

CASE STUDY

**Gdańsk:
initial steps towards
responsibility sharing**

URBACT II



**Gdańsk: initial steps towards responsibility sharing,
URBACT II Capitalisation, April 2015**

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FOREWORD

This case study is part of a bigger capitalisation initiative set by the URBACT programme for 2014–2015 with the objective to present to cities local good practices about:



New urban economies



Jobs for young people in cities



Social innovation in cities



Sustainable regeneration in urban areas

These four topics have been explored by four URBACT working groups (workstreams), composed of multidisciplinary stakeholders across Europe such as urban practitioners and experts from URBACT, representatives from European universities, European programmes and international organisations working on these issues.

The case study on Gdańsk (Poland) is one of the concrete results of the workstream ‘Social innovation in cities’, after collection of data, a study visit, and interviews with local stakeholders.

It explores the practice the city put in place to engage with citizens and optimise public services, actions implemented, achievements and challenges, success factors, and conditions for transfer to other cities. The first part of the case study summarises the key points of the practice, while the second part (analytical template) provides more details for those interested in transferring the practice to their local context.

We hope this shall be an inspiration for you and your city!

The URBACT Secretariat

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WGDAŃSK: INITIAL STEPS TOWARDS RESPONSIBILITY SHARING

 By Marcelline Bonneau*

In the words of Andrzej Bojanowski, Gdańsk's Vice Mayor for economic policy, many Eastern European countries have caught up with Western economic growth. But now that they have reached a standard of living that might be considered as 'acceptable', citizens have seen the limits of the materialistic values they were pursuing. In Gdańsk, one of the priorities expressed by citizens – and taken on board by the administration – is to go back to the immaterial values (happiness, quality of life, time well spent, spiritual connections, cultural development etc.), that were once – before people rejected them as part of the old system – the only values available.

As Mr Bojanowski puts it: “Previously, these [immaterial values] were the only thing we had. We rejected those values to follow the path of Western capitalism. However, now, in Poland, as in the rest of Europe, we have realised that happiness does not rest on the ownership of objects. Instead, we want to invest our energies in activities, meeting and exchanging with other people – so we are now going back to those old values.”

Gdańsk is at once an ancient and a new city, having lost 95% of its population during World War II. This means that the current population is only the second or third generation to live in the city, which raises important issues around perceptions and feelings of belonging. Unusually for a European city, this creates an opportunity to reshape the city's destiny, and today the municipality acknowledges the potential for citizens to play a role in its governance. As Magdalena Skiba, who is in charge of co-operation with NGOs, says “*citizens have quite some energy which makes us react.*”

As in other parts of Europe, Polish society is changing: citizens feel they have not been listened to enough. At the same time, new economic and social models have emerged. The increasing complexity of modern life, the rapidity that is possible through the use of information technologies, and the acknowledgment of interrelations between societal issues, have led to the recognition that new and serious urban problems have emerged.

The city of Gdańsk – with its 462,000 inhabitants spread over 262 km² – has taken some initial steps to change its governance culture. The municipality has not designed a strategy to innovate for the well-being of its citizens, but instead is taking individual steps to familiarise itself with its citizens at the same time as citizens become familiar with it. Social innovation approaches

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are being used within and outside the administration to make city governance more participative. Gdańsk is also taking tentative steps to promote grassroots innovation which could in turn empower citizens.

ENVISIONING THE NEED FOR SOCIAL INNOVATION

Like in many other European cities, the city administration has traditionally operated in a very hierarchical way. The same applied to relationships between the municipality and citizens. This resulted in the junior levels of the administration, and citizens too, being passive cogs in the wheel: they expected their superiors to take decisions for them and did not expect to be consulted or involved in shaping these decisions. As in many other cities and countries, this also led to public mistrust of the municipality. In parallel, the governance of the city was seen as limited to a problem-solving mechanism.

The city of Gdańsk has slowly acknowledged the need to change this mindset and ignite a new vision for city life. This vision has been shaped by the city's Mayor, Paweł Adamowicz: in office for 17 years and re-elected in November 2014, he has observed society changing over the years and incrementally identified the need to find a better way to understand and address citizens' needs, by engaging with them more effectively. He has been a strong advocate of adapting the administration's working processes. As such, he has re-imagined the responsibilities of each actor in city governance, to promote more integrated approaches. This represents a deep **paradigmatic change** in Gdańsk's governance.

Little by little, this change was embedded in the city's policies and made real through a series of activities. In order to support his vision, he appointed experienced practitioners to key positions in the administration. He stressed the need for a diversity of profiles within the senior team to enrich the evolution of a new mindset.

One such person was Ewa Kamińska, current Vice Mayor for social policy, who has experience in clinical psychology and NGOs. In 2011, she

led the work of the Club of Gdańsk, an informal think-tank which brought together around 15 civil servants and NGO representatives to experiment with a bottom-up process to exchange ideas, brainstorm and identify priority issues for the city.

The club produced a set of common values to underpin future city governance: **trust, participation, honesty, responsibility, being closer to the citizen, individual and institutional openness, harmonisation, social cohesion and long-term perspectives**. Moreover, the club stressed that the city management team should take a positive approach. As an example, it was decided that the administration should not be dealing with 'social problems' anymore, but with 'social development'.

The outcomes of the club's meetings were used in the design of programmes and strategies such as *Gdańsk, My City*, a programme on citizenship and social policy. The most successful use of the consultations has been in the design of the city strategy, work on the social economy, and the integration of the social sphere into the organisational structure of the administration. The whole process of this Club of Gdańsk was an innovation in itself: for the first time, administration employees and NGOs gathered to discuss fundamental values, in an open and transparent way, with an equal voice for each participant and in a real framework of co-creation. The work was made possible thanks to moderation by an external adviser on participatory design and processes, who had gained experience in Western Europe and adapted it to local circumstances. In particular, the club concluded that the administration should bear the responsibility for setting the direction. However, it should move away from the traditional hierarchical and vertical structure to a more holistic approach, and should share tasks and responsibilities horizontally *in* the city and *for* the city.

Such an approach puts citizens at the heart of city policies, yet not only as targets, but rather as actors, as co-creators of their environment. This means that not only does the city seek to empower citizens in a new role, and to enhance and deepen partnerships with NGOs, but also to reposition the administration. It remains the organiser of city life, but no longer works in isolation:

Like in many other European cities, the city administration has traditionally operated in a very hierarchical way. The same applied to relationships between the municipality and citizens.



instead, it seeks to achieve wider societal goals. More importantly, it aims to improve citizens' happiness, through learning, keeping an open mind, adopting a positive attitude and – crucially – taking a holistic approach. As Magdalena Skiba puts it: *“The structures are changing: we have a spirit of openness and are able to assess what there is outside, take it on board and implement it.”*

PILOTING WORK ACROSS SILOS

One of the most important conclusions of the Club of Gdańsk was that there was a need to work outside of the traditional administrative silos and search for synergies of expertise, experience and skills among different sectors. Municipalities have long considered that citizens' lives have to be governed sector by sector. Each department was confined to working in its own silo, which isolated each sector from the others. However, municipalities have now reached the limits of their traditional bureaucratic and top-down governance model: their expertise is disconnected from the reality on the ground and the internal structure and governance model prevents them from taking a holistic approach to problem-solving. Gdańsk's first step was therefore to be consistent internally with the approach it was promoting. As Mayor Paweł Adamowicz underlines: *“in order to innovate, a city should start by innovating in its own administration.”* For example, over the years and through the work of the Club of Gdansk, it had become clear that the issues tackled by the education and the social departments – which together account for more than half of the municipal budget – were closely interlinked, yet lacked coordination.

For instance, the municipality observed that issues related to children's learning difficulties (the responsibility of the education department) were often linked to difficulties within their families (the

responsibility of the social development department). Therefore, in order to address citizens' needs through a holistic approach but also to rationalise internal resources, the **departments of education and social development were merged** in spring 2014. For the first time, the decision to merge city administration departments had come from the suggestions and work of civil servants, organised internally (in the Club of Gdansk). As a result of the merger, problem-solving has become more consistent, and the administration now has a better understanding of the issues. The reorganisation led to internal readjustment in terms of management and the daily work of civil servants: however, the next structures and communication channels enabled ongoing exchange and creation of synergies. This reform is widely perceived as piloting a new way of dealing with

issues inside the administration: depending on its success, it could be applied to other sectors.

One of the most important conclusions of the Club of Gdańsk was that there was a need to work outside of the traditional administrative silos and search for synergies of expertise, experience and skills among different sectors.

In parallel, the municipality has extended its co-operation and partnership with NGOs. Although this may be common in other parts of Europe, NGOs are not as active in Poland as they are in Western Europe, and their role in city governance is still rather limited. In Gdańsk though, work with NGOs has been under way for years. The fact that the city was the

cradle of the country's first free trade-union movement led by Solidarność in 1980 has played a part in this.¹

The city authority played a crucial role in pushing the development of national legislation on NGOs. The contribution of Gdańsk to two URBACT networks, My Generation and My Generation at Work², has catalysed the partnership with NGOs while at the same time creating structures for its development. In the administrative reorganisation of spring 2014, a specific unit was set up to deal with partnerships with NGOs. These are now involved in the design of city strategies, consulted about process and they now take part in working groups. The main working

¹ The first independent labour union in a Soviet bloc country emerged in Gdańsk. On 14 August 1980, a strike of 17,000 shipbuilders at the Lenin Shipyards, led by Lech Wałęsa, triggered a broad, non-violent, anti-communist movement which eventually contributed to the collapse of the socialist regime.

