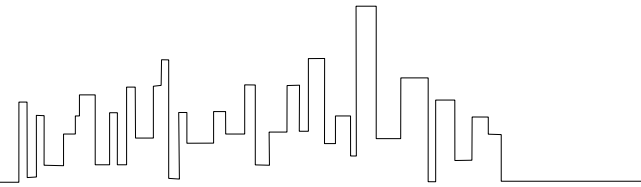
Elements of originality

Among the several points of originality, it's important to underline:

1. the management of meeting started through an 'educational-informative' path where the citizens familiarized with the specific issues of the 'place', followed by a working group dealing with plastics, maps and diagrams; at the end, a final summary and a light lunch when each participant contributed bringing something from their home;
2. the strong involvement of Administration in this important organizational process which, however, did not register any significant problem;
3. the renewal of municipal planning due to the inclusion of the project in the policies and programs of Municipality;
4. the management of data with a data base thanks to which the Administration, through cross-checking operations, has been able to know in real time the working progress, the citizens' satisfaction, the media point of view, and so on;
5. the use of a 'virtual platform' where citizens were able to talk with each other and with the city Administration on how to change the symbolic 100 places of the city.

Results

A big process of participatory democracy, choosing 100 symbolic places of the city and trying to change them day by day with Florentines. The involvement of an entire community, as part of a major metropolitan area, that gathered at the same time in a hundred different places to discuss, investigate, assess the activity of a municipality. The indicators are: the numbers of participants (about 10,000), 'postcards' and messages sent (about 3,100), the resonance from press and media. In the conduct of meetings, despite the great diversity of context and issues, political representatives and technicians of the City have paid great attention to engage and to let the greatest number of people express themselves.



The decision to adopt a methodology based on the highest respect of different ideas, has generally produced a good climate and a satisfaction participation by the citizens.

The results of the citizens' needs are very important for the Municipality's strategic planning control as they provide a stage within the circular and interactive process of planning, management and control. In fact, both the Mayor and the managers responsible for the objectives related to the places are provided with additional elements to decide whether and how to implement appropriate corrective actions.

Through the monitoring activities on the operational management of the city and through the listening of citizens thanks to 100Luoghi, it is possible to identify anomalies or otherwise decide to make changes to the objectives accordingly to planning tools and programming.



Hague: Residents in the Driver's Seat. Emma's Court, a community garden for the neighbourhood in The Hague²



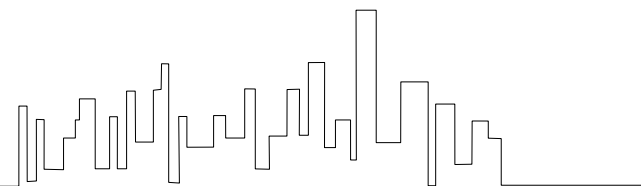
Abstract

The Netherlands is undergoing a process of decentralisation of policy in the social domain, such as youth care, participation on the labour market, health care for vulnerable or disadvantaged residents and education. Municipalities have to take over tasks from the national government, and get them done at a lower budget. The economic crisis partially explains this policy shift. On the other hand, the shift is also the result of the search for new modalities in governance within the triad of government-community-market. One of these modalities is the retreat of government bodies, leaving more space for initiatives by residents and market players. The case of 'Emma's Court' in The Hague is an example of this policy shift. In this article the key factors are identified as enabling this shift.

Keywords: Civic Ownership, Civic participation, civic action, social cohesion, quality of life, collaborative democracy, local governance.

Introduction

In the Netherlands, the relationship between government, community and market is changing. The government wishes to retreat and transfer more responsibilities to residents. Residents should feel responsible for their personal development and participation in all possible areas to promote quality of life and social cohesion. The economic crisis is an obvious explanation for this policy change. That is one side of the coin; the other is that specialists in governance matters are setting the tone for new forms of leadership and governance. Several recent research reports point towards transitions in the triad government-community-market. For this case study, the following two concepts are relevant. The Council for Public Administration (ROB, Raad voor het Openbaar Bestuur), an advisory commission of the national government for public governance, published the report *Trusting and Letting Go. Participation ladder: Roles of the Government*³. In this concept the participation of government consists of the following five stages:



1. *Letting go.* The government is not involved in the content or in the process of initiatives.
2. *Facilitating.* The government chooses the role of facilitator. The initiator comes from elsewhere but government sees a benefit in facilitating the initiative.
3. *Stimulating.* The government desires policymaking or an intervention, but leaves the action to others. The government is only looking for opportunities to put others into motion.
4. *Directing.* The government chooses the role of director: other parties also have a role, but the government finds it important to direct the content and process.
5. *Regulating.* This is the top of the participation ladder. The government uses its heaviest tools, namely regulation through laws and regulations. This means the government can enforce rules and punish infringements. The instruments of regulation emphasise that, where issues of law, order and safety are concerned, the government chooses for a vertical relationship with its citizens.



Do-it-Yourself Democracy (after Hilhorst & Van der Lans 2013)

Do-it-Yourself Democracy	Direct reciprocity (What's in it for me?)	Generalised reciprocity (No personal benefit)
Strong ties	Acquaintances, for each other (1)	Acquaintances, for others (2)
Weak ties	Non-acquaintances, for each other (3)	Non-acquaintances, for others (4)

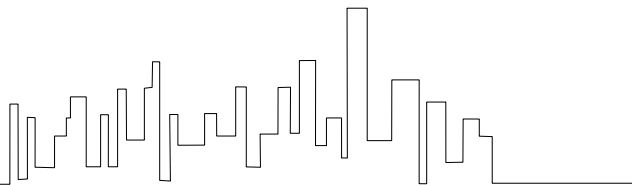
The ideal stage is 'letting go': The government should stay away from the rest of the ladder as much as possible. 'Letting go' implies also that during the implementation of policy initiatives, political interference is reduced to a minimum.

Hilhorst & Van der Lans (2013) distinguish four main types of civic participation in which the aim is for government to stay close to residents and support them if they need help, undertaking action for a common purpose⁴. They define strong versus weak ties and direct reciprocity versus generalised reciprocity. Direct reciprocity means that there is a service in return. Generalised reciprocity means that service in return is not involved or expected. Cross tabulated, this results in a model consisting of the following four quadrants.

Initiatives can be taken in four different settings:

1. With friends (*strong ties*), involving activities for each other with direct reciprocity. For example, an elderly neighbour takes care of the children of working parents, and the parents do the neighbour's shopping in return.
2. With friends (*strong ties*), involving activities for others with generalised reciprocity. Example are: buddies and street coaches.
3. With strangers (*weak ties*), involving activities for each other. Example: people joining forces to achieve a group discount when purchasing goods like solar panels.
4. With strangers (*weak ties*), involving activities for others. For example, a citizen appeals to others on the internet to clean up litter in public spaces.

In this case study I will assess the role of local government and residents in the context of these two concepts and The Hague regulation regarding civic participation. The case presented in this article is called Emma's Court/Emma's Hof. It is an initiative that fits into the shift in policy thinking stated above.



Population of The Hague and Segbroek District, Source: DHC/CBS/DPZ

Districts	Population
1 Loosduinen	45.722
2 Escamp	118.916
3 Segbroek	60.694
4 Scheveningen	54.119
5 Centrum	99.021
6 Laak	39.803
7 Haagse Hout	43.639
8 Leidschenveen-Ypenburg	47.768
Total (1-1-2014)	509.682

Data collection

The Emma's Court foundation has documented the process of their initiative comprehensively and posted this on their website. It consists of a chronological description of the process, underpinned by articles published in newspapers, bulletins, items in the local media, letters addressed to the municipality, activity calendar et cetera⁵. In this article, I have used these secondary sources. The municipality was also a partner in a joint project of Leiden University (The Hague Campus), the University of Amsterdam, Platform31 and other municipalities to conduct research into the upward mobility of neighbourhoods. Van de Kamp (2014) conducted this research and interviewed a number of informal leaders who took the initiative to set up the project Emma's Court. Van de Kamp recently presented her research data, which are based on a combination of secondary and primary sources. In this article, her findings are merged with the desk research.

Demographic composition, social-economic profile and civic participation regulation

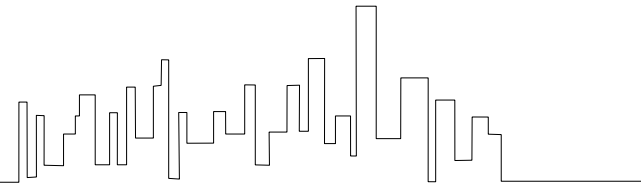
The City of The Hague counts eight districts (boroughs) and consists of about one hundred neighbourhoods. Emma's Court is situated in the neighbourhood 'Regentessekwartier', which is part of the Segbroek District.

Segbroek District counts about 61,000 inhabitants and approximately 13,500 people live in the neighbourhood Regentessekwartier⁶. The demographic composition of Regentessekwartier has changed drastically from the sixties. Nowadays it is a multi-cultural neighbourhood. The immigrant population (50%) counts mostly people who originate from Surinam, a former Dutch colony⁷. The neighbourhood Regentessekwartier has to deal with some social and economic issues, such as long term unemployment (> 3 years) which is 1,4% and above city average (1,0%), and a relative low annual household income (€ 27,300) which is below city average (EUR 36,590)⁸.

Civic consultation, policy ambitions and residential participation

In the City of The Hague, a District Plan is developed every four years. The program budget is the financial framework for the District Plans. The so-called 'District Alderman', also a member of the College (Daily Board of the City Council), is responsible for this plan and guides, the choices to be made by the city council after having consulted the residents, residential organizations, the business community, etc. The participation process of the residents is according to formalized procedures set by the City Council. The working definition of participation in the city of The Hague is as follows: participation, in the development context, is a process through which all members of a community or organization are involved in and have influence on decisions related to developing activities that will affect them. That implies that development projects will address those community or group needs which members have chosen to focus on, and that all phases of the development process will be characterized by active involvement of community or organization members (two way communication). The City Council has chosen to follow an open, transparent and appealing line. In this course of action, four objectives concerning participation appear on stage:

1. Encouraging participation: Participation should not be seen as an obligation, but as an asset to a neighbourhood's livability. Residents should participate for the better of their city and participate in everyday life. In order to achieve this, new and closer to citizens forms of participation are implemented, by means of interactive media (eParticipation).
2. Activating: The municipality shares responsibilities with their residents.
3. Creating proper expectations: Citizens should know what they could expect from the Municipality. It is of great importance to ensure that all citizens are aware of the active role they can play.
4. Collaborate in different ways with residents association: There are already many associations working on improving the social environment and livability of their neighbourhood. The Municipality wants these associations not only to speak on behalf of the district, but also look after the district themselves by taking action.



In order to ensure clarity and transparency, the city works with four levels of participation:

1. Brainstorm together: Citizens are given the chance to point out their ideas, wishes, opinions and preferences. All the input is collected and decisions are made based on this quality of the proposals.
2. Advise together: Together with other beneficiaries citizens can, as long as they stay within the given framework of the project, give answers and/or advise based on an advise, demand or a project which has

been put forward by the City Council. When the city council decides to deviate from this advice, it has to be clearly and well-motivated.

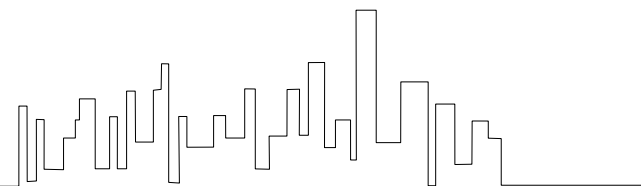
3. Set up a plan together: Citizens will set up a plan, in cooperation with the City Council. The City Council will follow the plan, as long as it meets the conditions.
4. Choose together: In this case, the choice of answers and/or advice concerning a project is fully up to the citizens. As a rule, this advice will always be followed by the City Council. However, the conditions must always be kept in mind⁹.

In daily practice the mentioned levels of participation can come under pressure. Sometimes questions arise whether politicians are inclined to hand over their authority to citizens and as citizen's wishes tend to differ from the standard norm, it causes inequalities in the city. Civic control is based upon 'mandated trust' rather than upon authority or the law. Civic control is not always well organised and sometimes has a limited view on the city's problems; most citizens are much involved in their own living environment and less in other parts of the city. Therefore, civic control depends strongly on the people you work with.

Civic consultation and the development of Segbroek District Plan

In developing the District Plan Segbroek 2012-2015, a concoction of the four kinds of participation was followed. The ideas and ambitions collected in this process were worked out in annual activities. The following ambitions set for the period 2012-2015, give an insight in the activities in Regentessekwartier:

1. Higher valuation of residents for management and maintenance of the green (from 4.4 to 5.0, maximum score is 10.00), by planting additional trees and front gardens.
2. Residents value for roads and streets is not lower than the current 6.0, despite the current budget cuts. This will be achieved by: maintenance of street furniture, limiting nuisance on sidewalks – sidewalks are passable, better coordination of activities, better facilitation of bicycle parking, improving the design and safety in shopping areas, redevelopment of projects in the public space, improving traffic situations and intersections.
3. Increase of positive perception of residents about safety compared to that of 2010 ('Safety Monitor') by 2015, with the following initiatives: Night Prevention, enforcement and evaluation of alcohol prohibition area around the local park, monitoring and enforcement of nuisance.
4. The citywide ambition is that the number of residents that do volunteer work will increase from 18% (2009) to 25% (2015).



5. In 2015, at least a hundred residents are connected to the Neighbourhood Care Network (Burenhulpcentrale).
6. 80% of all older people should be familiar with district-related activities.
7. In 2015, 10% of the residents from Middle and Eastern European countries must have followed Dutch language classes.

Every district has a budget available for residential organizations to apply for subsidies. The subsidy is used to support initiatives brought forward by the community, with the aim to improve the liveability and citizens participation in the neighbourhood. In order to grant this subsidy, it has to meet a few requirements:

1. The initiative is specifically meant for the district.
2. The subsidy is meant for sole expenses. Structural expenses cannot be paid with the granted subsidy.
3. The idea has to fit within the framework of the ambitions of the district.
4. The subsidy should be used for initiatives in the field of participation, liveability, youth and culture.
5. The activity should be accessible to the public.

Organizations can also apply for extra funding from sponsors at local, national or European level.

The above-mentioned procedures of civic consultation and participation make it possible that initiatives such as Emma's Court can evolve. This case will be elaborated in the following paragraphs.

The case Emma's Court: From idea to implementation

The Hague has active residential organisations that advance civic activities, some of which might be funded by local government, such as the so-called 'street parties'. In 2007, a 'street party' was held in the Regentessekwartier neighbourhood. This was the beginning of a new residential initiative. A few concerned residents discussed the situation of the rundown building complex in their backyard, in a densely populated area with very few green spots. A dream was born; a number of residents came forward with the idea of demolishing the rundown building and to change the property into an outdoor community centre, a place where children could play and where all generations, young and old, and ethnic-cultural groups, can meet. Eventually, a plan was unfolded for creating a 'city garden for our neighbourhood'; it was named 'Emma's Hof' (Emma's Court).

The process and mechanisms of institutionalisation

The idea for a city garden originated in 2007. In 2008, a private party in the city unexpectedly became the new owner of the site, with plans to build new houses at this location. A number of residents had something better in mind, namely to create a green area in their backyard instead of building houses. This was the momentum for starting a process to find partners for their idea.

Six residents took the initiative to form a ‘group of initiative takers’ to collect signatures calling for a new utilisation of their backyard site. At the beginning of the development of the plan, the initiative takers held a survey in the district. Shopkeepers and residents of surrounding streets were asked to support the plans. In addition, various district organizations were asked to support this initiative. There was more than sufficient support of the Residents.

Nearly 300 residents’ signatures were collected and presented to the municipal council to get support for their plans. The owner of the site, members of the City Council and the deputy mayor for spatial planning could be persuaded by the new plans. Local political parties embraced the initiative too and addressed ‘written questions’ to the Municipal Executive to illustrate their support. Grants were requested for this site and for activities to improve the living environment in this neighbourhood, and an intensive communication process started in the local media. Before the finances had even been raised, a landscape architect was approached to make a design in collaboration with the residents. The residents had their own ideas, but eventually there was agreement on the design (Van de Kamp 2014).

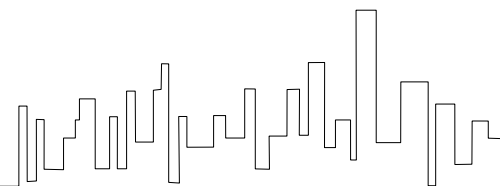
The initiative takers deployed various formal and informal instruments to make a case, for example: collecting signatures, lobbying politicians, involving local media, involving social entrepreneurs, creating awareness among residents of the neighbourhood, organising festivals, setting up a network of volunteers with specific skills (architects, gardeners, administrators et cetera) and, finally, getting funds from the national government, the municipality, European Union, Ars Donandi, VSB Fonds, Koninklijke Nederlandse Heidemaatschappij and Fonds 1818. Ultimately, about EUR 1,5 million was raised.

Besides the members of the initiative group, many others were involved from the sidelines, giving advice and helping to apply for subsidies. In general, this initiative generated a lot of enthusiasm, especially since the residents of the Galileïstraat themselves could develop this project, without interference from third parties. ‘And because the residents are doing this themselves, they are committed’, stated a resident of this neighbourhood (Van de Kamp 2014).

In the initial stage, the political involvement was important. Three local political parties created a political breeding ground for this initiative by means of written questions to the Municipal Executive. This is a formal procedure and the College is compelled to answer these questions.

The Executive answered the questions as follows:

1. Is the Executive informed about the initiative of local residents to create a city garden on the said location? If not, why? *Yes.*
2. Does the Executive support our view that the initiative of the residents matches the need for green areas, possibly playing areas, and a meeting place for residents in this neighbourhood? *Yes, we welcomed the initiative.*



3. What opportunities does the Executive see for supporting this initiative? *We are willing to cooperate in changing the current destination of the site enclosed by the houses. A municipal project manager will work with the residents and the property owner in exploring the possibilities for a city garden combined with housing.*
4. Is the Executive prepared at short notice to talk to the local residents to provide opportunities for the realisation of a city garden? *Yes, during a visit of the deputy mayor for spatial planning on September 18, 2008 we reached the following agreements. A working group made up of residents, the owner of the property and a municipal manager will meet in the coming months, to investigate the feasibility of the initiative. In January 2009, the working group will report to the Executive.*
5. It is possible that the financial considerations of the owner of the property form an obstruction to realising the garden. What opportunities does the Executive see in that case for another location to realise a garden in this district? *Indeed, the basic costs made by the owner form an obstacle. The owner has expressed his wish to work on the initiative of the residents on a non-profit basis. To bear the costs we are working on a mix of houses and a city garden. Besides this location, there are currently no direct opportunities in the district for realising a city garden. We do not have municipal property in this neighbourhood and we are therefore dependent on private initiatives.*
6. Is the Executive prepared to inform the City Council of the outcome of this discussion and progress with regard to the realisation of a city garden at this location, or at a different location in this district? *Yes, the findings of the working group will be sent to the City Council¹⁰.*

The correspondence quoted above shows the commitment of local political parties and the willingness of the Municipality to embrace and facilitate this residents' initiative. The initiative takers also gave their initiative visibility by reaching out to the local and national media. In the period 2007–2014 thirty-five articles and news items were published in local and national newspapers, of which more than twenty in the preparatory phase (2008–2011).

The management

Emma's Hof is now a Foundation, with an executive. The board consists of residents from the neighbourhood, supported by volunteers. Volunteers form the backbone of the daily running of the garden. They are recruited based on their ambitions, specific skills in terms of construction, gardening and design, and taking responsibility for maintenance of the venue. To connect with local residents, various initiatives are organised on a regular basis. The tax authorities regard Emma's Court as an ANBI (General Utility) organization; donations are therefore tax free.

Many volunteers help in the management and maintenance of the garden. There is a 'Green Group' of approximately twenty people. About twenty people make up the 'Key Group': they are responsible for opening and closing the garden. Fifteen other volunteers provide to the end of the summer the grass and the plants with sufficient water. The 'Cooking Group' hosts regular all year around meals. Volunteers also assist in the organization of events.

Outcome, factors for success, and challenges

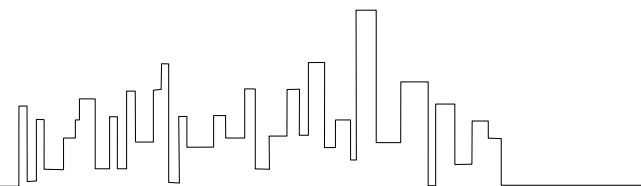
The residents succeeded in getting attention for their dream of a city garden in a built-up neighbourhood. Van de Kamp (2014) states that the active role of residents, the improvement of the public space by greening and the sustainable character of this project perfectly matched the criteria of a number of associations for financing it. One great advantage was that the finances could be found, and that this project was a joint venture of the owner of the property, the municipality and the residents of the neighbourhood. Admittedly, the process of getting municipal funding was not a smooth one. This project also generated other initiatives in the neighbourhood, like the website *inventer.nl*, named after some streets that bear the names of inventors like Kepler, Galilei and Copernicus, to trace important spots in this neighbourhood and to change the image of this area (Van de Kamp 2014). The success of this project is illustrated by its receiving an award and various grants, media attention, a visit by Queen Máxima of The Netherlands and an associated schedule of activities spread over the year attracting locals to participate.

The 'Gardeners Information Centre Multi-Tuin' wins price with Emma's Hof.

The 'Gardeners Information Centre Multi-Tuin has built Emma's Court and submitted this city garden for the election of 'Most Beautiful Garden' in 2013'. There were after the preliminary round eight nominees, including a beautiful garden in Amersfoort.'

*'Emma's Court brings people together and is for young and old an attractive green and flowery oasis in the city', says the assessment . 'It is also an interesting example of a good neighborhood and citizens initiative, of craftsmanship and optimal collaboration.'*¹¹

This project is an example of a broad consensus right from the initial stages. The fact that in 2008 a new owner popped up, was cause for surprise and the process of getting subsidies from the municipality did not



go smoothly; yet the real challenge was the enormous efforts that needed to be made, for example: gaining political consensus, the recruitment of volunteers, creating awareness, the legal side of the process of getting started and applying for grants for the reconstruction and for activities. Keeping the volunteers involved and enthusiastic requires continuous attention. New recruits to the broader community and to the neighbourhood and to keep the foundation vibrant.

Individuals who were acquainted with one another initiated the project. Organising periodic activities for a cross-section of the residents in the neighbourhood, as is currently being done, is important to make sure that outsiders do not see this project as one 'for the happy few'. This property is owned by the Emma's Court foundation, which makes this project a sustainable initiative from a managerial perspective. The activities that are organised are an on-going process. The success of this initiative can be measured by monitoring the numbers of participants in the different activities and gauging their appreciation.

Summary of conclusions

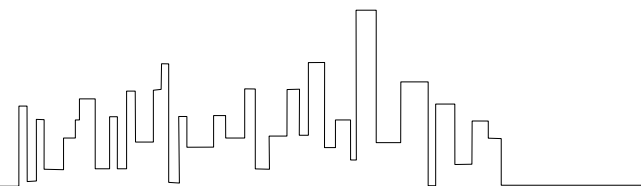
The case of Emma's Court is a good example of the changing relationship between government, community and market. It illustrates the fact that new forms of participation are possible, ones that put residents in the drivers' seat. The ROB (2012) has stipulated five stages in the role of the government on the participation ladder, varying from letting go to regulation. The ideal situation is for the government not to appear at all in these five stages. The ideal situation is *letting go*. In this case study two stages of the participation ladder were traced: *letting go* and *facilitating*. The municipality chose a role as facilitator. The initiative came from residents, supported by a market player, and the municipality took an interest in facilitating this initiative by granting subsidies. Some local political parties also created a breeding ground by exercising their legal right to put written questions. Now the project has reached the *letting go* stage. The government has no involvement in the content or in the process of the initiative. Key factors for the success of this project are the joint venture of government, community and a market player, best persons setting the tone, a sense of urgency to join forces, ownership of residents and volunteers, good marketing, creating consensus of politicians, financial resources and property ownership, and periodic activities for a cross-section of the community.

Assessing this project from the concept of 'do-it-yourself democracy' (Hilhorst & Van der Lans 2013), leads to the conclusion that this residential initiative fits in the quadrant *strong ties, acquaintances for each other* (quadrant 1). Residents who knew each other gathered during a street party in the Galileïstraat and came up with a plan to set up a community garden in their mutual interest. A rundown site has now been turned into a liveable community garden designed by experts, with consensus and support of the residents. In the process of



realizing Emma's Court, all four levels of civic participation described in the cities regulation came together: brainstorm together, advise together, set up a plan together and choose together. The municipality was a partner in this process from a very early stage.

This project has received appreciation in terms of awards and funds several times. The challenge for the future is to keep the residents active and to reach out to the broader community living nearby. Any best practice has a life cycle, and continuous attention is required to consolidate the success. New recruits to the board of the



foundation every now and then, to prevent the inner circle from being seen as too closed, and new volunteers could be something to consider. Periodic activities aimed at a cross-section of the community are organised, which is important for setting the right tone: this project is not for 'the happy few'.

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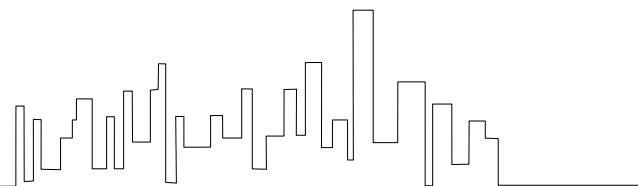
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- 11/9/2009, AD Haagsche Courant 'Stadstuin tussen de stenen'
- 10/9/2009, RTV West 'Gemeente investeert in stadstuin Emma's Hof'
- 5/6/2009, Den Haag Centraal 'Stadsgroen' column over de stadstuin
- 7/2/2009, AD Haagsche Courant 'Een tuin voor de buurt'



- 23/12/2008, Afdelingsblad ('political party journal') D66 Den Haag, pdf 1Mb
- 30/10/2008, Article in www.dekonkreet.nl
- 29/10/2008, Article in HaagWestNieuws
- 15/10/2008, News item tv west 'Meer stadstuin in Den Haag'
- 14/10/2008, Answers written questions City Council (antwoorden op schriftelijke vragen aan gemeenteraad)
- 1/10/2008, Article in Branding
- 5/8/2008, Article in De Telegraaf
- June 2009, Information brochure city garden 'Emma's Hof'
- December 2008, Flyer 'Stadstuin Emma's Hof: gaat ie echt komen?'

From idea to realisation (civic participation in a nutshell)

23 September 2007: Street Party Galileïstraat. The idea of a 'public garden' instead of the empty youth group building is born.

September 2007: Six neighbours form an initiative group.

December 2007: The initiative group gathers 293 signatures for the neighbourhood initiative: 'A city garden in our neighbourhood!'

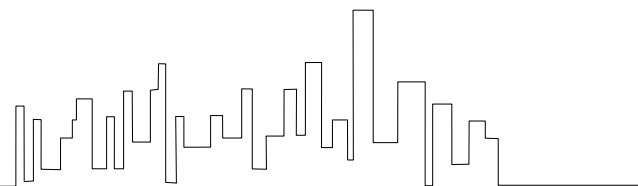
February 2008: Timpaan BV Hoofddorp shows up as the new owner of this site and plans to build 12 houses.

From May 2008: The initiative seeks support from city councillors and aldermen. In June, the first consultation with Green Left Party takes place.

June 2008: Last boxing lessons in boxing gym Kristalijn.

11 July 2008: Successful consultation with Timpaan BV Hoofddorp. They support the plan!

- 18 September 2008:** Presentation of plans to alderman for spatial planning in the ring of the old boxing gym. Mission: Work out a project proposal.
- 15 October 2008:** Start project 'City Garden' with Timpaan BV, officials of the Department of Urban Planning.
- October 2008:** Start fundraising. Required amount: 1.4 million Euro.
- 15 December 2008:** First meeting with a potential funder: Fonds 1818, eventually awarded: € 90.000,00.
- 19 February 2009:** Written questions from Green Left Party, Liberal Party VVD and Haagse Stadspartij (a local party) to the Municipal Executive on the desirability of a city garden in Regentessekwartier.
- 16 April 2009:** Broadcast TV West: 'We have a dream: a city garden instead of an empty building'.
- 19 April 2009:** The youth club building is cracked. The squatters start a free shop and a people's kitchen.
- 2 July 2009:** Establishment of Emma's Court foundation for a city garden.
- 10 September 2009:** Alderman offers a grant in Grand Café Emma: € 500,000,-.
- 13 September 2009:** Emma's Court Tour, 80 neighbours entertain 300 other neighbours.
- 15 October 2009:** Programme 'Beautiful Netherlands': Ministry of Housing grants € 250,000,-.
- Oct 2009-Jan 2010:** Consultation with squatters. They promise to leave in February 2010.
- 18 October 2009:** Board Brainstorm: 'What do we want with the garden?' Philosophy behind and functions of the garden.

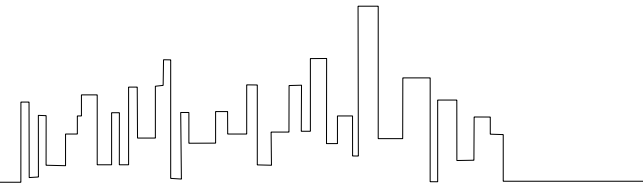


- Jan -Feb 2010:** Quotations of five landscape architects, Arcadis gets the assignment.
- 2 February 2010:** Opportunities from European Fund for Regional Development (EFRO): grant € 450.000,-. The foundation has now, thanks to the sponsors and funds, collected the necessary amount : € 1,468,030,-. The property can be bought and demolished, the garden can be realised.
- 14 February 2010:** The last squatters leave.
- 15 February 2010:** Foundation Stadstuin Emma's Hof signs the contract and is owner of the land and property.
- 15 February 2010:** Start of the demolition. 'Aad Miller Sloopwerken' demolishes the building in ten weeks.
- 22 February 2010:** Presentation of the decorations associated with 'Knight of the Order of Emma's Court' to alderman.
- 1 March 2010:** Workshop by Arcadis for 24 neighbours: 'Give Emma a face'. Three models are the result.
- From April 2010:** Construction days: weed removal, sanding, painting.
- 15 June 2010:** Presentation of final garden design in Theatre 'The Regentes'. Presentation of the decorations associated with 'Knight of the Order of Emma's Court'.
- July 2010:** Quotations of five gardeners, Multi Garden gets the assignment.
- 8 November 2010:** Start of construction yard.
- 19 December 2010:** Christmas party for local residents in a still empty and snowy garden.

- January 2011:** Start of work on 'mosaic bench' with seventy neighbours participating.
- Jan-June 2011:** Furnishing the garden: brook, pump, pond, wooden solarium, zen wall, mosaic bench, garden, Jugendstil gate.
- 2 & 19 March 2011:** Workshop with neighbourhood kids for the establishment of the children's section.
- May 2011:** Questions in the city council on the desirability of bicycle parking for residents in the port Beeklaan.
- 6 June 2011:** Start building Holke's cottage.
- 12 June 2011:** Purchase a copy of the relief from the youth club building.
- 13 June 2011:** Launch of 'Friends of Emma's Court'.
- 14 June 2011:** Official opening by 'Queen Emma and Princess Wilhelmina' and alderman.
Handover ceremony decorations to 'Knight of the Order of Emma's Court' (Timpaan).
- 18 June 2011:** Grand opening of City Garden Emma's Court.



