

USING NEW MEDIA IN PLANNING AND MANAGING THE REVITALIZATION PROCESS – BY THE EXAMPLE OF CRACOW

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Abstract

Background. The range of operation of e-participation is constantly widening. The commonness of using e-participation in public management makes one think about its effectiveness in implementing complex processes, particularly those occurring in cities, as the urban revitalization. This process traditionally benefits from wide stakeholder participation based on face-to-face relations.

Research aims. The aim of the article is to present – in the context of literature – the experiences of the Cracow City Hall in the range of using e-participation of the residents in the process of planning and implementing revitalization. The basic question is whether it is possible to use e-participation instead or to a limited extent of traditional instruments based on face-to-face contacts.

Methodology. The article is based on the results of a desk research (documents of the city of Cracow, the results of research and analyses in the field of interest), website analysis and social media profiles as well as focus group interview conducted by the author in June 2019 with the employees of the Revitalization Office at the Cracow City Hall.

Key findings. By the example of Cracow, on the basis of literature research as well as own research and experience gained by designing several revitalization programmes, the author has claimed that face-to-face contact is inestimable. However, city government and its officials cannot avoid the necessity of conducting part of the communication process in social media. The example of Cracow has indicated some weaknesses and dangers which a city may face while using these tools the author has shown.

Keywords: revitalization, urban regeneration, e-public participation, public management, new media

JEL Codes: O20, R58, H70

INTRODUCTION

Public participation using new media (e-participation in general) is a widely used public management tool and subject of scientific and public discourse. In 2016 the author led a team responsible for the preparation of the Cracow Revitalization Programme (MPRK) as well as the research conducted for that purpose and the open debate. The following publication aims at indicating the potentials and the risks involved in using new media as a participation tool in planning and managing the revitalization process by the example of Cracow. The aim of the article is to present – in the context of literature on the subject of new media in public management – the experiences of the Cracow City Hall in the range of using e-participation of the residents in the process of planning and implementing revitalization as well as to formulate recommendations for further research. The basic question is whether it is possible to use e-participation instead or to a limited extent of traditional instruments based on face-to-face contacts with stakeholders.

PUBLIC PARTICIPATION USING NEW MEDIA AND PGIS – GOLDEN MEAN OR A CHALLENGE? – BACKGROUND

The commonness of using e-participation in public management makes one think about its effectiveness in implementing complex processes, particularly those occurring in cities. Al-Dalou' & Abu-Shanab (2013, p. 8) claim that:

E-participation aims at achieving many goals such as: using available technologies to support active citizenship, enabling broader participation for reaching a wider audience, and enabling more informed citizens' contributions through providing accessible and understandable information to target audience.

The range of operation of e-participation (network participation) is constantly widening. As early as in 2003 Macintosh (2003, p. 98) suggested using a typical three-rank ladder of public participation for the typologization of e-tools and referring the available forms to the particular *stages in policy-making cycle*.

In 2009 Zissis, Lekkas and Papadopoulou indicated the following participation e-tools: webcasts, FAQs, blogs, tools for sample and non-sample based opinion polls, chat rooms, decision games, discussion forums, e-panels, e-petitions, e-deliberative opinion polls, virtual communities, alert mechanisms (Maczak, Maćzka & Milewicz, 2015, p. 22).

The next decade brought an increase in the significance of two groups of tools: social media and the instruments related to the Geographic Information Systems (GIS).

Table 1. Definitions of basic terms used in the article

Term	Definition	Source
e-participation	... is about fostering civic engagement and open, participatory governance through Information and Communications Technologies (ICTs).	The United Nations (https://publicadministration.un.org)
e-tools	Management tools or forms of communication and cooperation using ICTs.	Authors own description
new media	Products and services that provide information or entertainment using computers or the internet, and not by traditional methods such as television and newspapers.	Cambridge Dictionary
social media	Websites and computer programs that allow people to communicate and share information on the internet using a computer or mobile phone.	Cambridge Dictionary
slactivism	The practice of supporting a political or social cause by means such as social media or online petitions, characterized as involving very little effort or commitment.	LEXICO (Oxford Dictionary)
clicktivism	The practice of supporting a political or social cause via the Internet by means such as social media or online petitions, typically characterized as involving little effort or commitment.	LEXICO (Oxford Dictionary)
hacktivism	The act of hacking a website or computer network in an effort to convey a social or political message. Hacktivism is an Internet-enabled strategy to exercise civil disobedience. Acts of hacktivism may include website defacement, denial-of-service attacks (DoS), redirects, website parodies, information theft, virtual sabotage and virtual sit-ins.	techopedia.com

