

Revitalization in Poland after 2009 vs. the development of didactics for managing this process

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The aim of this paper is to present basic problems associated with the necessity of staff training needed to prepare and implement revitalization programs.

1. The situation of the Local Revitalization Programmes between 2009 and 2010

The Polish law lacks regulations that would facilitate and direct the actions at the local level, ensure the financial participation of public and private partners (including the national budget) and that would define the new tools and organizational and financial mechanisms, and modify the already existing ones. On the other hand, there are 16 sets of guidelines for preparing and implementing the revitalization programmes and projects in 16 Regional Operational Programmes, functioning between 2007 and 2013, that is 16 “regional acts”.

Certain experiences were collected when implementing over 100 revitalization programmes between 2004 and 2006 within the framework of the Integrated Regional Development Programme [Siemiński, Topaczewska, 2009]. However, they are characteristic for a small group of the local government and a narrow group of scientists who deal with this topic.

In the end, there are experiences of pioneer cities that began the revitalization programmes between 1990 and 2004, often sharing their work within the domestic association Revitalization Forum Association.

In connection with those experiences, the problems have been identified that are to be resolved by constructing a mature revitalization system and tools for managing these processes. Then, an outlook on this problem was suggested that takes into account the demand of the labour market and, as a consequence, trainings and educating the personnel.

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2. Problems to be solved and their hierarchy

Wide research conducted under the supervision of the Institute of Urban Development (IRM) between 2007 and 2010 organize the analyzed problems and classify the tasks that should be performed by institutions and various business and social entities. For example, in the book *The revitalization of Polish cities – diagnosis* [Ziobrowski, Jarczewski, 2010] the following issued have been singled out:

- dimensions of cities' degradation in Poland,
- assessment of the revitalization models already-elaborated in Poland and their assumptions,
- social aspect of revitalization,
- social criteria of the crisis areas' delimitation,
- legal and institutional aspect of revitalization,
- economic aspects of revitalization,
- sources and methods of financing the revitalization project,
- urbanistic aspect of revitalization,
- spiritual and material heritage – the process of transformation of the urban areas,
- assessment of the information background of the revitalization.

These issues have been widely discussed in the prepared assumptions of the domestic revitalization policy [IRM 2010, collective work]. The construction of the revitalization system in Poland proceeds both at the level of central and regional administration, in concert between the marshal's offices and the cities' local governments, as well as between municipal offices and local revitalization partners. Thus, it is necessary to build an institutional network and to ensure good flow between the elements of the system (choice of actions, decisions, tasks and their financing). It depends to a great extent on the leading role of the local political leaders and competent operators that decide about the dynamics of the "flows" in the system. These are the conditions of the successful development of the revitalization processes in Polish cities in the following decades. Definition and hierarchy of the problems to be solved were also discussed at the Third Polish Urbanism Congress⁷, where a wide range of priorities was pointed out.

⁷ Poznań, 2–4 September 2009

In this study we will look at these issues also from the point of view of preparing for new professions and competences that are required by the development of the revitalization system in the context of self-government and market economy in Poland. Didactics in these terms is only being formed in view of the labour market's demands that have appeared in the recent years.

2.1. Urban revitalization in big cities development programmes

It is an important topic as great revitalization programmes of the degraded areas decide about the tendencies in the city development. At the same time, crucial choices of political nature are made. Thanks to this, opportunities for other directions in the city development can emerge or be missed since free plots and attractive locations are limited goods. Their number will not grow and the agricultural areas once missed are lost forever. Thus, when handing over to the developers the areas close to the city centre, the city loses opportunities for locating there some scientific or cultural infrastructure, and achieving the title of "the knowledge-based city". It is sufficient to hand over the former factories for lofts of supermarkets in order to miss the chance for the development of scientific and research functions or cultural infrastructure. These city-forming factors may be marginalized as a result of moving the investments to the less attractive areas. Therefore, revitalization in big cities⁸ within the integrated urban development programmes is an important issue.