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Hengelo: Temporary use of urban wastelands



Hengelo has several urban wastelands that, due to the current economic crisis, wait for future developments. The civil society asked for attention to be paid to finding (temporary) solutions for those sites. The local council first accepted a motion to sow these areas. However, soon it turned out that the society's needs consist not only of sowing these places. The society came also forward with initiatives concerning the temporary use of the wastelands and activating local inhabitants. The first inventory showed out that many urban wastelands are private property (owned by city developers, corporations) over which the municipality has no say. It also seemed that the traditional steering role of the local government was not the answer and that another approach was necessary.



‘Wijlanden’

Under the umbrella of the ‘Wij-landen’, Pact MVO, housing corporation Welbions and the municipality of Hengelo support initiatives focusing on the temporary use of urban areas with no short-term use foreseen. Those sites devalue the spatial quality of the city. ‘Wijlanden’ helps to realize temporary projects on urban wastelands in order to make Hengelo more attractive and to create social coherence. Wijlanden does not take over initiatives, but facilitates and tries to connect different stakeholders and financial resources.

Everyone (citizens, companies, institutions) can put forward an idea or location. The initiator is and remains responsible for its initiative, right from the start till the end of the project. This is a far-reaching form of citizens participation.

If the initiative matches the objectives of the ‘Wij-landen’ – i.e. it must concern a temporary, non-commercial idea and must have broad public support – the working group can support the initiator by delivering materials or in terms of support hours, depending on the necessity. During so-called ‘dare to ask’ sessions, an initiator can explain what is needed to realize the initiative and, where possible, participants of the Pact MVO will contribute to the initiative.

Examples

Some initiatives have already been launched. On the initiative of two students, an urban wasteland will be transformed into a wishing square with a wall of mobile panels on which citizens can write down their ‘*Before I die, I want to...*’ wishes.

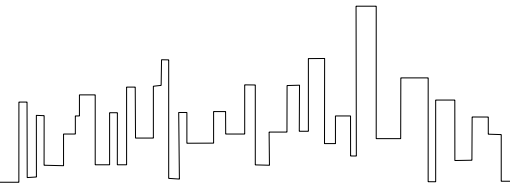
On the initiative of two local residents another site will be transformed into a sustainable, multifunctional place, where neighbours can meet each other, grow and harvest vegetable crops, and where children can play.

Expected results

The network intends to realize several goals. Urban wastelands awaiting development are often seen as a sign of economic stagnation or urban decay. The temporary use of those sites does not only improve the spatial quality of that specific location, but it will probably also boost the liveability of the city as a whole and possibly lead to social coherence. ‘Wij-landen’ pays special attention to vulnerable groups, by involving them in the project development and/or implementation. For more information look at the Wijlanden webpage: <http://www.wijlanden.nl/>



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Poznan: The phenomenon of social participation in managing selected Polish cities



Abstract

The article has presented the phenomenon of social participation in managing selected Polish cities. A prerequisite in this context was to present various definitions concerning issues of social participation, as well as civil society, because also this notion plays a vital role in full understanding of the article's issues. In order to discuss the issues of civil participation the examples of selected Polish cities were used where the phenomenon takes place. The selection of these cities was subjective and the need to present the typical or interesting examples was the driving force behind the selection process. The selected initiatives were: Krakow Smog Alarm, Toruń Participator, Poznan Municipal Program for Revitalisation, actions for the construction of the bypass of Augustów, the civic budget in Lodz, activities of the Association of Beautifying the City of Wroclaw and the actions of the City Hall of Warsaw for social stimulation. On the basis of the given examples conclusions concerning basic goals of social participation in Polish cities were formulated.

Key words: social participation, civil society, designs, social initiatives, co-participation, management;

The phenomenon of social participation can be considered in a multi-dimensional way and in the context of different fields of such co-participation of the society. To simplify this phenomenon can be interpreted as co-deciding or co-managing the specified aspects significant from the point of view of the society. One of the definitions of social participation says that it is the participation of citizens in managing the affairs of the community to which they belong¹². Another definition says that social participation is a process during which the citizens obtain influence on public government decisions in an indirect way. The idea is, above all, that the citizens may obtain such an influence at an early stage of creating specified regulations¹³. From the definitions quoted it can be concluded that social participation is the participation of citizens in co-deciding with the authorities regarding social matters.

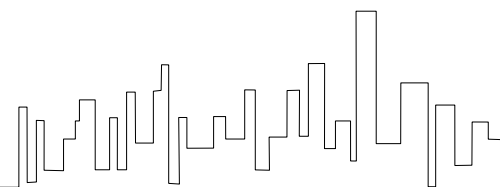
Waldemar Siemiński stresses the fact that social participation in making decisions by the authorities is a relatively new phenomenon because it results from a fully advanced democracy or the existence of civil society¹⁴.

It is civil society that is an issue which is extremely important in the context of understanding the notion of social participation. A variety of definitions of civil society has been functioning which try to outline the importance of this specific notion in a possibly complex way. According to the definition created by the World Bank, civil society is a formal or informal group whose goal is to promote the interests of the local community¹⁵. It can also be assumed that civil society is made up of all institutions or associations operating in the public sphere that are characterized by voluntary participation of their members or by autonomous structures against the state¹⁶. According to another definition, civil society is a community in which certain activities are taken in order to satisfy common good. Shaping civil society is intended not so much as to implement its own personal needs, but to form a cross-social solidarity¹⁷.

The signs of the activity of civil society result from the needs of the society which means that the need for self-fulfilment or for gaining recognition among others is satisfied¹⁸. Civil society also performs some functions which include: uniting the society, shaping awareness or program function. All actions undertaken by civil society are addressed to the local community¹⁹.

In Europe, the foundations of the emergence of a civic society date back to the eighteenth century, the example of which is the Swedish Act on freedom of the print from 1766. That act provided the citizens with the full access to official files. It is an important fact that the provisions of this Act were included in the Swedish constitution. Two hundred years later, in the United States, the Act called 'Freedom of Information Act' was formulated, which would comprehensively settle the principles of access of citizens to information. On the basis of this Act more and more legal regulations started appearing in the world that related to right of social availability to the files or official information. The consequences of the U.S. Act started to be defined as the generation of FIA acts²⁰.

In Poland after 1989 not only the system transition took place, but also very deep social changes which were connected with the process of democratization. In this context, it is not only about the fact that it became possible to participate in an electoral act but, above all, it was about a certain change in awareness. The society started to be active also on the civil ground. One of the signs is, for example, the participation in the processes of power particularly at the local level which is visible in local authorities. Another symptom is the formation of the third sector, namely the growing role of non-governmental organizations. The importance of such institutions is visible in various kinds of projects in the form of voluntary service or social initiatives. However, it is worth emphasizing that a lot of data indicates that the Polish society is still not as active in this field as the societies of Western European states²¹.



The phenomena indicated here affected social awareness to a significant extent in the context of the need for co-participation when undertaking significant decisions from the social point of view. It is not only about a possibility to use the right to stand for election but, above all, it was about social participation. This phenomenon can be considered on two basic levels, namely a broad one where social participation shall constitute the basis of civil society and a narrow one where the participation is perceived as a partnership of local and communal government and the inhabitants that is directed at developmental actions²².

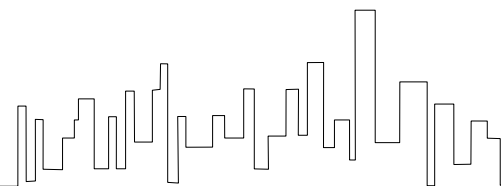
The importance of social participation as a phenomena functioning at the local level understood as a public-legal partnership of people and the local communal government may be examined in the following terms:

- legal, namely such in which the autonomy means an obligation to impact on many local structures of social and economic nature which the primary goal is to act for the good of a given society,
- financial-technical where all effective actions require the existence of public-private partnership,
- social, namely understood as such in which local development is not possible without the involvement of the inhabitants²³.

Analysing the above premises, we can come to a conclusion that social participation requires specific conditions in order to exist, but in some situations, it is almost necessary in order for the activities of a local unit to be implemented in an optimal manner. Among such conditions the following actions can be distinguished: identification of social problems of a given town or local government unit, learning about preferences of the inhabitants related to the method of solving specific problems, identification of opinion leaders willing to activate the inhabitants, explanation of social reasons and possible methods of solving a specific problem or matter, acquisition of favour of the inhabitants for given activities and involving the community in active problem solving²⁴.

The problem that often appears during social stimulation is a certain inactivity of the society when introducing various kinds of decisions by the authorities understood in a broad or narrow manner. Many times in the mass media, in particular in the context of elections, there is a discussion on the low level of civil or political awareness of the society or the lack of fully developed civil society in Poland. Analysing causes of such behaviour, namely a frequent social passivity, the attention should be paid to historical premises which are to reach the People's Republic of Poland (PRL) when influencing the decisions of the authorities was pure abstraction. It seems that people does not participate actively in social life e.g. local for the reason that they think or are even confident that their opinion will not change the given situation in any way. Such a unique resignation seems to be however, hardly up-to-date in a wide social scale considering the fact that demonstrations, protests or other types of actions of the citizens are observed which, as a result, lead to certain actions both at the national level and the local administration level. In other words, it can be noted that in cases that relate to specific social groups, Polish society becomes more and more active.

Social participation is most visible at the local administration level, namely in communes, cities or villages. This kind of activity is therefore noticeable because it is measurable in a way, namely it is relatively easy to see the real effects of the actions or positive pressures on the authorities of a given society. Most often the effects of the actions of local communities are noticeable in areas such as: safety, health protection, environmental protection education, infrastructure (particularly, location of roads) or spatial development. Of course, it should be emphasized that there may be more domains in which it comes to public participation in co-deciding,



it depends on the specific nature of problems in a given town, on priorities of the inhabitants, as well as on publicizing specific matters.

This paper analyses the examples of social participation in selected Polish cities. The selection has been done on the basis of own evaluation of particular cases, namely how big the social interest in the given problem was and how interesting the determined initiatives are.

One of the more interesting examples of social participation in the activity of the city is the social initiative in Krakow called 'Krakow Smog Alarm'. It has been known for a period of time that the capital city of Małopolska is struggling with the serious problem of environmental contamination, and that the occurring smog places it in the notorious forefront of European cities. This danger felt by the Cracovians in real terms contributed to the creation of the social initiative which initiated a broadly understood cooperation of various kinds of environments in order to alert the society about the current situation related to the smog, as well as to combat the problem of air contamination in the city²⁵.

The 'Krakow Smog Alarm' initiative was established as a result of the objections of a part of inhabitants of Krakow against the activities of the city authorities towards the smog. The founders of this movement recognized that the environmental situation is so critical that more radical activities should be started. It was also decided that financial means transferred by the city to fight this phenomenon are inadequate to the actual demand. A group of initiators of the movement read expert's environmental reports which expressly indicated where the actual cause of this problem is. Among such expert studies, the most crucial ones were prepared to the order of the Marshal's Office of Małopolskie Voivodeship. From the analysis of particular expert studies it clearly resulted that the main cause of smog in Krakow is too high emission of carbon dioxide from individual hearths, namely, in other words, the inhabitants of the city heat their apartments with coal that affects the most the air pollution. Such results of the completed expert studies made the KAS initiators submit to the authorities of the city the postulate of an absolute ban on heating apartments with solid fuels (above all, with coal) in Krakow²⁶. At this point, it is worth emphasizing that in November 2013 the councillors of the city of Krakow voted for the introduction of the ban on heating with coal and wood in furnaces within the city from 2018²⁷. How much the activities of Krakow Smog Alarm in this context affected this decision, nobody knows, however, the actions of the movement resulted in many changes. The initiative put together not only the local community, but also municipal and regional authorities which resulted in the movement becoming a real big initiative. Above all, any actions or activities were implemented in two aspects, namely by the scale of actions and social response. It caused the concentration of large numbers of the inhabitants

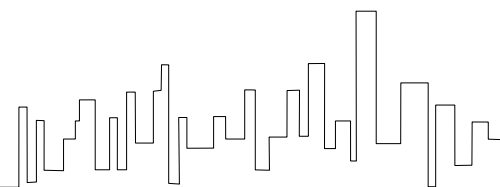
of Krakow around the movement, public amplification of the action and the wide commitment of municipal authorities²⁸.

Another sign of social participation in the city management process is the so called 'Toruń Participator'. The initiative arose from the idea of testing the tools for planning the public space. The purpose of this concept was to check whether it was possible to include the inhabitants of the city of Toruń in the process of investment planning in the public space. It is worth noting that the idea was not about the general recognition of the opinions among the inhabitants about the management of urban space, but the proposals concerning the specific area which was an undeveloped forest area located in the neighbourhood of two housing estates of the city: Rubinkowo and Na Skarpie. The whole project, quite innovative on the Polish scale, was implemented by the Workroom for Sustainable Development Foundation in close co-operation with the Municipal Office in Toruń²⁹. The actions started by particular entities in order to activate the inhabitants of Toruń were:

- the social tests and space diagnosis which included: mapping of the activity, counting, the so-called tracking or researching the inhabitants by means of surveys;
- having a public debate;
- appointment of the Representative Group of the Inhabitants and then organization of workshops for this group;
- project implementation³⁰.

The aforementioned stages of the activation of all the inhabitants of Toruń in the process of co-managing public space were mainly about instilling, in the local community, a sense of responsibility for what their city looks like and their actual impact on it. Within the conducted project, it turned out that the inhabitants of Toruń would like to have a part in the given area and in spite that 'Toruń Participator' officially operated until 2011, the inhabitants of the city still have an opportunity to influence the design through the submission of proposals on certain social networking sites³¹.

In Poznan 'Municipal Program for Revitalisation' was implemented. The program is aimed at changes in a given area with regard to: economic development, social development or infrastructural-spatial development. It is about, above all, the changes in the so-called crisis areas, namely such which are endangered by real negative phenomena such as: unemployment, poverty, low safety or, for example, bad condition of infrastructure. With regard to the conducted plans directed at revitalization of certain areas, the wide social consultations were conducted. In addition, the cooperation with non-governmental organisations was conducted. Without a doubt one of the most important aspects of the preparation of the program was the consulting of the proposals and solutions with the inhabitants of Poznan. Such partner cooperation with the inhabitants took place



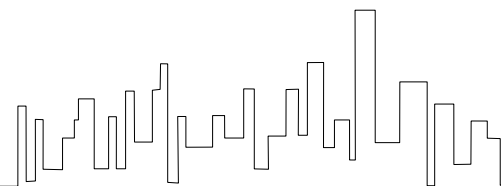
according to the principle of cyclic meetings and discussing the problems³². It should also be emphasized that in the document 'Municipal Program for Revitalisation for the city of Poznan. The third edition' from 2012, there is a provision referring to the assumptions of the Municipal Strategy of Social Policy. This strategy was passed by the Poznan City Council on 18 November 2003. One of the fundamental assumptions of the strategy is the principle of active participation of the citizens and partnership, namely social participation. For this purpose, the following actions of municipal social policy have been defined including, among others, such projects as:

- functional community, namely resourceful citizens,
- strengthening of the potential of the community, groups and individuals,
- coordination of tasks of social policy by their incorporation into the municipal policy³³.

Analysing the actions of the city of Poznan with regard to revitalisation of municipal areas, it can be seen that this policy depends to a large extent on extensive social consultations. There is thus a conscious action for the reinforcement of social participation and stimulation of the local community.

One of the mass media examples of social participation on a local level was the controversies related to the construction of the bypass of the city of Augustów. The issue was widely discussed due to the strategic importance of the bypass not just for the community of Augustów, but also for the drivers using national road no. 8 towards the border with Lithuania. The problem with the construction of the bypass involved the primary charting of the route through the area protected under the Natura 2000 nature. Numerous protests of ecologists to defend the naturally unique Rospuda valley in 2007 caused the withholding of works and the commencement of works by the government regarding new options for setting out the route. However, it is worth emphasizing here, that when building the bypass a conflict between some of the inhabitants of Augustów and the ecologists took place. The inhabitants thought that it was necessary for their comfort and, above all, safety, to build the bypass fast, the ecologists blocked the works due to the risk of the destruction of a unique natural environment on the European scale. One of the initiatives that were established within this conflict was to involve the SISKOM associations (Association of Social Communication Integration) along with other social organizations in actions for the development of road infrastructure with respect for the natural environment. This cooperation began in 2004 when the organization called the Workroom for All Beings issued an invitation to the SISKOM on the cooperation for defending the natural environment in the valley of Rospuda. The undertaken organization's operations were not only directed for the change in decisions by the authorities but, above all, for the change of the attitude of the community in Augustów. It was about, among others, the actions related to making people realize how unique the valley of Rospuda in environmental terms is. People also undertook the wide legal actions related to the need to suspend the road works. Thanks to this cooperation Provincial Administrative Court in Warsaw on 10 December 2008 decided to withdraw the decision of the Minister of the Environment concerning the route of the bypass of Augustów through the valley of Rospuda. This decision caused re-marking out of the bypass³⁴.

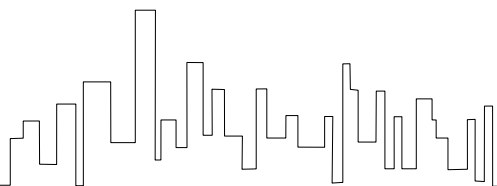
In Wrocław social participation is particularly noticeable in the activities of various kinds of organizations or associations with regard to managing the urban space. In the capital city of Lower Silesia there operates, among others, the Company of Beautifying the City of Wrocław that cooperates with the Association of Polish Architects. It is worth emphasizing that the association initiated the formation of similar groups in other cities in Poland e.g. in Lublin. The idea of establishing the organization was the cooperation of inhabitants with the officials on the spatial planning in the city, but also other actions e.g. the determination of the demand for specific changes in functioning of the public transport. The Company of Beautifying the City organized, among others, the cycles of public debates, the purpose of which was discussing the problem of the municipal architecture (plans to build skyscrapers, plans with regard to specific squares, housing estates or streets) or public transport³⁵. The association conducts operations in urban planning, collects signatures under various kinds of petitions, but



it also influences the actions of the Municipal Council in Wrocław. In addition, it invites for cooperation all those who want to truly affect the organization of the functioning of Wrocław³⁶.

One of the more and more often observed social initiatives, often initiated by the municipal authorities is an opportunity to influence the project of the budget. Such project is implemented, among others, in Łódź. An interesting fact is that the precursor of civil budgets is Brazilian Porto Alegre, where already in 1989 the plan of funding the city designed by the society was introduced. In Łódź this method has been implemented in stages since 2012. The first step was the adoption of the resolution making it possible to act in this way, the next step was issuing orders by the Mayor on appointing the Team for preparing the principles of the functioning and implementation of the civic budget in the city of Łódź. In this regulation it is possible to find, among others, detailed regulations on what the procedures will look like regarding the notification and verification of the actions by the inhabitants of Łódź. And so the civic budget concerning 2014 is split into five city districts, each of which receives 3 million PLN at its disposal. The main principle of participation in the project was the reporting of initiatives (each inhabitant could do this) on the form with a list of at least fifteen signatures of the persons who also support a given initiative. It turned out that the participation of citizens in co-deciding on the budget of the city made it possible to define some problems which exist in Łódź such as, for example, small impact of the inhabitants on deciding about investments in their vicinity³⁷. It should be noted that the interest of the inhabitants of the city in the possibility of co-participation in designing the city budget was beyond expectations of municipal authorities. For instance, in the second edition of the civic budget (implemented in 2014) almost one thousand proposals of various kinds were submitted which should be completed from the funds available in the budget³⁸.

In Warsaw many projects of various kinds and organizations operate which are to promote the local community's participation in co-deciding about what is truly implemented in the city. It results, for example, from the fact that in the capital city there are so many people that seems to be more likely that a group willing to participate in managing the city will emerge. However, this is of course only some assumption, it is important that Warsaw has the highest civic budget in Poland whose part may be used for strictly social purposes. It is important to prevent conflicts already at the beginning of implementing budget objectives, and thus social consultations are so important or other type of initiatives which are to cause that the actions of the city will be a real response to the demand of the inhabitants. And so to popularize the importance of social participation from June 2009 to April 2011 the project called 'strengthening of mechanism of social participation in the capital city of Warsaw' was executed in Social Communication Centre of the Office of the Capital City of Warsaw which was co-financed by the Norwegian Financial Mechanism. The main objectives of the implemented project were: increase in the degree of participation of the capital's inhabitants in managing the city both on general level



and e.g. on the district one, the development of social dialogue, as well as increasing the level of knowledge and skills of local administration employees in running social consultations. Within the project particular actions were conducted, among which a very large role was played by social consultations organized in each district of the city, and general urban consultations³⁹.

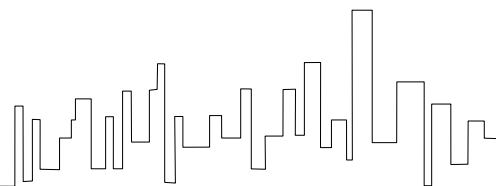
The presented actions of selected cities for social stimulation or grass roots movements which affect the activities undertaken by the municipal authorities are quite diverse. Some activities consist in encouraging the citizens to act in specific domains, others, in turn, relate to specific activities aiming at a given, previously specified purpose. Certain features are, however, common for all initiatives: social activity, namely the participation of citizens in making decisions by the municipal authorities has a real influence on the decisions made. It is also worth emphasizing that some of the initiatives have played or still play a crucial role in functioning of the selected cities. An interesting fact is that some of the aforementioned projects indicated that local authorities made decision errors, did not see the needs of the inhabitants and finally were not able to effectively prevent some negative situations and processes. The analysed examples indicated that the force of the initiative is exceptionally high and causative, which is not always noticed by local power. It is noticeable, however, that the more grass roots initiatives appear the greater the tendency of municipal authorities to undertake social dialogue. The benefits from such attitudes seem to be real for both parties: the community gets what it really needs, namely e.g. a specified initiative, the authority gets the recognition of the citizens who have the impression that their voice is audible. Such recognition is reflected in a greater trust towards the authorities and, at the same time, the opportunity of obtaining more voters increases.

Social participation in co-deciding in Polish cities increases year by year, which is, without a doubt, a very positive sign of: social maturity, sensitivity, shaping of civil society, increase in civil awareness. It also says a lot about mature democracy, without which, after all, the co-participation in exercising power would be impossible or would be pure fiction.

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Poznan: Consultations and consulting. Role and significance of public consultations in creating participation democracy on the example of Poznan



Abstract

It would be difficult to develop participation democracy without public consultations, not only due to the direct effects of the implementation of these processes. Due to the evolution of this form of participation in democracy, a unique monitoring mechanism, based on the citizens' involvement in building the surrounding social reality, was formed. Public consultations involve elements of building the social dialog, shared decision-making but also informing about decisions made by local government units. More than all the above, it is a process of achieving awareness as to the quality of democracy as part of which we function and the frames which we co-create as well as the process of expanding the responsibility for the effects of joint determinations.

Key words: constructing relations, participatory democracy, public consultations, social participation, social capital

Introduction

Public consultations, before they were formed as they are presently⁴⁰, accompanied social life in the form of councils, meetings or rallies, during which theses important for a particular social group were expressed – consulted, looking for support for them either in the form of voting or spontaneously expressed, collective enthusiasm. These actions were less structured than now and were conducted mainly by the virtue of charismatic leadership, in Weber's meaning of this concept. Thus, their causative factor was more immediate, less predictable and it affected the creation of new social qualities, social capital, social solidarity to a smaller extent.

Contemporary 'public consultations are an organized method of acquiring opinions, positions, views from institutions and persons who will be affected by the effects of solutions proposed by the organizer.'⁴¹ This definition assumes both a stronger causative nature of this process and a more controlled (less propaganda) character of these actions.

It would be difficult to develop participation democracy without public consultations, not only due to the direct effects of the implementation of these processes. Due to the evolution of this form of participation in

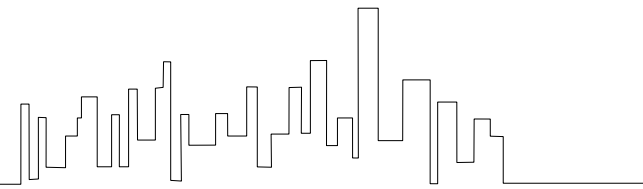
democracy, a unique monitoring mechanism, based on the citizens' involvement in building the surrounding social reality, was formed. Public consultations involve elements of building the social dialog, shared decision-making but also informing about decisions made by local government units. More than all the above, it is a process of achieving awareness as to the quality of democracy as part of which we function and the frames which we co-create as well as the process of expanding the responsibility for the effects of joint determinations. Repeating what Giovanni Sartori said 'Participation is the essence of microdemocracy, it creates the infrastructure necessary for the entire superstructure, namely for the democratic system.'⁴² According to Sartori, participants are 'participationalists' from whom the participation democracy begins and on whom it ends.

'Participation is thus a multi-dimensional phenomenon and may be described by stages which indicate the existence of specific participation mechanisms in the community. The notion 'ladder of participation' is used for this purpose. Significantly simplifying the initial classification, we may distinguish three levels – 'rungs', of the ladder of participation: informing, consulting, co-deciding.'⁴³ thus, public consultations are also a process of building a social consensus based on bilateral, multifactorial and complex communication between the representatives of the local authority and the actors of local public life. While it is difficult to imagine effective, periodical, consultations in our country focused on achieving the third level of the ladder of participation⁴⁴, this tool at the local level carries greater and more effective implications for the practice of public life. 'Public consultations provide citizens with participation in the decision-making process.'⁴⁵ They lead to a change in the existing order or at least to a change in the society's condition of knowledge about it. The driving force behind this process is, first of all, the desire and involvement from the participants of the public consultation process. Expressing them would not be, however, possible without creating, maintaining and continuously working on the quality of the agora, also the virtual one, where they often take place.

Despite the fact that the results of public consultations are mostly not binding for public administration authorities, it is difficult to imagine a situation when the effort is taken at one level of the local government to organize them and then the effects of determinations are completely ignored.

Review of public consultation forms in Poznan

The city of Poznan is an example for the application of various methods and techniques of consultations involving public issues both in the scale of particular districts, cross-section projects regarding a specific domain of public life as well as the entire city. Public consultations in Poznan have a diverse form and course – from short-term consultations, using one research method or technique, to complex, multi-dimensional diagnostic tools which offer data as credible as the involvement of their participants in the consultation process.



More than a definition

In social reality, the scientific notion of consultations is undergoing a continuous transformation. Each reality, each social problem to which they are applied, determines their slightly different course and effects. From the formal point of view, it is usually enough to live within the area relevant for the consultations to participate in them. Due to substantive requirements, the attitude of the 'participationalist' is also necessary.

In order to conduct consultations, the inhabitants should be encouraged, not necessarily using negative motivation based on the vision of consequences of not expressing their opinion but, first of all, using positive motivation – focused on reliable information about the essence of the consulted issue, the possibilities of its development as well as the boundary conditions for executing the consultants' will. Inhabitants need to have an actual sense of their causative nature resulting from the comfort of being informed about issues undertaken in the consultations to use the privilege of participation and take part in this process yielding the expected effects. Knowledge regarding consultations should be transferred in a reliable manner not only through the mass media but, first of all, should be popularized with the use of widely distributed announcements which may be found in places to which a given consultation applies. Consultations aimed at achieving a public consensus require levelling all barriers resulting from the method, language as well as the strategy and channels of transferring information adopted in the consultation process.

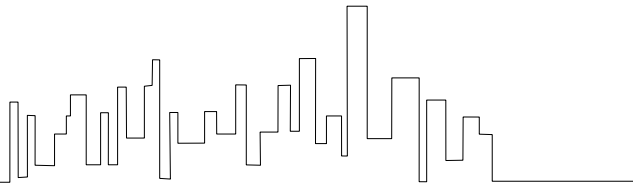
Public consultations lead to the formation of long-term relations based on involved participation from the citizens in the widely understood life of a given community. These relations should be created on the basis of any reliable and measurable methods and techniques of acquiring knowledge resulting from the implementation of the public consultation process.

Selected forms of consultations

Public consultations are one of the possible fields of using research methods and techniques developed as part of social sciences and, in research practice, are governed by their own rights dictated by the necessity to provide the largest possible involvement from participants in the implemented consultation processes in this field. Using the terminology taken from the methods and techniques of social research, the framework of consultations may be divided into three basic subtypes: consultations with a large number of stakeholders/inhabitants (mediated by the tools of quantitative social research), consultations with a selected group of stakeholders/inhabitants (mediated by the tools of qualitative social research) as well as consultations using quantitative and qualitative methods and techniques of research. The proposition of the categorization of selected forms of consultations, created on the basis of a report by Agnieszka Maszkowska, is presented in the table below⁴⁶.

Consultations mediated by tools of quantitative social research

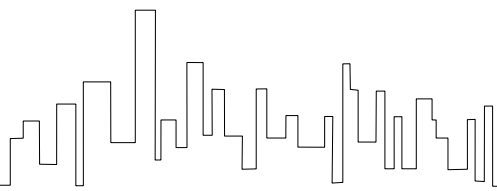
Consultations mediated by tools of quantitative social research are used, first of all, to communicate with a large number of inhabitants/stakeholders. Their primary goal is to provide the representative nature of opinions collected as a result of the consultations. The pursuit to provide the representative nature reduces, at the same time, the factor of diversity, constituting the essence of acquiring citizens' opinions in the



CONSULTATIONS WITH A LARGE NUMBER OF STAKEHOLDERS/INHABITANTS (mediated by the tools of quantitative social research)	CONSULTATIONS WITH A SELECTED GROUP OF STAKEHOLDERS/INHABITANTS (mediated by the tools of qualitative social research)
PAPI (Paper and Pencil Interview) survey research	Workshops CHARETTE
CAWI (Computer-Assisted Web Interview) survey research	Group interviews (FGI)
Auditorium survey	Citizen Court
PAPI or CAWI citizen panel	Planning cells (Plannungshelle)
Text message panel	Citizens' meeting
-	The World Cafe
-	Game City of the Future
-	Research walk
CONSULTATIONS USING QUANTITY AND QUALITY METHODS AND TECHNIQUES OF RESEARCH	
Deliberative poll	
Repeatedly complex public consultations ⁴⁷	

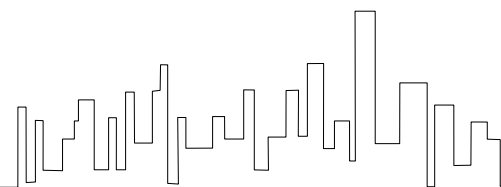
public consultation process. Therefore, there often are attempts to connect them with qualitative research tools in consultation practice. Surveys and polls implemented directly, with the support of pollsters (often volunteers) as well as mediated by the Internet, are often used to conduct ‘quantitative’ consultations. The background of quantitative methods and techniques of research used in consultations also include collecting opinions via e-mail or via telephone. Even though this method has the smallest chances to ensure the representative nature of the research, it makes it possible to collect a large number of open votes, not formatted to survey questions.

The disadvantage and hazard of such form of public consultations consists in the fact that the proposed research actions may find their enthusiasts only among selected social groups, under the primacy of which the



position of underrepresented minorities will cease to be clear (e.g. they may be completed by visitors to the city centre where such initiatives are implemented most often or people for whom the need to electronic media is not a communication barrier).