Geographic Information System (GIS)	A computer system for storing, organizing, and studying data that relates to the position, area, or size of things.	Cambridge Dictionary
Participatory GIS	A GIS that has been designed to involve multiple stakeholders and seeks to increase engagement in advocacy, planning and management processes among participating groups.	Masucci 2008

Source: Own description based on shown sources.

Among those, besides the Public Information Bulletin which is mandatory for public organizations in Poland and official websites, an increased use of social media can be observed. According to the Digital 2019 report, 45% of the world's population uses them (Digital 2019). A preliminary query of social media and the profiles of local governments and their organizations also confirms a wide utilization of these tools in management processes in the governments of cities in Poland.

From the point of view of public management, the subject of using new media, particularly social media in the recent years has been dealt with by: Andersen et al. (2011), Agostino & Arnaboldi (2016), Afzalan et al. (2017), Criado & Villodre (2018), Eom et al. (2017), Dong & Ji (2018), Gruzd & Roy (2018), Wukich & Mergel (2016), Zhang & Fee-ney (2018), Svidronova et al. (2018), Nica et al. (2014), and from among Polish authors: Czepczyński (2016). Among Polish authors, beside the abovementioned Czepczyński (2016), it is worth mentioning those who attempted to analyse the use of social media by local governments, they are: Kowalik (2015), Pawlicz & Kubicki (2016), Smalec & Gracz (2015) or Szymkowiak & Scheibe (2015), as well as Piechota (2012).

In the context of a wide scientific discussion, Linke & Zeffass (2013, p. 272) presented the concept of "Social media governance" in organisations. They pointed out, that: "Looking behind the social media boom, it becomes clear that only a minority of organizations have the skills, strategies or structures which are necessary for long-term social media success", followed by a claim that: "most organizations manage their social media implementation from a predominantly technical perspective, without addressing the more strategic and structural aspects of organizational and change management".

In 2017 Roengtam, Nurmandi, Almarez and Kholid claim that: "Web 2.0" refers to internet platforms that allow interactive participation by users. "User-generated content" refers to the ways in which people may use social media and should meet the following conditions:

- it should be available on a publicly accessible website or on a social networking site that is available to a select group;
- it should entail a minimum amount of creative effort; and
- it should be “created outside of professional routines and practices” (Roengtam et al., 2017, p. 344).

In Poland, the results of the research related to the communication process management in social media conducted by Piechota (2012) also indicated significant deficits. The author claims that one of them is the choice of topics and “... conscious, as shall be assumed, omitting issues related to widely understood local politics”. She then concludes that: “hence, the boards on fanpages actually become propaganda tools and attempts of promoting the city, instead of becoming a tool used in the communication process, although the nature of social media indicates exactly that”. The cities “treat Facebook fanpages as advertisement boards and not as a means of communication with the local community” (Piechota, 2012, p. 64). New media are used by local governments mainly for informational and promotional purposes. The main target groups of these actions should be assumed to be tourists and residents, less often – investors. New media and particularly social media allow not only to conduct the informational process but they may, and they do become a platform for consultations with the public. Literature also attributes them with significance in the process of education and knowledge diffusion. Despite some hesitation related to using social media by public organizations, pragmatism seems to be winning. As stated by Papińska-Kacperek and Polańska: “if for a particular group of residents that is their natural environment, although for some it might seem as not very serious, such means of communication with the office should not be ignored” (Papińska-Kacperek & Polańska, 2016, p. 100). However, the authors warn that:

It should be kept in mind that using social media may involve many dangers since popular services are usually commercial enterprises. The data stored on profiles and fanpages may get out of control of the governments who are theoretically the administrators of that data. Hence, community portals should become only a tool used for advertising, education and contact with the residents and the actual activity must be conducted on safe, public servers. The information found in social media should, in a manner of speaking, make the residents familiar with the offer of public electronic services (Papińska-Kacperek & Polańska, 2016, p. 100).

