strengthening the potential of urban flexibility of degraded areas
Dear All,

Searching for new solutions, innovative concepts on the improvement of the quality of life in a city is an indispensable element of managing modern metropolises all over the world. This is one of the reasons why Katowice, as the first city in Poland, has joined the Resilient Europe project — strengthening the potential of urban flexibility of degraded areas, implemented as part of URBACT III programme.

The concept of urban resilience was a novelty for all of us, however, our attempt in its implementation in Załęże and the effects we achieved may become a good starting point for similar activities in other districts.

I can see a particular value of the project in the involvement of residents and a good cooperation of institutions and all entities taking part in its implementation. And I am very grateful for it.

I invite you to familiarise yourselves with the Resilient Europe objectives, the course of work on implementation of the solution in Katowice and its first results.
What is resilience?

Urban resilience mean flexibility, buoyancy of a city. It is understood as an ability to recover on its own, to return to the previous development path after experiencing different types of interference. Flexibility allows for a skilful reaction to crisis situations and elimination of occurrences resulting from the interference which could negatively affect the economy or society.

The term “resilience” is explained as buoyancy, resistance of a city to crisis situations – it is a bit similar to a vaccine instead of an antibiotic. Vaccine immunize us for the future, and an antibiotic works on a short-term basis.

“Resilience is an ability of the system — the society, system, region, economy — to deal with a change, regardless of whether it was gradual or sudden, expected or unexpected. Resilience is a transformation of a “crisis” into an opportunity. Resilience ensures flexibility and new opportunities.”

Folke 2014, p.56 - Reflections on people and the biosphere
The notion of **revitalisation** is currently a well-recognised issue. More and more people and institutions sees that in order to ensure the comprehensiveness of action which aims at finding a way out of a crisis situation, there is a necessity of cooperation and coordination of activities of social, spatial, infrastructural, technical as well as environmental nature.

However, apart from initiating and implementing **corrective actions**, it is important to equip the society with skills and abilities to undertake their own activities in the case of a risk or a crisis situation — and this is what the concept of resilience is about.

**Resilience** is an innovative approach to revitalisation — it means planning the future which will allow for an uninterrupted development, addressing current and future challenges, instead of planning activities after the occurrence of a crisis.
One of the organisations engaged in the popularisation of the urban resilience concept is the Rockefeller Foundation which in 2013 launched an international programme called “100 Resilient Cities”. Its purpose is to develop cooperation between partner cities grouped around various dimensions of urban resilience and implementation of modern solutions by the cities. As part of the program, the Rockefeller Foundation finances creating a Chief Resilience Officer post in each centre, and ensures technical and substantive support in creating the “resilient city” strategy. Among the partners in the Resilient Europe project, 5 cities are members of the 100 Resilient Cities network – Bristol, Glasgow, Rotterdam, Thessaloniki, and Vejle.

**Theory vs. reality**

Resilience means the ability of cities to continue functioning smoothly when a crisis situation occurs (a social, economic, spatial or environmental one). The example of a project in line with the resilience concept is the **Benthemplein Square** built in Rotterdam — a container collecting rainwater which also serves as a basketball court. In the case of a low rainfall, the water fills only the outer circle around the basketball court, and if the rainfall is heavy, it fills the whole basketball court and two additional containers located in other parts of the square.

"100 ResilientCities"

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In the project, we concentrated on three dimensions on which our activities related to the implementation of the resilience were to focus: **people, places, institutions.**

**People** – People are the most important asset of the city and create its social capital, therefore, it is important to consider the level of social inclusion and the self-reliance of the citizens.

**Places** – In what way the infrastructure may become more reliable and adaptive, in what way the urban ecosystem may become multi-functional in order to provide many benefits.

**Institutions** – In what way institutions may become more adaptive in order to provide more connections between the policy makers and other entities (private sector, social groups).
About the project

Objective
The objective of the Resilient Europe project is to propose activities/initiatives/undertakings enabling the residents to acquire the ability to handle all alone crisis situations in the social, economic, spatial and environmental dimension. For example, in order to remedy insufficient intergenerational integration, the project will point out which initiatives/events/workshops can help overcome this problem.