² <http://urbact.eu/mygeneration-at-work>



groups are dedicated to social issues such as social problem-solving, disability, homelessness, senior citizens, civil society and also sports and culture, which have councils including NGOs representatives. All these groups have both advisory and monitoring roles. NGOs are regularly consulted on wider issues such as the design of the Gdańsk 2030 strategy. About 300 organisations out of a total 1,813 registered in Gdańsk are involved in this social development every year.

Both sides have learnt to work together: the administration now has direct access to top-level expertise on the situation on the ground, and NGOs are more familiar with the way the administration functions. As Marianna Sitek-Wróblewska from the Gdańsk Foundation for Social Innovation (GFSI) says: *“Partnering with the administration has changed our point of view.”*

TOWARDS CITIZENS' EMPOWERMENT

The administration's structural reorganisation and its closer co-operation with NGOs have enabled it to reconsider how to involve citizens in its governance. Community self-organisation had long been suppressed in Poland, since the socialist regime, which held power between 1944 and 1989 when Poland was a Soviet satellite banned most forms of organisation. Consequently, citizens were not used to being active in their city. The notion of citizen participation is not the norm.

The municipality, together with NGOs, has taken over the role of teaching and supporting innovation. In particular it has supported the provision of **platforms for co-creation**. As Ewa Kamińska says: *“conditions should be created so that citizens can take shared decisions.”* Thus, Neighbourhood Houses have been set up on the basis of British and Irish experiences as incubators of citizen-driven initiatives. These community meeting places enable the inhabitants themselves to propose and develop their own ideas, get to know each other and take the initiative to promote neighbourhood life.

The city also promotes **culture** as a means to empower citizens, and in 2011 it established the

City Culture Institute. While this is a municipal institution, it operates separately and employs 15 people who are highly experienced in working on the ground. The institute's work is a starting point in creating a link between citizens and their city, on the basis of cultural projects.

Consultation processes have also been a means to involve citizens in city governance. Through the citizens' budget in 2013 and 2014, residents have been able to choose which city projects should take priority for funding. Citizens not only have the right to express themselves but are given support to take part in this process.

The enduring mistrust that citizens feel towards the municipality³ needs to be overcome by creating **visible concrete outcomes**, as Aleksandra Szymańska, director of the Institute for City Culture, says: *“We need to show people that something can come out of their actions.”* The improvement of Targ Węglowy (Coal Market), led by the Institute of City Culture, is such a concrete achievement which took place as a result of a survey and consultation of citizens which showed their wish for a community meeting point in the city centre, where they could relax and socialise. This project **raised the awareness** of citizens about the way the municipality can listen to them and implement their projects.



The improved Coal Market: from conception to realisation.

Source: Materiały IKM

The most advanced step in empowering citizens was to let them become the experts, and to listen to their **experience from the ground**. Traditionally, like other cities, the municipality was using in-house expertise on citizens' wishes to address citizens'

³ A large part of Polish society was mistrustful of the socialist government, which it had not chosen and which had very strong communist features. This mistrust applied to the national government as well as more locally, at city level.



needs, and to design and implement strategies and policies. This isolated the municipality from reality, yet, as Piotr Kowalczyk, Director of the Department of Social Development, says: “We should not be replacing citizens, we should meet their expectations.” The city accordingly adopted a ‘letting them decide’ approach, notably through the design of the new city strategy, Gdańsk 2030 Plus. This new participatory process, which was moderated by an external consultant, for the first time gave citizens *carte blanche* to design the city they wanted: citizens were invited to take part in an online survey, in workshops, and children could compete on drawing the future city they wanted. Citizens’ inputs were later analysed and formed into an official strategy document.



Gdańsk 2030 Plus Strategy.
Source: Żaneta Kucharska and Jacek Zabłotny, UMG

The civil servants involved were surprised by how successful the process was in collecting information and raising interest amongst citizens. However, as the process went on, and especially after all the successful inputs they received from citizens, they acknowledged that it required not only a longer timeframe but also a positive attitude from officials. To make this new approach work, they had to be motivated, flexible, open and willing to work at evenings and week-ends. However, they agreed that it was really worthwhile, thanks to the burst of ideas and energy that it released. More than that, they found it did not require additional skills: they had the impression they had ‘done their job’.

The city strategy was a result of the shared values which were expressed by citizens and were then put forward as priorities about how strategic planning should take place. So-called ‘clouds of ideas’ were

extracted from the consultation, and grouped into five priority areas: **co-work, education, inhabitants, openness and mobility**. These values now guide the development of action plans and form the basis of the city’s relationship with its inhabitants. The city aims to increase the participative element of co-constructing the city and its future.

WHAT CAN CITIES LEARN FROM THE EXPERIENCE OF GDAŃSK?

Changing mindsets and attitudes requires municipalities to adapt their working methods. In Gdańsk, the city authority acknowledged the need to integrate **skills** coming from outside the boundaries of the administration: those of NGOs with grassroots experience as well those of external consultants who could facilitate participatory activities from a position of neutrality. Gaining citizens’ trust and involving citizens are the other crucial ingredients, the authority recognises.

The municipality of Gdańsk has also increased its **visibility, communication** and **transparency**. Indeed, during the participatory processes of the Gdańsk 2030 Plus strategy, one of the people involved in its implementation, Żaneta Kucharska, noted that “the most important part of the process has been the meetings where we got to know the citizens and the citizens got to know us.” The development of Facebook pages for the city and its directors has made the administration more accessible and it appears more human.

Developing such an approach was possible because it happened at the right moment: “We are ready, we are now learning and listening,” says Paweł Adamowicz. This goes hand in hand with the need to re-envisage the **timeframe**, which is necessary because introducing the new process takes time. This requires



Gdańsk 2030 Plus Strategy.
Source: Żaneta Kucharska and Jacek Zabłotny, UMG



Source: Freepik

an **adapted form of planning and organisation**, and also a **long-term perspective** aiming at deep cultural change and the long-lasting benefits it confers.

Funding was never a brake on the changes occurring in the city: the streamlining of some work as well as the new prioritisation of issues enabled it to stay within the current budget. According to Andrzej Bojanowski, in due time, the city will settle at a new Pareto equilibrium with 80% of resources dedicated to the discussion of values and the identification, trial and validation of alternatives – and only 20% to technocratic activities.

More importantly, according to Mr Bojanowski, it is crucial to integrate the new city governance into a wider change of attitude, without setting finite limits: *“It should always be a process: we should chase the rabbit, knowing we will never catch it.”* As such, the city needs to be in a constant **learning process**, improving its resilience while constantly seeking solutions to improve citizens’ social well-being: *“We should leave aside individual objectives and move towards common social ones,”* he adds.

GDAŃSK: A MODEL FOR STEPPING UP INNOVATION?

In Gdańsk, innovation is being used to address the needs of citizens through a reallocation of responsibilities among all stakeholders. The priorities have been shifted, and the traditional governance paradigm is under reconsideration.

This might not seem highly innovative in a wider EU context. As Magdalena Skiba admits *“It is maybe innovative for us but not for others.”* Gdańsk is however in the vanguard compared to other Polish cities and most Eastern European cities. Through its political and commercial history (as a Hanseatic city and then a free city at the beginning of the 19th century and between the two World Wars), Gdańsk has inherited a culture of **openness**. It is now using this cultural heritage to drive a change of mindsets. Nevertheless, the structure of the whole process remains strongly top-down,

and the role of the municipality in leading the transition is crucial. **Individual leaders** have proven capable of taking risks. According to Mayor Paweł Adamowicz: *“There are risks everywhere in politics, but if you have faith, you should go against the wind.”* ●

“

There are risks everywhere in politics, but if you have faith, you should go against the wind.

”

Paweł Adamowicz

ANALYTICAL TEMPLATE OF THE CASE STUDY



BACKGROUND INFORMATION	
NAME OF CITY	City of Gdańsk
REGION AND COUNTRY	Pomerania, Poland
GEOGRAPHIC SIZE	Gdańsk: 462,000 inhabitants (2013) 262 km ² FUA: 993,000 inhabitants (Gdańsk and Gdynia)

1. PRACTICE DESCRIPTION	
ONE-LINER DESCRIPTION OF THE PRACTICE	Opening up the city administration and integrating citizens into governance through social innovation for cultural change, community and city development in Gdańsk, an Eastern European city.
MAIN REASON FOR HIGHLIGHTING THIS CASE	<p>Like many other cities in Central and Eastern Europe, Gdańsk has inherited a strong top-down and hierarchical governance culture. Despite this, it has developed a holistic approach to transforming the way the city is governed. In particular, the role of citizens and NGOs in its governance is growing.</p> <p>The city of Gdańsk has slowly acknowledged the need to change this mindset and ignite a new vision for city life. Social innovation has entered the city through different doors, with different objectives and working methods.</p> <p>This has happened at two levels. On the one hand, this vision has been shaped by the city's mayor, Paweł Adamowicz: he observed society changing over the years and identified the need to adapt the way of understanding and addressing citizens' needs. He recognised the need to increasingly engage citizens in city governance. He has therefore re-envisaged the responsibilities of each actor in city governance, to promote more integrated approaches. The mayor took a position on change in the city but did not define a strategy for its implementation. The city needs to be in a constant learning process, through which it improves its resilience while constantly seeking solutions to improve citizens' social well-being.</p>