Furthermore, research into new media and social media (van Dijk, 2010, pp. 149–155), show the emergence of other phenomena with a potential of pathology. These phenomena include: slacktivism, clicktivism or manipulation of the means of acquiring information or the acquired feedback (hacktivism), The pejorative sound of the names of those new phenomena (such as slacktivism) bears numerous questions related not only to the influence of using new media on the condition of civic virtues, but also to the potential pathologies resulting from possible abuse of using e-participation instruments in the process of public management. Generally, these phenomena involve replacing or manipulating the factual, direct involvement in public affairs by means of activity conducted using social media and other Internet tools.

Nevertheless, the usefulness of social media for local governments is described by abovementioned Roengtam et al. indicating that:

Social media, because of its sense of personalization or sense of community, improves communication between citizens and government better than e-government sites; however, as articulated by Mirchandani et al. (2008), social media may hinder rather than facilitate the delivery of services (Roengtam et al., 2017, p. 344).

Besides social media, the GIS (Geographic Information Systems) tools have been used more widely in the recent years, McCall and Dunn (2012) indicate the origins of using GIS as a participation tool:

Calls for enhanced public participation in spatial planning and critiques of traditional GIS have given rise to the concept and practice of “Participatory GIS” (PGIS) which entails community involvement in creating and working with geographic information. The contexts and applications of PGIS are wide-ranging, including urban planning and community revitalization (McCall and Dunn, 2012, p. 82).

The authors further claim that:

Geo-information technology as a means for “empowerment” through PSP should serve to give more voice to “local people” and put them and their colloquial (geographical) knowledge on a more equal footing with external “expert” and “official” information couched in scientific discourse (McCall and Dunn, 2012, p. 85).

As part of the GIS Participatory process, those developing most are the forms of geovisualization and geosurveys (comp. Hanzl, 2008, or Młodkowski et al., 2016).

REVITALIZATION AS THE RESIDENTS' PROCESS OF PARTICIPATION IN CITY MANAGEMENT – BACKGROUND

After over a decade of being in the axis of problems related to spatial quality, revitalization is becoming mainly an area of social intervention, particularly in cities. The priority of revitalization's social context was given to it by the European Union and is also present in Polish domestic policies, including the Domestic Urban Policy (Krajowa Polityka Miejska 2023, 2015). In 2015 the Revitalization Act (Ustawa o rewitalizacji, UoR) was passed, the resolutions of which significantly affect the interpretation and the range of undertaken actions nowadays (UoR, 2015). According to the act, revitalization:

... is a process of bringing degraded areas out of their critical condition, conducted in a comprehensive way by means of integrated actions in favour of local communities, space and economy, territorially focused, conducted by revitalization stakeholders on the basis of local revitalization programme (UoR, art. 2.1).

Indeed, the point of revitalization is an intervention focused on improving life quality in districts with problems, mainly social ones. In the context of development management, revitalization constitutes a challenge for public governments since it territorially focuses public intervention in areas where negative phenomena build up. It requires integrated actions, focused only on areas with social problems the scale of which exceeds the city's average. Partnership and integrated nature of undertaken actions become the determinants of revitalization processes. Partnership in a vertical and horizontal dimension is to involve public, non-government and business entities, during the planning stage as well as the implementation and evaluation stages regarding the process of revitalization.

The act assumes a quite complex planning process with particular requirements related to the participation of revitalization stakeholders. Revitalization planning is a long-term process, requiring substantial

resources and numerous groups, entities and institutions, including, of course, the residents. The process is obviously particularly complex and long in case of big cities. The law requires consultations with residents and other groups of so-called “city users”, mainly promoting quite traditional forms of participation: collecting opinions in written or electronic form, meetings, debates, workshops, study walks, surveys, interviews, using representation groups or collecting oral opinions (UoR, art 6.3). That does not mean that cities do not decide to use new media in the process of revitalization planning, although direct contact with revitalization stakeholders seems to be inestimable.