Various forms consultations mediated by the tools of quantitative research are used in Poznan. These methods and techniques were used, among others, in May and June 2014 to conduct public consultations on land development for Golęcın and Rusalki⁴⁷ which were supported by the use of direct and indirect quantitative



research. Projects in Poznan may also be consulted by means of an electronic correspondence register⁴⁹. In May and June 2014, such form of submitting opinions was used for the Strategy of Integrated Investment Projects in the urban functional area of Poznan⁵⁰. The inhabitants of the city, having read (or not) the information materials posted on the websites of Poznan, may express their opinions in the issue described above as well as other topics significant from the perspective of functioning of the local community. A similar mechanism for consulting is valid in the case of drafts of housing estate charters⁵¹. Opinions and conclusions regarding these documents may be submitted in June and July 2014 both in writing – via e-mail or traditional mail, or via telephone.

Consultations mediated by the tools of qualitative social research

Tools borrowed from the background of quantitative social research are also used in building the process of public consultations. All types of discussions, debates, moderated panels, research implemented on the basis of focused group interviews are used to collect particular, qualitative opinions on issues constituting the object of public consultations. Qualitative research is important and useful when it makes it possible to build a social consensus. As opposed to consultations mediated by the tools of quantitative social research, these processes may be used by the consulting people to exchange knowledge and thus develop their own position and knowledge in the discussed issue. The reactivity of consultations mediated by the tools of qualitative social research is thus their unquestionable advantage (but also a difficulty). The clear weakness of this type of research is, above all, the lack or the impossibility to guarantee their representative nature. However, it is not the essence of this mechanism.

An example of consultations mediated by the tools of qualitative research is, e.g. The consultations on the Poznan Agglomeration Electronic Card, conducted in April 2014⁵² as part of which Poznan held three consultation meetings in different parts of the city, preceded by the promotion of knowledge on the topic of consultations. The public consultations on land development for Gołęcin and Rusalki, already referred to above⁵³, also had their qualitative dimension. Creative workshops and citizens' debates were organized as part of them. An example of the application of the tools of qualitative social research methods in public consultations is also The World Cafe, namely the Poznan Citizens' Cafe.⁵⁴ The President of Poznan participates in it as do the young inhabitants of the city. They discuss the strongest problems in Poznan from their perspective. Another example of public consultations based on the technique of the 'citizens' court' was the meeting in December 2013 the topic of which was a debate dedicated to a fragment of Umultowska street⁵⁵, located between a housing estate and a valuable natural-recreational area. There are many more examples of consultation activities in Poznan.

Mixed consultations: Poznan Citizen Budget 2014⁵⁶

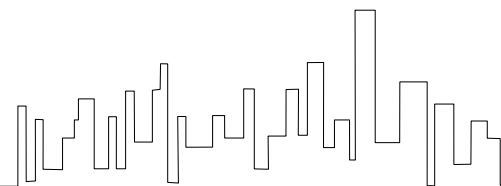
The Poznan Citizen Budget is a particularly interesting example of using the quantitative and qualitative tools of social research in public consultations. This is a complicated process and a complex research project, based on continuous negotiations over proposed goals and held values, using a scheme imposed by the public administration. The premise behind the success of this form of consultations is the investment of administrative resources (hours of office work devoted to the popularization of knowledge about the idea, creating and sharing information materials) in the popularization of the idea of consulting the city's expenses. Apart from the administration's involvement, the Poznan Citizen Budget could not have been successful without the naturally released phenomenon of the transfer of knowledge between the inhabitants of Poznan, activated due to the advantages related to being incorporated in the process of creating the citizen budget.

So far,⁵⁷ Poznan held two editions of the Poznan Citizen Budget. As a result, the inhabitants' initiatives made it possible, among others, to create the Family Playground in Malta, build new bicycle paths, open a Centre of Short-term Stay for the Disabled⁵⁸. In 2014, the total number of cast valid votes in voting as part of the Poznan Citizen Budget 2014 amounted to 67,123, including the number of valid cards (forms) sent via the Internet – 31,802. 88,597 voting cards were distributed in total as part of creating the Poznan Citizen Budget 2014.⁵⁹ This means that more than 20% of the inhabitants of Poznan wished to participate in this process.

Poznan does not have any other tool for researching issues essential for the society which would be so complementary and multi-dimensional and any other tool which would reflect the social mood due to the qualitative layer of research (direct consultations), including shed some light on the condition of the Poznan social capital. Thus, it is important to promote this initiative among the city's inhabitants, in the most democratic manner possible.

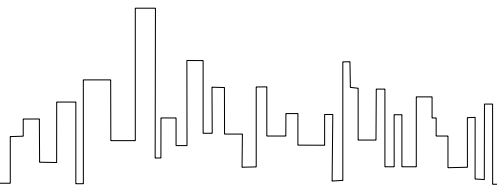
The tool's potential in creating participation democracy

Public consultations and the methods and techniques of social research are often equaled despite the fact that their essence, namely reflecting the multi-dimensional perspective of the state of affairs, requires a more interdisciplinary approach from the consultation's coordinator or the consultants. This results from two reasons. First, the participant of consultations is not only a respondent. Public consultations are more complicated than social research because their participants expect an effect understood as an expression or implementation of their will. Second, public consultations are a conglomerate of methods and techniques of social research enriched with a factor which is now contested in the case of⁶⁰ social research, namely the authentic involvement of the consulting people and the focus of undertaken actions on achieving the assumed goals. From this perspective,



the participant of public consultations is rather a researcher than the examined subject and rather a moderator than a respondent. These functions are implemented in a manner specific for this tool of deliberative democracy. A consulting researcher and moderator thus acts in a professional manner if he has wide knowledge regarding the consultations as well as wide knowledge regarding the parties to the consultations, as well as a will to acquire reliable knowledge and take democratic responsibility for the surrounding reality⁶¹.

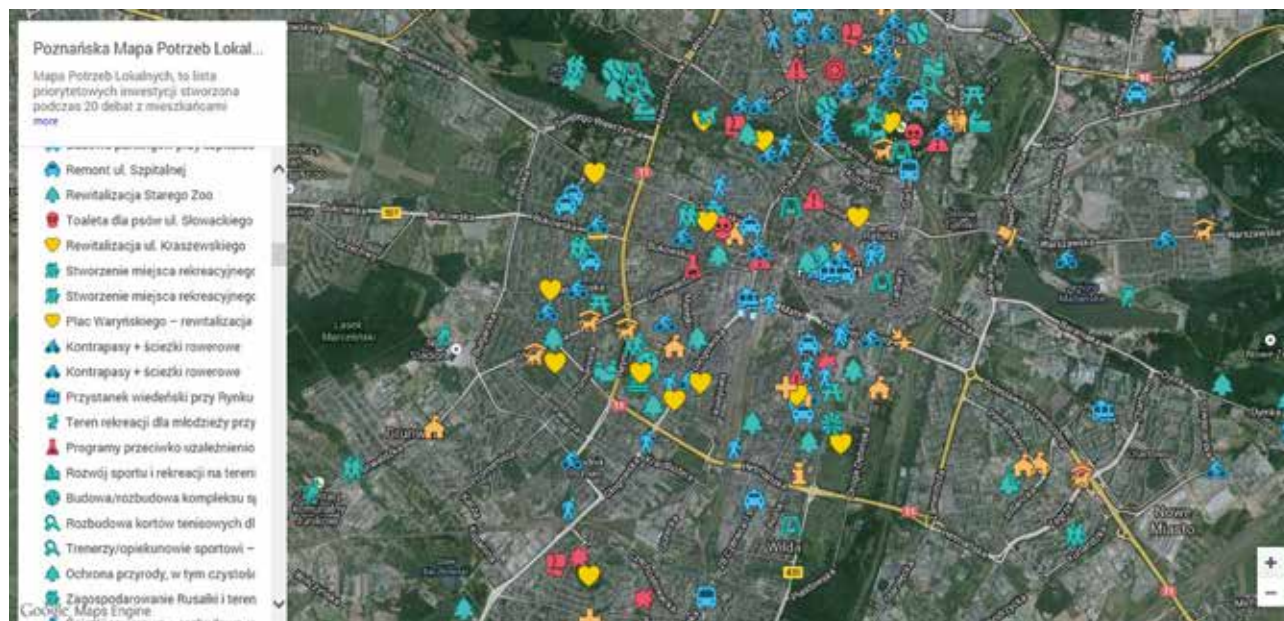
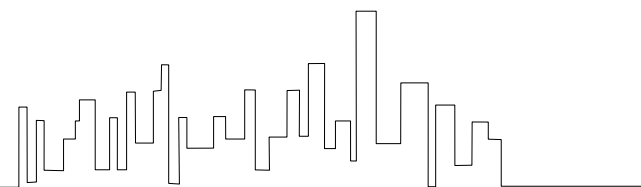
There are numerous common areas between the theory and practice of public consultations in Poland, which is justified and important. Consultation processes are implemented by means of the available tools of social research which affect building the social capital and social dialog regardless of the effects of their use. Even though there are theoretical instructions, public consultations may be used for purposes other than those for which they are conducted. This inconsistency may take place both in the implementation of the mechanism,



e.g. if the consultations are of a facade nature and are conducted, in fact, after making decisions significant for a particular social group, or when their effects are ignored and leave no implications for the future despite the contribution from the citizens in the participation in this process – either in the form of guidelines for further actions or real changes for which the consultation would be a premise.

Consultations attract ‘participationalists’ who participate in this type of research more willingly and, first of all, more intentionally than inactive or non-stimulated individuals whose voice would also constitute an important contribution to building the participation democracy and, first of all, the social capital. For this reason, the following question is still valid: how to stimulate the non-stimulated who participate in building the social reality, especially the local, microdemocratic, one even if only from the perspective of passive observers.





Good practice

Building and developing long-term consultation processes thus becomes stable and credible if it has a longer history. Information collected due to public consultations as part of the Poznań Citizen Budget made it possible to establish the so-called Map of Local Needs⁶² depicting the expectations of the inhabitants of Poznań towards the use of the Citizen Budget. The screenshot⁶³ presented below depicts the distribution of needs declared by the city's inhabitants which may be selected for implementation in the voting for various projects. Good practice used with regard to public consultations in Poznań includes the implementation of tools (such as location-based games) recognized and, first of all, gathering the interest of the city's inhabitants. The World Cafe initiative, popular in other countries, is also worth imitating.

Summary

Consultations are a process of building long-term multidimensional relations which is successfully being implemented in Poznań. According to Giovanni Sartori, 'Democracy needs to be supported by politically mature citi-

zens, by wise public opinion', and shaping the democracy is undoubtedly affected by promoting, implementing and developing various methods and techniques of public consultations.

Preventing exclusion resulting from the methods of promotion or the language of agitation for specific consulted projects is an unquestionable challenge for this action⁶⁴. The larger the social group, the harder it is to achieve an effective democratic participation. However, what would democracy be if it did not provide the possibilities and tools to overcome this barrier?

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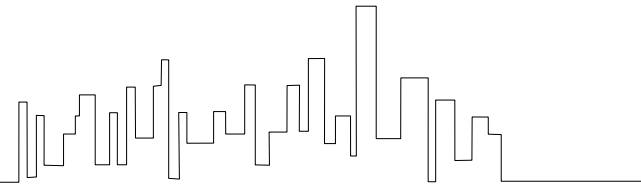
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Poznan: E-participation: the application of a web survey as a participation tool



Introduction – roots of participation

Attempts to involve citizens in the participation of creating policies and public management, namely participation, are undertaken in numerous countries as an antidote for the decrease in the participation of citizens in political and public life.⁶⁵

The usability of participation, however, is sometimes treated with skepticism⁶⁶ because it is costly and the obtained results are not always useful (for various reasons, also due to its results being contested).⁶⁷ Despite this fact, we may observe the development of participation. Particular importance in this area is attributed to IT technologies. Their development over the past 25 years has changed the context and practice of participation. The notion e-participation appeared. The purpose of this article is to present the functions of e-participation, applied tools as well as criticism of this method of citizen involvement. The situation of e-participation in Poland as well as a detailed case of a web survey in Poznań, which is used as a consultation tool, will be then outlined. At the end, the article presents conclusions resulting from the application of a web survey as a tool of e-participation.

Advantages and functions of e-participation

The development of web technologies created new possibilities for participation (previously unavailable). These tools provide the possibility of a relatively cheap (from the point of view of public administration – the organizer of participation and from the point of view of the participants) and quick acquisition of information. From this point of view, web tools are a great facilitation⁶⁸.

3 basic processes may be distinguished as part of e-participation: a) acquiring information; b) forming opinions; c) making decisions. They may occur in a number of areas where e-participation is applied. Zissis et al. indicate the following areas⁶⁹:

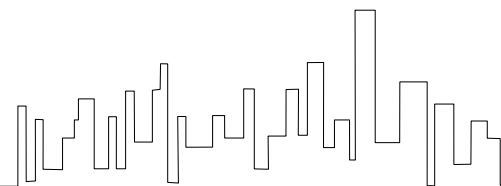
- a) Delivering information (structuring and managing information);
- b) Building community environments (supporting people forming communities together, developing common programs as well as shaping and strengthening communities);

- c) Consulting (allowing the parties concerned to transfer opinions, privately or publicly, regarding specific matters);
- d) Implementing campaigns (social campaigns – reporting protests, lobbying, petitions and other forms of collective action – except for political campaigns);
- e) Implementing political campaigns (pre-election campaigns – support for politicians, political parties and lobbyists in the context of elections);
- f) Deliberating (supporting virtual discussion groups, supporting reflection and helping in examining public issues);
- g) Discussion/discourse (analyzing and supporting discussions – discourse);
- h) Mediation (help in mediation or resolving disputes or conflicts);
- i) Spatial planning (supporting spatial, environmental, urban planning);
- j) Surveys (help for the public opinion in discussed cases);
- k) Voting (elections, referenda, plebiscites)⁷⁰.

Tools of e-participation

Numerous tools are used as part of e-participation. These include⁷¹: *webcasts*⁷²; *FAQ*⁷³; blogs; opinion poll tool (on the basis of samples); opinion poll tools – without samples; *chat rooms*⁷⁴; decision-making games; Internet forums; e-panels (a group of selected people who discuss a given subject over a certain period of time); e-petitions; e-deliberative opinion poll (citizens selected according to a certain – essentially random – procedure are to provide deepened information); virtual communities; alert mechanisms (via e-mail as well as RSS⁷⁵) and others.

Each of these tools has its pros and cons depending on the context of use. Regardless of this, specialized companies have created a number of web tools dedicated for public consultations. Examples from the USA, Australia, Canada or Great Britain demonstrate the fact that the shape of the tool for organizing participation activities online depends only on the client's needs as well as the funds he can allocate for a given project. Some platforms are simple tools focused mainly on exchanging information, generating ideas and commenting them. Others operate as simulators and, apart from the fact that they collect information, they also show the participants of the process what are the consequences of decisions proposed by them. There are also very sophisticated and advanced platforms which may be placed between the levels of cooperation and empowerment in the hierarchy of participation. Many of these tools offer an extremely attractive graphic design and allure users with a non-standard form of involvement which not only amounts to standard commenting.



It should be noted that, first, the tools presented in the table above are relatively cheap. Second, they are quite diverse due to their functions and obtainable results. They need to be selected depending on a specific need.

Criticism of e-participation

Despite the attractiveness and development of e-participation, it raises objections. First, the ambitions of basic changes in public management which were supposed to appear along with the application of IT tools, proved to be too high. The idea of Gov 2.0⁷⁶ is implemented slowly. Meijer et al. indicate⁷⁷ three basic factors affecting the implementation of the idea of Gov. 2.0: (a) leadership, in particular – new leadership, which means the departure from traditional bureaucratic roles; (b) incentives for citizens to use the new tools and possibilities; (c) trust, thanks to which citizens are ready to disclose their preferences, opinions and identities in a manner and in a scope which will be comfortable for them. Each of these factors turns out to be barrier in the implementation of Gov. 2.0.

The critics of e-participation indicate the fact that e-participation requires well-informed and active citizens, just like democracy. Additionally, the application of IT tools may create the so-called *digital gap* and lead to digital exclusion, e.g. of the elderly.⁷⁸ This is related to the fact that e-participation requires appropriate skills and equipment. The application of IT tools also generates the objection related to the protection of privacy. The application of IT tools in a particular manner leads to the disclosure of identity. For instance, Facebook encourages people to disclose their privacy in a wide manner. At the same time, there are possibilities to become anonymous in activities which the citizens are not always aware of.

It is also not clear whether the IT tool is an innovative mechanism improving the quality of processes in the public domain or whether it preserves and strengthens the already existing inequality, systems of interest etc.⁷⁹

E-participation in Poland

Web tools for public consultations are used more and more widely in Poland. Authors of the report: 'Obywatele współdecydują. Przewodnik po partycypacji społecznej' indicated the great potential of these tools already 10 years ago⁸⁰. They also paid attention to the danger of form of communication getting more attention than content. According to the authors of the report, it is sometimes better to use 'traditional' e-mail than a complicated website. The former may be used to obtain individual opinions on a given topic, whereas the latter in Poland is used primarily to consult large-size documents.

An example of a tool for consulting such documents may be the internet portal⁸¹ created 4 years ago by Warsaw based Fundacja Badań i Innowacji Społecznych 'Stocznia' which makes it possible for various institutions

to consult legislative acts and other documents determining the public policy. The portal provides common access to the project of a given document, gives the possibility to determine the consultation time as well as to express the opinion on a given document. Opinions are visible for all and the inviting institution takes a position towards particular comments after the end of consultations. Then, both the document and all comments are automatically transferred to an open-access archive of consultations.

Web survey as a tool of participation

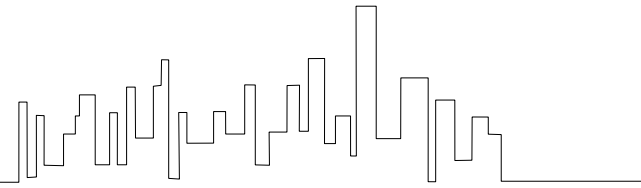
The deliberations presented above demonstrate the fact that the tools of e-participation need to be selected depending on the needs despite all their advantages. It is impossible to indicate tools which could be used universally.

The web survey is a tool which seems to have relatively useful applications. It is a tool which is used widely, for a number of goals, including for scientific research.⁸² Couper distinguishes 8 types of web surveys: three of them are based on nonprobability methods of sampling, while the remaining five are probability-based methods. The first three types are:

- a) Web survey as entertainment (survey type: 'question of the day', not being representative and scientific in nature).
- b) Self-selected web survey. Usually these surveys have no access restrictions and no control over multiple completions. The organizer usually encourages all the interested to participate. The difference between this type and the previous survey consists in the fact that this survey has claims for scientific validity. Couper acknowledges that this is the most prevalent type of a web survey.
- c) Volunteer panels of Internet users. These volunteers enter their basic demographic information when registering. This survey consists in selecting the volunteers. In some cases, the results are also verified via a telephone survey. The results are interpreted by models and weighting. This enables certain control, but this is still a survey based on self-selected respondents.

The three methods above based on sampling cannot be treated as representative surveys. In the case of the following five probability-based methods, there also is no guarantee of their representative nature, mainly due to problems with the completion of the sample but they are based on the knowledge about the population and information on sampling. This makes it possible to control and estimate the error. These include the following types:

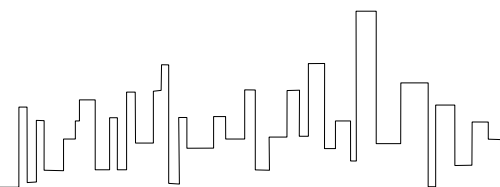
- d) An intercept survey covering a certain group (e.g. visiting a given website), inviting every visitor to participate in a survey (in a fashion similar to that of *exit polls*).



- e) List-based samples of high coverage populations, groups using the Internet, e.g. students or employees at companies. Invitations are sent by e-mail to participate to selected people.
- f) Mixed-mode designs with choice of completion method (the Web is one alternative – apart from, for example – a paper survey). This is a method used in companies and organizations.
- g) Pre-recruited panels of Internet users. Users are pre-recruited (using a probability-based method) and the recruitment takes place via telephone.
- h) Probability samples of full population. The selected people need to be equipped with equipment, if they do not have it. This survey is used, e.g. by companies researching the TV market.

Application of web surveys for consultations during decision-making in Poznan

No	Topic of consultations	Purpose of consultations	Duration	Number of participants	Links	Tool
1	Locations of new stations in the Poznan Municipal Bicycle system	1) Selecting station locations, 2) Expressing opinions about other locations	3-14. February 2014	8147	http://bit.ly/1eskARv	Electronic survey NETIGATE.
2	Poznan Citizen Budget (PBO) 2015/ 2014/ 2013	1) Submitting ideas, 2) Voting on selected proposals	1) Stage I - from April 22 to June 15, 2) Stage II – from October 1 to October 12.	PBO 2013: 20,238 votes, including 19,260 (in the second stage), 45% of which received via the Internet. PBO 2014: 88,597 votes, including 67,123 valid votes (in the second stage). Votes submitted via the Internet 48,463 (valid votes: 31,802).	http://bit.ly/1IE5nwb	Electronic application
3	Communication Plan for the Poznan Agglomeration	1) Expressing opinions at every stage of creating the project	1) Stage I - from ca. November 13 to December 3 2013, June to July30, 2013, 2) The remaining stages described at www.plantap.pl .	approx. 10 comments were submitted via e-mail	http://bit.ly/1xpwmEd	E-mail address for sending data as well as a web survey at www.plantap.pl



No	Topic of consultations	Purpose of consultations	Duration	Number of participants	Links	Tool
4	Consultations regarding an update to the Development Strategy for the City of Poznan until 2030	1) Prioritization of development priorities for Poznan	In the report May 10-24, 2013	441	http://bit.ly/1qUXgkq	E-mail address for sending data as well as a web survey at the city's website in the NETIGATE system
5	Consultations on symbols on vehicle plates	1) Selecting a registration replacement	First half of July 2012	approx. 8,000	http://bit.ly/1q1HdQd	Web survey at www.poznan.pl
6	Consultations on the topic of 'Wolne Tory'	1) Expressing opinions about the land management of the so-called Free Tracks	First half of March 2014	approx. 50	http://bit.ly/1q1Hfrq	E-mail address
7	Consultations on changes in GOAP regulations ⁸³	Presenting the proposed changes to the participants of the waste management system	January 13, 2014 to March 31, 2014	approx. 700	http://bit.ly/1kkXMmp	Web survey
8.	Consultations on the vision of the future for Gołecin and Rusalka	Collecting comments, opinions and expectations on the potential land development – the report is supposed to be the social contribution to the architectonic competition.	from May 14 to June 30 (may be prolonged for estates councils). Web stage from May 26 to June 30 2014	approx. 3,000	http://bit.ly/1mPV8VN	NETIGATE survey

Each of the methods based on probability sampling makes it possible to assess errors, or at least to estimate them. Although the use of web tools, in general, makes it possible to reduce the research costs, the more reliable methods are more expensive. The selection of the method in any case is the derivative of the needs as well as budget limitations.

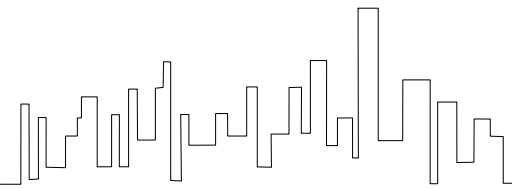
Web surveys in Poznan

Web surveys in Poznan have been used for several years, mainly for consultations. Some of the consultation processes cover quite a wide scale, e.g. the Poznan Citizen Budget. Table No 2. presents a review of public consultations conducted with the use of web tools the vast majority of which was based on a web survey.

The application of web surveys in Poznan may be considered successful in the sense that the response was high in numerous cases. However, we should pay attention to the large span of interest: from almost 50,000 votes in the case of voting as part of the Poznan Citizen Budget to 10 votes – in the case of opinion on the Communication Plan for the Poznan Agglomeration. Several factors which are of significance for the scale of interest may be pointed out: (a) the nature of the case (from simple to complex issues); (b) the type of voting (from simple referendum voting, type yes/no, to submitting complex opinions); (c) the publicity in mass media (from issues which do not raise the media's interest to 'hot topics', especially surrounded by a scandal); (d) the activists' ability to motivate the inhabitants' interest.

An important aspect of the survey is its clarity, simplicity and limited length so that each inhabitant can complete it without spending too much time on this activity. However, there is no simple dependence – the simpler the survey, the more opinions. The experience of the Poznan City Hall demonstrates the fact that even longer surveys may be interesting to the inhabitants. This was the case, e.g. with the consultations on the land development for Gołecin. It should be, however, noted that this case is special because it applies to an area which is perceived as important for the local community and several very active groups of activists, who stimulated the process of participation in consultations, are additionally related to it. A similar situation took place in the case of the Poznan Citizen Budget where each finalist cared about obtaining votes, or consultations related to the 'bicycle transportation' issues.

Although the simplicity and briefness of the web survey may be a limitation, it is recommended, especially in the case of topics raising small public interest. The Internet forum operating in Poznan, dedicated to public consultations, may be used as a confirmation of this thesis. It is practically unused. The analysis conducted by the city hall demonstrates the fact that access to the forum is regarded as difficult and multi-level (registration, logging in), topics are hardly attractive, there is no permanent presence of a moderator from the inviting



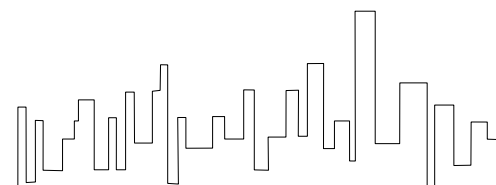
institution responding to comments. In addition, social networking sites provide greater possibilities because they combine the functions of numerous forums in one place and responses may be immediate.

It should be noted that the tools of e-participation act in a certain symbiosis with the mass media. Media inform about the survey and raise interest. From this point of view, greater 'publicity' and interest in the project may be affected – paradoxically – e.g. by an error in the survey or the website because this raises outrage presented in the mass media but, at the same time, also curiosity from users who vigilantly detect this type of mistakes from city officials. On the other hand, web consultations are attractive for the mass media due to the fact that the journalists are interested in a specific 'outcome' of the consultations. Consultations ending with an 'outcome' are promoted more widely. On the contrary, these consultations which result in ambiguous opinions, e.g. equivalent solutions, are less attractive.

To sum up, we may state that web tools are rather an element of a wider consultation process and complement other possibilities of expressing one's opinions, unless the topic of consultations, e.g. is addressed only to Internet users.

Examples of web tools used for participation processes

No	Name/country/ price	Comments
1	MindMixer/USA/ USD 10,000- 20,000 for the design	The purpose of this tool is to improve the effectiveness and efficiency of public participation as compared to 'traditional' tools. The platform allows the participants to share their ideas on the city's policies and topics related to its development, comment the ideas of other participants and place the most popular topics on the top of the list. Mind Mixer tries to improve the quality of participation but also encourages participants to act using a very attractive graphic design as well as elements of the game theory so that all experience with the tool is satisfactory and involving. The tool is project-oriented, namely projects have a defined beginning and an end, they consist of related elements and are focused on achieving the goal. Address: www.mindmixer.com/
3	CitizenSpace/UK, Australia, USA/ from USD 3,000 (depending on the application)	The tool is used to manage, publish and archive feedback, it has a search engine for topics as well as a module for designing surveys. It also makes it possible to analyze, report and export collected information to Excel or SPSS files. The administrators may edit and manage the content as well as assign roles to users. The application may be adjusted for the needs of various institutions but it proves best during large infrastructural projects, e.g. motorway projects etc. Address: www.citizenspace.com
4	Crowdbrite/ USA, Canada/ from USD 2,500 (depending on the application)	This tool is designed in on the basis of the <i>charette</i> concept – a participation workshop focused for designing a consulted area of public space (a design or a spatial development plan). Via the portal, users may participate in such workshops online by writing comments as well as sticking 'post-it notes' in a specific place on the map/design. Via the 'post-it notes', they may also add photographs or videos as well as vote and support selected ideas at the same time. All the portal's functionalities may also be used via mobile devices which additionally enables the effective use of the tool during meetings 'in the real world'. Entered data is visible in real time. Address: www.crowdbrite.com/
6	PlaceSpeak/ Canada/from approx. USD 200- 300 per year	This platform makes it possible for users to publish their own ideas and share them. The administrators, on the other hand, may publish on the consultations' context. A feature distinguishing PlaceSpeak is the fact that it requires the user to enter his place of residence so that the program can connect the user ID with the location. The function allows the administrators to focus on the dialog of inhabitants of districts important for the process and allows them to obtain feedback about, e.g. the consulted policy from people to whom it applies to the most in terms of the location. Address: www.placespeak.com/



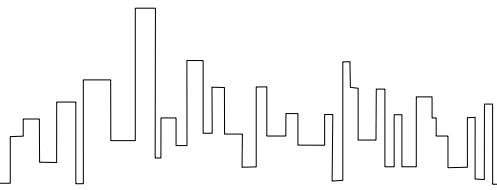
10	Citizen Participation Suite by Granicus/USA/ from approx. USD 300 per month	This tool is built from two programs: CivicIdeas and eComment. The former is a program making it possible to generate ideas and share them among members of the community, promote them via Facebook or keep a ranking. The latter is integrated with the agendas of various meetings, e.g. of the local government, and allows the users to leave a messages or a video on particular elements of the agenda (it is also possible to generate reports with opinions). This tool is aimed at eliminating barriers in participation at the level of the local government by making it possible to express opinions without the need of being present at a specific meeting. Address: www.granicus.com/
13	Textizen/USA/ price determined individually	This tool was designed to allow the inhabitants who do not have access to the Internet as well as smartphones 'online' participation. The program uses text messages to allow the inhabitants to participate in surveys regarding public issues. The administrators, on the other hand, may collect this data and generate reports in a simple manner. Address: www.textizen.com/

Source: D.G. Rucker, Online Public Participation Platforms and Applications (Overview) 2014
as well as websites of numerous portals.

Taking into account the previously indicated functions of participation: (a) better legitimization of decisions; (b) help in the emancipation of excluded social groups; (c) improvement in the quality of decision-making; (d) improvement in the administration's functioning, it may be stated that all these functions may be observed in the consultation processes presented above. In the case of the application of a web survey in Poznan, the following detailed functions for the survey may be indicated:

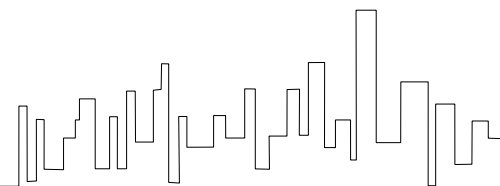
- the stimulation of inhabitants (all as well as certain groups);
- informing the inhabitants;
- acquiring opinions;
- acquiring new ideas;
- prioritization of solutions (indicating priorities);
- selecting the best projects.

Attention should be paid to the fact that the goals combine with one another in particular cases, although in different proportions. The stimulation goal is present essentially in each case, although, e.g. the consultations



for the Communication Plan for the Poznan Agglomeration was rather aimed at experts than all inhabitants and the stimulation was of small significance.

It is worth noting that the methodological establishment of the web survey may be different – depending on the goal of the research. The stimulation goal does not require respecting probability-based requirements



of sampling. Each responses from the inhabitants in such survey meets the basic goal, while the representative nature is not necessary. A similar situation occurs in the case of acquiring ideas or informing (educational goal). On the other hand, when it comes to improving the quality of decision-making, which requires a good knowledge of the citizens' preferences – the representative nature is necessary. Without it, the survey may provide results 'distorting' the distribution of social preferences.

Looking through the prism of the types of web surveys distinguished by Couper⁸⁴, we may state that the Poznan public consultations may be considered as nonprobability surveys and, in particular, as self-selected surveys. Certain signs of control were sometimes used, e.g. entering the PESEL number (Polish national identification number) or the student ID card number (in the case of the Poznan Citizen Budget) so that only people registered or studying in Poznan took part in the consultations.