1. PRACTICE DESCRIPTION (CONT'D)

<p>MAIN REASON FOR HIGHLIGHTING THIS CASE (CONT'D)</p>	<p>On the other hand, this vision has come to life through a series of fortuitous coincidences: the mayor appointed people who shared his vision to key positions in the city administration. These people acted on their own to develop individual and separate initiatives. In parallel, movements emerged outside the administration: the development of culture on the basis of projects and NGOs, the expression of citizens wishing to play a role in their city, and other actors bringing in new competences and experiences (such as in participatory process): all these interrelated activities, although unstructured, all represent the path undertaken, nurturing a deep paradigmatic change in Gdańsk's city governance.</p> <p>This process is innovative for Eastern European cities and can be exemplary of the way a Polish city is a leader in open governance and the design of a new ecosystem integrating citizens and NGOs in city governance.</p> <p>The key messages from this case are:</p> <ul style="list-style-type: none">• The openness of the city and individual leaders is the driving force for any paradigmatic change;• Changing mindsets and attitudes requires adapting the working methods of the municipality. Skills and knowledge from outside the boundaries of the administration (NGOs, external consultants, citizens) should be integrated into city governance;• Spaces where citizens and stakeholders can gather and exchange ideas with each other and with the city administration are key to ensuring cohesion;• City administrations need to increase their visibility, transparency and communication;• Defining adequate and realistic timescales is important. Introducing new participative processes takes time, so the timeframe needs to be re-envisaged and planning methods and organisation need to be adjusted;• A long-term perspective is required to ensure sustainable cultural change;• Funding is not an issue as long as the priorities are well-defined;• The city needs to be in a constant learning process, through which it improves its resilience while constantly seeking solutions to improve citizens' social well-being.
<p>OVERALL OBJECTIVE</p>	<p>The use of social innovation has not been identified <i>per se</i> in any official document of the city of Gdańsk. This is an approach which has arisen incrementally, from various unrelated activities, and rather than being defined upfront it came from the identification of needs and it then imposed itself as the preferred way forwards.</p> <p>The overall objective of this new approach is to adapt the city to contemporary realities in terms of problem-solving and solution identification, through the integration of all actors of public life and integrated governance, to create a holistic approach to public policies. To this end, social innovation is used both as a means and an end.</p>



1. PRACTICE DESCRIPTION (CONT'D)

	<p>Since 2007, the municipality of Gdansk has taken steps towards a new way of working inside the administration but also with the citizens. The starting point was an informal working group seeking cross-sectoral collaboration, the Club of Gdańsk, composed of city administrators and NGOs. The Club concluded that there was a need to move away from compartmentalised working within the administration and towards working with NGOs. This has led to the reorganisation of the administration structure as well as increased cooperation with NGOs.</p> <p>In parallel, the city acknowledged the need to involve citizens and NGOs more widely in city governance. On the one hand, this has led to the search for empowerment of citizens through culture, with setting up the City Culture Institute (Instytut Kultury Miejskiej), and with concrete outputs such as the improvement of the Coal Market (Targ Węglowy). On the other hand, citizens have been empowered through their involvement in the design of the city's new strategy (Gdańsk 2030 Plus), as well as participative citizens' budgets.</p> <p>This approach goes along with the strengthening of the feeling of identity and belonging to the city through the activities organised within Neighbourhood Houses.</p> <p>Finally, the city administration has also sought to increase its visibility and communication with its citizens, through the use of social media (notably Facebook pages).</p>
<p>DESCRIPTION OF ACTIVITIES</p>	<p>Club of Gdańsk: an informal think-tank producing common values</p> <p>In 2007, an informal think-tank was launched as a working group within the administration of Gdańsk: the Club of Gdańsk. Led by Ewa Kamińska, vice-president for social policy and education, with a background in the NGO sector, the club brought together around 15 civil servants and NGO representatives to experiment with a bottom-up process to exchange ideas, brainstorm and identify priority issues. The mayor was also a guest at these meetings. They initially met once a month before allowing greater intervals between meetings, with the bulk of work carried out in 2011. The club was moderated by an external consultant, who had gained experience of participatory processes and social innovation in western countries.</p> <p>More than 20 meetings were organised, in various places such as the Regional Foundation Information Centre in Gdańsk, at the premises of organisations, as well as in some private houses. These meetings were also organised during thematic seminars and other events organised by the City of Gdańsk.</p> <p>The rationale for this work was to start a bottom-up process for the identification of priority issues and to cooperate on the establishment of common values. This asset-based approach led to a redefinition of their activities from 'social help' to 'social development'. It also focused on ways to shift employees' approaches to service users. This refocusing was the birth of the idea of 'getting closer to the inhabitant', as the club said, rather than treating him as a difficulty or a problem. This implied the acknowledgement of the need for collaboration with citizens.</p>



1. PRACTICE DESCRIPTION (CONT'D)

DESCRIPTION
OF ACTIVITIES
(CONT'D)**Club of Gdańsk: An informal think-tank producing common values** *(cont'd)*

The most important values, which were identified jointly by administration employees and grassroots actors were:

- Trust
- Self-determination
- Participation
- Responsibility
- Support
- Individual and institutional openness
- Complementarity
- Effectiveness
- Systematisation
- Social cohesion
- Transparency
- Honesty
- Skills
- Going with the citizen
- Collectivity
- Leadership
- Courage to act
- Informing
- Testing and implementing good practices
- Worker not sitting behind a desk
- Subsidiarity
- Freedom
- Non-political character

It was the first time such a consultative process on shared values and postures had been organised. These new ideas are now embedded in the vision of the city and continue to serve as a reference point.

Quite a number of working documents were produced. These summarise the reflexions which occurred during the meetings. Some had a conceptual role (the agreement on common values) as well as a strategic role in defining the methodological and thematic priorities for the future of the city. These were used in the design of programmes and strategies such as Gdańsk, My City, a programme on citizenship and social policy. The most successful use of the consultations has been in the design of the city strategy (see next pages), work on the social economy, and the integration of the social sphere into the organisational structure of the administration.



1. PRACTICE DESCRIPTION (CONT'D)

DESCRIPTION OF ACTIVITIES (CONT'D)

Reform of organisational structure of the administration

Over the years and following the work of the Club of Gdańsk, it appeared that the issues tackled within the education and social departments – which together account for more than half of the municipal budget – were closely interlinked. For example, children with learning difficulties (the responsibility of the education department) often came from families in difficulty (the responsibility of the social department). These departments were working in silos: this led not only to a duplication of effort but, more importantly, to an inefficient way of addressing citizens' needs.

Within the approach to changing the vision of the city administration and the way problems are tackled, the municipality acknowledged the need to bring in a more holistic approach. As a result, the education and social development departments were merged in April 2014.

This merger was an innovation as it was quite revolutionary to tackle education and social development as complementary issues. In addition, this proposal came from the work of the Club of Gdańsk and the merger was promoted by the members of the club, rather than from a top-down initiative. As a result, the merger had the objective of approaching problem-solving holistically, and capturing efficiency gains not based solely on the internal saving of financial resources, but on the success of the measures undertaken.

For the local authority management, this appeared to be an obvious and necessary situation. Civil servants were not consulted *per se* upfront and had to adapt to a new situation: offices were changed, working procedures were adapted, new teams were created, new positions were set up and knowledge and competences had to be adjusted or shifted. The process has required a slow, step by step fine-tuning, which happened smoothly. Changing offices, creating new teams, adopting working procedures to new colleagues and new management structures did require adaptation from the civil servants. However, the Director of the newly-founded department for social development set up an internal policy for solving issues: every time there was a conflict or difficulty which could have an impact on the working atmosphere, or on the work itself, he made himself available to bring together the concerned civil servants in order to identify issues and potential solutions. He also supported these exchanges amongst civil servants without his participation.

As a result of the merger, there has been a consistent approach to problem-solving and the administration now has a better understanding of the issues at stake. Civil servants from each of the two former separate departments have familiarised themselves with the issues tackled by the other in the new integrated department. Within the new management structure, communication platforms (which can be as straightforward as meetings or exchanges of e-mails) have been set up: civil servants have started exchanging information on a daily basis, transversally, on the mutual benefits each policy could bring to the other. Overall, the administration has also gained in the consistency of its vision: it has started by adapting its internal structure before reaching out to citizens.



1. PRACTICE DESCRIPTION (CONT'D)

DESCRIPTION OF ACTIVITIES (CONT'D)

Leading in cooperation with NGOs

The structural reform of the city administration has also focused on increasing cooperation with NGOs.

In Poland, work with NGOs mostly dealing with social, integration, education and disability issues, started in the 1990s. However, it was strongly top-down and was a formality rather than a real integration of NGOs into city governance. Some cooperation activities - most notably the participation of Gdańsk in two URBACT networks (My Generation and My Generation at Work) - have catalysed the partnership with NGOs while at the same time creating structures for its development.

The municipality recently decided to formalise this cooperation, and set up a unit for this purpose in the department for social development. The municipality has seen the partnerships, with small and large NGOs and slowly with the private sector as well, as both a process and an end: NGOs are involved in city governance, and the administration is seeking to reinforce these co-working procedures.

Through the newly-created unit, NGOs have a channel to provide their views and opinions, to represent the interests of their target groups, and also to be consulted directly and to co-create. In particular, thematic working groups provide a platform for a common elaboration of city policies. The main working groups are dedicated to social issues like social problem-solving, disability issues, homelessness, senior citizens, civil society issues and also sports and culture which have their councils including NGOs representatives. All these groups have an advisory as well as a monitoring function. NGOs are also regularly consulted on wider issues such as during the design of the Gdańsk 2030 strategy.

The main domains of this cooperation are social welfare and social integration, culture, sports, addiction prevention, disability, senior citizens' and youth issues and mobility. About 300 organisations out of a total 1,813 registered in Gdańsk are annually involved in this social development.