Zhang & Feeney (2018, p. 58) emphasize the significance of the attitudes of public managers towards the effectiveness of e-tools in the urban management process.

Cities adopting electronic engagement tools have public managers who report positive beliefs about stakeholder participation. When managers believe in the positive value of participation and perceive high levels of needs for participation in their organization, there is a significant and reinforced effect on electronic engagement efforts.

Bearing in mind the potential dangers resulting from using new media – particularly social media – it is difficult not to agree with Carone, Borriello and Panaro (2013), who, on the basis of conducted research on the use of social media in the process of urban renewal, claim that:

The use of social network Facebook has allowed to facilitate the active participation of stakeholders and to improve a better connection among them, through the opportunity to publish and to share anytime some pictures, some comments and other contributions to different polls proposed (Carone et al., 2013, p. 516).

In the process of diagnosing the problems related to area degradation and setting the boundaries of the revitalization areas, an increasingly significant role is played by GIS (comp. Czepkiewicz, 2013; Majorek, 2018).

METHODOLOGY

City of Cracow is the second largest city of Poland and represents specific processes of urban areas in Poland and Europe. The socialist past has left traces of social, space and postindustrial degeneration in the urban tissue. The local authorities have been taking action for years to eliminate these neglects, using wide range of instruments. City of Cracow is a good example of existing processes.

The article is based on the results of a desk research (programme documents of the city of Cracow, the results of research and analyses conducted during the preparation of the revitalization programme), website analysis and social media profiles, shown below. In June 2019 the author conducted focus group interview with the employees of the Revitalization Office at the City Hall. Its aim was not only to determine whether and which new media instruments are used by the Revitalization Office in the process of the MPRK implementation, but also to deeply reflect on the practical condition of the implementation of the tools and to acquire the city officials' opinions on the usefulness of e-tools in the management of urban renewal.

USING SOCIAL MEDIA IN PLANNING AND IMPLEMENTING MPRK (THE CRACOW REVITALIZATION PROGRAMME) – CASE STUDY

Cracow as an administrative district uses e-participatory tools widely as part of the conducted public communication process. Apart from the official Public Information Bulletin and the town's official website "Magiczny Kraków", the Facebook profile KrakówPL, a Twitter profile (https://twitter.com/krakow_pl), the town also has and Instagram profile (https://www.instagram.com/krakow_pl/) and a YouTube channel (<https://www.youtube.com/user/wwwkrakowpl>). The website of the City's Dialogue Centre (<https://dialogspoleczny.krakow.pl/>), is dedicated to public consultation and the website <https://rewitalizacja.krakow.pl/> to revitalization. Management e-tools have found their share in planning and current implementation of the MPRK.

In 2016, during the process of updating MPRK, a wide participation of stakeholders was assured. Beginning with the opportunity to voice

their opinion regarding the issue of revitalization needs and delimiting the degraded areas, through a working consultation office in the City's Dialogue Centre, a series of meetings, debates, up to workshop meetings taking place in the designated revitalization subareas. The process of revitalization project recruitment was also open to all ideas and projects related to revitalization enterprises.

During the process of MPRK's update, numerous information tools of traditional nature were used:

- press conferences of the President of the City of Cracow,
- informative meetings,
- the work of the Information Office in the City's Dialogue Centre,
- press releases of the Cracow City Hall,
- informative leaflets in three editions, distributed in the City Hall's offices.

The information process was supplemented by new media tools:

- the town's websites: Krakow.pl, rewitalizacja.krakow.pl, dialogospoleczny.krakow.pl,
- the Facebook page: "Aktualizacja Miejskiego Programu Rewitalizacji Krakowa" ("Updated Cracow Revitalization Programme"), which could also be found using a shortened form "mprk2016" (www.facebook.com/mprk2016/).

The profile created by a consulting company developing the MPRK project was a means of spreading information among those concerned, it, *i.a.* informed about meetings (e.g. in the form of events), about recruitment, geosurveys or about the functioning Information Office. The profile began its life on 15th June 2016. Until 5th October 2016 the collective number of "likes" was 134. Currently the position of the administrator and the editor of the website has been taken over by an employee of the Revitalization Office at the City Hall. Its name has been changed to "Rewitalizacja w Krakowie" ("Revitalization in Cracow"). In June 2019 the profile registered 306 likes and 332 followers. The profile's low coverage may be indicated by the fact that the KrakowPL profile has over 290,000 followers and nearly 288,000 "likes".