2.2. Revitalization programmes as a hope for small and medium cities

In view of the endogenous factors, such as history, demography, human capital (the residents' skills), and exogenous factors, such as competitiveness or globalization, several hundred of small cities in Poland are being degraded or are seriously threatened with degradation. What undergoes degradation are social space and its inhabitants, urban landscape, urban and architectural heritage. In what consists then the quest for stopping and reversing this tendency towards the development of small urban centres in Poland? Is a government programme in these terms possible? The topic was raised at the Third Polish Urbanism Congress and the need of its development appeared also in numerous unofficial talks. It has been also confirmed by the success of new publications regarding this topic

⁸ This topic has been widely discussed by professor Tomasz Parteka (Gdańsk University of Technology, Board of the Pomorskie voivodeship), materials of the Third Polish Urbanism Congress, Biblioteka Urbanisty [The Urban Planner Library], vol.14, Warsaw 2009)

[Poczobut, 2009] as well as the experiences of the Revitalization Forum Association⁹. The all-Polish Conference in Starograd Gdański in 2007 also showed how important this issue is, especially in the context of the Polish settlement network, uniquely preserved in Europe.

Historically formed regular network of the cities settled in 13th and 14th centuries is, due to its unique nature, the value in its own right. Particular cities present at the same time their own urban value, the value of heritage as well as social and economic value. Not only the already-mentioned unfavourable demographic forecasts and human capital weakly prepared for the challenges of competitiveness and globalization but also weaknesses in the implementation of the regional strategy development pose a substantial threat to small and medium Polish cities.

The countries of the former European Union have developed regional and government programmes aiming at stopping the fall of small and medium cities and at the development of selected subregional centres already in the 1970'. It did not always bring the expected results, but it sometimes stopped the fall, and in many cases, it reversed the downward trend, bringing the city onto the road of success and re-flowering.

It happened by means of the system of revitalization programmes (implemented in France, Germany and Great Britain from 1970' to 1990'). How can then this tendency be stopped in our country – at least in the most evident cases – and how can we suggest innovative growth paths for the endangered centres of the settlement network that comprises over 850 towns and cities in Poland?

2.3. The issue of housing and renovation gap in the revitalization programmes. The implication of the national budget and domestic policy.

At the Third Polish Urbanism Congress a question was asked whether its participants agree with a thesis that there is a need of a deep reform of rents and residence allowances, based on the financial constructability of the renovations of the old buildings: council, private and company flats. The argument for its introducing are fragmentary experiences in Krakow, Sopot and Lublin as well as the plan of renovations and modernizations functioning abroad. The necessity of residence allowances was, although not without difficulties, approved there; i.e. budget surcharges to the new rents resulting from the financial balance of the constructability plans, calculated after the renovations and

⁹ Among 30 gminas supporting the Association, the majority are small and medium cities.

modernizations (surcharges from the national budget, pension funds' budgets and municipal budget).

Financial engineering for the renovations comprise the payment of individual allowances for certain groups of residents. Residence allowances – after having performed the renovations works – constitute then the facilitation in repayment of the loans taken by the owners. These orders complete the tax reliefs and direct subsidies for the investors in the socialized sector. They guarantee – at least partially – leaving the former tenants in the place of their current residence, that is the social mix. The social mix is, in the first decade of the 21st century, the key concept in the housing policy of the European Union countries. Such a thinking tendency is deprecated by some in Poland, whereas by others on the contrary; they emphasize its need and significance for the social cohesion and for the life security of the cities. However, is there a consent in Poland for the renovation and modernization of the old, devastated housing resources and handing it over to the existing users? Is there a social consent for spending the public funds on implementing this aim? Can we, in view of great financial needs, similarly to other countries, start from introducing the renting reforms and the residence allowance reform on the selected areas of revitalization? Is there a consent for financial aid for private owners of properties within the agreements and contracts? Is it acceptable to subsidize the owners of tenement houses, who cannot be continuously treated as the enemies of people whereas they can be made, by means of rental agreement, the important partners of the country's housing policy? The old housing resources require a decision at the level of local governments and parliament since the addressee of questions that are being asked here, in the era of participation, is the whole Polish society, and the decisions involve public finance. It poses a great challenge. Similarly as it did the challenge that after the war unified the Polish society around the idea of reconstructing the capital. However, the expenses for improving the old housing are not only a flywheel of the economy. They allow improving the quality of life, the development of the residents' culture, they teach how to create and act in a civil society. In a purely financial sphere, they pay off via taxes on better properties, greater business trading, on increasing renting costs. Repayments to the public budgets by means of PIT, CIT and VAT are crucial for the national budget and in the period of crisis they allow maintaining the employment in the field of the building craft.