Cooperation with NGOs has financial and non-financial dimensions. The information flow through municipal media, use of municipal property without charge, annual working plans for cooperation, and participation of NGO representatives in grant distribution are the main forms of non-financial cooperation.

The culture of cooperation has been a long process, for both the administration and the NGOs. The city administration seeks to be open and learn, without any prejudice. As Magdalena Skiba, who was responsible for the cooperation unit, stated: "We cannot be isolated from the world". However, the city administration is not necessarily aware of the evolution of trends in society. It has therefore integrated the knowledge and expertise of NGOs into its functioning. Thanks to this cooperation, the city administration has learnt to understand the way problems arise and the issues at stake, and now has a better basis upon which to design solutions. Indeed, NGOs have the skills and experience to work on the ground: they are known and have legitimacy within the community; they are actually present on the ground and have the social and interpersonal skills to interact with inhabitants. They are also responsible for carrying out projects. These aim to empower citizens and contribute to wider societal cohesion in the city. This is for example the case of the Gdańska Fundacja Innowacji Społecznej in setting up and managing neighbourhood houses (see next page).



1. PRACTICE DESCRIPTION (CONT'D)

DESCRIPTION OF ACTIVITIES (CONT'D)

Leading in cooperation with NGOs (cont'd)

For NGOs, the increase of cooperation with the municipality has changed their viewpoint: they also get to understand the functioning of the administration and the issues inherent in city governance.

The administration recognises the value of NGOs in its work and funds them quite significantly. Other funds such as European ones (e.g. ESF) contribute to NGOs' functioning. As such, although they have their own mandate, their activities are bound by the administration's scrutiny and they are therefore not fully independent. At the same time, the funding of NGOs has shifted from project-based to long-term: NGOs have welcomed this approach, which has stabilised their income and allows them to plan better, and thus to work better on the ground.

City Culture Institute

Between 2008 and 2011, Gdańsk was competing to become the European Capital of Culture. A team was set up to make the most out of the city's potential with two main aims: create an EU vision and nurture the interaction between the city and its inhabitants. The application did not succeed. However, through the preparation process it became clear that municipality could use culture to promote citizenship and empower citizens.

The City Culture Institute was set up as a municipal cultural organisation, financed by the city but independent in terms of strategy and activities. It promotes participative cultural and social events with the involvement of the inhabitants, based on a bottom-up approach. More generally, 'culture' should be understood as any type of relationship and interaction and as such it can potentially cover a wide range of activities related to the creation of a sense of community amongst citizens.

The creation of an institute, consisting of 15 young and dynamic people, also presents the way the city administration wishes to become closer to its citizens, to have direct contact with them, at the same time as using skilled and experienced professionals. The institute is housed in a separate building from the main administration and has its own management structure and independent funding. It is particularly well advanced in participatory processes and transversal approaches, integrating culture into all fields of life in a multidisciplinary manner.

The institute carries out various types of projects:

- Art in the City: a festival of narrations presenting stories about the city, an opera on the Coal Market, and a festival of monumental art
- Debates and training in the cultural sector
- The provision of a certificate for 'greeters', citizens presenting 'their' city to visitors
- An Observatory of Culture, as a research centre on culture in the city
- Alternative visits of the city: free walks, focusing for example on female shipyard workers, female artists associated with the shipyard, female activists in the Solidarity movement, the pioneers' route, or the Polish activists' route.



1. PRACTICE DESCRIPTION (CONT'D)

DESCRIPTION
OF ACTIVITIES
(CONT'D)**City Culture Institute** (*cont'd*)

It also serves as a platform for networks of artists, allowing the cultural sector to reach out to all citizens. For example it organised the first Metropolitan Culture festival, on 17th and 18th September 2014, where teachers and educators met representatives of cultural institutions, the local administration, and the government to discuss diagnosis, challenges and obligations in cultural education. It is also responsible for a Medialab which provides a platform for experimentation, cooperation, vision-sharing and empowerment between culture, social activism, education and technology.

Citizens can actually see their impact, through initiatives such as the renovation of the Coal Market, through which "people can see that they had what they wanted" (A. Szymańska). According to the director of the institute, people are increasingly interested in playing a role in their city and the mindset is currently changing. A new viewpoint is being adopted, though this might be the case in many other cities in Europe.

Improvement of Coal Market

Gdańsk city centre does not have a market square like most Polish cities have since the Magdeburg law: it therefore lacked a central meeting point, where inhabitants could gather, exchange, create a sense of community, shop and organise cultural events.

The cultural observatory run within the City Culture Institute identified the inhabitants' need for such a space. It decided to ask people what functions they would expect from the square. It launched a consultation which lasted a whole year, starting in 2013: it sent out questionnaires, organised meetings with inhabitants and experts, held co-creation activities, and showed films. The process revealed the expectations of inhabitants for a community space and a relaxing spot.

The cultural observatory identified the Coal Market (Targ Węglowy), as a potential experimentation area. It had been used for parking for years, was quite large and central, and was far enough from housing not to create noise pollution.

Together with the relevant departments from within the administration, the institute banned parking for the whole summer period (May to September), and made public funding available to furnish the area with benches, chairs and plants. The institute's role was to gather citizens' opinions and needs, to raise awareness and to make citizens' voices heard. In turn, the central city administration provided material and dealt with administrative and legal aspects. It is planned that in 2015, the central city administration will manage the area, using it for parking for half of the year and for recreation for the other half. The urban and architectural vision is still being finalised.

As soon as the area was transformed, it was a great success. As A. Szymańska stated: "People prefer small things which are concrete and useful for them to things which have no impact on them." This is where they can see the impact of the city administration, and realise that they are listened to and have the power to shape their city.

Neighbourhood houses

In order to create local partnerships and to develop the 'move alongside citizens' approach, the municipality of Gdańsk has supported the setting up and running of neighbourhood houses in five parts of the city. These centres were first set up in 2010 and 2011 by GFSI (The Gdańsk Foundation for Social Innovation), an NGO, through an ESF project. The project aimed to support the learning of social entrepreneurship, based on British and Irish experiences, of establishing neighbourhood houses.



1. PRACTICE DESCRIPTION (CONT'D)

DESCRIPTION OF ACTIVITIES (CONT'D)

Neighbourhood houses *(cont'd)*

The neighbourhood houses encompass several functions: they serve as meeting places for local residents, venues for activities, and sites for experiments and social consultations. They also host meetings between city councillors and residents, with debates and working groups on issues of interest to the neighbourhood. As GFSI representatives stated: "Neighbourhood houses serve as a focusing lens for problems, initiatives and ideas of local residents and facilitate the development of solutions. In addition, GFSI provides professional support to grassroots initiatives (for example by facilitating neighbourhood council development). Such houses have led to changes in some local land-use/development plans.

As such, they aim to integrate diverse groups of people, to create a sense of community and local identity and to enable joint responsibilities to be taken. They seek to put forward the high potential of the city and of its citizens, while focusing on participation.

The city administration supports the five centres financially through 1-year or 3-year grants. In the early stages of the development of neighbourhood houses, municipality representatives participated in the creation of a model which could be transferred to other neighbourhoods.

GFSI also builds strong links with the city administration by organising joint civic and social capacity-building projects, in which civil servants are invited to take part in the activities in the houses as well as to share their professional experience and organisational facilities.

There is no formal network among the houses and each has its own function and responsibilities, but they form an informal network exchanging information and practices, as well as organising common events.

Citizens' budgets

Polish cities are increasingly using citizens' budgets, though not all of them are ready to launch this process (due to lack of political will and weak social activity). Gdańsk launched its first pilot consultation in 2013, in which citizens were asked to vote for projects to be cofinanced by city budgets. 307 projects were submitted and 13.6% of the population took part in the consultation. 28 projects – worth circa 10 million zlotys (€2.4 million) – were selected for delivery in 2014. This first exercise was evaluated in order to gauge the needs of citizens for the next one. In particular, panels of citizens were organised to assess the end-user experience. Thanks to the success of this pilot, the process was relaunched in an improved form for the 2015 city budget.

Projects could be submitted by any citizen or organisation seeking to provide a solution to given issues of the city. They would be applied either to the whole city, or to a specific neighbourhood. The projects could gain funding of up to 500,000 zlotys (€118,000) and could be implemented over one year. The projects were reviewed for their formal and legal requirements by a committee of 21 people from the administration, neighbourhood councils and NGOs. The members of this committee also had the wider responsibility of promoting the concept of citizens' budgets as well as providing support and information on issues related to the realisation of the projects.

**1. PRACTICE DESCRIPTION (CONT'D)****DESCRIPTION
OF ACTIVITIES
(CONT'D)****Citizens' budgets (cont'd)**

As a next step, the projects were submitted to the vote of the population. Each citizen could vote for up to five neighbourhood projects and one city-wide project. The vote was counted electronically: Internet points were made available at consultative points and at the central administration of the city. Civil servants were on stand-by to help citizens to vote.

The results of the vote were then analysed and the most popular projects were funded, with up to two projects per area. The results were announced in October 2014.

As Paweł Adamowicz, mayor of Gdańsk, stated: "The citizens' budget is considered as one method of shaping citizenship. It is not a panacea, but it is a very important element of how citizens engage in the development and improvement of our city." As such, the initial evaluations of the citizens' budget have been very positive from the side both of the administration and of citizens. Internally, it has required the setting up of new working practices as well as coordination structures and procedures. These were integrated smoothly and have not caused major disruption. However, although citizens welcome the basic idea of citizens' budgets, the process still raises questions: owing to neighbourhood quotas, the projects selected and implemented have not necessarily been those that won the majority of votes.