Time frame
Formally, the implementation of the project started in May 2016, and it will end in the second quarter 2018.

Financing
The project is financed with the European Regional Development Fund, Urbact III Programme. The total cost of the project is EUR 37,500.00, including the financing in the amount of EUR 28,875.00, own contribution of the City of Katowice is EUR 8,625.00.
Apart from Katowice, there are 10 cities from 9 countries taking part in the project: Potenza (Italy), Malmö (Sweden), Antwerp (Belgium), Burgas (Bulgaria), Ioannina (Greece), Bristol (Great Britain), Rotterdam – project leader (The Netherlands), Vejle (Denmark), Glasgow (Great Britain), Thessaloniki (Greece).
Załęże is one of the oldest districts of Katowice, and is directly adjacent to the city centre. It covers the area of 107.32 ha (around 0.65% of the city surface) and is inhabited by around 10,000 persons (around 3% of the city population). The district stretches along Gliwicka street. The borders of the district is set by the Rawa river in the north, railway terminus in the east on the side of the city centre, Kochłowicka street and Bocheńskiego street in the south with a railroad W–E. In its northern part, there are historically shaped buildings along the Gliwicka street and the Rawa river. Załęże District was created as a result of industrial development: iron hammer mills, coal mines, zinc mills, glassworks.
Within LRP, every urban sub-area has a vision and the main objective of revitalisation determined. For Załęże, the vision was formulated as follows: Integrated and active district of Katowice offering good housing conditions, with an increase in entrepreneurship and limitation of concentration of negative social phenomena. And its main objective is: improvement of the social and economic attractiveness of the district and minimisation of social exclusion phenomena with the improvement of living conditions and better use of the endogenous potential for the increase in entrepreneurship and professional activity, as well as citizenship of its residents. The vision and objective helped the ULG members with planning activities for the district in guiding it appropriately.

Potential
The selection of areas for Local Revitalisation Programme was preceded with a multi-criteria analysis. Załęże is located among districts characterising with a high level of local activity of both institutions and residents who act for their district. The level of engagement and identity with one’s district is reflected by numerous requests to the Participatory Budget or local initiatives.
Urbact Local Group (ULG) for the Resilient Europe project was officially established on 12 September 2016. The members of the group are, among others, representatives of non-governmental organisations, residents and institutions from the Załęże area. Institutions acting in Załęże, including, among others: schools, Rada Jednostki Pomocniczej [auxiliary entity council], Wysoki Zamek Club, Grupa Sąsiedzka [neighbourhood team], as well as Social Welfare Centre, District Employment Office, and Municipal Police are involved in the work on the project. ULG is a “cooperation platform” between the residents and the municipality. Its main task is to co-create an Integrated Action Plan.
ULG meetings

During a 1.5-year period, the Urbact Local Group had **10 meetings**. Each of the meetings was thematically-related to the current stage of the project. The first few meetings were devoted to identification of the main problems in the district. Then, the Group worked on developing a vision and objectives. Further meetings were devoted to developing a proposal of action and preparing the experiment. During the meetings, various workshop methods were used, among others, using the problem tree or maps. The last meeting of ULG, which was held in December 2017 summed up the solutions developed for Załęże.

Throughout the project, ULG members showed a strong involvement which was demonstrated by high turnout at all meetings. Moreover, by courtesy of ULG members, **8 meetings were held within the district**.

**Experts**

Due to the fact that the concept of resilience was for Katowice an absolute novelty, the following experts were involved in cooperation on the project implementation.

- **Aldo-Vargas Tetmajer** — Urbact National Contact Point — facilitator — from the very beginning of the project implementation)

- **Prof. Adam Drobnia**k — University of Economics in Katowie — expert in resilience / leading expert (since November 2016)

- **Prof. Michał Stangel** — the Silesian University of Technology (Politechnika Śląska) — spatial expert (since March 2017)
The roadmap
Effects

During the ULG meetings, the ULG members indicated the **factors improving the urban resilience** of Załęże in a social, economic, spatial, and institutional dimension. The results of the work allowed for creating a vision adequate to the situation of the district, as well as appropriate objectives and activities.