An important information channel has been the "Rewitalizacja w Krakowie" ("Revitalization in Cracow") website where up-to-date information about the programme updating progress has been published. As indicated above, the website is still working, being the main source of information about the revitalization activities conducted by the city of Cracow. The website is part of the city's Internet Platform

“Magiczny Kraków” (“Magical Cracow”). The search engine statistics of the “Magiczny Kraków” portal show that the phrase “revitalization” appears 555 times, these are mainly articles from the “News” section. The website is currently under the management of the City Media Office.

In the process of diagnosis and identification of revitalization project and initiatives, the following consultation (acquiring feedback) tools were used:

- surveys in the form of geosurveys,
- surveys with the Heads of District Councils,
- e-surveys with the employees of Cracow City Hall,
- consultation meetings,
- workshop meetings.

As part of the utilization of e-instruments being part of the diagnosis for the updated MPRK, the employees of the Cracow City Hall were invited to participate in an e-survey. The survey’s aim was to deepen the analysis and diagnosis of the city and to designate the areas which require revitalization. The aim of the survey was to collect information on the quality of life in the city, its districts, and to identify the areas where social, spatial, technical, economic or environmental problems build up. The survey was available in an electronic form and lasted from 5th to 9th July 2016.

The process of diagnosis and designation of degraded areas involved using the GIS technology. The analyses of the locations of crisis phenomena in the social area was conducted with the use of GIS tools on a hexagonal grid with one hex side equal to 500 m. The grid covered the entire city area. Partial indicators were calculated for each hex; they were associated with: depopulation, aging of the society, unemployment, poverty, safety and social pathologies. This method makes it possible to conduct a detailed spatial diagnosis of various phenomena, not having to relate to administrative or cadastral divisions or the changing borders which result from urban structure. Using that method in the future will make it possible to monitor social processes for the entire city in a unified way. Apart from the analysis of the indicator for each of the problematic areas, a cohesive indicator of social degradation was constructed. The second stage of the diagnosis involved an analysis of the phenomena in the economic, environmental, technical and spatial-functional areas. Similarly, as in the case of the diagnosis of the social area, GIS tools were used and the analysis results were visualized on maps. Depending on the nature of the phenomenon

and the availability of data the following were used for the visualization: the grid method (economic indicators), the buffer method (for the spatial availability of services), estimation method using snapshot (the density of coal burners) and the range method. Moreover, the spatial analyses shared by Web Map Service (WMS) services (data related to the condition of natural environment) were used.

The Participatory GIS involved using a geosurvey, which was available between 15th and 28th June 2016 in an electronic form via the links in the most important city services as well as on the Facebook website. It was also possible to fill it in with the help of trained employees at the Information Office in the City Dialogue Centre. As a result, the survey yielded 98 indications. As part of the study, the participants were asked to indicate areas in Cracow according to the following categories: badly-arranged places, without basic infrastructure; run-down, ruined, dirty places; places regarded as unsafe, unfriendly; places not adapted for the disabled or elderly. The visualization of the indications on the city map constituted an additional element of the analysis and was included in the MPRK document (vide: MPRK, 2016, p. 76). The geosurvey made it possible to make a supplementary determination of the most commonly indicated problems on the city map: lack of cycling lanes, ruined or unattended green areas or lack of thereof, damaged ground surfaces or lack of pavements, other difficulties for pedestrians as well as run-down buildings.

After passing the updated MPRK, in order to provide information on the city government's actions, the Revitalization in Cracow website (<https://rewitalizacja.krakow.pl/>) has remained in working order and, as indicated above, the administration of the Facebook profile has been taken over.

In the case of GIS, the officials use these tool all the time while preparing internal analyses related to Cracow's revitalization. They emphasized however, that so far, except the geosurvey from 2016, only internally.