It may, therefore, be concluded that web surveys mainly met the acquisition function. They help in the emancipation of excluded social groups ('give voice' to the inhabitants) as well as ensure better legitimization of decisions. They contribute to an improvement in the quality of decision-making and the improvement in the administration's actions to a smaller extent. The implementation of these two latter functions would require a greater care about the probabilistic nature of sampling.

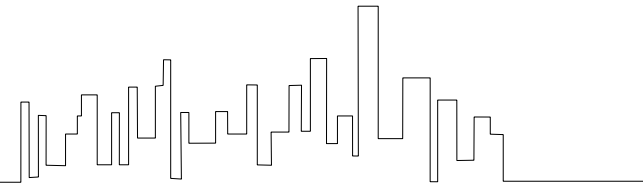
Summary

The development of IT technologies brought hopes related to new possibilities for the stimulation of citizens and incorporating them into participation processes. We may state that despite a very large development of communication and information flow between public authorities and citizens, which may be observed in numerous countries, the hopes for a breakthrough in the quality of public management were not met. Nevertheless, the development of e-participation and particular tools of e-participation (particularly in the USA and Canada) is visible. Apart from the obvious benefits (e.g. reducing costs of obtaining and transferring information), it also generates concerns whether it entails the preservation of the existing inequality and whether new inequalities are formed? The analysis of the application of web surveys for conducting consultations in Poznan presented above points to the fact whether the application of this tool causes a systematic 'distortion' of the obtained results. The sudden growth in the popularity of web surveys, which may be observed, results from the fact that this is a cheap method. At the same time, however, it may lead to distortions. In particular, the hazard applies to the application of the web survey as a tool of participation. The representative nature is crucial when the survey should bring material information (e.g. on the distribution of preferences), while obtaining top-quality decisions is the function.

At the same time, if the stimulation and assistance in the emancipation of excluded social groups was at stake, the representative nature is not the most important. It may be of certain significance but may be of marginal significance in some situations.

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Bologna: From the urban renewal project 'Bella fuori' to the new set of rules for commons care in the city of Bologna



The participatory process named 'Bella Fuori 2. New centralities in the city' – 'Cities as commons' is the urban renewal process implemented in a neighbourhood named 'San Donato', in the Italian city of Bologna. It has been promoted within a broader context and strategy of urban requalification intervention implemented by the municipality at the metropolitan level. The process started in 2007 and still continues.

To better understand the process we briefly describe the general normative frame and institutional settings for participation in urban planning field at the regional and local level. The first reference is to the Regional Law



– L.R. 20/2000- ‘General regulation of the safeguard and use of territory’ that also defines Citizen participation in the planning process (Art. 8.). In 2008 the Municipality of Bologna approved the new Municipal Structural Plan (*Piano Strutturale Comunale* – PSC), a planning tool defined in the said regional law. The Structural Plan is valid mid-long term (around fifteen years) and lays down the general aims, interpreted by the Municipal Operative Plan (*Piano Operativo Comunale* – POC) approved in 2010, and by Urban Building Code (*Regolamento Urbanistico Edilizio* – RUE) approved in 2009. Art. 40 of the PSC defines the Participation as strictly connected to the idea of innovation, efficacy of public action and governance, care and active Citizenship. The PSC aims to disseminate the ‘urban quality’ in various areas of the city, in terms of physical requalification of public spaces and sociality.

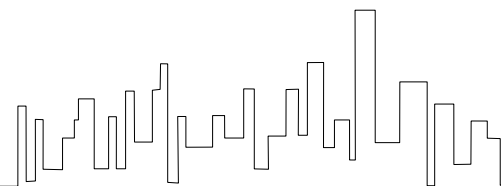
The ‘Bella fuori’ project is a part of this requalification process and has been promoted by the Municipality of Bologna and the ‘Del Monte Foundation’ (financing the project) with the aim of revitalizing a peripheral area of the city located ‘outside’ the city centre each year, with the same attention for the ‘beauty’ usually given to the city centre, thus creating ‘new urban centralities’.

In agreement with the Municipal Administration the San Donato neighbourhood was chosen for the second edition of ‘Bella Fuori’ as the urban area to be revitalized and, in particular, the two public garden areas in via Garavaglia: the ‘Renato Bentivogli’ public garden and the new ‘Francesco Zanardi’ civic centre area. The space was in a neglected condition and bisected by a driveway. The need for regeneration arises from the will to strengthen the centrality of a public space on which new district headquarters, public buildings utilized by cultural and social associations, a number of stores, overlook.

During the project ‘Bella Fuori’ a new necessity emerged: the need to focus attentions on the dimension of ‘care’ of the revitalized public space. This became even more evident after the requalification of the area, when some difficulties of space management arose, in particular in relation with the increasing and intensive use of the new green area and facilities especially among young people, responsible for some acts of vandalism and street bullying.

Moreover, some implementing difficulties related to the outcomes of the participatory planning emerged in the process due to the bureaucracy, making it necessary to establish new relations between citizens and Public Administration, specially in the field of urban regeneration intervention.

These necessities and problems resulted in making a decision to implement, between 2012 and 2013, a second stage of participatory planning with a specific aim to activate the inhabitants in order to promote taking care of the new public spaces (which still continues). In 2013 an opportunity appeared to combine this new phase of the project into a broader one named ‘Cities as commons’, promoted by Labsus -Laboratory for the subsidiarity – to organize experimental Neighbourhoods Workshops in various areas of the city focusing on



caring for urban commons, and to elaborate a new set of rules for the collaborations between the public administrations and citizens in the regeneration of urban commons.

'San Donato' is one of the 9 districts of the city of Bologna. The project has been implemented in a specific area composed, as mentioned before, by two public garden areas at the via Garavaglia street: the 'Renato Ben- tivogli' public garden and the new 'Francesco Zanardi' civic centre area.

The Municipality of Bologna has been the promoter in partnership with the banking Foundation 'Fondazi- one del Monte' and the San Donato District. The facilitation of the participatory discussion has been implement- ed by 'Avventura Urbana', an organization of experts in facilitation and participatory methodologies, while the development of the requalification project has been realized by an Architects studio of Rome- Toppetti Egidi Architetti – selected through a public planning competition to reconcile planning requirements with the needs and ideas expressed by residents during the participatory process. During the second part of the process 'Cities

as commons' project association Labsus had the role of scientific supervision and the association 'Antartide' – managed and facilitated the entire process. At the municipal level a key role has been played by the 'Active citizenship' office.

Different kind of actors and stakeholders, both public and private, has been involved in the process. It involved both 'organized actors', such as cultural associations, and citizens of the district, with particular attention paid to the different age groups (youth, adults and the elderly), as well as some shop owners, as protagonists in the definition of proposals for the requalification of the urban area.

The process as a whole has been formal and institutional. Both the 'Bella fuori' project and the 'Cities as commons' project had an initial activity consisting in first reaching out to local actors and citizens, conducting interviews, holding urban planning walks, carrying out field observations and talking informally. During the process, many reports about the proposals were drafted. In general, an incremental analysis-oriented approach to action planning was adopted.

The process has been structured in different phases. The first part ('Bella fuori' project), as already explained, had the specific aim to requalify an area of the neighbourhood to create a central and public space for inhabitants and also citizens of Bologna. This part of the process can be divided in the following phases, each one with different steps, using different kind of tools.

Phase 1. Outreach

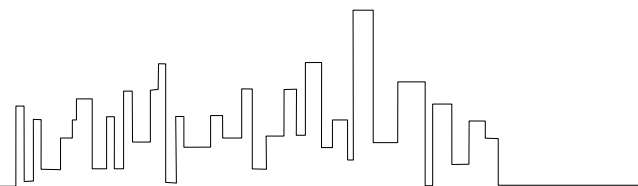
This initial outreach work has been conducted through interviews, urban planning walks, field observation and informal talking with inhabitants and shops owners.

Phase 2. Presentation, information

In this phase, after a pre-selection of three architecture atelier, a public presentation of the project objectives, 3 alternative projects and the possible transformation of public space was held by the institutions and the district.

Phase 3. participatory discussion and refinement of the selected project

In this part of the process, the citizens have been involved through an Open Space Technology in the elaboration of ideas with the aim of create guidelines for the requalification. Then, during working meetings with experts, a pre-assessment has been conducted by citizens concerning the 3 projects based on their proposals. A technical committee has been responsible for the final selection of the project. A participatory planning



for the refinement of the selected project has been conducted through public meetings with the architects in the district.

Phase 4. Project implementation

The urban project consisted of a requalification of green areas, with new furnitures, spaces for sport and leisure, thematic gardens, new lighting, a fountain and a parking lot. The green areas have been enriched by planting fruit trees, shrubs and herbs, while in sparsely sunny places, where the acidity of the soil does not allow the vegetation to grow, a thin layer of gravel was spread. To promote the liveability of the place new iron and wood tables and benches were added. The project of physical requalification ended with a public roll-out event.

The second part of the process, aimed to activate the inhabitants and promote the care of the new public space, as already explained, was conceived as a follow up for the previous stages. The participatory process was articulated in the following phases.

Phase 0. Public call

The starting point of this stage has been the decision by the district to make a building, located in the new 'square-garden' available for a group of citizens. It was called 'House of commons' by the public administration. To this end a public call for associations has been launched to gather some initial proposals of cultural and social activities for the regeneration of the area and to make this new resource- the 'House of commons'- available for all.

Phase 1. Outreach

Initial activities of outreach and activation, in particular with the following kind of actors:

- Parents of the schools
- Streets educators and groups of youth
- Shops owners
- Associations that have shown an interest in the process and have participated in the public call

In this phase the following has been realized: a public event for the presentation of the project and an urban planning walk.

Phase 2. Participatory Planning Laboratory

Through the call 4 types of proposals has been identified that then has been discussed and transformed into a single and coherent project through a Participatory Planning Laboratory.

The Laboratory has involved associations that have participated in the public call as well as private sector and citizens residing in this area.

In the Laboratory the following activities have been realized:

- a) Identification of expectations, interests and availability, and contributions of each group of actors
- b) Problem analysis
- c) Elaboration of proposals
- d) Action planning

In general, in this second stage of the process the participatory planning workshop was focused on the elaboration of a desired vision of public space and on the planning of cultural activities.

Phase 3. Definition of formal procedures and agreement between citizens and administration

Formal setting up of citizens committee to care for the commons and official assignment of the building – ‘House of commons’- and Pact of Collaboration between the public administration and the group of citizens.

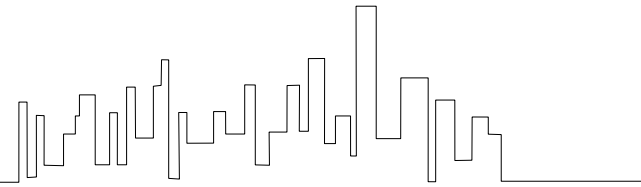
During the process we used such tools as interviews, urban planning walks, field observation, Open Space Technology, Participatory Planning Laboratory. Participation was voluntary. The process has been conducted with qualitative tools and based on the multiplication of point of views and on the taking cares of the different interests at stake.

The process can be considered as a long-term process that can be divided in two stages. The first one covers the period 2007-2010 and has been developed as a part of the second edition of the ‘Bella fuori’ project. The project path began in 2007, with the first workshop, while in 2009 the physical redevelopment of the square was carried out. The new public space has been opened in 2010.

The second stage of participatory planning covers the period 2012-2013, with a specific aim to activate the inhabitants to promote taking care of the new public space. This process still continues.

Two public roll-out events has been realized: one at the end of the first part of the process (‘Bella fuori’ project) and one at the end of the participatory planning of the ‘Cities as commons’ project. The group composed of citizens and associations created for the ‘Cities as commons’ project is still engaged in the organization of several cultural and public initiatives.

A critical aspect to be mentioned is that a group of citizens and some traders who had not actively participated in the first stage of the trail have harshly questioned some of the choices made in the implementation phase of the project, including in particular the full pedestrianization of the road that divided the garden into two parts. This conflict raised by mobility, resolved later, highlights some limitations of the information and listening process before the project phase itself.



A second aspect to be mentioned is the management of the group dynamics and of the space itself made available to the group. Even if a general objective is shared, along with a mission, a vision and a project, still building of a group is a long process, and a process full of conflicts.

All in all, we can identify three types of outcomes in terms of long term impacts:

- a) a transformation of a not previously used place into a square / garden functioning as urban center for both the district and the city;
- b) new forms of urban public spaces management. As already said the Municipality has made a building available as a 'house of commons', and also facilitated the activation of a group of citizens for the oversight and animation of these indoor and outdoor spaces. It can be considered a kind of civic management of a public space;

c) this operational experimentation of civic management has partly contributed to the elaboration of a recent municipal set of rules for a new way of taking care of commons based on a shared administration model.

In 2014 the Municipality of Bologna approved Municipal Rules for the collaboration between citizens and administration for the urban commons care and regeneration. These rules recognize the 'civic autonomy of citizens' and the 'general interests' as guiding principles of civic actions. At the same time the public administration recognized the significance of assistance and support to civic actions, also through an administrative simplification.

From a methodological point of view we can consider this process a good practice for the use of different interaction tools, mutually coordinated, to set up a space in a short time that now citizens use in different seasons, at different times of the day and in different ways.

Another element to be considered is that in the first stage of the process what has been discussed and proposed in every step of the path has been then used to guide the decisions of the district and municipality representative bodies.

The process can be read as a transition from an urban participatory planning of a public space to a shared taking care of the space.

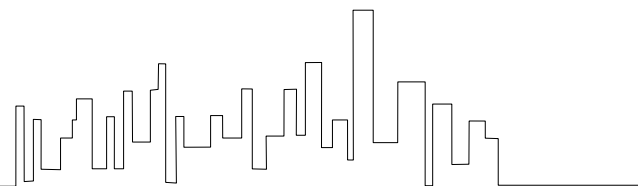
The interesting dimensions that can be underlined are: the idea of public space as 'commons' and the idea of a 'shared care' connected with the idea of 'circular subsidiarity' and 'shared administration'; the attention given to the local level and in particular to the role of city districts as a scale of citizens participation; the engagement of citizens and informal groups, not only associations and 'organized interests'.

Rather than defining the critical aspects as weak outcomes we prefer to define them as challenges. In this sense, we can identify some key challenges that has been and still are taken in consideration:

- the sustainability of the process and the creation of a sense of ownership regarding the process itself and of the results emerging at the moment;
- the complex 'dialogue' between the normative level and the practical level;
- the long term process of cultural change of Public Administration;
- the creation of mutual trust.



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Murcia: Indicators of quality of life in underprivileged neighbourhoods towards a system of social, economic and participatory indicators



Abstract

A socio-economic diagnosis of underprivileged territories provides information that is needed to design and implement public policies that establishes specific actions for the urban regeneration of these types of neighbourhoods. As a key basis is considered the methodology used to gather and organise the information.

This article is based on factors that include the experience acquired while completing the Citizenship Participation Consultation for the urban project. Murcia. Espíritu Santo neighbourhood. It briefly reviews the most significant and widely applied social and economic instruments for measuring wellbeing and, in order to offer an example, it outlines a series of indicators used in this project that have made it possible to report on the socio-economic situation of this neighbourhood.

Key words: indicator, quality of life, territory, vulnerability, measurement.

Background

The proposal outlined in the following article is based on the Citizen Participation Consultation conducted as a part of the Urban Project, Murcia. Espíritu Santo (Espinardo) neighbourhood, which was an initiative of the Town Council of Murcia designed to revitalise the quarter and which was approved by the Directorate General for Community Funds of the Spanish Ministry of Economy and Tax Administration. The completion period was from the year 2009 until the end of 2015.

The integrated approach to urban regeneration in this project is based on the interaction of its three dimensions: the physical dimension (by improving the physical space), the social dimension (by improving the social and cultural environment) and the economic dimension (with the development of cultural and creative industries).

The project dedicates Strategic Line 5 to the development of actions as a part of social enhancement and social inclusion programmes. Measure 11 thereof is aimed at Fostering Citizen Participation through individuals, groups and associations. The personnel-based citizen participation consultation was the starting point

for the drafting of this article. The university professors and researchers from the University of Murcia and the Polytechnic University of Cartagena led the team that worked on it. Their common point of interest is the territory, which is understood as a systematic reality based on the premise that the social stakeholders and relations between them are a part of the territorial realities and, therefore, they must participate in the process to change their territory.

Some of the objectives of the citizen participation consultation included identifying problems and creating a timeline for the project, conducting a diagnostic on the socioeconomic reality of the neighbourhood in comparison with other territories of similar characteristics in the region and in the country, as well as, on the impact of the urban initiative actions within the territory.

The information to do the consultation was collected via surveys and discussion groups. An exhaustive study was performed in order to design the survey of the quality of life indicators used to date to build a tool that would provide the most objective information possible on the social and economic situation of this neighbourhood that is characterised by a high degree of social marginalisation.

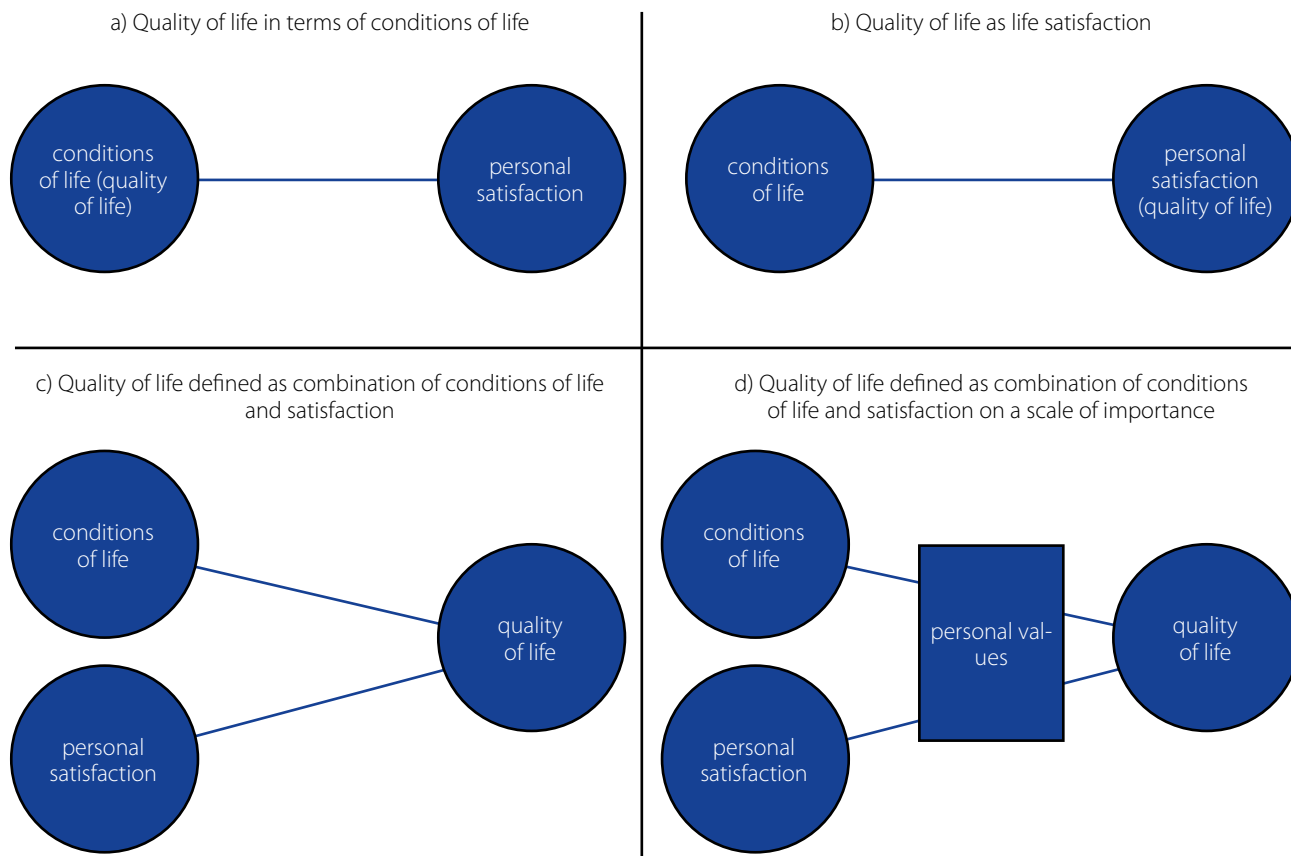
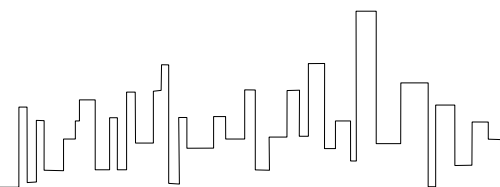
This article focuses on offering a brief review and an analysis of the quality of life indicators as concerns underprivileged groups, which may be applicable to territories that are similar to the Espíritu Santo neighbourhood.

THE THEORETICAL FRAMEWORK: URBAN QUALITY OF LIFE

Quality of life

The concept of a quality of life arose at the end of the nineteen seventies as an alternative to the then dominant social goal of increasing the standard of living. Society began to be aware of the limits of economic growth and its social and ecological impacts. The idea of wealth as the sole and exclusive goal of social development was replaced, or supplemented, with the multi-dimensional concept of quality of life, which includes wealth as just one of its various components.

This is now widespread consensus that in addition to the material dimensions of wellbeing, quality of life also includes the non-material aspects of life. Quality of life depends on one's health and education, daily living conditions (such as a right to employment and decent housing), participation in political processes, people's social and natural environment and the factors that define their personal and economic security.



Source: M. Gómez and E.N. Sabeh, *Quality of Life. The evolution of the concept and its influence in research and practice*.

Moreover, quality of life includes both the objective characteristics (Scandinavian standard of living model) as well as the subjective wellbeing of individuals (Anglo-American wellbeing model), based on subjective perceptions and assessments of their living conditions.

Objective and subjective measurements of wellbeing provide essential information on the quality of life. Scandinavian well-being researchers developed the standard of living approach. This was in line with the

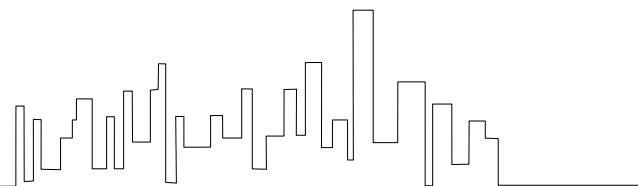
tradition established by Jan Drenowski and Richard Titmus, who exclusively based the well-being measurement on objective indicators. As part of this tradition, well-being is understood as ‘the individual domain, given certain mobile resources which can help control and consciously lead their living conditions’ (Erikson, 1974: 275); Erikson, 1993: 72).

These resources are defined in terms of money, property, knowledge, physical and psychological energy, social relations, security, etc. (Erikson/Uusitalo, 1987: 189). The attention is centred on the objective living conditions, living opportunities and their determining factors: ‘... We tried to evaluate an individual’s standard of living in a way that is least influenced by the individual’s assessment of their own situation’ (Erikson, 1993: 77).

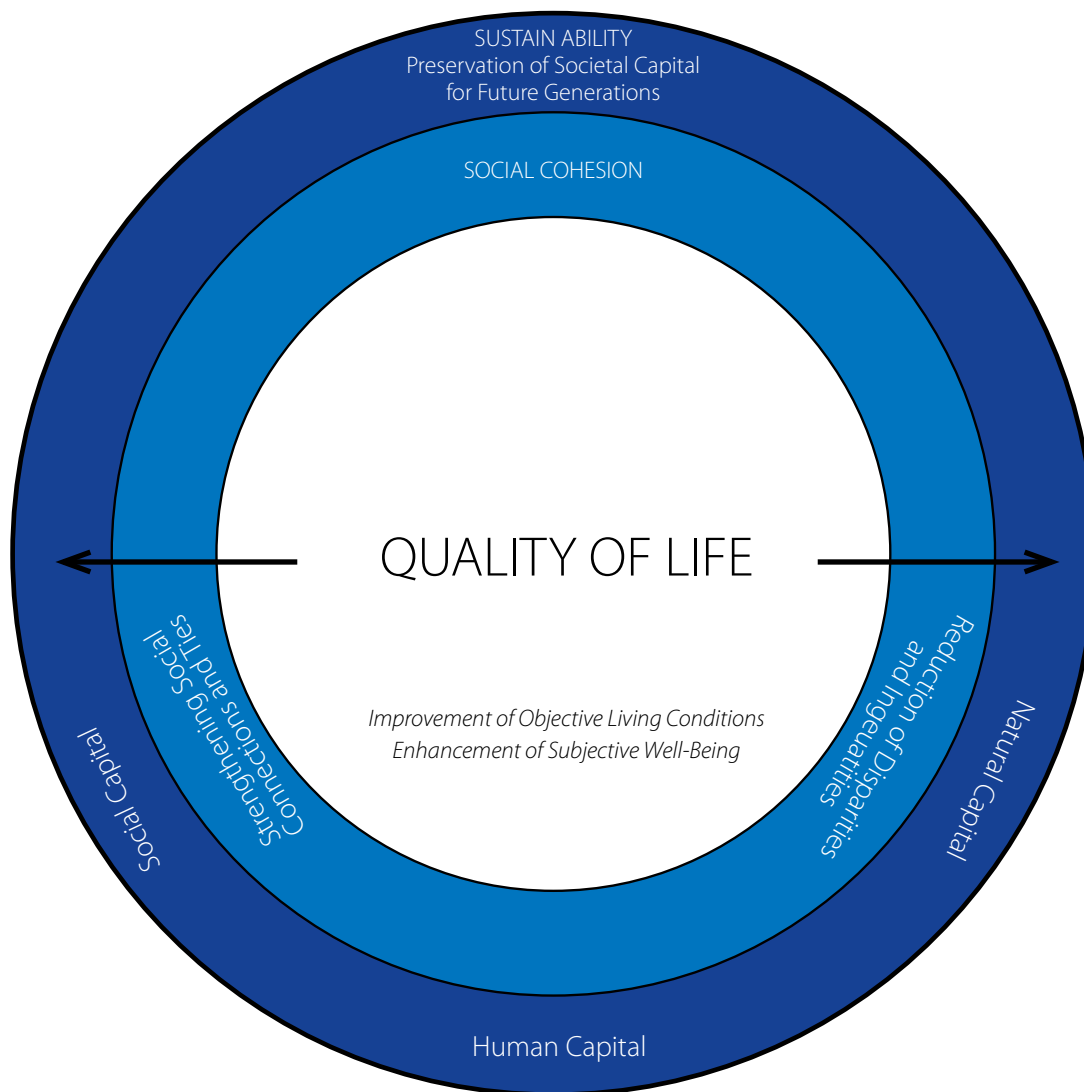
One more recent concept of well-being and quality of life, which is somewhat similar to the previous one, is the *capability* approach, which was developed by Amartya Sen, the winner of the Nobel Prize in Economic Sciences. This approach is based on a view of life as a combination of several ‘beings and doings’ where quality of life must be assessed in terms of one’s capability to achieve valuable functionings’ (Sen, 1993: 31). The *functionings* represent the parts of the state of a person: in particular, the things that the person is able to do or be when living... Some functionings are very basic such as being adequately nourished, having good health, etc., and all of them may be highly assessed for obvious reasons. Others may be more complex but can be widely perceived such as having self-respect or becoming socially integrated. Nonetheless, individuals can differ greatly as far as the importance they place on these functionings –as valuable as they may be– and any assessment of the individual and social benefits must consider these variations’ (Sen, 1993: 31).

Subjective well-being includes different aspects (a cognitive assessment of life, happiness, satisfaction, positive emotions such as joy and pride, negative emotions like suffering and nervousness). Each one of these aspects should be the subject of a different measure to obtain an overall appreciation of a person’s life. The quantitative indicators of these subjective aspects not only offer the possibility of contributing a good means for measuring quality of life in and of itself but also a better understanding of the underlying factors beyond income and people’s material conditions.

One definition of quality of life, which considers both the objective as well as the subjective aspects of well-being, is the one proposed by Somarriba-Arechavala and Pena Trapero (2009): ‘*Quality of life is the result of the complex interaction of a series of objective and subjective factors: the former refer to external conditions of an economic, socio-political, cultural and environmental nature... whereas the subject factors allude to an individual’s perception of their own life and the satisfaction gained in the different areas of their life.*’



**Conceptual Framework and Structure of a European System of Social Indicators, EuReporting
Working Paper n° 9. Source: Berger-Smith, R. and Noll, H-H. (2000)**



Urban quality of life

The concept of quality of life is based on one fundamental assumption: the idea that the physical, economic and social environment can influence an individual's economic behaviour, individual happiness and the collective well-being. By all means, the external environment influences individuals differently which relativizes any objective sense and includes subjectivity and individual perceptions.

Van den Berg, Braun and Van Windem (2002) are of the opinion that: 'quality of life is a location factor of the greatest importance. It seems that companies are moving more and more to areas where they can find qualified people. Highly qualified people, on whom urban development highly depends, greatly value the high quality of the living environment meaning the quality of life of the context is indirectly essential to urban economic development. The high quality of life and cultural amenity many European cities can offer may be considered a weapon for attracting the highest level personnel in global competitiveness'.

Quality of life: The purpose and means of territorial politics

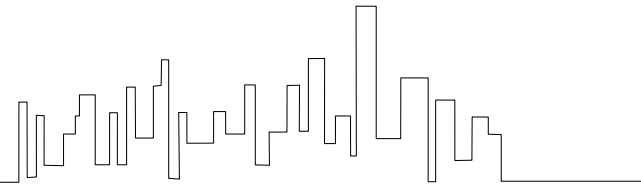
Specialised literature [Rogerson (1999); Hall (1994)] indicates that, as a part of their genuine selection strategies, citizens, as voters-consumers, decide upon the location of their residence considering the opportunities for well-being: employment, income, local public services, but as a location grows in size, non-desirable aspects arise: congestion, crime, etc.

Quality of life is a factor that influences decisions relating to the location of business activities (and in particular, some of a high added value).

This is why cities compete among each other to attract both residents as well as businesses, using quality of life as a crucial urban marketing factor.

What is competitiveness?

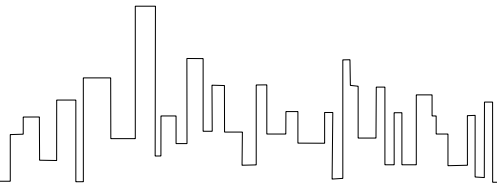
The challenge of increasingly open economies is the competitiveness. There are two definitions for this concept relating to the exchange of goods and services. On the one hand, competitiveness-prices estimating that a country's trade position is determined by the relative evolution of prices and/or costs where competitiveness is lost when there is a relative increase; on the other hand, competitiveness- structural, considering that there are other factors besides prices (technological levels, product differentiation, after-sales services, etc.) which have a decisive influence. One way to measure this is through market shares in world trade by using the commercial advantage indexes revealed for the analysis of the commercial advantages of different products.



What is urban competitiveness?

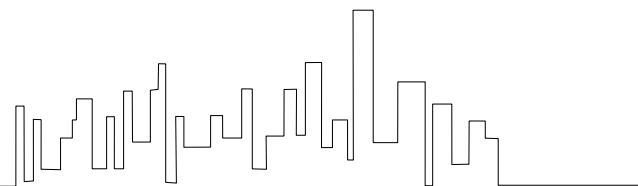
It is in the cities where the conditions and atmosphere propitious for competitiveness are created. The concept of urban competitiveness may refer to three dimensions: the process of generating and spreading competition; the capacity of cities to participate in the globalised environment; and the possibility of cities to create atmospheres that are propitious to the development of the competitiveness of their economic stakeholders.