Short-sighted arguments regarding budget savings and the lack of financial repayments do not seem convincing. In the countries of the former European Union, e.g. in France, these public expenses constitute from 1.5 % to 1.8% of the GDP.

2.4. Revitalization programme vs. local area development plans

Practice and experiences of the local governments between 2004 and 2010 have brought to valuable conclusions concerning the “culture of functioning of institutions” of the local governments in the revitalization programmes. Relations between the departments of spatial planning, departments of development strategy and the revitalization teams are particularly important here. Where are the barriers of good cooperation between the departments of municipal offices? Do they stem from the improper understanding of their mission in comparison to the mission of their colleagues from other departments? How is spatial planning different from implementation of the revitalization programmes, and more broadly, what is a planning document defining the rules of the game in the space with reference to the operational urbanism, resolving practical implementation tasks? Where does the scope of the formal tasks end, and where does the sphere of informal actions (based on neighbourly relations and information support), crucial for the revitalization programmes’ success, start. The participants of the Third Polish Urbanism Congress pointed out that the relations between spatial planning and programming on the areas of revitalization constitute an issue important for the occupational environment, being sometimes a subject of controversy. From the perspective of the countries that have been implementing the revitalization programmes for 30 or 40 years in the area of local planning, this dispute may seem anachronistic. The questions about the relation of the local plan to the revitalization programme were already asked years ago, pointing out at different nature of these two tools. The first – a planning tool – creates the rules for “the game in space” (French: *urbanisme réglementaire*) and is built according to them; the other one, of operational nature (French: *urbanisme opérationnel*), creates and implements social, economic and spatial projects. These are two different professions and two different approaches for spatial management. The job of the revitalization programme chief is slowly emerging in Poland, often from among the urban planners and the Urbanism Offices’ employees¹⁰.

¹⁰ Common declaration of the ISOCARP and Revitalization Forum Association elaborated at the conference in Poland a few years ago includes an opinion that we could attempt to establish a procedure of preparation and approval of the revitalization programme in such a way so that it complies with the conditions and replaces the local area development plan, in case of its lack, on the area selected for the revitalization. Such a reform could bring some savings in the context of modernizing the tools of spatial development.

2.5. Revitalisation and ecourbanism in Regional Operational Programmes

Assessment criteria for programmes and complex revitalization projects differ significantly in 16 Regional Operational Programmes. Project financing is possible as part of different priorities (ERD - ESF – OPHC and others). After several years of practice regarding calls for proposals, a new approach is necessary in respect of adopted assessment criteria, and promoting complex projects, which integrate various requirements (e.g. innovative construction and renovation works combined with interesting social programme). How to promote the projects which simultaneously provide answer to challenges of European strategies such as energy saving or exploitation of renewable energy? Ecourbanism in revitalization programmes shall be noticed and rewarded. The issue of project assessment in Regional Operational Programmes in terms of ecourbanism has become the subject of discussion during one of the panels devoted to notions of energy, ecourbanism, and balancing of city development.

Innovative, based on proper technical recognition, approach to exploitation of renewable energy (in particular geothermal technologies in Poland) shall be promoted in ROP, because revitalization – in such perspective – may constitute a source of decrease rather than an increase in budgetary expenses, ensuring energy saving, sparing new construction sites and agricultural lands.