For the second time in 2014, the city administration is therefore asking citizens to say which projects they wish to see implemented. The process is seen as a chance to engage citizens in the decision-making on local expenditure at the same time as giving scope for dialogue between citizens and their representatives.

For the 2015 city budget, 11 million zlotys (€2.6 million) has been made available for projects: 2 million zlotys (€0.5 million) for projects covering the whole city, and 9 million zlotys (€2.1 million) for neighbourhood-based projects.

Gdańsk 2030 Plus strategy

In parallel to the above-mentioned initiatives, the city of Gdańsk decided to carry out an early consultation on its development strategy for the period 2014-2030 and beyond. This initiative was based on one of the outcomes of the Club of Gdańsk: to move from the traditional 'desk-based' top-down approach of designing a city strategy to a more bottom-up approach.

It also sought to integrate all city development plans for different areas and to unify the procedure. It also aimed to make the process more efficient, consistent, and better equipped to handle thorny issues. Finally, it aimed at being more transparent and understandable to the general public.

Through this process, the city's rationale was to work on horizontal action plans and strategies, guaranteeing quality of service to inhabitants and breaking down silos.

The rationale was to draw up a City Development Strategy aligned with citizens' needs and expectations, as Żaneta Kucharska explains: "Simply put, strategic planning puts into effect actions that will in the end serve citizens by improving their quality of life. We knew that in order to involve citizens, motivate them to spare some of their free time, get their attention and encourage their participation in the process, we needed to invite them at the very earliest phase of the process. [...]"



1. PRACTICE DESCRIPTION (CONT'D)

DESCRIPTION OF ACTIVITIES (CONT'D)

Gdańsk 2030 Plus strategy (cont'd)

The idea has been to kick off the strategy-building with very limited pre-defined input and content requirements from the government and leave it to citizens and other relevant stakeholders to define topics from scratch. Local authorities asked citizens of Gdańsk to share their perspectives and communicate their problems and complaints, at the same time encouraging them to come up with ideas regarding the city and its districts. The ideas they presented were analysed and grouped around several major priorities – cooperation, openness, mobility and learning – which represent the most crucial visions and priorities from citizens and key stakeholders.

Altogether the consultation consisted of a questionnaire for citizens, a study of the situation of the inhabitants, 16 meetings with inhabitants, young people (pupils and students) and NGOs, and a drawing contest for children to picture their future Gdańsk.

3,000 people answered the questionnaire, which consisted of six straightforward and general questions: What do you like about Gdańsk? What disturbs you the most or what do you miss the most in Gdańsk? What would be your projects in order to make your dreams come true by 2030? What are the challenges awaiting the inhabitants of Gdańsk from now until 2030? What do you expect from a broadly understood culture? What do you feel is important for you to have a healthy lifestyle and be active in your environment?

More than 1,000 people took part in the meetings.

Almost 600 children sent in a drawing for the competition.

The innovation of this approach was that citizens could express all their wishes and hopes for the future of their city. They had total freedom and no boundaries, and could let their ideas flow. The only thing they were asked to do was to project themselves into the future (2030). The exercise was based on the idea that if one wishes to know what one wants to achieve, one can go back and identify how one would reach that point. This methodology, based on a business method called "appreciative inquiry" was conducted by an external facilitator.

In order to develop this approach, the administration had to work with an external consultant. As explained, at the beginning of the first sessions, participants were inclined to complain about the administration. This required a neutral person to moderate the discussion. The role of the consultant was crucial in facilitating the discussions and letting ideas emerge, a skill not possessed traditionally by civil servants. Some participants were actually puzzled at the outset of the meetings as they were expecting either to be asked questions (consulted) or to be provided with a platform for expressing discontents. They were surprised to be given the opportunity to express their deepest wishes.

The material was analysed and compiled into a single strategic document, with common values, put forward as a priority as to how the strategic planning had now to take place. So called 'clouds of ideas' were extracted around the five identified priority areas for citizens: co-work, education, inhabitants, openness and mobility. These values/principles now compose the commonly worked out basis of how to develop the action plans and what the relationship of the city with its inhabitants should be based on. In terms of next steps, the city is seeking to increase the participative element of co-construction of the city and its future.



1. PRACTICE DESCRIPTION (CONT'D)	
<p>DESCRIPTION OF ACTIVITIES (CONT'D)</p>	<p>Gdańsk 2030 Plus strategy (cont'd)</p> <p>The civil servants involved were surprised by how successful the process was in collecting information and raising interest amongst citizens. However, they acknowledged that it required not only a longer timeframe but also a positive attitude from officials. To make this new approach work, they had to be motivated, flexible, open and willing to work at evenings and week-ends. However, they agreed that it was really worthwhile, thanks to the burst of ideas and energy that it released. More than that, they found it did not require additional skills: they had the impression they had 'done their job'.</p> <p>City and Director's Facebook pages</p> <p>The city administration realised it did not know its citizens. It also realised that citizens did not know their administration. It therefore decided to get up to date and use social media to communicate beyond the constraints of the usual channels. The mayor is already quite advanced in having a regularly updated blog and a whole team is working on its communication activities.</p> <p>At a more modest level, the Facebook page of the city relays general information on events and important milestones to its citizens. It is also a platform for citizens to ask questions which are answered during working hours. No additional human resources are dedicated to the maintenance of the page.</p> <p>At an individual level, since January 2014, the director of the department of social development, Piotr Kowalczuk, has maintained his own Facebook page: he aims to appear accessible and to show that he is a 'normal citizen', who sometimes works late or at week-ends, with various types of interests.</p> <p>As a result, the administration has started to get a better understanding of citizens' needs and expectations. In return, citizens have an easy and efficient communication channel with the administration.</p> <p>Internally, this approach of using social media has been accepted to varying degrees among civil servants. It was not only a generational issue but one of too much accessibility and questioning about the promotion of private life.</p>
<p>INTEGRATED APPROACH</p>	<p>The clearest approach undertaken by the city of Gdańsk to integrating its policies is through the reform of its administrative structure. Indeed, in doing so, it has acknowledged the need to take a holistic approach to social and educational issues. The first step in integration is therefore integration within broad social activities of the city. At the same time, Gdańsk is heavily focusing on integrating the social and economic dimensions, using the first to achieve the objectives of the second. Altogether, the social and economic characteristics of the city are also integrated with the involvement of the citizens in the use of the resources of the city (through Gdańsk 2030 Plus and the citizens' budgets).</p> <p>As environmental sustainability is not stated as goal of the actions, the city has tried to include environmental aspects within the above mentioned activities using local organic and vegetarian produces for events and meetings or sustainable tools, equipment and furniture for the Coal Market.</p>