How can production and employment be fostered? How can the competitiveness of a territory be increased? How can productive investments, qualified human capital or quality tourism be attracted?



The generation and spread of competition not only depends on micro-economic factors but also on the capacities offered by the territory to facilitate economic activity. In other words, the idea is to generate a physical, technological, social, environmental and institutional environment that is propitious to attracting and developing economic activities that generate wealth and employment.

Various authors [Chasco and Mella (2005), Royuela et al.(2008)] say that the attraction of an area depends on its attributes, which are classified into two large groups: economic factors (GDP per capita, price level and the possibility of finding a job), environmental and/or climatic factors and the availability of goods and public services (the provision of advanced services, a concentration of scientific and technology centres, the qualifications and specialisation of the labour, the presence of large consumer and supplier markets, etc.).



Competitiveness and quality of life

The cause-effect relationship between competitiveness and quality of life is bi-directional because, as already mentioned, the fact that a city or area has a high standard of living is an asset for local companies.

Support for community development projects

The idea would be to promote projects aimed at satisfying territorial social needs. These projects are oriented towards:

- Identifying social needs not satisfied within the territory.
- Participating in the configuration of the supply and demand for these needs.
- Developing services, activities and jobs to fulfil these needs.

The constitution of urban quality of life networks

It is in the cities where agreements can be established to create networks of companies that cooperate to form clusters. It is in the cities where research centres and educational institutions can be linked to make innovation and technological development possible. It is in the cities where the infrastructure for various services (urban, educational, healthcare-related, communications, etc.) and the availability of human, social and financial capital that make possible the dynamics required by the new knowledge economy should be created. Behind each successful national experience, there is a network of cities that have been the drivers of competitiveness, development and well-being (*Cabrero et al. 2007*).

Urban vulnerability

Economic prosperity, deriving from greater competitiveness and productivity, should lead to a higher average standard of living among citizens but there must be a proper balance from an environmental perspective to guarantee a high level of social cohesion and allow for the generation of better jobs for the population.

The concept of vulnerability

The United Nations Department of Economic and Social Affairs offers the following definition of the concept of vulnerability: 'A statue of high exposure to certain risks and uncertainties, in combination with a reduced ability to protect oneself from the risks and uncertainties and face the negative consequences. It exists on all levels and dimensions of society and is an integral part of the human condition which affects both individuals as well as society as a whole'.

We live in a society of risk [see: Robert Castel, Ulrich Beck, Manuel Castells, among others]. Risk does not necessarily have to be seen as something negative. Economic and cultural globalisation offers great opportunities but it also distributes great dangers. The problem lies in the asymmetric distribution of the opportunities and threats.

The reports on vulnerability in Spain issued by the Spanish Ministry of Public Works indicate two dynamic processes that coincide in time: increased threats and risks affecting people/societies/social groups/states; and the weakening of the mechanisms for facing said risks and threats.

These vulnerability reports distinguish two types of vulnerability:

Social vulnerability

The concept of social vulnerability expresses a complex set of problems, which requires analysis and multi-dimensional actions in order to approach it although with the limitations imposed in a diagnostic phase by the availability of statistical sources on a census scale and considering the need for comparability over time.

Urban vulnerability

Urban vulnerability is presented as a complex concept influenced by socioeconomic as well as socio-demographic, residential and subjective factors.

The detection of vulnerable territories indicates a need for comprehensive actions with a logic that is different from that of standard sector policies.

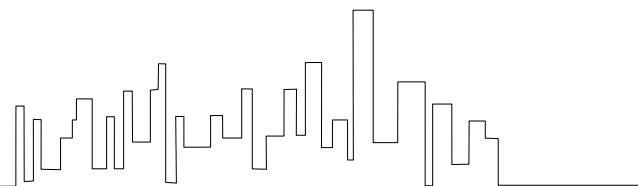
SOME URBAN QUALITY OF LIFE INDICATOR SYSTEMS

Definitions

Indicator

The 21st edition of the Royal Academy of the Spanish Language offers the following definition of indicator: That which indicates or is used to indicate.'

In line with this etymological meaning, the National System of Environmental Indicators (Mexico) states: 'The formal definition of indicator is: 'Relating to indicate. To imply or mean something with indications or signs. Signalling, warning, manifesting, pointing out, showing... [an indicator is] the key information we use to establish something and, frequently, to make a decision.'



For Robert V. Horn: 'Indicators (...) are statistics, statistical series or any form of prognosis that helps us study where we are and where we are going with respect to certain objectives and goals as well as how to evaluate specific programmes and determine their impact.'

According to the United Nations: 'Tools to clarify and more accurately define objectives and impacts (...) are verifiable measures of change or a result(...) designed to rely on a standard against which progress can be evaluated, estimated or demonstrated (...) with respect to goals that have been established, they facilitate the distribution of resources to produce (...) products and attain objectives.'

Social indicators

The United Nations defines social indicators as 'a summarised series relating to the state and trends of living conditions and the availability and performance of social services... social indicators can be defined as statistics that usefully reflect important social conditions and facilitate the process of evaluating those conditions and their evolution... [They are] used to identify the social problems requiring action, to develop priorities and objectives for action and expenditure, and evaluate the effectiveness of policies and programmes.'

On the other hand, the OECD says 'an indicator is a direct and valid measurement that reveals levels and changes over time as regards a fundamental social concern'.

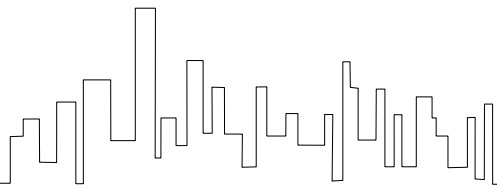
Finally, Wolfgang Zapf: 'All of the data that in some way enlighten us as to the structures and processes, goals and achievements, values and opinions' (Zapf, 1977: 236).

Economic indicators

Economic indicators clearly reflect the behaviour of the main economic, financial and monetary variables that directly affect the productive activities in a region or town, provide information as to the employment and income level and in the end determine the standards of living and resources of households; in other words, the social situation [López María Teresa-Gentile Natacha]

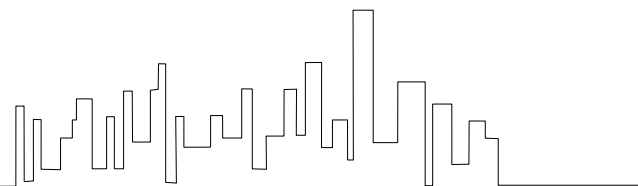
Participatory indicators

The United Nations International Human Rights Council indicates that the way in which data are defined, selected, gathered or analysed determines whether the quantitative or qualitative indicators are participatory or not. An indicator can measure someone's opinion, impression or evaluation. However, just who is this someone? If what is being measured is a group or organisation's process, there are always two opportunities: the change will be measured either by an outside person or by the very participants.



While non-participatory indicators are imposed from the outside (by the coordinators of the programmes implemented by National Human Rights Institutions, for example), participatory indicators are based on the perspectives of the other parties, national institutions and the beneficiaries of their activities and programmes. These indicators are collectively developed through workshops, discussion groups and participatory assessments.

From a democratic perspective, it is important to get the participants involved in evaluating the benefit; the 'owners' of the process also must have a right to evaluate its progress.



One important participatory evaluation tool is a community diagnostic. The fundamental objective of a community diagnostic is to identify in a participatory manner what can be found in a territory, the needs not being met and the priority actions (what we want and can do).

Community involvement in this analysis and reflection with the greatest possible pluralism and diversity is required to achieve this objective because transformational action can only be begun in the territory with a shared definition of the needs and priority actions.

We are talking about a participatory, multi-disciplinary, community method that integrates the different actions, that understands the relationships between the projects, initiatives, institutions and citizens as something that is living, which fosters the creation of networks and structures, and favours interaction among the different intervening systems.

The indicators of the URBAN AUDIT project

The Urban Audit project data collection system provides information on different aspects of urban quality of life in a cross-section of European cities.

Urban Audit currently includes 321 cities in the 27 EU Member States, 26 Turkish cities, 6 Norwegian cities, and 4 Swiss cities in addition to the 5 Croatian cities added in the year 2008.

Purpose of urban statistics

The collection of 'Urban Audit' data provides comparable information and measurements of different aspects of the urban quality of life of European cities.

One of the priority objectives of the renewed Lisbon Strategy and of the strategic directives of the EU on cohesion policy for 2007-13 is improving the attractiveness of regions and cities.

Quality of life is crucial to attract and retain a qualified workforce, businesses, students, tourists and, above all, the residents of a city.

Evaluating the current situation is a pre-requisite for future improvement, development and monitoring. Urban Audit is a response to this evaluation demand.

The data is now being collected every three years, but annual data gathering for a small number of specific variables is being planned.

Urban Audit has defined and calculated more than 300 indicators. These indicators have derived from 336 variables gathered by Eurostat. The 300 Urban Audit indicators cover most of the aspects of quality of life including demographics, housing, healthcare, security, job market, income disparity, local administration, educational level, environment, climate, transport, information society, cultural infrastructure.

The indicators of the quality of life barometer used in Spanish municipalities, by the Ministry of Territorial Policy and Public Administration

Following the methodology used in the design and execution of the Urban Audit, the indicators of the *quality of life barometer used by Spanish municipalities*, published by the Ministry of Territorial Policy and Public Administration in 2010, are grouped into the following sections:

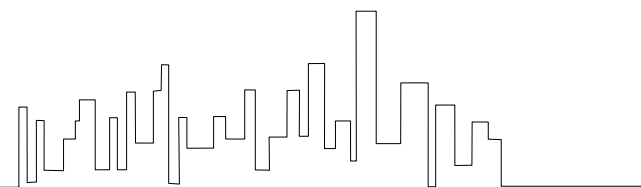
- | | | |
|--------------------------------------|---|--|
| 1. Demographics | 4. Civic participation | 7. Travel and Transport |
| 1.1. Population | 4.1. Citizen Participation | 7.1. Passenger Transport |
| 1.2. Nationality | 4.2. Local Administration | 8. Information Society |
| 1.3. Household Structure | 5. Training and the Provision of Training | 8.1. Computing Users and Infrastructures |
| 2. Social Aspects | 5.1. Education and Training | 8.2. Local Government Computing |
| 2.1. Housing | 5.2. Education Level | 8.3. Telecommunications (ICT) |
| 2.2. Healthcare | 6. Environment | 9. Culture and Leisure |
| 2.3. Security | 6.1. Climate | 9.1. Leisure and Culture |
| 3. Economic Aspects | 6.2. Air Quality and Noise Level | 9.2. Tourism |
| 3.1. Job Market | 6.3. Water | |
| 3.2. Economic Activity | 6.4. Solid Waste Treatment | |
| 3.3. Income, Disparities and Poverty | 6.5. Land Use | |

In order to prepare the study, the *municipal quality of life barometer* took into account data on the most significant indicators or those that showed the most complete data with the number of indicators between 5 and 10 per area.

Vulnerability indicators used in the reports: 'Urban Development Analysis of Vulnerable'

Neighbourhoods in Spain', by the Ministry of Public Works

The Ministry of Public Works has published two general reports: 'Urban Development Analysis of Vulnerable Neighbourhoods in Spain', in 1991 and 2001, using the information contained in the population and housing censuses for those years



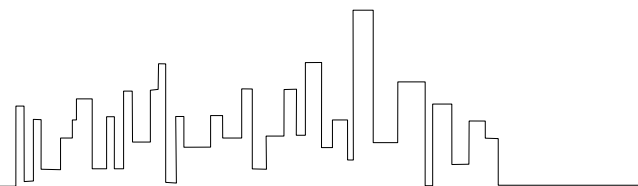
The authors of the report emphasize the difficulties involved in a study of urban vulnerability relating to obtaining information on analysis scales that are smaller than municipality-wide. Given the multi-dimensional nature of the concept of vulnerability, it must be measured through various indicators that express the complexity of combining different dimensions and this leads to a problem of the sources: it is only possible to use the Population and Housing Census to obtain all of the necessary data.



The basic data for determining vulnerable areas come from accessing and later analysing statistical data contained in the 1991 and 2001 Population and Housing Censuses. Through these sources, it is possible to establish an analysis of the evolution of vulnerability in the delimited areas through the census sections.

This complexity in the concept must be forwarded to the instruments used to measure it.

The vulnerability reports start by identifying four basic areas:



- Socio-demographic vulnerability
- Socio-economic vulnerability
- Residential vulnerability
- Subjective vulnerability

The indicators used for the urban vulnerability analysis in the 1991 and 2001 reports are as follows:

Indicators that identify the vulnerable census sections

- The unemployment rate
- The percentage of illiterate or uneducated population
- The percentage of people in houses with no toilet or bath

Indicators that measure the degree of vulnerability

Socio-demographic vulnerability:

- The percentage of single-person households, who are over the age of 64
- The over-aging index
- The foreign child population index
- The foreigner index
- The percentage of single parent households

Socio-economic vulnerability

- The unemployment rate
- The youth unemployment rate
- The percentage of temporary workers
- The percentage of unqualified workers
- The percentage of population with no studies

Residential vulnerability:

- The percentage of homes with a net surface area of less than 31 square metres
- The average surface area of the home per occupant
- The percentage of people residing in homes without a toilet or bath
- The percentage of homes situated in poorly conserved buildings
- The percentage of homes situated in buildings built prior to 1951

Subjective vulnerability:

- Outside noise
- Pollution and bad odours
- Poor communications
- Green areas
- Delinquency

Later on, the Ministry of Public Works published the 2006 Addenda which added the percentage of foreigners registered in the municipality as an additional variable for identifying vulnerable neighbourhoods.

The urban delimiting of vulnerable neighbourhoods by foreigners

The 'Statistically Vulnerable Areas by Foreigners' was detected on a map according to the list of census sections from the phase before considering them as groups of contiguous census sections with a vulnerability index; in this case, due to the number of foreigners above, the reference value with respect to the national average (20%) and with an approximate population of between 3,500 and 15,000 inhabitants.

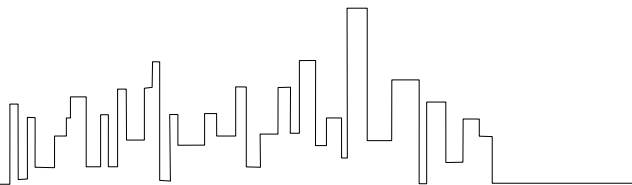
Proposed guiding monitoring indicators offered by the Ministry of Economy and Tax Administration

The Ministry of Economy and Tax Administration established in its '*Guidelines for drafting URBAN INITIATIVE proposals*' that '*... A series of quantified core indicators must be proposed in order to create the basis for monitoring the evolution of the socio-economic situation of the area that reflect the baseline situation so as to reflect a specific and aggregate vision of the global impact of the Programme throughout its lifetime and upon termination.*'

For guidance purposes only, these indicators may be chosen from among the following as long as they are closely related to the proposed strategy and objectives:

List of Urban Initiative monitoring indicators⁸⁵:

- The number of inhabitants in the area /number of inhabitants in the municipality.
- The percentage of the population in the area under 16 years of age/the percentage of the population in the municipality under the age of 16.
- The percentage of the population in the area of the age of 60/the percentage of the population in the municipality over the age of 60.
- The total unemployment rate in the area/the total unemployment rate in the municipality.



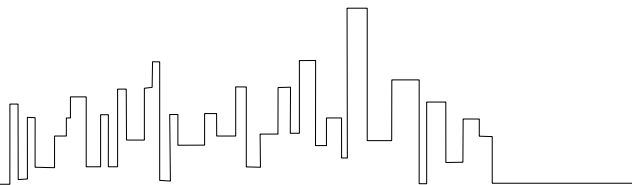
Vulnerable Neighbourhoods in the Region of Murcia. Year 2001

Region of Murcia
Cartagena
Area
Barriada Virgen de la Caridad
Santa Lucía-Los Mateos
Barrio Peral
Urbanización Mediterráneo
Los Dolores
San Cristóbal
Barrios Altos
Molina de Segura
San Miguel-El Carmen
San Antonio-Los Ángeles
Murcia
La Paz-La Fama
Barriomar
Cabezo de Torres
San José
Espíritu Santo

Vulnerable Neighbourhoods by Foreigners. Year 2006

Region of Murcia
Cartagena
Area
San Antón
Santa Lucía-Los Mateos
Barrio Peral
Urbanización Mediterráneo
Los Dolores
Lorca
San Cristóbal
Barrios Altos
Molina de Segura
Sagrado Corazón-El Carmen-El Castillo
Murcia
La Paz
Barriomar
San Andrés
La Estación
Area
Los Rosales

- The total female unemployment rate in the area/the total female unemployment rate in the municipality.
- The number of jobs created (direct and indirect) as a result of the actions proposed/number of jobs in the municipality.
- The proportion of long-term unemployed with respect to the total unemployment in the area/the proportion of long-term unemployed with respect to the total unemployment in the municipality.
- The number of companies created as a result of the actions proposed/the number of businesses in the area.
- The number of activities registered with the Economic Activity Register in the area as a result of the actions proposed/number of activities registered with the Economic Activity Register in the area.
- The number of SMEs assisted with economic incentives or through advising and consulting as a result of the actions proposed/ number of SMEs existing in the area.
- The percentage of immigrants, ethnic minorities and refugees with respect to the inhabitants in the area/ the percentage of immigrants, ethnic minorities and refugees with respect to the inhabitants in the municipality.
- The number of people receiving assistance from the public administrations with respect to the inhabitants in the area/the number of people who have received assistance from the public administrations as a result of the actions proposed.
- The percentage of the population with university studies in the area/the percentage of the population with university studies in the municipality.
- The percentage of school failure in the area/the percentage of school failure in the municipality.
- The number of nursery spots per 1,000 inhabitants in the area/number of nursery spots per 1,000 inhabitants in the municipality.
- The number of participants in training courses, workshops, etc. as a result of the actions proposed.
- The percentage of public green surface area in the area with respect to the total surface area/the percentage of public green surface area in the municipality with respect to the total surface area.
- The length of the public transport network in the area with respect to the number of inhabitants/the length of the public transport network in the municipality with respect to the number of inhabitants.
- The surface area or number of public buildings created/rehabilitated as a result of the actions proposed.
- The surface area or number of sports areas created/rehabilitated.

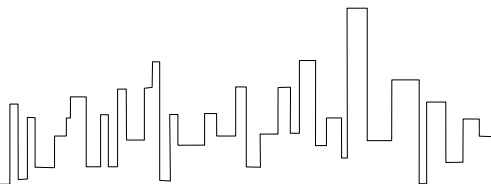


Monitoring indicators outlined in the URBAN Project Report

The *URBAN Project* Report outlines the use of quantitative indicators and dimensions referred to and to be included in the monitoring project:

Dimensions	Indicators	Espíritu Santo		SOURCE	Units
		Value	Municipality of Murcia=100 (%)		
Demographics	Population	3,827	0.92	Census (2006)	People
	Average rate of variation of the population in the last three years in the URBAN Area	0.89	41.18	Census (2004-2006)	(%)
	Total ageing index	93.80	125.74	Census (2006)	(%)
	Female ageing index	124.80	139.91	Census (2006)	(%)
	Average rate of variation in the foreign population in the last three years in the URBAN Area	26.34	137.4	Census (2004-2006)	
	Foreign population out of the total population	7.00	63.40	Census (2006)	(%)
Relational and social	Total dependency rate	55.10	119.00	Census (2006)	(%)
	Rate of social service actions in the population	23.80	896.20	SIUS (2006)	(%)

Dimensions	Indicators	Espíritu Santo		SOURCE	Units
		Value	Municipality of Murcia=100 (%)		
Economic and Labour	Unemployment rate	14.00	202.90	Economy and Employment Observatory of Murcia	(%)
	Youth Unemployment Rate for the 16-24 age group	25.20	157.50	Economy and Employment Observatory of Murcia	(%)
	Female Unemployment Rate	18.20	168.52	Economy and Employment Observatory of Murcia	(%)
	Nº of total jobs created as a result of the proposed actions	Town Council of Murcia	People
	Nº of jobs created in the cultural sector as a result of the proposed actions	Town Council of Murcia	People
	Nº of cultural companies that participated in the business incubator	Town Council of Murcia	Number
	Nº of activities registered with the Economic Activity Register as a result of the proposed actions	Town Council of Murcia	Number
	Nº of jobs created in the cultural sector as a result of the proposed actions	Town Council of Murcia	People



Dimensions	Indicators	Espíritu Santo		SOURCE	Units
		Value	Municipality of Murcia=100 (%)		
Education	Illiterate people with no studies	47.50	155.83	2006 Census	People
	Higher degree rate	3.20	29.09	2006 Census	(%)
	School failure	90.8	271.8	Regional Ministry of Education of the Autonomous Region of Murcia	(%)
	Nº of participants in vocational training	..		Town Council of Murcia	People
	Nº of participants in cultural training	..		Town Council of Murcia	People
	Nº of participants in training actions related to the information society	..		Town Council of Murcia	People
Urban environment	The building surface area created or rehabilitated as a result of the actions proposed	..		Town Council of Murcia	People
	Green space surface area	2.40	53.33	Town Council of Murcia	m2/ person

Conclusions

Based on the information outlined in this article, the data must be collected and analysed in a way that makes it possible to evaluate various types of problems in order to conduct a socio-economic diagnostic of underprivileged neighbourhoods.

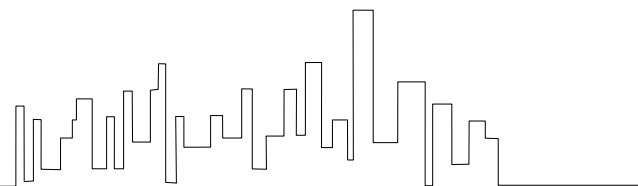
The diagnostic makes it possible to establish existing problems and potential problems in a territory, which is an aspect that may be used as the grounds for preparing initiatives. What is complicated is to know how properly choose the indicators that must be used to gather information on these types of territories.



The key lies in ensuring the basic elements used to draft a socio-economic diagnostic report on aspects that are connected to the historic and physical characteristics, demographic aspects and productive structure. These elements illustrate the most outstanding shortages, provide a clear and fast idea of the needs; all while making it possible to compare the conditions of underprivileged neighbourhoods with other reference territories.

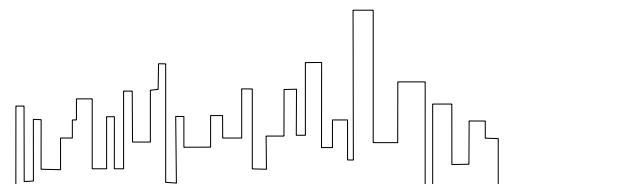
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Klaipeda: Efforts of Klaipeda City to manage the population decline



Lithuania, as many Eastern European countries, faced a serious problem of population decrease over the past two decades. According to UN Population Division data, the highest population loss between 1990 and 2010 was observed in Georgia (-20.3%), Moldova (-18.1%), Latvia (-15.5%), Bulgaria (-15.0%) and Estonia (-14.4%). Lithuania (-10.1%) was also among the 10 countries with the sharpest decrease of the population. The reason of depopulation in Lithuania is typical to many Eastern European countries that joined EU recently: low birth rate, relatively high mortality and high intensity of emigration to Western European countries with higher living standards.

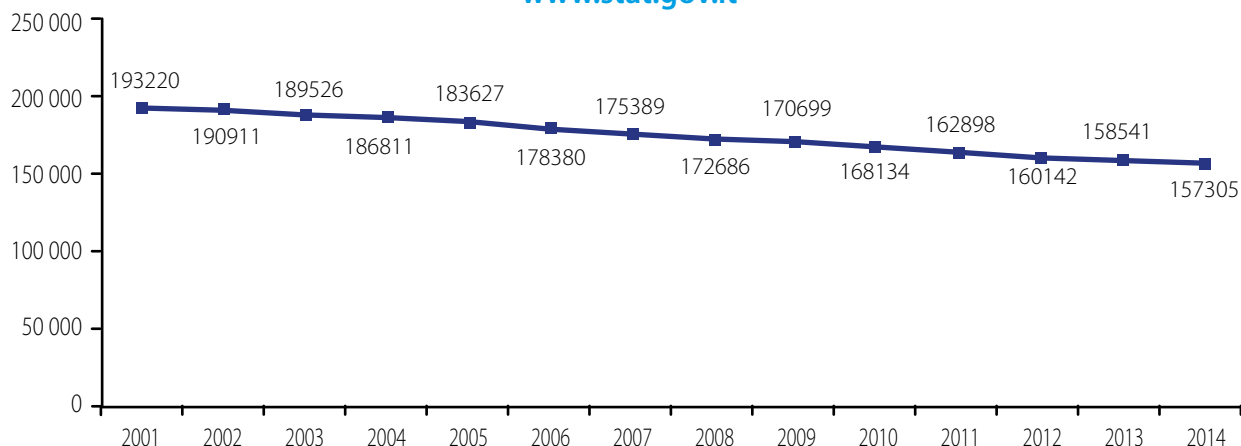
The problem of shrinking population is characteristic not only to the Republic. Regions and municipalities in Lithuania also encounter the loss of inhabitants. Only a few municipalities in Lithuania took pride in population increase in the previous five years: the capital Vilnius (capitals are always attractive to young people because of studying and working opportunities), some resort municipalities and district municipalities around big cities – Vilnius district, Kaunas district and Klaipeda district. Municipalities with decreasing number of inhabitants face a lot of challenges, such as reducing education and culture services which is never easy and evoke a great dissatisfaction of community. Such municipalities keep the same territory, and having less population means collecting less taxes. This leads the authorities to consider how to maintain the same territory with lower budget revenues.

Today Klaipeda City is the third city in Lithuania in terms of size. The city is situated in the western part of the country on the coast of the Baltic sea and is the only seaport of Lithuania. Though Klaipeda is one of the most attractive places to live in Lithuania due to its strong economy, good geographical location and beautiful nature, the City unfortunately is not the exception in this 'loss of inhabitants' situation. The City used to have over 200 thousand inhabitants in 1990, now the population shrunk to 158 thousand in 2014. To tell the truth, before World War II, Klaipeda was not a very big city: according to statistical data the number of inhabitants was 47 thousand in 1938. During soviet times, Klaipeda City was transformed to the foremost ice-free port in the Eastern Baltic and into the largest piscatorial-marine base in the European USSR. Shipyards, dockyards, trade and fishing port were constructed. Subsequently, by the end of 1959, the population of the city doubled its pre-war

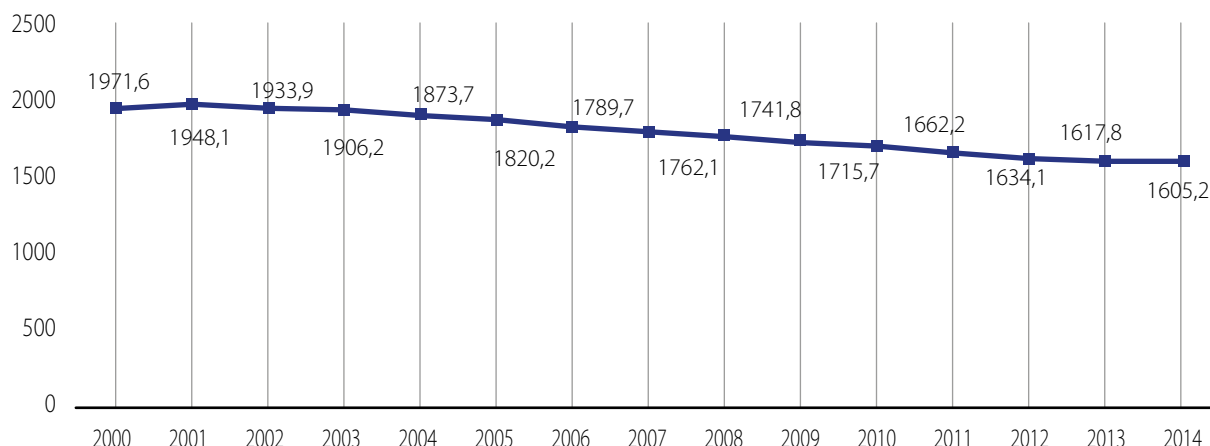
population, and by 1989 there were 203,000 inhabitants. In the aftermath of World War II, almost all the new residents came to Klaipeda from Lithuania, Russia, Belarus and Ukraine. Initially the Russian speakers dominated in the city, but after the death of Stalin, more people came to the city from the rest of Lithuania than from other Soviet republics; Lithuanians then became its major ethnic group.

The process of depopulation in Klaipeda began right after the collapse of the USSR. Part of Russian-speaking population that could not stand the changing environment moved back to Russia and other former soviet republics. Economic migration started in 1990's and the number of emigrants increased particularly after 2004 when Lithuania joined the EU. The problem of low birth rate has emerged due to uncertainty of unstable economics, emigration of young families and changing attitudes to modern family life. Another problem occurred in the first decade of the year 2000 together with rapid growth of economics: the suburbanization process around Klaipeda City called 'the urban sprawl'. Rather than living in inner city people with higher than average income, preferred moving into suburban private houses. In such a way, over the last decade Klaipeda City lost about 15 thousand inhabitants, and this was a very big impact. Those 'lost inhabitants' moved into suburbs of Klaipeda, mostly outside the City municipal borders to the territory of the surrounding Klaipeda District

Population decrease in Klaipeda City Municipality 2011-2014. Statistics Lithuania, www.stat.gov.lt



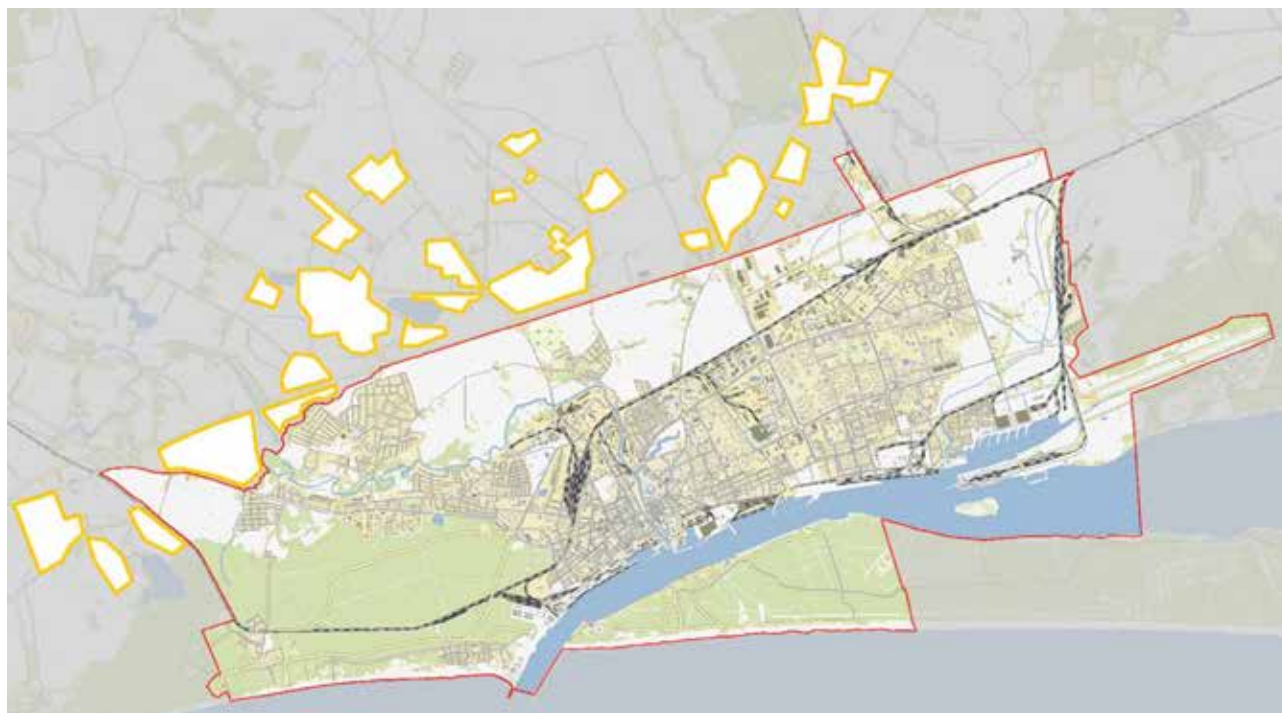
**Density of inhabitants in Klaipeda City Municipality 2001-2014, Statistics Lithuania,
www.stat.gov.lt**



Municipality. The loss of inhabitants is shown in chart, formation of new suburbs near the limits of Klaipeda is shown on the map:

Such uncontrolled situation of urban sprawl became a serious problem. According to statistical data, the density of the population in 2001 used to be 1,971.6 people/sq. km and now, in 2014, it is 1,605.2 people/sq. km (chart).