2.6. The role of public space in revitalization

The III Polish Urbanism Congress has prepared and approved the Public Space Charter. The quality of public spaces constitutes a significant point for the development of revitalization programmes and jointly with improvement in the sector of former residential resources it is a base for the success of revitalization programme. Enabling economic development constitutes their derivative to a great extent. High quality of public space ensures interest of citizens and users and it also attracts investors – particularly in the service sector¹¹. Creating beneficial conditions for the development of relations between public space potential and economic development constitutes a challenge for the development of pedestrian zones, accessibility and public transport. The functional flexibility of public spaces turned out to be particularly significant in respect of project solutions. They shall enable various kinds of exploiting a particular place in different

¹¹ As practice shows, pedestrian zones constitute a barrier for the development of crafts and small manufacturing.

times during day and night¹², days of the week or even in various seasons of the year. Clear management principles regarding public space, its accessibility, and expropriate rights (advertisements, designation, using during cultural and economic events, demonstrations). Some of the functions exclude each other or remain in conflict within the revitalization areas. The needs of elderly people differ from the needs of young families; the residents react differently to the noise than temporary tenants. In some cases, pedestrians, cars and cyclists remain in conflict, stemming from the nature of city life. A significant individualization of solutions is needed in terms of public space projects, based on in-depth analysis of everyday functioning of such places. Basing project solutions on detailed questionnaires, participation of city units and early socialization of the decision making procedure cannot be overestimated.

2.7. Implementation of statutory agreements regarding revitalization programmes

A need of a Revitalization Act has been highlighted for many years in speeches and dissertations of different assemblies. The necessity of “determining specific legal principles promoting revitalization acts, establishing forms of financial aid as well as procedural and organizational simplifications specifying the requirements of obtaining them”. The key matter is the “need to formally recognize that revitalization means acting in public interest”, and that it should be included in the list of public objectives within the meaning of property act, because “the gmina authorities have to be equipped in powers ensuring supervision over what is happening in the course of revitalization process”¹³. The necessity of temporary use of limiting instruments, if necessary, the right to dispose the property by their owners for the benefit of implementation of projects included in the adopted programme stems from the above mentioned facts. It may be effected by expanding the set of legal instruments, including e.g.:

- Providing the gmina with an expanded municipal pre-emptive right, using consolidation instruments and new division of plots in revitalization projects.
- Possibility of expropriation of property owners in specific cases (Zones of Agreed Management)[Ziobrowski, Jarczewskiego, p. 234–2371),
- Possibility to freeze the property value within the revitalization area for the time of operation,

¹² For example creating public car parks and subsequently using the created space as a market place during other day or time of the week.

¹³ Quotations from the speeches during the III Polish Urbanism Congress, Poznań, September 2009.

- Possibility of acknowledging revitalization processes, such as public objective measurements, within selected areas (not always and not in all areas),
- Other instruments of operational urbanism in the countries with developed market economy.

At the same time, revitalization has to be perceived by the citizens as friendly undertaking, and not as forced administrative act. Hence the necessity of simultaneous introduction of motivation instruments, financial and organizational incentives, specific privileges for the participants. Some experts state that success may be generated only by generating conducive circumstances. Therefore, they have to be generated first by means of context management. Preparations regarding the Revitalization Act have been pending in Poland since 1992, however its subsequent versions have not attained the parliamentary procedure. Nevertheless, the abovementioned projects included significant proposals and arguments¹⁴, worth presentation and discussion as parts of trainings.

2.8. Principles to be remembered in terms of revitalization didactics

Taking into account preparation of local government personnel and technical personnel coordinating revitalization processes, and considering the development of didactics within this scope, it is worth to determine the significant ideological perspective of such works. Didactics in various forms: full time studies, postgraduate studies, trainings for local government employees is intended to create the following profiles: the manager profile, the investors' advisor profile and other profiles of employees completing technical and social tasks. Some of them need to be granted vocational titles, others – to become open and sensitive to barriers, local problems and to become aware of decisions made by them every day. Trainings regarding immediate tasks are required, as well as those which will expand abilities and competences requisite for developing components of revitalization system. Pursuant to the current revitalization paradigm present in European countries, all participants shall be convinced that revitalization success is determined by:

- **Global approach to residential policy within the city development structure.**
Housing is an important key to revitalization. Appropriate housing conditions in old city districts constitute a guarantee for implementation of basic social objectives within this area. The situation on labour market within the revitalized area is also very important.