1. PRACTICE DESCRIPTION (CONT'D)

<p>TARGET AUDIENCE</p>	<p>Overall, the approaches and initiatives of the city of Gdańsk seek to target citizens and the improvement of their well-being. However, some actions target the city administration, NGOs or the citizens themselves directly, as summarised in the table below.</p> <table border="1"> <thead> <tr> <th>Initiative</th> <th>Administration</th> <th>NGOs</th> <th>Citizens</th> </tr> </thead> <tbody> <tr> <td>Club of Gdańsk</td> <td>×</td> <td>×</td> <td></td> </tr> <tr> <td>Reform of the organisational structure of the administration</td> <td>×</td> <td>×</td> <td></td> </tr> <tr> <td>Leading cooperation with NGOs</td> <td>×</td> <td>×</td> <td></td> </tr> <tr> <td>City Culture Institute</td> <td>×</td> <td></td> <td>×</td> </tr> <tr> <td>Improvement of Coal Market</td> <td>×</td> <td></td> <td>×</td> </tr> <tr> <td>Neighbourhood houses</td> <td></td> <td>×</td> <td>×</td> </tr> <tr> <td>Citizens' budgets</td> <td>×</td> <td></td> <td>×</td> </tr> <tr> <td>Gdańsk 2030 Plus strategy</td> <td>×</td> <td>×</td> <td>×</td> </tr> <tr> <td>City and Director's Facebook pages</td> <td>×</td> <td></td> <td>×</td> </tr> </tbody> </table>	Initiative	Administration	NGOs	Citizens	Club of Gdańsk	×	×		Reform of the organisational structure of the administration	×	×		Leading cooperation with NGOs	×	×		City Culture Institute	×		×	Improvement of Coal Market	×		×	Neighbourhood houses		×	×	Citizens' budgets	×		×	Gdańsk 2030 Plus strategy	×	×	×	City and Director's Facebook pages	×		×
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<p>MAINSTREAMING OF GENDER EQUALITY AND NON-DISCRIMINATION</p>	<p>These issues have not been taken into account explicitly in the design of any of the activities. However, all the activities have a clear strategy to involve all those interested and necessary, so as to empower them.</p>																																								
<p>TIMEFRAME OF THE PRACTICE IMPLEMENTED</p>	<p>The whole vision of the city has been constructed incrementally over the years, and is strongly championed by the mayor, who has been in office for 25 years. However, we can identify more recent and concrete dates for all the initiatives.</p> <table border="1"> <thead> <tr> <th>Initiative</th> <th>Timeframe</th> </tr> </thead> <tbody> <tr> <td>Club of Gdańsk</td> <td>Launched in 2007, and still ongoing</td> </tr> <tr> <td>Reform of the organisational structure of the administration</td> <td>Undertaken in spring 2014</td> </tr> <tr> <td>Leading cooperation with NGOs</td> <td>Incremental and ongoing work. Concrete outputs started with URBACT My Generation network in 2008</td> </tr> <tr> <td>City Culture Institute</td> <td>Created in 2011, and still ongoing</td> </tr> <tr> <td>Improvement of Coal Market</td> <td>2013-2014</td> </tr> <tr> <td>Neighbourhood houses</td> <td>ESF project: 2010-2011</td> </tr> <tr> <td>Citizens' budgets</td> <td>2013 and 2014</td> </tr> <tr> <td>Gdańsk 2030 Plus strategy</td> <td>2013-2014</td> </tr> <tr> <td>City and Director's Facebook pages</td> <td>Launched early 2014, and still ongoing</td> </tr> </tbody> </table>	Initiative	Timeframe	Club of Gdańsk	Launched in 2007, and still ongoing	Reform of the organisational structure of the administration	Undertaken in spring 2014	Leading cooperation with NGOs	Incremental and ongoing work. Concrete outputs started with URBACT My Generation network in 2008	City Culture Institute	Created in 2011, and still ongoing	Improvement of Coal Market	2013-2014	Neighbourhood houses	ESF project: 2010-2011	Citizens' budgets	2013 and 2014	Gdańsk 2030 Plus strategy	2013-2014	City and Director's Facebook pages	Launched early 2014, and still ongoing																				
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2. POLITICAL AND STRATEGIC CONTEXT	
2.1 NATIONAL, REGIONAL AND CITY FRAMEWORK	<p>Gdańsk has a rich and culturally diverse history, going back to its status as a Hanseatic city and later, at the beginning of the 19th century and between the two World Wars, as a free city. More recently, it was the cradle for trade union movements (Solidarność) at the beginning of the 1980s.</p> <p>After the end of the previous regime, Paweł Adamowicz, a leader in the strikes of the late 1980s, became a member of the city council and then 'President' (i.e. mayor) of the city in 1998. He gradually became concerned about the need to change the city governance approach, with a motto of 'bringing well-being to citizens'. His numerous re-elections could be seen as a confirmation that the citizens agree with this risk-taking approach to meeting their needs.</p> <p>Poland has witnessed an evolution in economic concerns and a democracy crisis, similar to that of the rest of the Europe. However, it happened slightly later: in Poland, this concern has started since the 2000s only. Citizens are concerned that the heritage of the previous regime is still heavy and prevents governance from functioning fully. The administration itself saw the limits of its traditional governing model.</p> <p>Difficult issues, especially in local development, suburban areas, education and employment, require new city management models, not technocratic approaches.</p> <p>The sense of community is also a key topic in Gdańsk, where 95% of the population disappeared after World War II leaving the city to be repopulated by people from other parts of Poland, including parts which were surrendered to the USSR. Identity or a 'feeling of belonging here' is a major issue in many European cities but especially here, with only one or two generations born on the spot.</p> <p>Poland has recently recognised the role of NGOs for society. Gdańsk has been leading the framing of their activities and involvement in city governance.</p> <p>The city of Gdańsk started a major reflexion and reforms in the educational, social and cultural sectors. This is seen as a pilot for the other sectors of city governance.</p>
2.2 THE PLANNING CONTEXT	<p>The new vision for the governance of the city is not part of any national, regional or local plan. It is an in-depth paradigmatic change strongly led by individuals.</p> <p>However, this new approach has been key in developing new plans, such as within the Gdańsk 2030 Plus strategy and upcoming operational programmes as well as citizens' budgets.</p>



3. DESIGN & IMPLEMENTATION

3.1 PRACTICE DESIGN AND PLANNING

The historical lack of communication between the inhabitants and the political leaders has also led to misunderstandings. There has been a consequent decrease of citizens' interest and trust in city governance which triggered the desire to develop co-production methods of work with the city's inhabitants.

The idea of a change in city governance was first shaped by mayor Paweł Adamowicz over the years. In parallel, and together with the development of this approach, he appointed to key positions in the administration people who shared this view and had a background which enabled them to feed in new ideas for the management of the city and bring in new skills and dynamism.

Ewa Kamińska, who initiated the work of the Club of Gdańsk, had experience in clinical psychology and understood the need to tackle issues from a holistic viewpoint. She had worked in medical practice as well as in NGOs and pushed for a wider reflexion on cooperation and interdisciplinarity in city governance.

In parallel with this ground-breaking work, Piotr Kowalczyk, a former journalist, was brought in to lead the social development directorate and Magdalena Skiba was hired for her NGO experience to lead the partnership unit dealing with cooperation with NGOs.

The Club of Gdańsk can be seen as the first step which initiated the approach.

The approach was based on the thesis that traditional governance could not solve citizens' issues but had to evolve towards new (positive) attitude through a change of paradigm.

The needs and proposed solutions were discussed in the Club of Gdańsk as well as during individual projects such as the improvement of the Coal Market, neighbourhood houses, citizens' budgets and the Gdańsk 2030 Plus strategy.

Concrete needs assessments were made for individual projects.

The new vision currently being adopted has been evolving for years and has been strengthened in the last five years. All the initiatives described are the first of their type in the city.

Although the approach is still led by the city administration, citizens are getting more involved in policy design and decision making.



3. DESIGN & IMPLEMENTATION (CONT'D)

3.2 MANAGEMENT	<p>There is no management <i>per se</i> of the initiative as a whole. Altogether, the mayor supports the path undertaken, and each individual initiative is managed by the vice-mayors and directors directly responsible for them or by the dedicated NGOs.</p>																				
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	City Culture Institute	Initiative arising from NGOs and structured by the administration																			
	Improvement of Coal Market	Led by the City Culture Institute																			
	Neighbourhood Houses	Led by GFSI, with financial support from city administration																			
	Citizens' budgets	Led by city administration																			
Gdańsk 2030 Plus strategy	Led by city administration																				
City and Director's Facebook pages	Led by respective units and director																				
<p>Changing the mindsets of the administration and citizens is a slow process that requires a disruptive attitude. Each of the initiatives developed its own way of getting out of locked in situations and integrating citizens' expectations. For example, during the merger of the social development and education departments, meetings were organised when issues (of communication, joint work etc.) arose in order to solve them in the most efficient way.</p>																					
<p>In the case of Gdańsk 2030 Plus, citizens were not feeling at ease with the administration consulting them. As a result, a consultant was hired to facilitate this process.</p>																					
<p>No extra staff have been hired to carry out the following initiatives, as these were integrated in the daily activities of the administration: Club of Gdańsk, reform of the organisational structure of the administration, citizens' budgets, Gdańsk 2030 Plus strategy, and City and Director's Facebook pages.</p>																					
<p>The improvement of the Coal Market and neighbourhood houses were integrated in the activities of the managing organisations.</p>																					
<p>In order to lead in the cooperation with NGOs one unit was created, whereas the City Culture Institute was created with a team of 15 people.</p>																					



3. DESIGN & IMPLEMENTATION (CONT'D)

3.3 MONITORING AND EVALUATION SYSTEM	<p>The city faces the challenges that some of the activities have been incremental processes without predefined monitoring mechanisms nor indicators. In addition, it focuses on the increase of well-being and qualitative indicators rather than mere quantitative results. Still, it appears crucial to the city to identify such mechanisms as “people want to influence and change their city but they need to know they have real impact.” (A. Szymańska, CCI director)</p>																				
	<p>Some of the activities have used evaluation procedures:</p>																				
	<table border="1"> <thead> <tr> <th style="text-align: left;">Initiatives</th> <th style="text-align: left;">Evaluation procedure</th> </tr> </thead> <tbody> <tr> <td>Club of Gdańsk</td> <td>None, <i>per se</i>, except for influence on city policies and strategies</td> </tr> <tr> <td>Reform of the organisational structure of the administration</td> <td>Evaluation of the financial impacts of the merger. Long-term impact for the benefits of city governance</td> </tr> <tr> <td>Leading cooperation with NGOs</td> <td>None, <i>per se</i></td> </tr> <tr> <td>City Culture Institute</td> <td>None, <i>per se</i></td> </tr> <tr> <td>Improvement of Coal Market</td> <td>Final evaluation carried out by the City Culture Institute</td> </tr> <tr> <td>Neighbourhood houses</td> <td>Final evaluation as part of the ESF project by GFSI. At the same time, the project is evaluated every day, in the daily life of the houses. Except for traditional forms of evaluation (surveys, satisfaction forms), the interest and involvement of the citizens in the actions are the main indicator used.</td> </tr> <tr> <td>Citizens' budgets</td> <td>Internal evaluation</td> </tr> <tr> <td>Gdańsk 2030 Plus strategy</td> <td>Evaluation by independent expert</td> </tr> <tr> <td>City and Director's Facebook pages</td> <td>Ongoing evaluation of visits to the pages</td> </tr> </tbody> </table>	Initiatives	Evaluation procedure	Club of Gdańsk	None, <i>per se</i> , except for influence on city policies and strategies	Reform of the organisational structure of the administration	Evaluation of the financial impacts of the merger. Long-term impact for the benefits of city governance	Leading cooperation with NGOs	None, <i>per se</i>	City Culture Institute	None, <i>per se</i>	Improvement of Coal Market	Final evaluation carried out by the City Culture Institute	Neighbourhood houses	Final evaluation as part of the ESF project by GFSI. At the same time, the project is evaluated every day, in the daily life of the houses. Except for traditional forms of evaluation (surveys, satisfaction forms), the interest and involvement of the citizens in the actions are the main indicator used.	Citizens' budgets	Internal evaluation	Gdańsk 2030 Plus strategy	Evaluation by independent expert	City and Director's Facebook pages	Ongoing evaluation of visits to the pages
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Citizens' budgets	Internal evaluation																				
Gdańsk 2030 Plus strategy	Evaluation by independent expert																				
City and Director's Facebook pages	Ongoing evaluation of visits to the pages																				
<p>The development of the new vision for the city of Gdańsk is governed by the administration.</p>																					