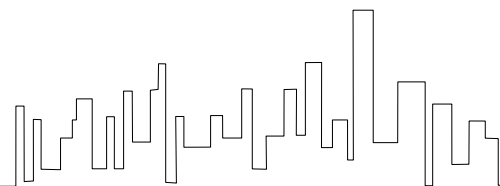
The majority of suburban inhabitants still work in Klaipeda City and prefer to use social infrastructure of the City (schools, social and healthcare centres). The newly developed territories have no or very little social infrastructure, and families have to drive many kilometres to bring their children to kinder gardens, schools, healthcare institutions. Providing public services (schools, culture, water supply, waste management, public transportation) in sparsely populated areas cost much more in comparison with services provided in densely populated areas. People who live in the suburbs suffer 'car dependency' problem. Most activities, such as shopping and commuting, require driving a car. Suburban families often have two or more cars, so Klaipeda City started to face serious car traffic and parking problems. Medieval style streets of the Old Town were not able to cope with the flows of cars of suburban residents coming to



work anymore. Developing public transportation in the new suburbs is problematic – both municipalities (Klaipėda City and Klaipėda District) have to subsidize costs to bus companies, because residential areas are scattered and bus companies incur financial loss. The habits of walking and cycling are also difficult, because the distances are rather long and a lot of suburban roads leading into the City still have no sidewalks or bicycle lanes.

The threat persists that such a sprawl can lead to urban decay and a concentration of lower income residents in the inner city. The families moving to the suburbs usually have higher incomes, because building and running a private house costs more than living in an apartment in the city.

As can be seen from the above-mentioned facts, Klaipėda was and still is facing serious problems connected to loss of population and the 'urban sprawl'. So what is already done to improve the situation and what are the plans for the future?

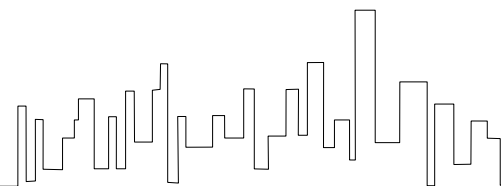


First of all, the City Municipality began to deal with transport problems. With the purpose to reduce the use of private cars in 2009 the City Council set a fee for car parking in the Old Town and the center of Klaipeda. In the first couple of years, the public found it hard to get used to the new rules of paid parking and it provoked lots of discussions in the local media and companies from the community. However, now everybody got used and just follow the rules. Large investments were made to develop bike lanes and other cycling infrastructure. Klaipeda has 81 kilometer length of bicycle routes now, the use of bicycles is increasing day by day and the City got an award from Lithuanian Transport Ministry as 'The Bicycle City' in 2014. Klaipeda City Municipality also signed an agreement with the neighboring Klaipeda District Municipality to subsidize public transportation routes crossing the areas in both municipalities and 6 new routes from suburban residential areas to the City, which became valid at the beginning of September 2011. Klaipeda City Municipality also started to build 'Park and Ride' parking lots near the boundaries of the City, the first parking lot will be opened by the end of 2014, and people living in suburban



residential areas will be able to leave their private cars and continue travelling to the city by public transport or a bike.

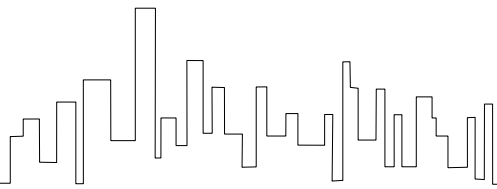
Another direction the Municipality began to work was regeneration of Klaipėda Old Town and the central part of the City with the purpose to increase attractiveness of the City. Large investments were made to restore the Old Town during the past decade: the streets, bridges and public buildings were renovated, but still the Old Town did not look very vital and the 'urban sprawl' just intensified. Understanding has come that if you want



the city to be attractive for inhabitants and tourists, it is not enough to invest into solitary physical infrastructure. It became obvious that a complex strategic approach to develop certain areas and the whole city is indispensable. The necessity to create viable social and cultural life (not only the buildings!), to develop attractive conditions for inhabitants and small businesses, and, what is most important, to lead an open discussion with the community and stakeholders regarding regeneration of the City have been recognized. The community will be the users of all public infrastructure and the services created, so it is very important to know their needs at the beginning of any planning process.

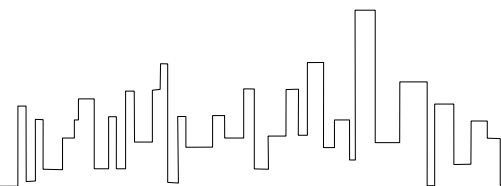
During preparation of a long-term Klaipeda City Development Plan papers in 2012, an initiative was raised to create a program of development and regeneration of City's central area. There were long discussions about how to define the area's boundaries. A decision was made as a target area to pick up a territory bounded by Taikos avenue, Galinio Pylimo street, Aukstosios street, Turgaus street, Tiltu street, Danes street, Mokyklos street, Silutes road, Kauno street. The area is approximately 247 ha large, the boundaries of the area is shown in the 4th picture. Why has this area been chosen?

The area includes part of the Old Town, recreational areas along the Dane river, some parks and a shabby residential area located to the south from the city center. Approximately 25 thousand people live there (15.7 percent of the City's population), the density is rather high in comparison with other residential areas (10.7 thousand people per sq. km). 29.3 percent of the population in the area is over 60 years old, 60 percent of population has low income. The infrastructure of the area is really outworn and does not meet the standards of a modern city of the 21st century. Most people live in the blocks of flats that were built in the soviet era (1960-1970) and have ugly appearance, are energy inefficient, bills for the heating during winter time are the highest in the city. The main purpose of the development program of the above-mentioned area is to make this part of the town more attractive to live and work in (hoping that people will choose comfortable life in the inner city rather than suburban life). The tasks of the program include the improvement of transportation system (seeking to reduce traffic jams, air pollution and noise), creation of attractive public spaces; renovation of public buildings and initiating renovation of the block of flats; promotion of small businesses; fosterage of more active style of life (developing sports infrastructure and activities), stimulation of rich social life, volunteer work, stronger communities. The program will be partly financed by EU funds, municipal budget and other sources. Major infrastructural projects that are going to be developed in the target area are: building a new bridge over the Dane river; reconstruction of buildings of municipal football school (in a really poor condition now) to the multifunction sports center, building a new multifunctional swimming pool meeting FINA standards; regeneration of Atgimimo and Vaidilos squares, parks and embankments of the Dane river to attractive public spaces;



historical restoration of the old urban structure of the Old Market area by restoring the network of streets and adapting the public space.

The program will be approved and the implementation will start in 2015, and it is expected to be completed in 2022. However, a lot of preparation activities were already going on in 2013 and continue in 2014. The Municipality carries out some feasibility studies on the reconstruction of municipal football school buildings, the regeneration of Atgimimo and Vaidilos squares and other public spaces, renovation of residential areas.



Technical project of the new swimming pool is expected to be prepared by the end of 2014. It is very important to mention that the Municipality endeavors to involve community and stakeholders in the preparation of these documents. With the purpose to hear the needs and opinion of the public, a lot of surveys have been carried out, workshops and presentations organized over the past years. One of good examples is developing a vision of Klaipeda Old Market place in future. During Inova Camp Event (September, 2013) a workshop was organized and people had an opportunity to participate in creation of virtual scenarios of this important public space in the heart of the City by expressing their opinion how the surroundings of the old market place and the market itself should look like.

What are the expected outcomes of the program? The most important outcome is to reduce depopulation of inner city of Klaipeda. Perhaps it is hopeless to believe that many people would return from their suburban households, but the authorities of the Municipality anticipate that creation of better living standards will keep people to stay and even will attract new inhabitants people to come and live in Klaipeda. Other expected outcomes are increasing number of small businesses and jobs, better health indicators and, of course, a growing number of people who are satisfied with living in the City of Klaipeda.



Florence: A set of indicators for the strategic planning of local authorities

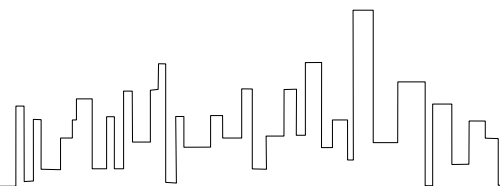


Abstract

The purpose of this article is to publish a basket of different types of indicators (key performance indicators and key result indicators) related to the strategic objectives of common interest of local authorities.

Keywords: strategic planning and monitoring, strategic objectives, performance measurement, key performance indicator (KPI)





Introduction

Strategic planning, performance measurement and strategic monitoring systems are critical aspects and deserve particular attention being instruments which, if well designed and implemented, can ensure the domain of the government and therefore the success of policies of the organization. It is a matter for local authorities, large and small, who force themselves to create quickly their own corporate culture – a good use of resources, as well as administrative efficiency and perspective of outcome⁸⁶. In this process of evaluation and measurement of the strategic elements, the definition of indicators plays a key role. The indicators that we will choose will affect the decisions of management, in the redefinition of government policies and municipality governance⁸⁷.

The Municipality of Florence, within its program of redefinition of a model of strategic planning and monitoring, has worked through surveys and researches to study the state of the art and best practices of local public bodies, with particular reference to Italian national territory. From this work emerged largely common strategic objectives to many local authorities and we were able therefore to define methodological lines that led to the definition of a set of indicators for the strategic planning of local authorities.

The aim of this article is to publish these indicators to allow the consultation (in the section 'Results'), after a brief explanation (in the section 'Method') of the methods that led to these results.

Method

The first step in defining the indicators was to establish a set of strategic objectives on which measures are reported⁸⁸. The set of objectives expressed in this publication was the result of a research on the common strategic objectives on a sample of local authorities in Italy in recent years. In defining the objectives we were interested whether they were:

- clear, easy to understand from the outside,
- specific, compared to an expected result,
- realistic in relation to available resources,
- limited in time.

Once you find a solid set of strategic goals, it is necessary to build a monitoring system that is able to measure the relative share of government with the indicators. For this purpose it is necessary to decline the strategic objectives in one or more actions that, in a sense, can be compared to those that are known in the literature as critical success factors (CSFs), i.e. destinations absolutely necessary to achieve the goal that has been set. For each action, a set of specific indicators is identified, through which it is possible to monitor the result and, consequently, the fulfillment of the strategic goal. An indicator is a mathematical formula (a relationship,

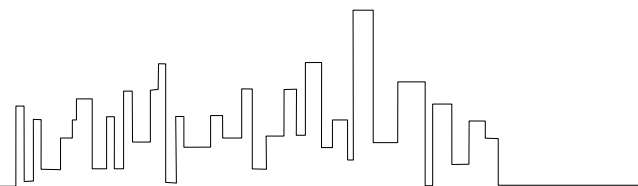
Data indicator card

	INDICATOR N° ...
Name	Indicator
Description	In order to avoid ambiguity in the interpretation, how can you describe the indicator in the more detailed way?
Type	Results? Outcome? Performance?
Formula	Expression to calculate the indicator
Unit of measurement	Unit of measurement
Target	value of the target to be achieved
Link with other indicators	What are the links between this indicator and the others?
Programme/Obiettivo di riferimento	Which program or objective does this indicator refer to?
Data source	Which source are data collected from?
Detection frequency	How frequently is the indicator detected?

a percentage increase, etc.) that shows a value at which it is possible to integrate information relating to a specific activity, process or phenomenon. These indicators are powered by data from different sources and should be periodically monitored in order to provide an updated picture of the situation.

In the strategic planning and management control there are different types of indicators⁸⁹. In the article we will use three types according to the following definitions:

- Result indicators measure the result of the product in terms of quantity allowing to assess whether you are going in the right direction or not, with respect to what has been fixed, but do not give guidance on what you need to do to improve results. The choice of key performance indicators (KRI) reflects the political strategies, i.e. what political bodies intend to achieve.



- Performance indicators measure the way how result have been achieved in terms of efficiency, productivity and quality. A performance indicator (PI) will be the 'key' in relation to the results related to the strategic goal you want to achieve. The key performance indicators (KPI) are therefore useful in identifying corrective actions to achieve the goal.
- Outcome indicators have the peculiarity to measure the impact of the actions in long run, especially on stakeholders. They are useful to understand if indeed we were able to meet the expressed needs.

In order to assess the achievement of the objective, it is necessary to establish a target value an indicator aims for, which identifies the result to be achieved in a given period. To establish a target is important not only in terms of control, but also to encourage a perspective of improvement.

Each key indicator can be associated with a data sheet, as the one in table below, as a supporting and controlling tool in order to characterize properly contextualized indicators in the proposed model.

Results

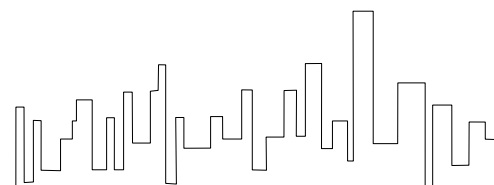
Based on the analysis of policy documents of some entities in Italy, and enhancing the methodological aspects developed by the City of Florence, we proceeded to the identification of a number of strategic objectives shared by the organizations. Our research has taken into account the strategic objectives in different municipalities on the basis of published documents, and has highlighted the recurring themes. The next step was to abstract the specific context of each entity in order to define common areas of strategic action. In this way it was possible to identify a set of strategic objectives related to different situations, related to three main areas: social, economic and territorial.

Each goal can be declined in several actions and each action has an associated set of indicators. Even the discovery phase of the indicators was supported by an in-depth research, using a variety of sources, from online programmatic documents of the bodies, publications of ANCI (National Association of Italian Municipalities), investigations published by specialized or scientific magazines, with the aim to generalize our product, regardless of the reality of Florence.

Based on the conducted research, what required greater effort was the identification of a limited number of 'key' indicators that actually are significant for the evaluation of strategic objectives.

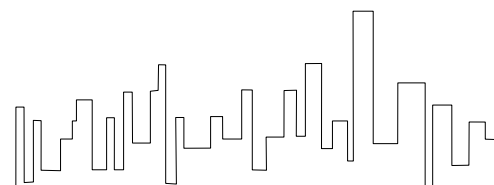
We also thought on informative value of these indicators, classifying them into three types described in the preceding paragraphs. The complete work is given below.

SOCIAL AREA		
STRATEGIC OBJECTIVE	Enhance the education service	
ACTION 1	Breaking down the waiting lists in the early childhood services	
INDICATORS		
Type	Name	Formula
KRI	Applications	Number of presented applications/number of accepted applications
	Voucher applications	Number of presented applications/number of accepted applications
KPI	Increase of places compared to year X	$(\text{number of current places} - \text{number of places in year } x) / \text{number of places in year } x$
	Number of children per educator	Number of enrolled children/number of educators
	Annual cost of the service per capita	Annual cost service per child/number of attending children
OUTCOME	Availability of places per resident (0-3 years)	Number of available places/number of residents (0-3 years)
ACTION 2	Renovation of school buildings	
INDICATORS		
Type	Name	Formula
KRI	Process of the renovation tasks during the year	Number of carried out renovation tasks/number of priority renovation tasks
	Progress of the new structures realisation per year	Number of realized new structures/number of new provided structures



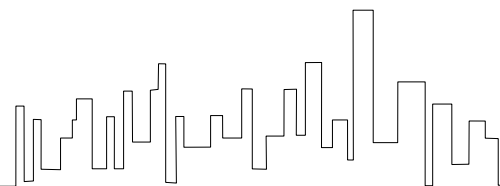
KPI	Compared schedule	actual work progress/completion status provided
	Percentage of financial resources for school buildings construction	capital resources + ordinary maintenance costs for school construction/total of resources in capital ordinary maintenance + total of ordinary maintenance * 100
OUTCOME	Capacity of schools	Number of classrooms
	Degree of saturation	Average number of pupils per classroom
	Quality of offer	Surface in square meters dedicated to 'extra-educational' activities (eg, gym, laboratories, library ...)/total surface in square meters of the building
	Percentage of incidents at school due to constructional defect	Number of incidents due to constructional defect/total incidents at school *100
STRATEGIC OBJECTIVE	Improving the current level of quality of social services	
ACTION 1	Services for the elderly	
INDICATORS		
Type	Name	Formula
KRI	Service coverage by type of service offered	Number of requests granted/Number of requests * 100 (classified by type of service)
	Density of residential structures for elderly	Number of residential facilities of the municipality or operating within the municipality/municipal area
	Density of day care centres for elderly	Number of day care centres of the municipality or operating within the municipality/municipal area
KPI	Monthly hours per person per service	Number of hours assistance provided/Number of elderly care recipients (by type of service)

		Average expenditure per elderly	Total annual expenditure of the Municipality for the elderly/ total elderly care recipients
		Average number of elderly per operator	Number of assisted elderly per operator/Number of total services operators (type of service)
		% of care recipients sharing	Total expenditure paid by care recipients/total cost of services *100
		Size of residential facilities offer	Number of available places/ resident population above 70 years
		Size of offer day care centres for elderly	Number of available places/ resident population above 70 years
	OUTCOME	% of elderly care recipients	Number of elderly care recipients/Number of elderly residents *100 (by type of service)
		% of care recipients satisfied by the service	Number of care recipients satisfied by the service/Number of care recipients interviewed *100
	ACTION 3	Facilities for disabled people	
	INDICATORS		
	Type	Name	Formula
	KRI	% of people with disability taking a job	People with disability taking a job/number of disabled people
		% of disabled care recipients (by type of facility)	Number of care recipients of home care service/Number of total disabled residents * 100 (classified by type of service)
		% disabled care recipients of day care centres	Number of total disabled care recipients of day care centres/ Number of total disabled residents*100
	KPI	Weekly hours per person per service	Number of weekly hours per service/ number of disabled users
		Average number of disabled people per operator	Number of disabled care recipients/number of operators (by type of service)



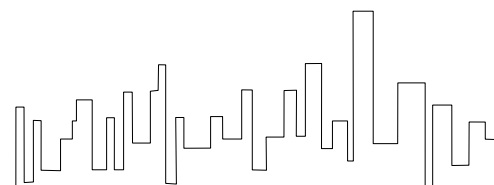
		Average expenditure per disabled people (by type of service)	Total annual city expenditure for disabled people/ Total disabled users (by type of service)
		% of care recipients sharing	Total expenditure for disabled care recipients /total cost of the services for disabled care recipients *100
		Reliability of the service	Number of complaints/Number of disabled people
	OUTCOME	% of financial resources designed for the services for the disabled people	Resources for disabled people services/Total social expenditure *100
		Perceived quality of the service	Number of families satisfied with the service/Number of families interviewed *100
	ACTION 3	Services for the immigrants	
	INDICATORS		
	Type	Name	Formula
	KRI	Access to the offer (by type of service offered)	Number of immigrants recipients/Number of immigrants (by type of service offered)
		Help desk density	Number of help desk for immigrants/city surface
		Potential accessibility	Number of opening hours of help desk for immigrants per year/Number of help desk for immigrants*365)
	KPI	Users per operator	Number of immigrants recipients of the service/Number of operators
		Expenditure of the service per capita	Total annual expenditure of the service (by type of service)/ Number of registered recipients during the year
		Size of the activity of front office	Number of operators dedicated to front office activity/Total of resident immigrants
	OUTCOME	% of employment	Number of employed immigrants/Number of total resident immigrants*100

		% of immigrants enrolled in primary and secondary schools	Number of immigrants enrolled in primary and secondary schools/Number of total resident immigrants in schooling age *100
	ACTION 4	Services for the youth	
	INDICATORS		
	Type	Name	Formula
	KRI	% of young recipients (by type of service offered)	Number of youth recipients (by type of service offered)/ Number of youth residents *100
		Potential accessibility	Number of hours when the service is available during the year
		On-line services for the young people	Number of on-line services for youth
	KPI	Expenditure of the service per recipients	Total expenditure/Number of recipients
		% of youth people aware of this service	Number of youth aware of this service/Number of youth
		Service density	Number of youth-centre/City area
		Size of the supply	Number of youth-centres/Total of 14-18 years-old population
	OUTCOME	% of youth employment	Number of youth employed/ Number of total youth residents
		Average annual access to the on-line services for youth	Number of annual access to the on-line services for the youth/Number of youth
		Satisfaction degree of the service	Number of satisfied young people/Number of youth interviewed * 100

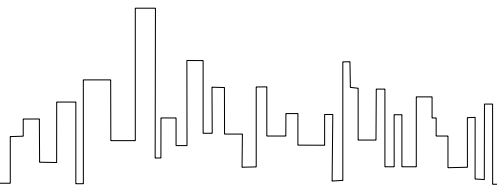


STRATEGIC OBJECTIVE	Realizing and sustaining of housing access for the weakest city segment	
ACTION 1	Construction and recovery properties for use in social housing	
INDICATORS		
Type	Name	Formula
KRI	% of new dwellings completed during the year	Number of new dwellings completed during the year/ Number of dwellings * 100
	% of recovered social housing	Number of recovered dwellings for social dwellings/ N° of social dwellings* 100
	Demand of the social housing	Number of social dwellings/Number of families meet the requirements
KPI	Expenditure per beneficiaries	Total social housing expenditure/Number of dwellings beneficiaries
	New dwellings construction progress	Number of new dwellings completed/Total estimated number of social dwellings
	Recover degree	Number of recovered dwellings/Number of dwellings for which the recovery is expected
	% of assigned dwellings	Number of assigned dwellings/Total social dwellings
	Average monthly rent	Total monthly rents/N° of dwellings
OUTCOME	Perceived quality of the service	Number of recipients satisfied with the service/Number of recipients interviewed *100
	Inefficiency level	Number of written complaints/number of households
ACTION 2	Strengthening facilitation system concerning the rental or purchasing house	
INDICATORS		
Type	Name	Formula

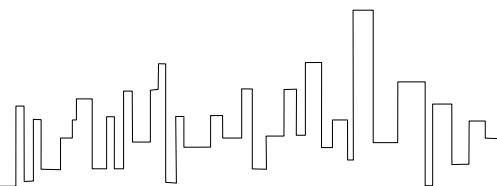
	KRI	Financial resources allocated to grants	Total financial resources allocated to grants
		% of families who benefit from the contribution	Number of families who benefit from the contribution/ Number of resident families * 100
	KPI	average contribution	Total contributions/number of families who benefit from contribution
		Coverage of facilitations	number of beneficiaries facilities/total eligible applicants for asylum
	OUTCOME		
	STRATEGIC OBJECTIVE	Develop and qualify the offer of sports facilities	
	ACTION 1	Develop and qualify the offer of sports facilities	
	INDICATORS		
	Type	Name	Formula
	KRI	Sport facilities per 1000 residents	Number of municipal sport facilities/ Number of residents *1000
		Density of sport facilities	Number of sport facilities/ area of the city
		Index redevelopment	Number of redevelopment (maintenance, security)/ Number of total sport facilities
	KPI	% of expenditure on sport facilities	Expenditure on sport facilities/total expenditure
		Accessibility to disabled people	Number of sport facilities accessible to disabled people/total municipal sport facilities
		Width sports offer	Number of disciplines practiced in the complex of sports facilities
	OUTCOME	Index of utilization	Number of users/number of residents



	Frequencies of utilization	Number of users per year/365
STRATEGIC OBJECTIVE	Enhancing the cultural offer of the city	
ACTION1 1	enhance the museums offer	
INDICATORS		
Type	Name	Formula
KRI	Daily average opening hours of museums	Number of opening hours per year /365
	% of special openings of museums	Number of evening opening hours and special opening days/total number of opening hours*100
KPI	Average expenditure for the service	current expenditure/number of total visitors to museums
	% visitors during special openings	Number of visitors during special openings per year/Number of total visitors * 100
	Average cultural dynamism	Number of temporary exhibitions organized per year/ Number of museums
OUTCOME	Perceived quality of service	Number of users satisfied with the service/total number of users surveyed *100
	Average daily visitors	Total number of visitors/total number of opening days
	Profit from museums	Total income – total expenses
	incidence of income in the municipal balance	Total museum income/total income of Municipality * 100
ACTION 2	Enhance public libraries	
INDICATORS		
Type	Name	Formula

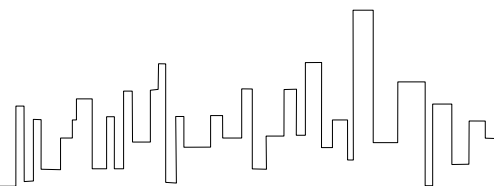


KRI	Number of average opening hours of municipal libraries per day	Number of average opening hours of municipal libraries per year/365
	Evening and festive openings	Number of evening and festive opening hours per year
	Average library equipment	Total number of books/number of municipal libraries
	Multimedia contents equipment	Total multimedia contents/number of municipal libraries
KPI	Cultural initiatives	Number of total cultural initiatives promoted/number of cultural initiatives organized by the Municipality
	Ratio operator/user	Number of average users per day/number of average operator per day
	% of purchase of new books	Total number of new books purchased in the municipal libraries per year/number of municipal libraries
OUTCOME	Size of the librarian loan	Number of loans per year
	New registrations	Number of new registrations per year
	% of registrations	Number of registrations per year/number of libraries
	Cultural dynamism	Number of loans/total number of members
	Perceived quality of service	Number of users satisfied with the service/total number of users surveyed * 100
ACTION 3	Promotion of cultural events	
INDICATORS		
Type	Name	Formula
KRI	Average number of events per day	Number of events per year/365



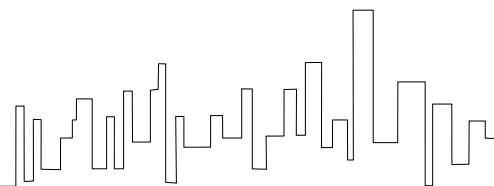
		Average number of events per resident	Number of events per year/number of residents
KPI		Degree of involvement of institutions	Number of involved institutions
		Density diffusion	Number of event locations/area of the city
		% of free events	Number of free events/total number of events
		Annual expenditure incurred by the Municipality for events	Total expenditure for events incurred by the municipality (€)
		% of supported events	Number of events supported by the Municipality/ number of scheduled events
OUTCOME		Degree of response	Total number of participants/ number of events
STRATEGIC OBJECTIVES	Enhancing Urban Safety		
ACTION 1	Increase the presence of the Municipal Police		
INDICATORS			
Type	Name	Formula	
KRI	Density of Municipal Police	Number of municipal police employees/Number of residents	
	Density of video surveillance	Number of cameras/area of the city	
	Garrisons of Urban Security and Public Safety	Number of hours of services arranged independently or in coordination with other police forces	
	Presence on the streets	Total number of hours of road assistance	
KPI	Average cost of the service	Current expenditure and personnel expenditure/service hours	
	Means per unit area	Number of means/area of the city	

		Timeliness of response to intervention	Average time for interventions
	OUTCOME	Theft index per 1.000 residents	Number of thefts/Number of residents *1000
		Pickpocket index per 1.000 residents	Number of pickpockets/Number of residents *1000
		Violence index per 1000 residents	Number of acts of violence/Number of residents *1000
		Annual Warnings sent by residents	Number of warnings sent by residents concerning the urban security problems during the year for each fixed area
ECONOMIC AREA			
	STRATEGIC OBJECTIVE	Enhancing the economic development	
	ACTION 1	Improving and promoting the tourism of the City	
	INDICATORS		
	Type	Name	Formula
	KRI	Touristic flow	Number of tourists during the year
	KPI	Accommodation capacity rate	Number of beds/Number of residents
		Restaurant density in the old town centre	Number of restaurants in the old town centre/old town centre area
		Territorial tourism index	Number of tourists/Resident population
		Touristic density	Number of tourists/Area of the Municipality
		Accommodation capacity density	Number of beds/Area of the Municipality
	OUTCOME	Touristic average stay	Total number of days of tourist stay during the year/Number of tourists



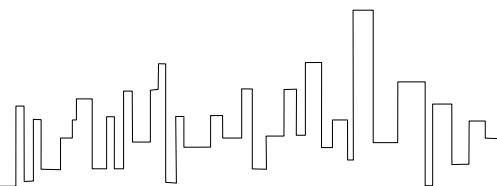
	% of foreigners in the presence lists considering the totality of the accommodation	Presence of foreigners/Totality of presences in the accommodation *100
	Territorial exploitation index	(Arrivals + Residents)/Area of the Municipality
ACTION 2	Promoting the productive entities	
INDICATORS		
Type	Name	Formula
KRI	Industry	Number of industrial entities in the city territory
	Service industry	Number of commercial, professional entities, hotels and public entities within the city limits
	Agriculture	Number of agricultural entities within the city limits
	% of small and medium enterprises	Number of SME/Total number of enterprises *100
	Average dimension medium enterprise	Average number of employees per enterprise = total number of industrial employees/Total number of enterprises within the city limits
KPI	Enterprises birth rate	Number of enterprises born during the year/Number of existing enterprises
	Enterprises death rate	Number of enterprises ceased during the year/Number of existing enterprises
	% of funds to sustain enterprises	Funds designed for enterprises in euro/Total funds*100
OUTCOME	Employment rate	Number of employed/number of residents
STRATEGIC OBJECTIVE	Rationalising the use of resources	
ACTION 1	Expenses reduction: rental and utility expenses	

INDICATORS		
Type	Name	Formula
KRI	% of expenses reduction due to rental expenses compared to the precedent year	$\frac{(\text{rental expenses in year } x - \text{rental expenses in year } x-1)}{(\text{rental expenses in year } x-1)} \times 100$
	% of expenses reduction due to utility expenses compared to the precedent year	$\frac{(\text{utility expenses in year } x - \text{utility expenses in year } x-1)}{(\text{utility expenses in year } x-1)} \times 100$
KPI	% of Municipal buildings re-addressed to the Authority	Number of municipal buildings re-assigned to the Administration/Number of municipal buildings to be re-assigned to the Administration* 100
	% of buildings acquired by the Municipality	Number of acquired buildings/Number of estimated buildings* 100
OUTCOME		
ACTION 2	Countering tax evasion	
INDICATORS		
Type	Name	Formula
KRI	% of income from the fight against tax evasion	Annual amounts of financial resources recovered from the tax evasion cases/annual taxation income *100
	Ascertained cases of tax evasion	Number of tax evasion cases/Total number of tax evasion verifications
KPI	Verifications/reports	Number of verifications/Number of reports
	Fight against tax evasion	Number of hours/person dedicated to countering tax evasion
	Verifications per operator	Number of verifications/Staff devoted to the verifications