¹⁴ The proposals are available on the Internet website Revitalization Forum: www.fr.org.pl

- **Trust and continuity of actions. Caring about creating of favourable public opinion.** Any doubts cannot discourage individual actions. On the contrary, a lot may be achieved, when self esteem and entrepreneurship of the citizens are supported. Encouragement provided by local authorities is incomparably more effective than orders or administrative pressure. Revitalization has to be friendly for citizens, therefore conditions and instruments have to be created for such actions.
- **Appointing of an operator, a unit responsible for a task, conducting negotiations with partners implementing tasks.** The operator is responsible for providing regular and full information regarding conditions of commencing renovation works and modernization of buildings and public spaces. He is also responsible before the local government for the implementation of annual action plans. The operator has broad competences, although he does not need to represent large capital. He may perform trust services; however he does not need to take over other person's property. He may act on behalf of a specific unit in the local government or – as the revitalization programmes in the country develop - change his status into an autonomous institution completing tasks entrusted to him by the gmina.
- **Ensuring maximum provision of voluntary participation in the revitalization programme.** There are two approaches in the opinion making environment: on one hand we there are advocates of ordering activities within the revitalization programme, and possible expropriation of the stubborn, on the other hand, some believe that voluntariness should be promoted, and proper incentives should be created to make the private owners participate in activities, and order procedures and possible expropriation should be reserved only for tasks undertaken for public objectives.
- **Financial incentives – necessity to subsidize certain investments in the housing sector.** Minimal profitability of renovation works constitutes the basis of investment in necessary renovation of residential buildings (in the so called renovation gap). It was not possible anywhere in Europe without support from public funds. This aspect cannot be omitted also in Poland, although since 20 years it has constituted a barrier for statutory obligations.
- **Constant involvement of municipal authorities and cooperation with partners.** A strategy and pragmatic approach (flexibility) is needed in handling certain tasks

and projects. Exemplary municipal implementations, actions which accompany modernization of buildings and increasing the quality of public spaces have specific motivational meaning for investors of the private sector. In the developed revitalization system, each invested unit of public funds may generate three or four times larger investments in the private sector.

3. Education and trainings in new professions – labour market for revitalization

Programmes defined within the National Development Plan (NDP), and in particular within the Integrated Regional Development Programme IRDP for the years 2004–2006, as well as dilemmas pertaining to the allocation of structural funds for city development in the years 2007–2013 show lack of complete personnel to deal with preparation and implementation of revitalization programmes regarding crisis areas. Territories subject to transformations not only lack institutions and instruments, but most of all people prepared to perform such tasks. Methodology of actions based on partnership, participation, consultancy in reaching an agreement in sometimes conflicting interests of the participants is almost unknown to the local governments, and widely applied procedures do not constitute guarantee of success.

Only few pioneers of education revitalization operators were aware of such status quo in the years 1990–2004. Only the appearance of EU structural funds in the years 2004–2006 and the perspective of using the funds for the development of cities in the years 2007–2013 have caused “sudden” demand of the local governments for complete personnel in this field.

Who is to educate such personnel? Departments of architecture and urbanism in the country are not prepared and oriented for education of operators – managers of transformations of degraded areas. The specific character of education presented by technology universities is distant from education of a manager with an acting profile of acting for the benefit of public good, based on social dialogue, preparation of conditions to such dialogue and on the ability of creating a compromise in terms of space for management in the public sector, based also on the premises of the humanities. Difficulties the local governments preparing revitalization programmes have face constitute an example of outstanding evidence supporting the lack of such personnel. The demand for such programmes is large and it will increase further, and the need of preparing appropriate personnel shall increase during the period estimated for the forthcoming 30–40 years. In order to deal with the challenge i.e. catching up with civilization delays, it is necessary to

educate organizers (operators), programme directors and specialists in spatial transformation programmes cooperating with them.