3. DESIGN & IMPLEMENTATION (CONT'D)

<p>3.4 GOVERNANCE: PARTNERSHIP, PARTICIPATION, MOBILISATION AND EMPOWERMENT</p>	<p>Throughout the activities, some or all of the administration, NGOs and citizens can be involved, with the following roles.</p>			
	Initiative	Administration	NGOs	Citizens
	Club of Gdańsk	Co-construction and co-work over different themes	Co-construction and co-work over different themes	
	Reform of the organisational structure of the administration	Organiser and implementer of the reform		
	Leading cooperation with NGOs	Coordinator of the cooperation	Co-actors in the cooperation process	
	City Culture Institute	Administrative and financial structure		Co-creators
	Improvement of Coal Market	Institute as responsible for the project		Co-creators
	Neighbourhood houses	Co-financer	GFSI as responsible for the project	Co-creators
	Citizens' budgets	Coordinator		Co-creators
	Gdańsk 2030 Plus strategy	Coordinator	Co-creators	Co-creators
City and Director's Facebook pages	Responsible for management		Co-creators	
<p>The new approach is to actively involve beneficiaries of the policies. All of the co-creation approaches described in section 1 are innovative.</p>				
<p>The city administration has been the leader in implementing the change of city governance and in integrating citizens into it. It is putting forward and supporting – to the financially possible extent – new initiatives for the development of social innovation.</p>				
<p>Events as well as promotion and information campaigns are part of the success of all the initiatives, except for the Club of Gdańsk, which was an internal activity.</p>				



4. INNOVATIVE ELEMENTS AND NOVEL APPROACHES

This approach is innovative in the sense that it re-envisages the strong hierarchical and traditional way of governing the city. It remains top-down, but seeks to shift the management role of the municipality towards a coordinating one.

The innovation of this approach is to open up governance to other actors of urban life, i.e. NGOs and citizens, through co-creation and participatory processes. For the first time, these actors are not only consulted but are also involved at the very beginning of the initiatives.

Gdańsk is seeking to empower its citizens and give them the opportunity to be responsible for their city, while enhancing their feeling of belonging to their city and their neighbourhood.

Finally, this process would have been impossible without the same change agenda within the administration, where working procedures are also evolving towards more cooperation, both internally and with external actors.

Based on the positive results of the experience, the city administration wants to scale up the practice. At the moment, the activities focus especially on social development, education and culture, but these are seen as pilot sectors. In due time, the city would like to tackle other spheres of urban life.

Furthermore, Gdańsk is disseminating its experience through international networks such as URBACT.

Co-production is now at the heart of the methodology the city is seeking to develop. Through its cooperation with NGOs, which is more advanced than in other Polish cities, it is already putting forward new working procedures at the same time as NGOs themselves are getting to know the working methods of the city.

5. FUNDING

5.1 FUNDING

Most of the project budgets led by the administration were integrated into its daily budget. For example, the Club of Gdańsk was organised within the daily activity of the participating organisations.

The process of the Gdańsk 2030 Plus strategy was directed by a team of five people responsible for: workshops for different stakeholders, logistics in organising different meetings, working meetings, consulting with the city's top management and finally elaborating the strategy. An external moderator was also hired to facilitate the meetings and to make consultation with citizens more convincing.

Another example is that of the Neighbourhood Houses, where the financial package included ESF and private funds. They benefited from 1,060,888.77 zlotys (€253,000) from the ESF as well as from other sources of funding: municipal financing, regional funds, an initial grant for the renovation of the building for the neighbourhood house in Orunia and initiation of the centre from the Velux Foundation, Swiss funds, and EOG funds within the 'Citizens for Democracy' programmes. Social economy was also used for space renting, workshops, hosting study visits etc.

5.2 OPERATIONAL PROGRAMME

The design of the city strategy served as the basis for the formulation of the Operational Programmes for nine city sectors: Education, Public Space, Social Integration & Active Citizenship, Transportation & Active Mobility, Investment Attractiveness, Innovation & Entrepreneurship, Infrastructure, Culture & Identity. The work will first be prepared by experts in working groups, and then submitted to citizens through active dialogue workshops. Once these are finalised they will be submitted for official consultation, in spring 2015, in order to 'confront the documents with public opinion'. As Żaneta Kucharska stated: "Citizen participation and involvement in projects that concern the city and its citizens makes the outcome of the process more convincing".



5. FUNDING (CONT'D)	
5.3 MANAGING AUTHORITY (MA – IF RELEVANT)	Not applicable
5.4 COHESION POLICY OBJECTIVE (IF RELEVANT)	Not applicable
5.5 LINK TO EUROPE 2020	Although the vision is holistic and does not limit itself to Europe 2020 themes, it relates more directly to the Europe 2020 objectives of smart growth and inclusive growth.

6. PROJECT ASSESSMENT	
6.1 FINANCIAL SUSTAINABILITY	This new vision for city governance is only at its beginning and will keep on expanding. Financial sustainability was not raised as an issue: it requires reshuffling priorities and the approach nowadays provides opportunities for improving efficiency.
6.2 ISSUES AND PROBLEMS	<p>As for any paradigmatic change, the adoption of this new vision has seen some reluctance to change at all levels of city governance and amongst citizens. Inside the administration, the change was not so difficult to implement, as it was 'part of the job', with a small shift in tasks which did not require additional competences.</p> <p>For citizens, it was a new process of engagement. At the beginning of the Gdańsk 2030 Plus strategy, people found it difficult to express an opinion without being given a specific proposal first. It was made even more difficult as they had to focus on the future. As a lot of information was gathered during the whole process, the administration is now facing the issue of respecting everybody's inputs and integrating them if not into the strategy document, at least into the operational programmes.</p> <p>Financial resources are also a major issue for the development of other grassroots initiatives. NGOs rely heavily on the inputs from the municipality which cannot cover all their needs.</p> <p>Cooperation with NGOs is maybe not as advanced or as fully independent as in many other European cities. Their approach might be considered as still quite timid steps towards work with the third sector. However, Gdańsk is quite advanced compared to other cities in Poland. It led the legislative process for regulating their involvement in city governance. According to the interviewees, this situation can be related to the experience of Gdańsk, always an open city, with the events led by Solidarność in the 1980s. At the same time, Magdalena Skiba, responsible for the cooperation unit, also acknowledged that citizens are increasingly empowered. Therefore, it appears to be only the beginning for a new form of involvement of bottom-up actors in city governance.</p> <p>NGOs still need to find their role and place in an informal system of cooperation which on the one hand does not give them strong enough legitimacy, while on the other makes their work on the ground easier and more welcome by citizens, as being independent.</p>



6. PROJECT ASSESSMENT (CONT'D)

<p>6.3 PROJECT OUTPUTS & RESULTS</p>	<p>The Club of Gdańsk has had a high influence on the understanding for the need to change the organisational structure of the administration and involve citizens in participatory projects.</p> <p>The reform of the organisational structure of the administration led to a more efficient solving of problems, especially thanks to the holistic approach which it has given to social and education issues.</p> <p>The cooperation with NGOs has provided a better and more appropriate way of tackling citizens' reality. NGOs and the administration have become acquainted with each other.</p> <p>Through all the activities it has undertaken since its creation in 2011, the City Culture Institute has slowly empowered citizens through culture.</p> <p>For the first time, a consultation asked citizens about their needs which led to the Improvement of Coal Market. 1,146 people took part in the survey on their needs for a common meeting place. 5,130 people were using the space on average, and 4,179 during the weekend. The project was developed jointly with the municipality, which is now taking over the management of the area.</p> <p>There are now 5 neighbourhood houses in Gdańsk. The Neighbourhood House in Orunia district 'Dom Sąsiedzki Gościnną Przystań' has around 1,000 visits a month. The number of social projects in neighbourhoods is increasing (e.g. more than 1,000% increase in Orunia district since 2010). There is an increase of civic activity in local community, e.g. the development of neighbourhood council in Orunia. The dialogue between local government and residents through meetings and projects has increased. Citizens' capacity building is increasing through self-help groups, grassroots projects, etc.</p> <p>The Citizens' budgets had the following outputs:</p> <ul style="list-style-type: none"> • 307 projects were qualified for vote in 2014 • 51,000 inhabitants voted • 28 projects with a total of 10 million zlotys (€2.4 million) were selected for implementation <p>The consultation of the Gdańsk 2030 Plus strategy took the following forms:</p> <ul style="list-style-type: none"> • 26 workshops were organised with the participation of around 780 people • 3,022 citizens and 67 leaders of opinion and experts took part in the survey 'How will your Gdańsk be in 2030?' • 1,000 people took part in the opinion survey on 'Perception of the city and of changes occurring in it' • Almost 600 children sent in a drawing for the competition
<p>6.3 PROJECT OUTPUTS & RESULTS (CONT'D)</p>	<p>The strategy was accepted (and voted) by the City Council. The next steps are to:</p> <ul style="list-style-type: none"> • build the operational programmes based on the new strategy with the participation of inhabitants, • work on horizontal action plans and strategies, guaranteeing quality of service to inhabitants and breaking down silos, • increase the participative element of co-construction of the city and its future <p>The City and Director's Facebook pages provided a platform for the municipality to know its citizens and vice versa. The pages are followed by:</p> <ul style="list-style-type: none"> • 'Jestem z Gdańska': 333 likes. • Piotr Kowalczyk's page: 945 friends