<table>
<thead>
<tr>
<th>General attributes of resilience</th>
<th>Social dimension (PEOPLE)</th>
<th>Economic dimension (ECONOMY)</th>
<th>Spatial dimension (PLACES)</th>
<th>Institutional dimension (INSTITUTIONS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adaptability</td>
<td>High level of resourcefulness</td>
<td>Convenient housing conditions</td>
<td>Community involvement for the neighbourhood</td>
<td></td>
</tr>
<tr>
<td>Diversity</td>
<td>Social and cultural diversity — values and attitudes, models of behaviour towards changes</td>
<td>Diversity of transport means (train, bus, tram, bike)</td>
<td></td>
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<tr>
<td>Effectiveness</td>
<td>Well-educated and flexible human capital — appropriate qualifications with regard to labour demand</td>
<td>Sound management of space</td>
<td>Political force to attract financial resources</td>
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One of the requirements of the project implemented as part of Urbact programme was to organise an event (an experiment) which, complying with the project objectives, would allow for assessment of the level of involvement in the neighbourhood matters. The experiment was planned by the City in cooperation with the Urbact Local Group.

**Objective**

It was decided that the objective of the experiment will be to increase the level of involvement of residents, local integration and building local identity.

Moreover, in 2017, institutions from Załęże decided for the first time to organise a big event for the whole district, instead of a few smaller ones — Załęże Days at Londzina Square — it was therefore concluded that the experiment will be also an opportunity to promote this very important for residents place.

**The course of experiment**

The experiment consisted in the preparation of pear products (including cakes, jams or other home-made products), relating to the local name of the Londzina Square, i.e. “Pear Square” which were sold during the Załęże Days. Persons buying the products were to fill in a short questionnaire, indicating purpose within the district (social or spatial one) to which the funds collected would be allocated.
Conclusions

Załęże Days took place on 8 October 2017. Gruszkowe Maszkety showed that there is a group of residents in Załęże who are eager to engage in activities for the neighbourhood and are able to devote their time in order to organise an event for all residents. It is worth noting that children from a local primary school were involved in the fair, selling hand-made articles, in spite of bad weather.

Special thanks should go to Ms Wioletta Iwanicka-Richter from the Wysoki Zamek Club who played the role of a coordinator of the fair, and without her organising the event would not be possible.

The funds collected during the Gruszkowe Maszkety were allocated for the purpose indicated by the local society, and the success of the event is proven by the fact that the organisers of the Załęże Days plan to organize Gruszkowe Maszkety again in subsequent years.
Active and diverse attitudes towards changes create favourable conditions for a social and cultural integration of the residents of Załęże. Their professional qualifications are sought by employers, and their orientation towards education and flexibility with regard to the challenges of the labour market make it easy to achieve a satisfactory level of affluence.

The entrepreneurship of Załęże residents strengthens the economic specialisation of the District, constituting an example of a successful economic change.

Załęże offers convenient housing conditions, tidy and friendly public spaces. The attractiveness of the district is improved by good transport connection with the city centre, availability of diverse means of transport and road connections.

The involvement of the community and institutions in the District matters is reflected in numerous projects and events attracting the residents of Katowice. It is also an asset for obtaining funds and establishes the desired position of Załęże in the city.
## Objectives

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### Creativity and innovative-ness
- **CL1.** Strengthening the social capital for the initiatives changing the image of Załęże and promoting active attitudes towards changes
- **CL2.** An increase of interest of Załęże residents in acquiring professional competences as part of Lifelong Learning
- **CG1.** Stimulating creative and enterprising attitudes among children and young people in Załęże
- **CG2.** Ensuring the place for testing business-ideas