There are higher education facilities in Poland, which have started to educate the personnel managing transformation programmes. Specific faculties were created in cities such as Łódź– “Managing Cities”¹⁵, in Zielona Góra, at the Viadrina University in Ślubice, in concert with the Adam Mickiewicz University in Poznań. Since 2009 the Department of Architecture of Gdańsk Technology University has conducted postgraduate studies, during which such issues are analyzed. Experiences of higher education facilities within the scope of courses devoted to revitalization are rather minimal on the national level. In terms of Institute of Public Affairs of the Jagiellonian University [ISP UJ], these are actions initiated ten years ago within several courses. Their attainments include several dozens of bachelor or master theses, several graduates employed in central administration, several others working in marshal’s offices, local governments or individually establishing officers of managers for revitalization programmes. In the NGO sector, the national Revitalization Forum Association conducted several series of trainings for future revitalization operators in the years 1998–2008 in Poland and abroad. These included among others:

- Four year programme of training operators of city transformations conducted in the years 2000–2004 together with the Francja – Polska Foundation and subsequently after the transformations – with the Francja – Polska dla Europy [France –Poland for Europe] Association.
- A training for the Social Services of Upper Silesia, conducted jointly with the Regional Centre of Social Policy in 2004¹⁶,
- “Szkolenia dla Szkoleniowców” [Trainings for Trainers] (2005), as part of the Twin Programme between the Ministry of Regional Development and French DATAR – Interministerial Directorate for Spatial Planning and Regional Development, transformed in recent years to DIACT – Interministerial Directorate for Spatial Planning and Regional Competitiveness,
- Trainings conducted in the years 2005–2006 for representatives of eight cities and four marshal’s offices in Poland, ended with an internship in Burgundy and preparation of the so-called pedagogical set, which was completed with the financial support of the Ministry of Regional Development.

¹⁵ Didactic and research works conducted under the supervision of prof. T. Markowski.

¹⁶ Approximately 50 employees of Silesian Social Services obtained certificates within conducted trainings.

Institutions, aware of increasing needs, undertake didactic actions. Sometimes in the form of courses included in the curriculum of graduate or postgraduate studies; attempts taken at the departments of architecture in Poland or by the Jagiellonian University Institute of Public Affairs (specialization “Management in Public Administration”), trainings organized by foundations such as e.g. Małopolski Institute of Local Government and Administration [MISTiA] in Kraków or the above mentioned Revitalization Forum Association. Additionally, private higher education facilities, such as Bogdan Jasiński Higher School, department in Elbląg, have included courses dealing with similar issues in their offer.

Certainly, several or even several dozens of group or individual internships, training conferences may be listed, however it does not change the fact that these are pioneer initiatives, single not sufficient to fulfill increasing needs of local governments and other institutions participating in revitalization process. Personnel necessary to implement revitalization programmes within the programming period 2007–2013 may be estimated for two to three thousand specialists.

4. Professions within partnership for the city – professions of “city operators”

Despite a delayed start, current lack of central institutions and support of the governmental programme in Poland, the development of the revitalization system in crisis areas is expected. The above mentioned action shall open a new labour market for experts, the demands of which shall increase and vary. Professions and educational programmes of higher education facilities, including ISP UJ, pertain to the first and last of the enumerated sectors (management in administration, social policy). They are connected with the concept and management of programmes and projects for the benefit of revitalization of crisis areas.

Professions related to the concept and implementation of programmes and projects:

- urbanism and revitalization of urban areas,
- preparation and implementation of revitalization programmes,
- programming regarding land management,
- real estate operations,
- implementation and control of works.

Professions related to transactions and property financing:

- property transactions,
- property counselling

Professions related to property management:

- hire management,
- housing community management,
- caretaking, cleaning,
- retaining of resources,
- resource maintenance.

Professions related to social policy and local development:

- animation and implementation of projects; social counseling,
- local development,
- mediations,
- problems of the minors,
- social aid in the place of residence, the work of social aid centres as well as non governmental and social economy enterprises.

Trainings in the abovementioned professions do not need to remain only a result of economic initiatives and occasional actions of employers. They should not only constitute the result of initiatives of training institutions, acting sometimes in order to obtain mandates. At the same time, foreign experiences [Skalski, 2009] indicate that a national training system, including the majority of city units may be established. For example, currently in France, the Act guarantees the right to annual trainings within a paid holiday. System financing is conducted by means of write-offs from the payment fund by concerned employers to an institution centralizing training initiatives on the national scale. Such institution, via negotiations, selects and subsequently finances relevant programmes and training institutions. A national system of professional certifications is also available. Creating such principles constitutes an effect of several years of efforts, which were initiated at the time when the trainings were organized occasionally – as an answer to current demands. The establishment of a cohesive system, its financing and organization constitute a proof that it is possible. In Poland we may use such experiences, anticipating organization and programmes, developing the training system in the second decade of 21st century. At the same time, owing to the knowledge of foreign experiences, we may prevent some of the flaws that may occur when organizing such system in the country.