The significance of GIS is also indicated by the fact that at some point it is necessary to visualize certain phenomena and here, GIS makes it possible to show relatively small problems (e.g. of a particular lot or block) on the background of a bigger area (e.g. a district or city). GIS is considered a supplementary tool. The officials are planning to use a geosurvey for the next revitalization programme. They emphasized that during the updating of the MPRK in 2016, it was a novelty

and that they are hoping that right now, many more residents will participate in such a study.

The officials involved in the implementation stressed that it is difficult to avoid new media and that without these instruments, they wouldn't have been able to reach certain groups of stakeholders. However, according to the interviewees, particularly participatory social media tools often have a superficial nature, they are easier to use for a resident in comparison to attending a consultation meeting and potentially facing a direct criticism of their opinion.

There is no direct correlation between liking an event on Facebook or showing interest by clicking and actual attendance. However, one can count on city activists.

For an efficient management of the revitalization however, direct contact is vital. It is difficult to build trust via the Internet, not only towards a city official, but wider – towards the office. Just the fact that an actual person appears, not the abstract notion of “the office”, makes it easier to work out certain solutions and identify ideas more effectively during the subsequent meetings. Without direct contact and conversation with the people, the relations limited to social media are very superficial.

The City Hall is implementing a small revitalization grant programme. They use all the available new media to inform about the process. But again, as it was stressed by the interviewees – it is through direct meetings that the stakeholders and grantees can establish contact, also among each other. So far, the officials have not used Internet groups / social media for networking. They are concerned that the members of the groups would be flooded with too much information from the City Hall itself, and secondly, that managing such groups would deprive the stakeholders (NGOs, city activists) of their own activity. The officials are also concerned with another matter. In order to work on Facebook, they have to use their own personal accounts which means they are a constant target of comments, posts and messages.

The interviews also involved the issue of the Office's preparation to conduct activity in social media. The interviewees mentioned Facebook advertisement financing as an example of unpreparedness. If a profile is managed by an office employee using their own personal account, they are not able to finance an advertisement. Here, the employees indicate a better solution – the profiles' management by external

persons or companies. The efficiency of such a solution is not a problem, as according to the interviewees, a good social media expert can easily handle effective management of a profile since even not having expert knowledge of the matter in question, they possess the knowledge and skills necessary to pass the necessary information to the stakeholders (the public).

While preparing materials for new media, the Office employees only have technical support for the website (as part of the “Magiczny Kraków” portal), but they write and edit the texts themselves. The substantial number of entities forming the structure of Cracow’s local government as well as the City Hall itself responsible for various elements of social communication does not help. Hence, numerous issues become vague. Another problem is the fact that social media are full of people voicing their criticism, so cities might be afraid of such communication channels. Firstly, a comment or a post needs to be replied to quickly, which is not easy considering the office’s structure. “Before a reply to a resident’s post goes through all the official channels, the author might forget they have actually written it” – said one of the participants. In this aspect, the officials also feel they lack necessary preparation in the widely understood PR (Public Relations). The interviewees have also never received a proposition of a training course related to social media profile management.

The attitude towards the significance of social media in a city hall depends on whether the presidents or mayors utilize these channels for personal use and whether they manage their own profiles. According to the participants of the interview, it is directly correlated with the activity of the city and its offices in social media.

The interview also involved the issue of using social media by the interviewees as revitalization professionals, by, e.g. participating in FB groups. The channel most highly assessed and used by the participants was “Model city revitalization” – a group with over 640 members. This group is most highly valued by the officials, not only as a source of information, but also mutual inspiration. From the experience of the interviewees, other groups dedicated to revitalization quite quickly lose their momentum or just disappear. One of the participants said that they felt Facebook groups to be like “cults” – “people dwell in a closed circle, complain together but nothing positive comes out of it”.

The interviewees also “like” several Polish revitalization profiles, thanks to which they can observe interesting activity and share

knowledge. However they emphasized that they learn from each other and establish actual contacts only if it is followed by direct meetings and conferences.