### Attractiveness of the city space
- **CM1.** Cooperation with owners and managers of real estates for the improvement of housing conditions
- **CM2.** Creating places being the showpieces of Załęże based on a system of public spaces and green areas
- **CM3.** Promoting Załęże as a district of Katowice that is distinctive thanks to its active urban mobility: tram – bus – bike – roller blades – pedestrian traffic

### Institution ecosystem
- **CI1.** Institutionalisation of cooperation of residents and stakeholders interested in building the resilience of Załęże
- **CI2.** Promoting a positive “climate of changes for Załęże” in Katowice
Implementation

Activities planned as part of the Local Action Plan for Załęże are multi-faceted and their implementation must be the subject of a cooperation of many entities. It is necessary to engage the city, its organisational units, public institutions (e.g. the police), local schools, non-governmental organisations, the parish, the Auxiliary Unit Council, the business sector and, of course, the residents of Załęże.

The activities developed in the Local Action Plan require detailed planning which takes time, however, at the moment it is already known that there will be projects important for the district implemented in Załęże responding to the needs of the residents.

Revitalisation of the Londzina Square

The scope of works: greenery development, building the place and infrastructure for a mobile stage, building a playground, sports and recreation facilities, and landscaping elements, lighting.

Years of implementation: 2017-2018
Project value: PLN 1 385 338
The project: “Community Centre – Our Załęże – stage I” aims at improving the social functioning and strengthening the social and professional potential of at least 66 persons at risk of poverty, socially excluded or at risk of social exclusion, living in the revitalised area of the Katowice – Załęże district.

The project is implemented during the period 1 August 2017 – 31 July 2020

As part of the project, we invite all residents living in ZAŁĘŻE to engage in the planned activities. These will be, among others:

- Meetings with local animators;
- Educational and parental skills trainings;
- Parents Club;
- Professional activation, including social skills trainings, consultations with a psychologist and profession counsellor, qualification courses and internships, individual work training;
- Community Leader Academy [Akademia Lidera Społeczności Lokalnej];
- Community Club for children and youth; in cooperation with the Complex of Schools and Facilities no. 2;
- Citizen Advice and Information Centre; in cooperation with the Complex of Schools and Facilities no. 2;
- Environmental activities strengthening the potential and integration of the local community, in cooperation with the Complex of Schools and Facilities no. 2;
- Cultural activities
The project “Strengthening the support system for seniors and their family environment” aims at social, educational and cultural activation of seniors. The target group is at least 171 persons (115 women/56 men) aged 60+, living in the area defined in the Local Revitalisation Programme of the City of Katowice for the years 2016–2020, as requiring a comprehensive support.

The project is implemented during the period 1 September 2017 – 31 August 2020.

An element of the project is the Local Activity Programme for seniors and their family environment. The project will be implemented in Załęże in the period 1 January 2018 – 31 August 2020.

The activity is realised as part of a partnership with Katowice Association for the Elderly, Disabled and Needy of Support “OPOKA”.

As part of the Activity Programme, we invite all senior residents living in ZAŁĘŻE to engage in the planned activities. These will be, among others:

- Senior Citizen Academy [Senioralna Akademia Obywatelska];
- Workshops on how to operate a computer and use new technologies “Technology – the devil’s not so black as he’s painted”;
- Seminars: “Rights and obligations of a senior”;
- Environmental and self-aid activities (picnics, trips, integration outings);
- Seminars: “I look after myself and evolve” – training, relaxation workshops, practical activities, care treatments.

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Summary

The implementation of the Resilient Europe project showed that in Załęże there are residents and institutions who are actively engaged and who care about the future of the district.

The most significant effect of the project is integration of key institutions in Załęże and their cooperation for the benefit of the district. Additionally, social projects are being launched and the revitalisation of the Londzina Square is being prepared. Further implementation activities will depend on cooperation of many entities (including the city).

We would like to thank all the people, companies and institutions engaged in the Resilient Europe project. We believe that together we will continue the work for the improvement of the quality of life in Załęże, and the experience gained we will use in the revitalisation process of other districts.
KATOWICE
dla odmiany