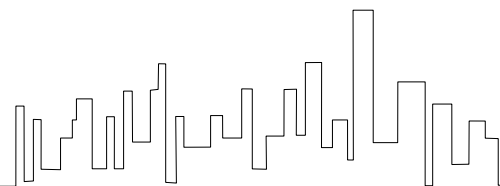
OUTCOME		
STRATEGIC OBJECTIVE	Promoting the Smart City	
ACTION 1	Promoting the Smart Public Administration (on-line services)	
INDICATORS		
Type	Name	Formula
KRI	On-line services	Number of on-line city services
	% of on-line documents	Number of on-line documents/Number of adopted documents
KPI	Inefficiency in on-line service	Number of observed disruption/Number of on-line services
	Inefficiency rate	Number of observed disruption/Total number of access during the year
OUTCOME	% of on-line service users	Annual number of on-line users/number of residents *100
	Average number of access per resident	Annual number of access to the on-line services/ number of residents
	Qualitative level of the the service	Number of of satisfied users/number of interviewed users *100
ACTION 2	Increasing the Wi-fi coverage	
INDICATORS		
Type	Name	Formula
KRI	Wi-fi coverage	Municipal area covered by Wi-fi/Area of the Municipality
KPI	% of realized interventions	Number of Wi-fi areas activated in the period considered/ Number of expected interventions in the period considered
	Coverage continuity	Average distance between wi-fi points

		Inefficiency rate	Number of observed disruptions/Total number of access during the year
	OUTCOME	Wi-fi consumption per covered area of the Municipality	Number of users using public wi-fi/Total area with wi-fi coverage
		Daily average access	Annual number of access/365
	ACTION 3	Promoting the dematerialization and conservation of documents	
	INDICATORS		
	Type	Name	Formula
	KRI	% of computerized archives	Number of computerized archives/Total number of archives *100
		Dematerialized documents	Number of dematerialized documents/number of adopted documents *100
		Certified e-mail	Number of standard documents sent by certified e-mail/ Total number of sent documents
	KPI	Dematerialization expenses	Expenses to realize the digitalization of the services/annual number of dematerialized documents
		Average training hours	Number of training hours/number of employees concerned
		Training expenses	Training expenses/Number of employees concerned
	OUTCOME	Reduction in paper consumption	(Paper consumption in year x – paper consumption in year x-1)/Paper consumption in year x-1
		Postal charges reduction compared to the historical trend	(Postal charges in year x – Average postal charges in the last 5 years)/Average postal charges in the last 5 years
	STRATEGIC OBJECTIV	Renovating the municipal apparatus	
	ACTION 1	Promoting citizen participation	



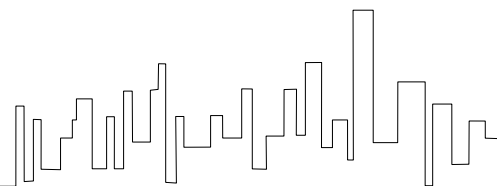
INDICATORS		
Type	Name	Formula
KRI	Events devoted to the residents participation	Annual number of events devoted to the residents participation
	Tools devoted to activated participation (e-mail, online signal, blog...)	Number of tools devoted to activated participation
	Communications	Number of customized communications sent to the citizenship
KPI	Average expenses for event organisations	Annual expenses for event organisation/number of events
	Average advertising expenses related to the events	Annual advertising expenses related to the events/number of events
	Average time devoted to the event organisation	Number of hours devoted to the event organisation/Number of events
	Interval between events	365/ Annual number of events
OUTCOME	Average participation	Average number of participants of events related to civic participation sponsored by the Administration/number of events
	Signals/Comments received (online, email, blog..)	Number of received messages
	Satisfaction index	Number of satisfied residents/number of residents participating in the events
ACTION 2	Transparency and efficiency in the municipal apparatus	
INDICATORS		
Type	Name	Formula

KRI	% of public works construction on schedule	Number of phases of public works completed on time/ Number of stages envisaged in the year
	External visibility	Number of documents available on-line/number of documents to be published *100
KPI	Territorial dispersion	Number of help desks and access points/area of the Municipality
	Average expenses per office	Total expenses planned for municipal offices/number of municipal offices
OUTCOME	Service level	Number of interviewed residents satisfied with the transparency and efficiency of the municipal apparatus/ number of residents interviewed *100
ACTION 3	Developing and rationalising human resources	
INDICATORS		
Type	Name	Formula
KRI	Average office staff	Number of municipal employees/Number of offices
	Educational level	Number of graduate employees/total number of employees
	Staff responsabilization level	Number of officials and directors/Total number of staff
KPI	Human resources dynamism	(employees who entered + employees who went out in the period concerned)/Average staff in the period concerned * 100
	Organizational skills	Total number of hours of overtime/total number of employees
	Updating level	Number of participants of refresher course/total number of employees
	Training expenses per capita	Training cost/number of trained employees
OUTCOME	Ratio residents /employees	Total number of citizens/Number of employees



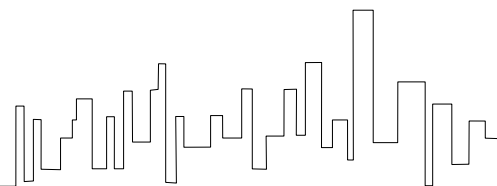
TERRITORIAL AREA		
STRATEGIC OBJECTIVE	Enhancing and valuing the green areas	
ACTION 1	Enhancing and valuing the green areas	
INDICATORS		
Type	Name	Formula
KRI	% of municipal public green area	Green area of the municipality (sq.km)/Area of the Municipality (sq.km)
	Public green areas per capita	Green area of the municipality (sq.km)/total number of residents
	Extension of potential green areas in urban surface per capita	Potential green area in the town/total number of residents
	% of population living by 300 metres from the green areas for recreational use	Total number of residents living by 300 metres from the green areas for recreational use/total number of residents *100
KPI	Trees turnover	(Annual number of new trees – Annual number of cut down trees)/Number of trees in the year n-1
	Expenses borne per unity of green area	Expenses planned for the green areas/Sq.m. of green areas
	Maintenance of the public green areas	Public green areas surface/Staff devoted to the maintenance of the public green areas
	Accessibility	Total number of opening hours of the municipal parks per day/number of parks
OUTCOME	Use of green areas	Number of residents declaring to regularly use green areas/ Number of residents (of the sample) *100
	Reports	Number of disruptions related to the green areas/total number of received reports

STRATEGIC OBJECTIVE	Development of the alternative mobility	
ACTION 1	Implementing the cycle path network and the local cycling services	
INDICATORS		
Type	Name	Formula
KRI	Cycle path coverage index	Total cycle path km/total municipal urban road network km
	Cycle parking per capita	Total n° of cycle parking ('Inverted U-racks')/number of residents
	Local urban cycling index	Cycle path in kilometers/number of residents *100
KPI	% of financial resources planned for cycle paths and local cycling services	Financial resources planned for cycle paths and local cycling services/Total financial resources (€)
	Cycle paths degree of continuity	Number of discontinuities/Cycle path network in kilometers
	Signage	Total number of signals/Cycle paths total in kilometers
OUTCOME	Bike sharing diffusion	Number of bike sharing subscribers
	% of residents regularly using the bike	Number of residents regularly using the bike/number of residents *100
	Local cycling reports	Annual number of reports related to deficiencies concerning local cycling services
ACTION 2	Pedestrian areas, restricted areas and electric mobility	
INDICATORS		
Type	Name	Formula
KRI	Extension of the pedestrian areas compared to resident population	Pedestrian areas in sq.m./ number of residents



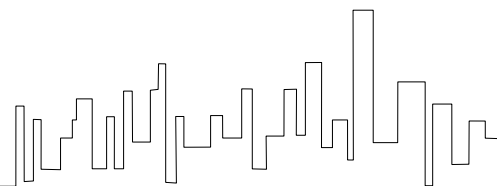
		Total surface of restricted areas compared to the resident population	Restricted areas in sq. m./number of residents
		Availability of charging stations	Number of charging stations for electric vehicles/Restricted area in sq.m.
KPI		Restricted area electronic monitoring	Number of surveillance cameras set in the restricted area access points/total number of access points
		Electrical turret density	Number of turrets/ area of the Municipality
OUTCOME		% of electric vehicles	Number of electric vehicles/total number of vehicles *100
ACTION 3	Stimulating the use of public transport		
INDICATORS			
Type	Name	Formula	
KRI	Daily average flow of users	Total income of public transport tickets/(ticket average cost* 365)	
	Service coverage	Local public transport urban network (total itinerary in kilometers)/Total town urban road network in kilometers	
	Annual utilization per capita	Annual number of passengers/Number of residents	
KPI	Kilometers per vehicle	Local public transport urban network in kilometres/Number of vehicles	
	Degree of computerization of bus shelters	Number of bus shelters with digital device/total number of bus shelters	
	Average delay of a bus	General delay in the period concerned/Number of bus rides in the period concerned	
	Vehicle fleet renovation	Number of new or upgraded vehicles/Total number of vehicles	
	Service reliability	Annual number of inefficiencies (breakdown, cancellations, strikes)	

	Local public transport (LPT) network density	Number of kilometers traveled/100 sq.km. municipal area
	LPT proximity (%)	Population living by 300 m from a LPT service/ population*100
	Average regularity of rides	Total number of in-service hours/Total number of scheduled rides
OUTCOME	Perceived quality of the comfort of the service	Average score upon a fixed range planned for the service, given by a sample of interviewed users
	% of increase of number of tickets and subscriptions sold	Tickets sold in year x – tickets sold in year x-1/tickets sold in year x-1
	LPT convenience index	Litre of petrol cost/ticket average cost
STRATEGIC OBJECTIVE	Improving the viability	
ACTION 1	Developing the road infrastructure	
INDICATORS		
Type	Name	Formula
KRI	New infrastructure per unity of surface	Number of new road infrastructure (bridges, bypass, roundabout, ecc..) in the period concerned/area of the Municipality
KPI	Municipality financial resources per road network unity	Municipality financial resources planned for the viability enhancement/Total road network kilometers
	Compatibility with the established scheduled	State of progress work/Estimated state of progress* 100
OUTCOME	Average journey time	Average journey time on defined paths
	% of accidents variation	(number of accidents in year x – number of accidents in year x-1)/number of accidents in year x-1



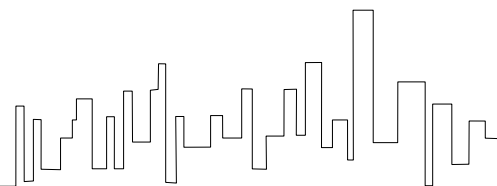
ACTION 2	Reorganization of the parking system		
INDICATORS			
Type	Name	Formula	
KRI	% of increase of parking spaces	$(\text{number of parking spaces in year } x - \text{number of parking spaces in year } x-1) / \text{total number of parking spaces in year } (x-1) * 100$	
	Total number of parking spaces	Number of parking spaces/Area of the Municipality (sq. km.)	
	% of free parking spaces	Number of free parking spaces/total number of parking spaces*100	
	Parking spaces for residents per capita	Number of parking spaces for residents/ number of residents	
	Park and ride spaces	Number of park and ride spaces	
KPI	% of parking spaces realization	Number of parking spaces completed/Total number of estimated ones*100	
	Annual income from the parking areas	Annual income from parking areas	
	Annual income from parking on the street	Annual income from parking on the street	
	% of Municipality financial resources planned for parking spaces	Municipality financial resources planned for parking spaces/ Total Municipality financial resources* 100	
OUTCOME	% of park and ride spaces use	Daily average number of occupied parking seats/number of park and ride seats *100	
	% parking spaces use	Daily average number of occupied seats in the parking structures during daylight hours/total number of parking seats	

STRATEGIC OBJECTIVE	Countering the urban decay	
ACTION 1	Maintenance and paving of streets and squares and fighting against the potholed roads	
INDICATORS		
Type	Name	Formula
KRI	% of roads rearranging	Length of rearranged roads/length of disarray roads of the area of the municipality *100
	% of squares rearranging	Number of rearranged squares/Number of squares to be rearrange*100
KPI	Expenditure of road network rehabilitated per kilometer	expenditure for the maintenance of roads/total length of remediated roads
	Number of kilometres healed in a working day	Total length of road network rehabilitated in kilometres/total days of opening constructions (road rehabilitation)
	Respect of working time provided	Total days of opening constructions for interventions repaving/total programmed days
OUTCOME	Degree of instability of the urban road network	Length of uneven roads/total length of urban road network
	% of residents reports on the poorly maintained roads of total reports	100*(number of complaints on the roads/total number of reports/complaints of residents)
	Damages to the poor state of the roads	Number of actions for compensation for damage caused by the bad state of the road/total compensation
ACTION 2	Lighting requalification	
INDICATORS		
Type	Name	Formula
KRI	Luminous flux per square meter	Global light emission/area of the Municipality [lumen/mq]



	% of streets lighting	Length of illuminated streets/total length of urban roads*100
	Density of light spots	Number of light spots/area of the Municipality
KPI	Average luminous efficiency	Global light emission/Nominal electrical power installed [lumen/Watt]
	Average power consumption per light point	Nominal electrical power installed/Number of light spots
	Annual expenditure for lighting	Annual expenditure for lighting systems (including maintenance)/number of light points
OUTCOME	Annual electrical consumption expenditure per light point	Expenditure for public lighting per year/number of light point
ACTION 3	Increased cleaning in city	
INDICATORS		
Type	Name	Formula
KRI	Spread of public bins per sq km	Number of bins/sq km of the area of the Municipality
	Underground waste containers installed	Number of underground waste containers installed /total number of containers
KPI	Annual expenditure for the urban hygiene services per sq. km	Annual expenditure for the urban hygiene services/area of the Municipality
	Annual expenditure for the urban hygiene services per capita	Annual expenditure for the urban hygiene services/number of residents

	Residents for each waste container	Number of residents/total numbers of waste containers
	% of weekly street cleaning	Total length of linear paths cleaned by sweepers in a week/ total length of urban roads *100
	Municipal area per ecological operator	Municipal area /total number of ecological operators
	Hours of work per unit area	Number of working hours of operators per day/sq km of the area of the Municipality
OUTCOME	Reports of residents about the cleanliness of the city (written, dogs, trash,)	Number of alerts residents about cleaning/total number of reports
STRATEGIC OBJECTIVE	Promoting environmental sustainability	
ACTION 1	Reduction of air pollutants	
INDICATORS		
Type	Name	Formula
KRI	Exceeding the limits of thin dusts	Number of days when you have exceeded the limit of thin dusts in the year
	Average value of annual thin dusts	Average value of thin dusts (NO2, PM10) annual register
	CO2 emissions (20% reduction- PAES per 2020)	Annual average CO2 value recorded
KPI	Blocks of traffic	Days of blocks of traffic e/o alternation of number plate
	Percentage TPL vehicles with low impact	Number of vehicles with low impact used for public transportation/total number of vehicles for public transportation
	Quality car park	cars EURO 4/total number of cars registered



	Emissions public transport	Issue Carbon dioxide (CO2) emissions from public transport in the year/number of passengers per year
OUTCOME		
ACTION 2	Promotion of alternative energy sources and reducing energy consumption	
INDICATORS		
Type	Name	Formula
KRI	% of energy consumption from renewable sources (target 20%-PAES per 2020)	energy consumed from renewable sources/total energy consumed *100
	% of reduction in energy consumption (target 20%-PAES per 2020)	(total energy consumption in year x-1 – Global energy consumption in year x)/global energy consumption in year x-1*100
	Consumption of natural gas per capita	Consumption of natural gas/number of residents
	Electricity consumption per capita	Electricity consumption/number of residents
	Water consumption per capita	Water consumption/number of residents
KPI	% of water loss in the distribution system	(delivered water from the aqueduct – water actually used by the user)/water supplied from the aqueduct *100
	Density photovoltaic installations	Number of photovoltaic installations in the area of the Municipality
OUTCOME		
ACTION 3	Improving waste management	
INDICATORS		
Type	Name	Formula
KRI	Collection of municipal waste (kg per capita)	Waste collection per year/total number of residents

		% of differentiated waste collection	differentiated waste/waste collection per year *100
		Amount of wet waste collection per capita	Amount of wet waste collection/number of residents
	KPI	Frequency of collection	Average time between 2 withdrawals from the waste bins
		Density of indifferenziated bins	Number of indifferenziated bins/the area of the Municipality
		Density of differentiated bins	Number of differentiated bins/the area of the Municipality unicipal area
		Waste management cost per unit mass of waste	Cost waste management/waste tons
	OUTCOME	Level of service	Number of satisfied users/total number of users *100

Conclusion

The work reported in this paper, in particular the list of indicators, will help local authorities in their various stages of strategic monitoring. The contained methodological notes enable readers to integrate our content to suit your needs.

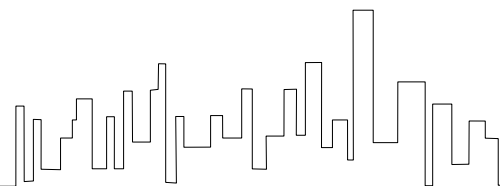
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Padua: Climate change policies of the City of Padua – what the City Hall can do in practical terms to mitigate and adapt to climate change



Due to its complexity, mitigation and adaptation on climate change requires integrated solutions related to material and nonmaterial aspects. In practice, it is a great operation of communication and participation made by means of:

- forum plans,
- ongoing consultations,
- audit and reporting urban control procedures.

The actors shall achieve sustainability goals across the perspectives of the local scenario on climate change policies. The City of Padua defines drivers participated in the improvement of the quality of life related to the mitigation of climate change.

In compliance with the national guidelines of climate change and in order to reduce CO₂ emissions, the City of Padua developed specific planning tools. These planning tools allowed the City to reach considerable results over time, working on three different levels:

- the internal organization of the institution,
- the external business and corporate area,
- the citizens.

Furthermore, the City of Padua has worked to create a national and European network exchanging the experiences – in a constant comparison with foreign countries – and financing the activities through the participation in European projects.

The lead agency, with whom the City of Padua interacted nationwide is the Coordination of Italian Local Agenda 21, the association of local authorities that share their experiences in sustainability policies.

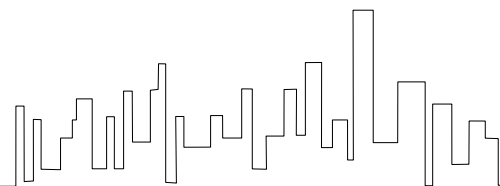
In 2004 the City of Padua has developed and implemented the Municipal Energy Efficiency Plan that aims to:

- limit the environmental impact caused by emissions related to the activities of the municipal administration,
- contain costs resulting from inefficient energy use in public property,
- disseminate best practices through public awareness, providing tools to reduce energy consumption.

Overcoming climate mitigation: the Adaptation strategy of the City of Padua

During the implementation of activities under the SEAP, the City of Padua deepened the theme related to the issue of adaptation to climate change (SEAP area 6: Adapting to climate change). The SEAP indicated the need, ahead of the Piano, of research and development studies.





Once more through the participation to a European project (EU Cities Adapt 2012-2013), – <http://eu-cities-adapt.eu/cms/> – the City of Padua took advantage of the professionals and the experiences of other European advanced cities in these specific fields. The employees of the City of Padua attended the training courses that allowed drafting the guidelines of the strategy of adaptation to climate change for the city of Padua.

Furthermore, through the experimentation under the UHI (Urban Heat Island) project – <http://eu-uhi.eu/> – the City of Padua will have a master plan to identify the areas in which urban heat islands are more concentrated. The master plan will lead the City to the identification of strategies and measures for adaptation and mitigation of risks related to the growing temperatures in urban areas.

Sustainable Energy Action Plan (SEAP)

In 2010 the City of Padua joined the Covenant of Mayors. As part of the processing of the SEAP the City of Padua had the opportunity to organize systematically all actions to achieve the goals of reducing CO₂ emissions by 2020 of at least the 20% in comparison to the baseline reference year 2005; the plan was approved by the City Council on 06.06.2011.

The SEAP is articulated in 39 activities organized in six main areas of intervention to reduce a total of 20.1% of CO₂ emissions starting from 2005:

1. Zero CO₂ energy sources – Development and strengthening of the energy production from renewable sources: reduction of 70,335 tons of CO₂ equivalent – 4%.
2. A greener and more efficient City of Padua – Dissemination of energy efficiency of build-ings and increase green areas: reduction of 135,000 tons of CO₂ equivalents – 7%.
3. Smart networks and services – Improving the energy efficiency of water and electricity, improving the collection of waste: reduction of 70,824 tons of CO₂ equivalent – 3.7%.
4. Mobility in shape for the City: Strengthening public transport, inter-modal and pedestrian mobility: reduction of 58 836 tons of CO₂ equivalent – 3%.
5. Zero emission economy – Promoting a low carbon economy through the development of GPP, teleworking and energy efficiency of the industrial area: reduction of 63 417 tons of CO₂ equivalent – 3.3%.
6. Adapting to climate change – Strengthening the knowledge and tools to prevent and mini-mize the negative impacts of climate change on the health and quality of life of citizens and on the city's strategic infrastructures, features and heritage.

Padua is one of the first Italian cities to adopt an integrated strategy against climate change and using EU funding to build up its SEAP in the context of the project LIFE LAKS project.

Adaptation to climate change involves a huge number of actors and many actions are required in different local areas such as:

- city planning,
- civil protection department,
- emergency planning,
- water supply,
- health,
- agriculture,
- environment,
- technological infrastructures.

Adaptation to climate change of a local authority involves also:

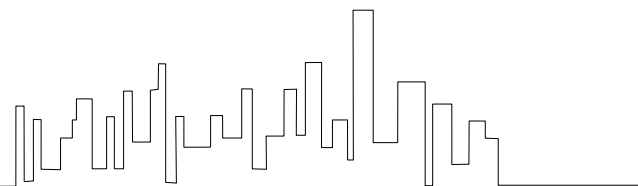
- operators at both national and regional level,
- local agencies,
- NGOs,
- industries,
- the municipal departments,
- and last but not least – the citizens.

To start up the initiative it is important to focus on appropriate information on climate change and how the climate change will affect the community in terms of main consequences, people in charge, measures to improve, etc.

At the same time with the implementation of activities under the SEAP, Padua has also deepened the issue on adaptation to climate change encouraging further studies and insights for the definition of quantitative targets to build a solid plan of adaptation to climate change. Furthermore, in addition to the impact and vulnerability assessments and on the measures analysis to be taken and the forecast costs, the activities plan shall be regularly updated: the monitoring and evaluation of the measures become therefore important elements to improve the adaptation plan on climate change.

The SEAP is inclusive of the approval of the Building Code of sustainability in order to introduce Eco-compatibility criteria to reduce CO₂ emissions, the improvement of the housing stock, the promotion of construction projects to improve the existing ones, the support of the related market in the city.

Considering the City of Padua, to reduce CO₂ emissions by 20% means reducing the emission of 390 thousand tons of carbon dioxide over 10 years. In practical terms it means concrete actions to improve the efficient



use of energy in public and private buildings, an even more sustainable plan on public lighting, in the production area to boost the production of energy from renewable sources and to promote sustainable mobility.

Financial tools for achieving the local climate actions

Dealing with the realization of the SEAP goals, the City of Padua is exploiting the funding opportunities offered by EU projects and the skills achieved over time to affect the housing and residential fields presenting two different projects in two different EU funding areas offered by the European Union:

1. IEE (Intelligent Energy Europe) – MLEI (Mobilizing Local Energy Investments) which provides funds to promote energy saving and efficiency of interventions on residential property. The City of Padua applied with the project PadovaFIT (2013-2016);
2. ELENA (European Local Energy Assistance) which provides funds on saving measures and energy efficiency for public buildings and public lighting. The City of Padua applied – under the coordination of the



Co-funded by the Intelligent Energy Europe
Programme of the European Union

Province of Padua – with the project 3L – Less Energy, Less Cost, Less Impact (2013-2016).

1. PadovaFIT project (2013-2016)

PadovaFIT project is focused on housing scheme buildings. When we talk about buildings we refer to man-made constructions used for supporting or sheltering any use or continuous occupancy. They are fully enclosed by external envelope (that means external walls, roof and floor) which creates their internal microclimate.

To create required internal microclimate is very energy demanding. Therefore, building construction and operation have an enormous direct and indirect impact on the environment. Buildings use not only resources such as energy and raw materials; they also generate waste and potentially harmful atmospheric emissions.

PadovaFIT answers to this challenge call for an integrated, synergistic approach that considers all phases of the facility life cycle. This 'sustainable' approach supports an increased commitment to environmental stewardship and conservation, and results in an optimal balance of cost, environmental, societal, and human benefits while meeting the mission and function of the intended facility or infrastructure.

The project aims to reduce energy poverty of Padua and to support the redevelopment of residential buildings in the urban area. Among the results, about EUR 15 million of investments are expected to be held also working in progress after the project expires.

The project PadovaFIT – funded under the 2012 IEE Call MLEI PDA – focuses on urban private and to some extent public residential buildings. The project is proposing an action that leads to:

- energy costs savings,
- redevelopment and economic revaluation of properties with earning effects of reorganization of blocks or entire neighborhoods.

The action develops from the role of the Municipality as a promoter and supervisor of the project. Actually the City of Padua aims to implement the assistance on facilitating and financing policies thanks to the involvement of different local stakeholders and direct beneficiaries of the initiative:

- the owners and tenants of property,
- building managers,
- organizations of building contractors,
- professionals and technicians and associations sensitive to these issues .

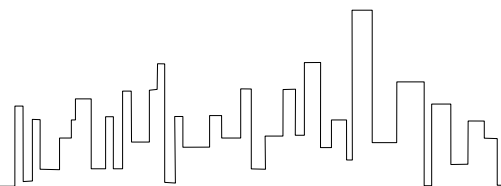
The PadovaFIT project offers to the owners the opportunity to redevelop their buildings using the technical and economic advantages offered by energy service companies (ESCO) and under the guarantees that the public institution will handle, the assignment through a public procedure application, a public tender called competitive dialogue: the winner of the tender procedure – the Delivery Partner – will have the authorization by the Municipality and the Project to sign the contracts with house owners.

On the one hand the project acts constituting an aggregation of private individuals and on the other hand the project acts as an opportunity for local industries to operate in aggregation with other companies in order to face the requirements of large financial and managerial investments.

The intervention of the public institution in commitment to promote private high profile investments is an important driver for the local economics. In the meanwhile the City of Padua shall promote the approach of the European Union policies towards an economy more attentive to environmental and economic sustainability.

2. 3L project – Less Energy, Less Cost, Less Impact (2013-2016)

The 3L project is focused on public buildings. There is considerable energy saving potential in public buildings, which would facilitate the transition towards a stable, efficient and sustainable energy use.



By answering on the call for proposal of the ‘Fondazione Cassa di Risparmio di Padova e Rovigo’ and the Province of Padua, it has been possible to obtain financing from the European Bank that will allow:

- the City of Padua and 20 other municipalities in the province of Padua,
- the City of Rovigo and 6 municipalities in the Province of Rovigo

to carry out the redevelopment of buildings (schools, offices, sports centers) as well as measures to increase efficiency of public lighting.

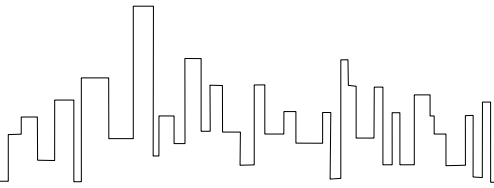
The priority targets are to:

- reduce management costs,
- improve the living comfort,
- create job opportunities for the territory.

The main relevant aspect of this project is the aggregation of local authorities to carry out measures to increase efficiency of public buildings, public lighting and actions of sustainable mobility.

Municipalities and Provinces that usually operate separately, thanks to this project will become the break-even point for market opportunities and European regulations and national action through energy service company.

Municipalities and Provinces involvement will produce immediate cost savings in the management of public assets, operating simultaneously out of the municipal budget (blocked by the Stability Pact) and encouraging investment and therefore bringing economic activity in the territory who otherwise would not have been possible. The investments to be reached add up to more than EUR 60 Million.



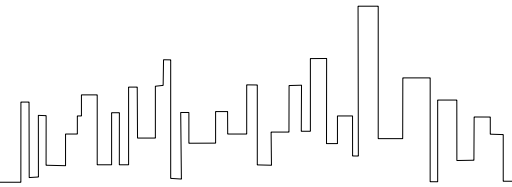
Bucharest



Bucharest is both the capital and municipality, cultural, industrial, and financial centre of Romania. It is the largest city in Romania, located in the southeast of the country, lies on the banks of the Dâmbovița River, less than 70 kilometres (43 mi) north of the Danube.

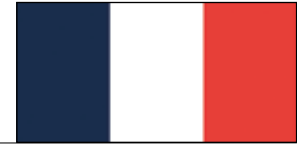
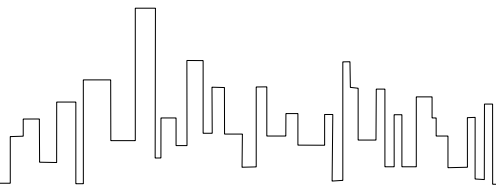
Bucharest was first mentioned in documents in 1459, but it became the capital of Romania only in 1862. In the period between the two World Wars, the city's elegant architecture and the sophistication of its elite earned Bucharest the nickname of 'Little Paris' (Micul Paris). Although buildings and districts in the historic city centre were heavily damaged or destroyed by war – many survived. In recent years, the city has been experiencing an economic and cultural boom. According to 2011 census, about 1.8 million inhabitants live within the city limits, what shows a decrease from the figure recorded at the 2002 census. Adding the satellite towns around the urban area, the proposed metropolitan area of Bucharest would have a population of 2.27 million people.





Economically, Bucharest is the most prosperous city in Romania and is one of the main industrial centers and transportation hubs of Eastern Europe. The city has big convention facilities, educational institutes, cultural venues, traditional 'shopping arcades' and recreational areas.

There are 16 public universities in Bucharest, the largest of which are the University of Bucharest, the Bucharest Academy of Economic Studies, the Carol Davila University of Medicine and Pharmacy, and the Politehnica University of Bucharest. These are supplemented by 19 private universities, such as the Romanian- American University and Spiru Haret University, the latter being the largest in Europe with some 302 thousand enrolled students in 2009. Overall, there are 159 facilities in 34 universities. The University of Bucharest was included in the 2012 QS World University Rankings Top 200 universities of the world (151-200 band). Also, in recent years the city has seen increasing numbers of foreign students enrolling in its universities.



Rennes

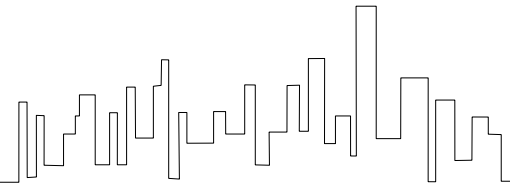


Rennes is located 360 km west of Paris. The city is inhabited by 210 thousand people, whereas the entire metropolitan area by over 521 thousand residents. The city is the historical, administrative, economic and cultural centre of Brittany – the coastal region with a strong cultural identity, and the seat of the Ille-et-Vilaine department.

Rennes is a city of universities and young people – the number of pupils in primary and secondary schools reaches 41 thousand, and the number of students exceeds 58 thousand. There are two universities and 28 specialised higher education institutions.