DISCUSSION

A survey of literature indicates an increasing interest of researchers in the issues related to using new media in public management. However, the area of using new media in revitalization processes has not been researched that well. Here, the attention of researchers seems to be focused on using PGIS rather than social media. The author sees a need of further research in this area, particularly in the context of Polish cities, also in theory. The instruments of e-participation are commonly described in publications propagating involvement of various groups of residents / citizens in cooperation in public affairs, but they bear the attributes of textbooks, guidebooks or presentations of good practice. Even if they have been created as a result of the conducted research projects, they are of a “for policy” research nature – mostly for recommendation or implementation purposes. The research into using new media tools in the participatory process also requires the creation of appropriate research tools, combining the methods used by researchers of numerous disciplines (*i.a.* geography, media studies, management and social psychology).

CONCLUSIONS

Revitalization / urban regeneration is a process that requires identification of actions involving local community and other groups of stakeholders in cooperation. In a big city, it usually covers several areas within its premises, not only those with high intensity of problems, but also those with high population density. Direct cooperation involves substantial organizational effort for city halls and is costly. On the basis of literature research as well as own experience gained by designing several revitalization programmes, the author claims, like the participants of the abovementioned interviews, that face-to-face contact is inestimable. However, city government and its officials cannot avoid the necessity of conducting part of the communication process

in social media. The example of Cracow indicates some weaknesses and dangers which a city may face while using these tools:

- Social media require quick reaction if they are intended to be used for a two-way cooperation.
- Traditional information flow and decision-making process within the structure of a city hall may pose a significant obstacle.
- Effective use of social media in a one-way informational process might be made more difficult due to the issue of advertisement financing and basing the profile's moderation on the officials' private accounts.
- Whether the activity in social media is conducted by the officials or external "operators", it is necessary to train the city hall employees in the range of skills necessary to utilize new media.

Due to a close correlation between socio-economic and spatial actions, PGIS offers tools that are particularly significant in the process of revitalization. It seems that, in the process of diagnosis, planning, designating the revitalization area as well as subsequent evaluation of the activity, they will constitute an increasingly popular method of working with stakeholders. The question is, to what degree will social media become a platform of access to PGIS?

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WYKORZYSTANIE NOWYCH MEDIÓW W PLANOWANIU I ZARZĄDZANIU. PROCES REWITALIZACJI NA PRZYKŁADZIE KRAKOWA

Abstrakt

Tło badań. Zakres e-partycypacji stale się poszerza. Powszechność korzystania z e-uczestnictwa w zarządzaniu publicznym każe myśleć o jego skuteczności we wdrażaniu złożonych procesów, zwłaszcza tych zachodzących w miastach,

jak np. rewitalizacji miast. Proces ten tradycyjnie korzysta z szerokiego udziału interesariuszy opartego na relacjach „twarzą w twarz”.

Cel badań. Celem artykułu jest przedstawienie – w kontekście przeglądu literatury – doświadczeń Urzędu Miasta Krakowa w zakresie korzystania z e-uczestnictwa mieszkańców w procesie planowania i realizacji procesu rewitalizacji. Podstawowym pytaniem jest, czy możliwe jest stosowanie e-uczestnictwa zamiast – czy też z ograniczeniem – korzystania z instrumentów tradycyjnych opartych na kontaktach bezpośrednich.

Metodologia. Artykuł oparty jest na wynikach analizy desk research (dokumenty miasta Krakowa, wyniki badań i analiz w zakresie planowania i wdrażania rewitalizacji), analizie strony internetowej i profili w mediach społecznościowych, a także zogniskowanym wywiadzie grupowym przeprowadzonym przez autorkę w czerwcu 2019 r. z pracownikami Biura Rewitalizacji Urzędu Miasta Krakowa.

Kluczowe wnioski. Na przykładzie analizy Krakowa, badań literatury oraz własnych badań i doświadczeń zdobytych przy projektowaniu kilku programów rewitalizacyjnych autorka stwierdza, że kontakt osobisty w planowaniu i wdrażaniu rewitalizacji jest nie do przecenienia. Jednak władze miasta i jego urzędnicy nie unikną konieczności prowadzenia części procesu komunikacji w mediach społecznościowych. Przykład Krakowa wskazał pewne słabości i niebezpieczeństwa, z którymi może spotkać się miasto wykorzystujące przedstawione w artykule e-narzędzia zarządzania.

Słowa kluczowe: rewitalizacja, rewitalizacja miast, e-partycypacja publiczna, zarządzanie publiczne, nowe media