7. SUCCESS FACTORS, LESSONS LEARNED, AND CONDITIONS	
<p>7.1. SUCCESS FACTORS</p>	<p>Although each of the initiatives has had its specific characteristics, some key success factors can be extracted:</p> <ul style="list-style-type: none"> • A clear vision supported by a convinced leader: the drive of the mayor and the inclusion of other high-level officials sharing the same vision is the prerequisite to kick off any activity and initiative promoting the new engagement of citizens in city governance. • Co-constructing from the start: it is crucial that all actors who have a common plan or project are involved in the process since its very beginning. Only on that condition will participants feel committed to ensuring the best possible outcomes. As Żaneta Kucharska expressed it: "Asking people to step into a co-creation process mid-way through will not motivate them. They need to be involved since the beginning so that they can identify with the project and recognise it as theirs". • Constant learning is key for the administration, NGOs and citizens. They need to get to know each other as well as to understand each others' <i>modi operandi</i> in order to find the best space for each of them to operate. • Integrating outside skills and competences: none of the initiatives has struggled with professionalism. That is because: (a) they used skilled external resources (e.g. consultant facilitating the participatory process); (b) they took the most out of each of the partners (e.g. coordination of the administration versus experience of grassroots actors). • Communicating efficiently: as Żaneta Kucharska stated "It is simple: the more the social process is communicated to the public, the better the results that can be achieved." Such communication is crucial to promote a common vision for the city, to integrate the actions of various stakeholders realising public policies and to build overall mutual understanding. • Trust-based relationships: innovation has been promoted thanks to the possibility to take forthright decisions, based on the existing confidence between city employees, external consultants and NGOs.
<p>7.2 LESSONS LEARNT</p>	<p>Undertaking a sharp change of mindset requires being ready to face strong opposition. It envisages new roles and responsibilities and questions all those concerned about their deep professional or personal identity. As such, everybody at all the levels of governance should be open to changes, to other ways of doing, to other ways of being.</p> <p>This also requires taking risks and experimenting. As Paweł Adamowicz said: "<i>Politics is about taking risks, all the time.</i>" In this case, the risks are not only political (and Paweł Adamowicz was actually re-elected as a mayor of the city of Gdańsk in November 2014, at the time of writing) but social in that the approach seeks to adopt a new viewpoint on relationships of citizens with their administration.</p> <p>Finally, any such new approach envisages a long-term prospect but also requires a change in timeframe: processes take longer and the change will not be achieved today or tomorrow, but in the long run.</p>
<p>7.3. TRANSFER</p>	<p>Gdańsk is disseminating its experience through international networks such as URBACT. Co-production is now at the heart of the methodology the city is seeking to develop. Through its cooperation with NGOs, which is more advanced than in other Polish cities, it is already putting forward new working procedures at the same time as NGOs themselves are getting to know the working methods of the city.</p>
<p>7.4. TRANSFER CONDITIONS (TRANSFERABILITY)</p>	<p>According to the people interviewed, the approach undertaken by the city where one single vision is promoted and activities related to it take place, is straightforward to transfer. The consultation and participation processes could be repeated if the right conditions (see lessons learnt above) are met.</p> <p>More than anything else, this requires strong leadership and political support, combined with the citizens' willingness to experiment and commit themselves to a new governance system.</p>



ANNEX

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ANNEX

FURTHER INFORMATION (CONT'D)	
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CONTACT	<p>Magdalena Skiba ul. Kartuska 5 80-103 Gdańsk Tel.: +48 58 323 68 98 magdalena.skiba@gdansk.gda.pl</p>
NAME AND CONTACT OF EXPERT WHO DID THE 'CASE STUDY'	<p>Marcelline Bonneau Strategic Design Scenarios marcelline@strategicdesignscenarios.net</p>

→ URBACT II PROJECTS

PROJECTS	ISSUES ADDRESSED	LEAD PARTNERS
1ST CALL PROJECTS (2008–2011)		
Active A.G.E.	Strategies for cities with an ageing population	Rome – IT
Building Healthy Communities*	Developing indicators and criteria for a healthy sustainable urban development	Torino – IT
CityRegion.Net	Urban sprawl and development of hinterlands	Graz – AT
CoNet	Approaches to strengthening social cohesion in neighbourhoods	Berlin – DE
Creative Clusters	Creative clusters in low density urban areas	Obidos – PT
CTUR	Cruise Traffic and Urban Regeneration of port areas	Naples – IT
EGTC	Sustainable development of cross-border agglomerations	Mission Opérationnelle Transfrontalière – FR
FIN-URB-ACT	Small and medium enterprises and local economic development	Aachen– DE
HerO*	Cultural heritage and urban development	Regensburg – DE
HOPUS	Design coding for sustainable housing	University La Sapienza, Roma – IT
JESSICA 4 Cities	JESSICA and Urban Development Funds	Regional government of Tuscany – IT
Joining Forces	Strategy and governance at city-region scale	Lille Metropole – FR
LC-FACIL	Implementing integrated sustainable urban development according to the Leipzig Charter	Leipzig – DE
LUMASEC	Sustainable land use management	University of Karlsruhe – DE
MILE*	Managing migration and integration at local level	Venice – IT
My Generation	Promoting the positive potential of young people in cities	Rotterdam – NL
NeT-TOPIC	City model for intermediate/peripheral metropolitan cities	L'Hospitalet de Llobregat – ES
Nodus	Spatial planning and urban regeneration	The generalitat of Catalonia – ES
OPENCities*	Opening cities to build-up, attract and retain international human capital	Belfast – UK
REDIS	Science districts and urban development	Magdeburg – DE
RegGov*	Integrated policies and financial planning for sustainable regeneration of deprived areas	Duisburg – DE
REPAIR	Regeneration of abandoned military sites	Medway – UK
RUnUP	Strengthening potential of urban poles with triple helix partnerships	Gateshead – UK
SUITE	Sustainable housing provision	Santiago de Compostela – ES
UNIC*	Promoting innovation in the ceramics sector	Limoges – FR
URBAMECO*	Integrated sustainable regeneration of deprived urban areas	Grand Lyon – FR
Urban N.O.S.E.	Urban incubators for social enterprises	Gela – IT
WEED	Promoting entrepreneurship for women	Celje – SI
2ND CALL PROJECTS (2009–2012)		
Active Travel Network	Promoting walking and cycling in small and medium-sized cities	Weiz – AT
CASH*	Sustainable and affordable energy efficient housing	Echirolles– FR
ESIMeC	Economic strategies and innovation in medium-sized cities	Basingstoke and Deane – UK
EVUE	Electric Vehicles in Urban Europe	Westminster – UK
LINKS	Improving the attractiveness and quality of life in old historical centres	Bayonne – FR
OP-ACT	Strategic positioning of small and medium-sized cities facing demographic changes	Leoben – AT
Roma-Net*	Integration of the Roma population in European cities	Budapest – HU
SURE	Socio-economic methods for urban rehabilitation in deprived urban areas	Eger – HU
TOGETHER	Developing co-responsibility for social inclusion and well-being of residents in European cities	Mulhouse – FR
3RD CALL PROJECTS (2012–2015)		
4D Cities	Promoting innovation in the health sector	Igualada – ES
CityLogo	Innovative city brand management	Utrecht – NL
Creative SpIN	Cultural and Creative Industries	Birmingham – UK
CSI Europe	Role of financial instruments (Jessica Urban Development Fund) in efficient planning	Manchester – UK
ENTER.HUB	Railway hubs/multimodal interfaces of regional relevance in medium sized cities	Reggio Emilia – IT
EUniverCities	Partnerships between cities and universities for urban development	Delft – NL
Jobtown	Local partnerships for youth employment opportunities	Cesena – IT
My Generation at Work	Youth employment with focus on enterprising skills and attitudes	Rotterdam – NL
PREVENT	Involving parents in the prevention of early school leaving	Nantes – FR
RE-Block	Renewing high-rise blocks for cohesive and green neighbourhoods	Budapest XVIII District – HU
Sustainable Food in Urban Communities	Developing low-carbon and resource-efficient urban food systems	Brussels Capital – BE
URBACT Markets	Local markets as drivers for local economic development	Barcelona – ES
USEACT	Re-utilizing existing locations to avoid land consumption	Naples – IT
USER	Involving users and inhabitants in urban sustainable planning	Agglomeration Grenoble Alpes Metropole – FR
WOOD FOOTPRINT	Local economic development through the (re)use of brownfield and buildings of the wood furniture sector	Paços de Ferreira – PT
PILOT PROJECTS (2013–2015)		
Diet for a Green Planet	Cooperation to align eating habits for an ecologically sustainable development	Södertälje – SE
ESIMeC II	Economic strategies and innovation in medium sized cities	Basingstoke and Deane – UK
EVUE II	Electric Vehicles in Urban Europe	Westminster – UK
Gastronomic Cities	Promoting gastronomy as a key urban development	Burgos – ES
Genius: Open	Creating innovative solutions to city challenges via an on-line collaborative platform	York – UK
Healthy Ageing	Cities' action for an active and healthy ageing	Udine – IT
PlaceMaking 4 Cities	Useful public spaces instead of nice public spaces	Dún Laoghaire Rathdown County Council – IE
Roma-Net II	Integration of Roma populations	Budapest – HU
TUTUR	Temporary use as a tool for urban regeneration	Rome – IT

*Fast Track Label

URBACT is a European exchange and learning programme promoting integrated sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, re-affirming the key role they play in facing increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT II comprises 550 different sized cities and their Local Support Groups, 61 projects, 29 countries, and 7,000 active local stakeholders. URBACT is jointly financed by the ERDF and the Member States.

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