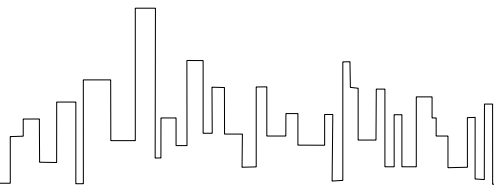
Rennes is a city well known in the field of audio-visual techniques, IT and telecommunications. Located in the heart of Images & Networks technopolis, is a home to over 250 companies in the high tech industry employing 13,5 thousand people. In addition, SPACE – agricultural fairs are being held in Rennes. Completely





restored city centre from the eighteenth-century architecture and walkways is full of shops and cafes. Every year in December Rennes becomes the European capital of rock and contemporary music, and Transmusicales attracts fans of such music. Thanks to Théâtre National de Bretagne, Centre Choregraphique, Tombées de la Nuit and other institutions, the cultural events are being held all year round.

Controlled urban policy, supporting social diversity and public transport (the first metro line commissioned in March 2002 is used daily by 100 thousand people, the second line is under construction), as well as plenty of green areas, makes Rennes a pleasant place to live.



Metropolitan Region Hannover-Braunschweig-Göttingen-Wolfsburg

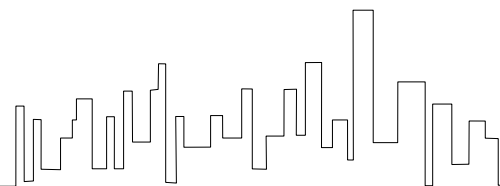


Metropolitan Region Hannover-Braunschweig-Göttingen-Wolfsburg is one of the eleven regions recognised by the Standing Conference of Ministers responsible for spatial planning in Germany. Located in the northern part of the country it covers approximately one-third of the area of Lower Saxony with a population reaching nearly 4 million people. This region brings together 20 counties, including 431 cities.

The main objective of consolidation of this 18.6 thousand km² area is cooperation and mutual responsibility of individual territorial units, the creation of an integrated development strategy of structurally diverse sub-regions – weaker and stronger economically, rural and urban, peripheral and central.

Metropolitan Region Hannover-Braunschweig-Göttingen-Wolfsburg is characterised by vast areas of farmland with highways and fast railways passing through it (including the high-speed rail routes), forming the basis of the local transport network. Key sectors of the regional economy are services and industry. One of the strongest companies in the market, both on local and national level is Volkswagen with its seat in Wolfsburg.

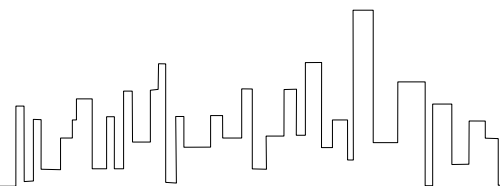
Seven universities form scientific and research potential of the region (including the University of Göttingen, University of Hannover, Technical University of Braunschweig), 9 colleges, College of Art, School of Theatre & Music, and about 60 other scientific institutions (including many Max Planck Institutes, two-seats of German Space Agency in Braunschweig and Göttingen, and the Herzog August Bibliothek in Wolfenbüttel).



Footnotes:

- ¹ I would like to acknowledge my gratitude to my colleagues Harry Bovenlander and Henk van Anel for their comments on a previous concept.
- ² Stichting Stadstuin Emma's Hof.
- ³ Raad voor het Openbaar Bestuur (ROB, 2012) *Loslaten in vertrouwen* ('Trusting and Letting Go').
- ⁴ Hilhorst & Van der Lans (2013) *Sociaal doe-het-zelven* ('Do-it-Yourself Democracy').
- ⁵ www.emmashof.nl.
- ⁶ DHC (Online database, 2014).
- ⁷ Den Haag, RIS181736h_10-NOV-2011.
- ⁸ Den Haag, RIS181736h_10-NOV-2011.
- ⁹ CCnet meeting, presentation H. Bovenlander (November 2013, Poznan).
- ¹⁰ Gemeente Den Haag. RIS 156922 (2008).
- ¹¹ <http://www.emmashof.nl/paginas/view/50>.
- ¹² J. Hausner (ed.), *Communication and social participation. Guide*, published by MSAP, Krakow 1999, p. 41.
- ¹³ K. Pawlewicz, A. Pawlewicz, The role of social participation for sustainable development of rural areas, *Scientific Journals of the Main School of Rural Farming (SGGW)*, no. 83, Warsaw 2010, p. 73.
- ¹⁴ W. Siemiński, Goals and principles of social participation in spatial planning – literature overview, *A man and Environment*, no. 31, Warsaw 2007, p. 37.
- ¹⁵ M. Witkowska, A. Wierzbicki, Civil society, ASPRA-JR Publishing House, Warsaw 2005, p. 9.
- ¹⁶ E. Wnuk-Lipiński, The sociology of public life, published by . Scientific Publishing House Scholar, Warsaw 2008, p. 119.
- ¹⁷ A. Antoszewski, Civil society and the process of consolidation of democracy, [in:] A. Czajkowski, L. local Sobkowiak (ed.), *Studies on the theory of politics*, vol. 3, published by the University of Wrocław, Wrocław 2000, p. 10.
- ¹⁸ M. Witkowska, A. Wierzbicki *Society op. cit.*, p. 10.
- ¹⁹ *Support Strategy for Development of Civic Society for the years 2007-2013*, Ministry of Social Policy, Warsaw 2005, p. 6.
- ²⁰ W. Siemiński, Goals and principles of participation... *op. cit.*, p. 38.
- ²¹ *Ibidem*, p. 38.
- ²² J. Hausner (ed.), *Communication and participation... op. cit.*, p. 41.
- ²³ *Ibidem*, p. 41.
- ²⁴ K. Pawlewicz, A. Pawlewicz, The role of the social participation ... *op. cit.*, p. 73.
- ²⁵ N. Laurisz Krakow Smog Alert, in: M.Ćwiklicki, M. Frączak (ed.), *Social participation in Poland. Atlas of good practices*, published by Foundation of Economy and Public Administration, Krakow 2013, p. 99.
- ²⁶ *About us Krakow Smog Alert*, <http://www.krakowskialarmsmogowy.pl/onas>, accessed on : 11.06.2014.
- ²⁷ M. Karkoszka, M. Mazurek, Ban on heating with coal in Kraków. The residents have doubts, *Gazeta Krakowska*, <http://www.gazetakrakowska.pl/artykul/1051912,zakaz-palenia-weglem-w-krakowie-mieszkanicy-maja-watpliwosci,id,t.html?cookie=1>, accessed on : 11.06.2014.
- ²⁸ N. Laurisz, *Krakowski... op. cit.*, p. 102.
- ²⁹ M. Kudłacz, Toruń Participator, in: M.Ćwiklicki, M. Frączak (ed.), *Social participation in Poland. Atlas of good practices*, published by Foundation of Economy and Public Administration, Krakow 2013, p. 149.
- ³⁰ *Ibidem*, p. 149.
- ³¹ *Ibidem*, p. 153.
- ³² *Goals and the object of revitalisation, Municipal Program for Revitalisation, Poznan*, <http://www.poznan.pl/him//s8a/aktualnosci,p,1025,6198.html>, accessed on : 12.06.2014.
- ³³ *Municipal Program for Revitalisation for the city of Poznan. The third edition, Appendix to Resolution No. XXX/423/VI/2012 of the Poznan City Council dated 17 April 2012, Poznan 2012*, p. 13.

- ³⁴ A. Pacut, Designing the course of the route of the bypass of Augustów, in: M.Ćwiklicki, M.Frączak (ed.), *Social participation in Poland. Atlas of good practices*, published by Foundation of Economy and Public Administration, Krakow 2013, p. 176-178.
- ³⁵ M.Karabon, The practice of grass roots social participation in Wrocław and other cities, Kultura Enter. A monthly of ideas exchange, <http://kulturaenter.name.pl/0/05mo2.html>, accessed on : 13.06.2014.
- ³⁶ *About us, the Company of Beautifying the City of Wrocław*, <http://tumw.pl/o/o-us/>, accessed on : 13.06.2014.
- ³⁷ A. Galecki, The civic budget in the city of Łódź, in: M.Ćwiklicki, M.Frączak (ed.), *Social participation in Poland. Atlas of good practices*, published by Foundation of Economy and Public Administration, Krakow 2013, p. 60-64.
- ³⁸ *News, The civic budget*, <http://budzet.dlalodzi.info/strona-glowna/>, accessed on : 13.06.2014.
- ³⁹ *Project 'strengthening of mechanism of social participation in the capital city of Warsaw', the Capital City of Warsaw*, <http://konsultacje.um.warszawa.pl/opis-projektu>, accessed on : 13.06.2014.
- ⁴⁰ It is hard to talk here about consistent methodology of actions related to social consultations or about generally acknowledged and commonly recognized mechanisms of these processes;
- ⁴¹ Maszkowska Agnieszka, Konsultacje społeczne [in:] Maszkowska A., Sztomp-Rutkowska K. (ed.) *Partycypacja społeczna – decyzje bliższe ludziom*, Fundacja Laboratorium Badań i Działań Społecznych „SocLab”, Białystok 2013 and bibliography quoted therein, p. 98;
- ⁴² Sartori Giovanni, *Teoria demokracji*, Wydawnictwo PWN, Warsaw 1998, p. 148;
- ⁴³ *Ibidem*, p. 99;
- ⁴⁴ Switzerland may be an example of an efficiently operating mechanism of civic participation in the scale of the entire country.
- ⁴⁵ Maszkowska Agnieszka, op. cit. p. 97;
- ⁴⁶ Prepared by the author on the basis of: Maszkowska Agnieszka, Konsultacje społeczne [in:] Maszkowska A., Sztomp-Rutkowska K. (ed.) *Partycypacja społeczna – decyzje bliższe ludziom*, Fundacja Laboratorium Badań i Działań Społecznych „SocLab”, Białystok 2013 and bibliography quoted therein, pp. 107-116;
- ⁴⁷ Term from the author, repeatedly complex consultations refer to consulting-research projects particularly complicated in terms of methodology, such as the Poznań Citizen Budget;
- ⁴⁸ Ref. Public consultations on land development for Gołecin and Rusalki, <http://www.poznan.pl/mim/main/konsultacje-golecina-i-rusalki,p,15574,27560.html> downloaded on June 15, 2014;
- ⁴⁹ In the case of this channel of communication, it is difficult to speak about preserving the condition of the representative nature in the process of collecting data. Cast votes and expressed opinions exemplify specific judgments and beliefs; on the contrary, it is difficult to describe the participants of this form of consultations other than in terms of numbers.
- ⁵⁰ Ref. <http://www.poznan.pl/mim/main/strategia-zintegrowanych-inwestycji-terytorialnych-w-miejskim-obszarze-funkcjonalnym-poznania,p,15574,27556.html>, data pobrania 15.06.2014r.;
- ⁵¹ Ref. Public consultations regarding drafts of housing estate charters, <http://www.poznan.pl/mim/main/konsultacje-spoeczne-dot-projektow-statutow-osiedli,p,15574,27638.html>, data pobrania 15.06.2014r.;
- ⁵² Ref. Consultations on the Poznań Agglomeration Electronic Card, <http://www.poznan.pl/mim/main/konsultacje-poznanskiej-elektronicznej-karty-aglomeracyjnej,p,15574,26104.html>, data pobrania 15.06.2014r.;
- ⁵³ Ref. Public consultations on land development for Gołecin and Rusalki, <http://www.poznan.pl/mim/main/konsultacje-golecina-i-rusalki,p,15574,27560.html> downloaded on June 15, 2014;
- ⁵⁴ Ref. The Poznań Citizen Cafe, <http://www.poznan.pl/mim/main/poznanska-kawiarenka-obywatelska,p,15574,25301.html>, data pobrania 15.06.2014r.;
- ⁵⁵ Ref. 'Citizen Court' regarding Umultowska street, <http://www.poznan.pl/mim/main/sad-obywatelski-w-sprawie-ul-umultowskiej,p,15574,21903.html>, data pobrania 15.06.2014r.;
- ⁵⁶ Ref. The Poznań Citizen Budget, <http://www.poznan.pl/mim/main/ewaluacja-konsultacji,p,15574,25303,26102.html>, data pobrania 15.06.2014r.;
- ⁵⁷ Currently the Poznań Citizen Budget 2015 is constructed;
- ⁵⁸ Ref. The Poznań Citizen Budget 2015, www.poznan.pl downloaded on June 15, 2014;
- ⁵⁹ Ref. Milewicz Maciej, *Budżet Obywatelski – konsultacje czy współdecydowanie*, prezentacja multimedialna, Office of the President of the City of Poznań, Poznań 2013;
- ⁶⁰ Social (and also marketing) researchers broadly discuss the issue of low responsiveness of the research;
- ⁶¹ The theory of public consultations in Poland is formed, arranged and developed mainly by entities from the so-called 'third sector', such as



foundations and associations. They may provide theoretical knowledge deeply combined with public practice because they participate in the consultations (both as moderators, observers and participants). These publications are most often covered by academic supervision.

⁶² The Map of Local Needs is an effect of the works on the Poznan Civic Budget 2015.;

⁶³ Ref. interactive version: <https://mapsengine.google.com/map/viewer?mid=zN7P70SDmoSY.k-iwdmvXdbn8>, downloaded on 15.06.2014;

⁶⁴ Ref. Drozdowski Rafał, Frąckowiak Maciej, Bilans społecznej wyobraźni. *Komentarz socjologiczny do Poznańskiego Budżetu Obywatelskiego*, [in:] Rabska T. (ed.) Ruch Prawniczy, Ekonomiczny i Socjologiczny, year LXXV – no 4/2013, Poznan 2013

⁶⁵ L. Komito, 2005. e-Participation and Governance: Widening the net, *The Electronic Journal of e-Government*, Vol. 3 Issue 1, pp. 39-48.

⁶⁶ K. Friske, Polowanie na jednorożca: demokratyczna administracja publiczna? *Samorząd Terytorialny*, 1-2/2014: pp. 5-12.

⁶⁷ Reservations of a more philosophical nature are submitted by K. Frieske and K. Pawłowska in the article: Obywatelska partycypacja: migotanie idei, in: A.Olech (ed.), *Partycypacja publiczna: O uczestnictwie obywateli w życiu wspólnoty lokalnej*, Warsaw 2011, pp. 61-79.

⁶⁸ L.K. Polat, L. Pratchett, op. cit.

⁶⁹ D. Zissis et al., Competent Electronic Participation Channels in Electronic Democracy, 'Electronic Journal of e-Government', 2009, Vol. 7, Issue 2, pp. 195-208.

⁷⁰ We may also indicate other applications of web tools, for instance public purchases (e-procurement) or e-tendering which may be treated as a participation tool to a smaller extent.

⁷¹ D. Zissis, D. Lekkas, A.E. Papadopolou, op. cit.

⁷² The notion used to identify the production, transmission and delivery of presentation containing videos, sound as well as text through a web browser.

⁷³ Frequently Asked Questions.

⁷⁴ Space on a website offering chats. The division into chat rooms is used to separate groups of similar interest, affiliations (for example music tastes) or focusing the discussion's topic, which is expressed by the name of a given chat room, e.g. jazz, disco, rock, 60's music, Elvis itd.

⁷⁵ RSS document, often known as a 'channel' usually contains the summary of the message from an associated website or its full text. RSS allows the users to automatically track new content on their favorite websites.

⁷⁶ Gov 2.0 is a concept of government which harnesses collaborative technologies to create an open-source computing platform in which government, citizens, and innovative companies can improve transparency and efficiency

⁷⁷ A.J. Meijer, et al., *Government 2.0: Key Challenges to Its Realization*, 'Electronic Journal of e-Government', 2012, Vol. 10 Issue 1: pp. 59-69.

⁷⁸ W. Dutton, E. Helsper, *The Internet in Britain 2007*, Oxford 2007.

⁷⁹ K. Kraemer, K. King, Information technology and administrative reform: *will e-government be different?*, „*The International Journal of Electronic Government Research*”, 2005, vol. 2, no.1: 1-20

⁸⁰ D. Długosz, J. J. Wygnański, Obywatele współdecydują. *Przewodnik po partycypacji społecznej*. Warsaw 2005

⁸¹ www.mamzdanie.org.pl

⁸² M.P. Couper, Web Surveys: A Review of Issues and Approaches, *The Public Opinion Quarterly*, 2000, Vol. 64, No. 4, pp. 464-494.

⁸³ Waste Management in the Poznan Agglomeration

⁸⁴ M.P. Couper, op. cit.

⁸⁵ Source: Ministry of Economy and Tax Administration

⁸⁶ C. D'Aries, A. Nonini, Performance e Controllo di Gestione, Il controllo di gestione a supporto della misurazione della performance negli Enti Locali, GRUPPO24ORE, 2011

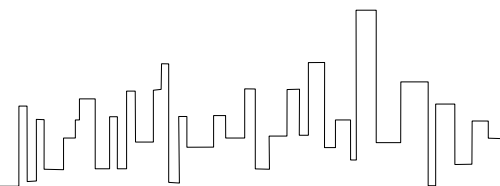
⁸⁷ C.T. Horngren, G.L. Sundem, W.O. Stratton, D. Burgstahler, J. Schatzberg, M. Agliati, A. Dittilo, *Programmazione e Controllo – Seconda Edizione*, Pearson Italia, 2011

⁸⁸ S. Goretti, L. Meacci, Pianificazione e monitoraggio strategico negli enti locali: un metodo per definire obiettivi, indicatori e sviluppare un sistema di reporting, *Azienditalia* 05/13, IPSOA

⁸⁹ D. Parmenter, *Key Performance Indicators – Developing, Implementing and Using winning KPIs*, J. Wiley & Sons, Inc. 2007

'Cities of change – cooperation of cities in the field of city development' I. Conference

Data	13–14.11.2013 r.
Title	<i>'Data in a drawer or a barometer of change—the practical use of subjective and objective indicators in the strategic monitoring of the cities.'</i>
I. Day – 13.11.2013	
	Opening of the conference – Ryszard Grobelny, The Mayor of the City of Poznan
Topics	Strategic Monitoring: – The assessment of city programs based on critical Top performance indicators. – Strategic monitoring in Poznan perspective.
9:00 – 10:30	1. Veronica Gaffey (<i>Head of Evaluation and European Semester Unit, Directorate General for Regional and Urban Policy, European Commission</i>). 2. Prof. Cezary Kochalski (<i>prof. PUE, Vice-Rector for Strategy and Development</i>). 3. The City of the Hague: H. Van Andel, H. Bovenlander, S. Santokhi. 4. The City of Poznan: Dr. Monika Matusiak (<i>Department of Spatial and Environmental Economics, PUE</i>), Iwona Matuszczak-Szulc (<i>Deputy Head of the City Development Department</i>). Panel discussion: Veronica Gaffey, Prof. Paweł Swianiewicz, Prof. Wanda Gaczek (<i>Head of Department of Spatial and Environmental Economics, PUE</i>), The City of the Hague, Prof. Tomasz Kaczmarek (<i>Head of the Center of the Metropolis Research AMU</i>), Dr. Monika Matusiak (<i>Department of Spatial and Environmental Economics, PUE</i>). Moderator: Prof. Cezary Kochalski (prof. PUE, Vice-Rector for Strategy and Development).
10:30 – 11:00	Break
Topics	The quality of life research: – Policy and advancing social quality In un(der)privileged neighbourhoods. New Theorizing. – Reorientation of the research quality of life in terms of fluidity generations. – Periodic quality tests of life of a big city – Poznan experience.
11:00 – 12:30	1. Prof. Zbigniew Woźniak (<i>Institute of Sociology, AMU</i>). 2. The City of the Hague: H. Van Andel, H. Bovenlander, S. Santokhi. 3. Prof. Bogdan Sojkin (<i>Head of the Department of Product Marketing</i>). 4. Prof. Teresa Słaby (<i>Department of Consumer Behavior Research, SGH</i>). Panel discussion: Prof. Bogdan Sojkin (<i>Head of the Department of Product Marketing</i>), Representative of the City of The Hague, Prof. Teresa Słaby (<i>Department of Consumer Behavior Research, SGH</i>), Prof. Rafał Drozdowski (<i>Director of the Institute of Sociology, AMU</i>). Moderator: Prof. Ryszard Cichocki (<i>prof. UAM, Head of the Center of the Quality of Life Research, AMU</i>).
12:30 – 13:00	Lunch



Topics	Social consultations: – What do people expect from municipalities? – The ‘participation ladder’ between theory and practice. – Social Consultations – the Way to be Closer to Citizens. – Social dialogue in perspective of Poznan. – Methods of social consultations used while preparation of long-term strategic plan of Klaipeda City.		
13:00 – 14:30	1. Prof. Paweł Swianiewicz (<i>Head of Insitute of Development and Local Policy, WU</i>). 2. The City of Hague: H. Van Andel, H. Bovenlander, S. Santokhi. 3. The City of Daugavpils: Helena Trošimova, Daina Krīvina, Santa Pupiņa. 4. The City of Klaipeda: Ričardas Zulcas, Indrė Butenienė, Mantė Černiūte-Amšiejienė. 5. The City of Poznan: Dr. Maciej Milewicz (<i>Mayor's Office</i>). Panel discussion: Prof. Paweł Swianiewicz (<i>Head of Insitute of Development and Local Policy, WU</i>), the representative of the City of Dynenburg, the representative of the City of Klaipeda, the representative of the City of Poznan, Andrzej Porawski (<i>Head of the Office of the Association of Polish Cities</i>), Dr. Piotr Matczak (<i>Head of Local and Regional Communities Research Unit, AMU</i>). Moderator: Dr. Krzysztof Herbst (<i>Co-founder of various NGOs, The expert of TACI, PHARE, World Bank and OSCE. In 2011 awarded the Officer's Cross of the Order of Polonia Restituta</i>).		
II. Day – 14.11.2013			
Time:	Strategic monitoring I Group Dr. Monika Matusiak (<i>Department of Spatial and Environmental Economics, PUE</i>).	Social consultations II Group Mayor's Office, Municipal Urban Studio, Right to the City Association.	Quality of life research III Group Prof. Ryszard Cichocki Dr. Piotr Jabkowski (<i>Institute of Sociology AMU</i>). Dr. Anna Kolarska Dr. Andrzej Siatkowski (<i>the Center of the Quality of Life Research</i>).
9:00 – 10:30	Workshop part 1	Workshop part 1	Workshop part 1
10:30 – 11:00	Break	Break	Break
11:00 – 12:30	Workshop part 2	Workshop part 2	Workshop part 2
12:30 – 13:30	Lunch	Lunch	Lunch
13:30 – 15:00	Workshop part 3	Workshop part 3	Workshop part 3
15:00 – 17:00	The meeting of the project team. The execution of subsequent stages of the project.		

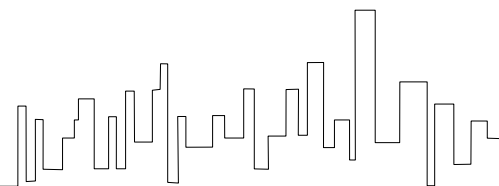
This project has been funded with support from the European Commission
 in the framework of the Programme Europe for Citizens
 Action 1 – Active Citizens for Europe, Measure 1.2 – Networks of twinned towns.

'Cities of Change – cooperation of cities in the field of city development'

II. Conference 22-23.10.2014

'A city dweller – who's that? – Modern methods for collecting data about city inhabitants.'

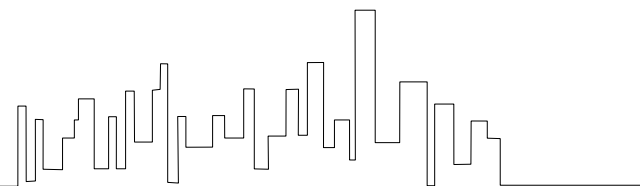
I. Day – 22.10.2014	
CONFERENCE – language of instruction: English, simultaneous translation into Polish	
Venue	Adam Mickiewicz University in Poznań, Faculty of Law and Administration Al. Niepodległości 53, Poznań
9:00-9:30	Registration of participants
9:30-9:45	Opening of the conference – Ryszard Grobelny , The Mayor of the City of Poznan
9:45-10:15	<i>Strategic Monitoring and Evaluation at the level of the city – applying the logic of Cohesion Policy 2014-2020</i> , Veronica Gaffey , Head of Evaluation and European Semester Unit, Directorate General for Regional and Urban Policy, European Commission
Topics	<i>issues related to the quality of life and strategic monitoring 'good practices'</i>
10:15-10:30	<i>Urban resilience concept – the tool for cities' strategic diagnosis and monitoring</i> , Prof. Adam Drobnik (Katowice University of Economics)
10:30-10:45	<i>Strategic governance system in the City of Poznan</i> , Monika Matusiak, PhD (Department of Spatial and Environmental Economics, PUE)
10:45-11:00	<i>Citizen participation in Strategic Planning</i> , Paul Tabor (Development Officer in Wolverhampton City Council), Gareth Payne (Policy Officer in Wolverhampton City Council), The City of Wolverhampton
11:00-11:15	<i>A set of indicators for the strategic planning of local authorities</i> , Marco Materassi (Municipality of Florence – Planning and Quality Control Service) The City of Florence
11:15-11:45	Coffee break
11:45-12:00	<i>Programmes of the quality of life vs. the city development management</i> , Prof. Ryszard Cichocki (Head of the Center of the Quality of Life Research, AMU)
12:00-12:15	<i>Emma's Hof (Emma's Garden) A garden for the Neighbourhood. Residents in the Driver's Seat to Improve Social Quality in the Urban Space</i> , Surrendra Santokhi, PhD (Senior Scientific Advisor, Coordinator European Affairs) The City of Hague
12:15-12:30	<i>Quality of Life of the citizens at risk of exclusion and social marginalization</i> , Mercedes Hernandez (Head of the European Projects Department of the City Council of Murcia) The City of Murcia



12:30-12:45	<i>Temporary use of urban wastelands</i> , Erik Stok (Advisor Strategy and public affairs) The City of Hengelo
12:45-14:15	Moderated discussion with the speakers. Moderator: Prof. Tadeusz Strykiewicz (Director of the Institute of Socio- Economic Geography and Spatial Management, AMU)
14:15	Lunch
18:00	Dinner meeting with partners
II. Day – 23.10.2014	
CONFERENCE – language of instruction: English, simultaneous translation into Polish	
Venue	Adam Mickiewicz University in Poznań, Faculty of Law and Administration Al. Niepodległości 53, Poznań
9:30-10:00	Registration of participants
Topics	<i>social consultations</i>
10:00-10:15	<i>Effectiveness of online tools in the process of public consultation</i> , Piotr Matczak PhD , Krzysztof Mączka (Institute of Sociology AMU)
10:15-10:30	<i>Your Dublin Your Voice</i> , Michael Sands (Deputy Director, International Relations Unit Dublin City Council), The City of Dublin
10:30-10:45	<i>Public participation in urban planning with the use of online GIS</i> , Michał Czepkiewicz, Marek Młodkowski (Institute of Geoecology and Geoinformation AMU)
10:45-11:00	<i>From urban revitalisation of public space to the new participative rules for commons care in the City of Bologna</i> , Gulia Allegrini, The City of Bologna
11:00-11:15	<i>Project '100 places': the Florentines change the city</i> , Marco Materassi (Municipality of Florence – Planning and Quality Control Service) The City of Florence
11:15-11:30	<i>Citizens involvement in local decision-making</i> , Annet Horstman, The City of Hengelo
11:30-11:45	<i>Geo-questionnaires: A new source of urban data</i> , Michał Czepkiewicz (Institute of Geoecology and Geoinformation AMU) Dariusz Walczak (Faculty of Informatics and Electronic Economy PUE)
11:45-12:00	<i>The way to be closer to the citizens</i> , Jolanta Uzulina , (Daugavpils City Council), The City of Daugavpils
12:00-12:15	<i>Participants in the public consultation on spatial development plans in Poznan</i> , Michał Wójcicki (Institute of Socio-Economic Geography and Spatial Management, AMU)

12:15-12:30	Programme of the conversion of Klaipeda City central part, Indre Buteniene , (Head of Strategic Planning Unit, Klaipeda City Municipality Administration) The City of Klaipeda	
12:30	Lunch	
WORKSHOPS – only for participants who have declared in advance		
Venue	Poznań City Hall, Biała Room (no. 105)/ Błękitna Room (no. 106) Plac Kolegiacki 17, Poznań	
14:00-16:00 – Workshop I		14:00-16:00 – Workshop II
‘Cities 2.0 – participatory budgeting’ (Dariusz Walczak, Krzysztof Mączka)		‘Cities 2.0 – online participatory mapping’ (Cyryl Kwaśniewski, Marek Młodkowski, Michał Czepkiewicz)
During the conference, two parallel workshops will be conducted by the „Miasta 2.0” group. The first workshop will focus on the implementation of participatory budgets, which have been recently emerging in Polish cities. The second workshop will focus on geo-questionnaires: an online participatory mapping tool that can be used in research on the quality of life and the quality of urban spaces. Participants will be involved in hands-on exercises that will help them discover how to use these methods in a way that would best meet the needs of local communities. The workshops will be conducted in English, there won't be translation into Polish.		

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'Cities of Change – cooperation of cities in the field of city development'
III. Conference 22-23.04.2015
'Major development tendencies in European cities –
Identification and efficient intervention methods.'

I.Day – 22.04.2015	
CONFERENCE – languages of instruction: English, Polish (with participation of simultaneous translators)	
Venue	Adam Mickiewicz University in Poznań, Faculty of Law and Administration al. Niepodległości 53, Poznań
9:00-9:30	Registration of participants
9:30-9:45	Opening of the conference – Jacek Jaśkowiak , The Mayor of the City of Poznań
Part I: lectures	
9:45-10:00	representative of the European Commission
10:00-11:00	<i>„Awareness of change: Future City 4.0 Version”</i> , Zuzanna Skalska (Netherlands)
11:00-11:30	<i>THINK DIFFERENT – Culture as a binder connecting people to the city</i> , Jacek Rajewski (Netherlands)
11:30-12:00	<i>Creating the city by its inhabitants</i> , Anna Krenz MA (Berlin)
12:00-12:30	Coffee break
Part II: debate	
12:30-14:30	Oxford Style Debate THESIS: „The city center revitalization will stop population decline in the city of Poznań” Jan Piosik MSc Monika Matusiak PhD (Poznań University of Economics), Krzysztof Mączka MSc (Adam Mickiewicz University in Poznań)
14:30	Lunch

II.Day – 23.04.2015	
CONFERENCE – languages of instruction: English, Polish (with participation of simultaneous translators)	
Venue	Adam Mickiewicz University in Poznań, Faculty of Law and Administration al. Niepodległości 53, Poznań
9:00-9:30	Registration of participants
Part I: lectures	
9:30-9:45	Jan Lityński (Advisor to the President of the Republic of Poland)
9:45-10:15	<i>Cities in transition</i> , Charlot Schans (Project leader New Europe – Projekt De Zwijger)
10:15-10:45	<i>Power and citizen from the social interdependence psychology perspective</i> , prof. Dariusz Doliński (University of Social Sciences and Humanities in Wrocław)
10:45-11:15	<i>Stimulating the participation of responsibility – a lecture with practical social psychology</i> , Konrad Maj PhD (University of Social Sciences and Humanities in Warsaw)
11:15-11:35	<i>Civic budget in the city of Poznan</i>
11:35-12:00	Coffee break
Part II: discussion	
11:50-14:00	Moderated discussion with the foreign visitors and advisor to the President of the Republic of Poland TITLE: „25 years of self-government – already citizens or passive observers’
14:00	Lunch

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Project leader:



Partners of the project:



Bologna



Bucharest



Daugavpils



Dublin



Florence



The Hague



Hengelo



Klaipeda



Murcia



Padua



Rennes



Wolverhampton



Metropolitan Region Hannover-Braunschweig-
-Göttingen-Wolfsburg



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