New professional profiles for Revitalization Programmes¹⁷:

- revitalization programme director (tasks: implementation of local revitalization programmes),
- operational studies director (tasks: preparation and implementation of local revitalization programmes) – two first professions may be performed by the same person or team,
- social worker for local revitalization programmes,
- advisor on housing in local revitalization programmes,
- technical advisor in local revitalization programmes,
- property operations organizer in local revitalization programmes.

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Summary

Trainings' system organization

The system of education and trainings for the city units is in a sense bound to take into consideration the city management. The emerging perspective is bringing traditional courses of studies to the market demands offered by urban transformation programmes. It does not seem though that such studies and training will automatically result in success and high quality of revitalization programmes. As it is commonly known achieving this aim also requires much **better awareness of the local government's personnel**, i.e. the local and regional government's aldermen. It also requires constant enhancement of the **society's urbanistic culture**. These aims are to be implemented by means of training designed for aldermen. They are essential because of an increasing number of revitalization programmes in Poland and poor preparation for decision-taking in gminas. However, the nature of these trainings is different from trainings for specialists of technical staff.

Considering the holistic approach of the issue of trainings, what must be emphasized is the **development of the higher education system** and trainings for officials working in **existing structures**. Students seem interested in these issues. But also the employees of the existing institutions may specialize in

¹⁷ Within the research project of the Ministry of Science and Higher Education in the years 2009–2010 a detailed programme of education and trainings is established by IRM together with partners: Jagiellonian University, SGH, Revitalization Forum.

it. Such institutions could be, among other things, community partnerships¹⁸. From the practice of the Revitalization Forum Association it results that e.g. the best revitalization programmes' chiefs are selected from among architects, political sciences' graduates and journalists. The social workers emerge from among the personnel of the Social Welfare Centres or, sometimes, from the personnel working in the buildings' administration. On the other hand, in the former community housing companies and municipal housing administration companies, etc. as well as from among the licensed real estate agents the specialist on real estate operations can be found. The important thing is, however, to provide them with competences corresponding to the changeable needs of the revitalization programmes which will continue to be subject to significant evolution.

These needs are hardly noticed by the authorities of the competent ministries. What has been done so far is only a drop in the bucket. Professions, functions and competences pointed out in this study are already common in better-developed countries and will naturally be needed also in Poland. How can this be done here and now? Let's recall the precedent from the 1990'. The training were organized as a reaction to the needs of the awakening real estate market. Internships and professional competences' certifications were organized in three professions related to the real estate market:

- real estate agent,
- real estate manager,
- real estate expert.

These professions already exist and the candidates, after having obtained the license which is proceeded by a state examination, work in the real estate market. Similar effort is necessary also in the second decade of the 21st century for creating trainings and certifications in new professions related to the city revitalization.

Professional certification in new professions for revitalization

Trainings *ad hoc* can naturally still be organized within the needs of particular municipal governments and marshal's offices. Such actions are implemented. In the 1990' the aid funds and foreign expert would help it. Recently it has been often only one- or two-day trainings regarding the implementation of new regulations. Longer, periodical sessions happen quite rarely. They rarely end up with class assignments or another form of testing the gained competences. For performing the afore-mentioned professions the guaranteed minimum curriculum and minimum competences are necessary. It requires an adequate form of testing the gained competences. Their **certification** by appropriate commissions seems to be the best form. The question remains open whether this should be a state examination, and whether the candidate should obtain a license. The trainings' organization, the system of equivalents and certifications require an understanding between the interested local governments, central administration, employers' association and trade unions of this sector. It is an issue that requires much thorough elaboration.

¹⁸ It will be discussed by the Municipal Services Committee of the Polish Chamber of Commerce.