I. Problem tree

I.1. Effects:
- citizens don't know about the local engagement opportunities
- we don't see new people in community activists' network
- people who would like to start their neighbourly houses feel that the first steps are too difficult (scale of expected activities)
- leaders are overloaded with work and there's a risk of them dropping out
- leaders don't have successors
- leaders, project workers and volunteers don't have support in terms of knowledge, skills, experience sharing and peer-to-peer support which affects the communication and motivation
- citizens feel frustrated and left-out when it comes to their influence over urban spaces development - they are not engaged in urban management in a adequate way

I.2. Problem:
We don't have an integrated local community development policy which facilitates people's awareness, networking, communication and impact. Our system does not utilise the potential for growth of the citizens' services in local communities. The main lacking areas are:
- easy access to support and funding for people who want to start new local services
- education and networking for leaders, project workers and volunteers
- new communication strategy
- involving residents in urban management

I.3. Stakeholders
- Social Development Unit (Municiality)
- Urban Planning Unit (Municipality)
- NGOs
- Social Services
- Universities' and Polytechnics' academic teachers and students
- City Councilors
- District Councilors
- Active citizens and volunteers
- Local residents
- European Solidarity Centre

II. Aim:

Strategic goal outlined in Operational Program "Social integration and civic activism"

Create conditions for activity civic, self-organization, implementation of social innovation, co-responsibility and social solidarity.

Integrated Action Plan main goal

Strengthening local communities in their ability to meet the needs and aspirations of their members and to build bonds based on the values of solidarity and common good.
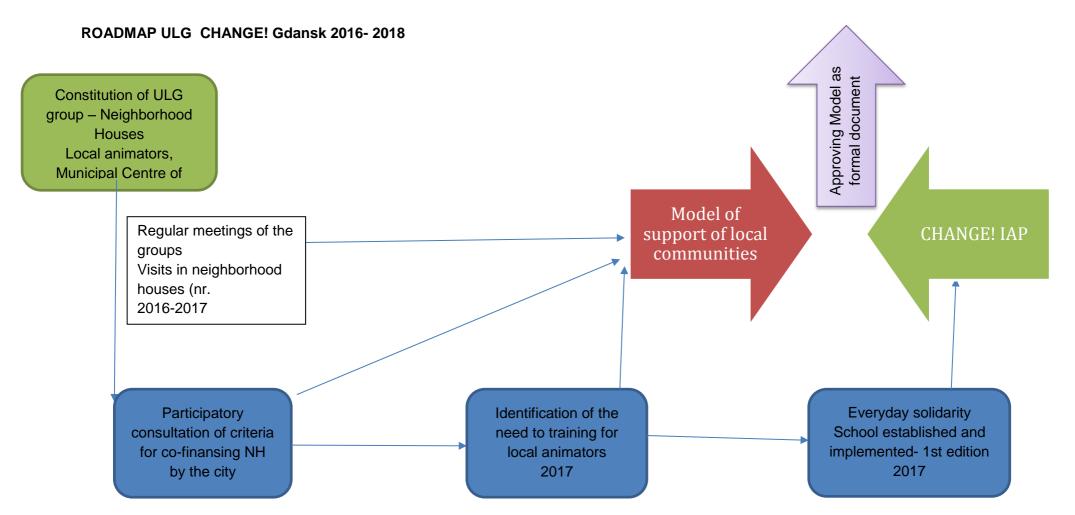
II.   **Actions:**

ROADMAP ULG CHANGE! Gdansk 2016- 2018

Constitution of ULG group – Neighborhood Houses
Local animators,
Municipal Centre of

Regular meetings of the groups
Visits in neighborhood houses (nr.
2016-2017

Model of support of local communities

Approving Model as formal document

CHANGE! IAP

Participatory consultation of criteria for co-finansing NH by the city

Identification of the need to training for local animators
2017

Everyday solidarity School established and implemented- 1st edition
2017

III. 1. Model - create, vote and implement

We are going to write a new Model for Development of Local Communities. It's going to be introduced to the City Council as a new policy proposal. We plan to have the City Council vote on it in second half of 2018.

III. 2. Develop, implement and evaluate new standard for neighbourly meeting spaces: houses and clubs

As a part of the URBACT Change project we have developed a new standard for neighbourly meeting spaces. We have expanded our existing standard by adding an opportunity for activists and citizens new to the field of local communities to obtain support to opening neighbourly clubs. We have created a distinction between neighbourly houses and neighbourly clubs which entailed different obligations and different support. Our plan is to continue supporting clubs and houses and evaluate this system yearly.

III. 3. Develop, implement and evaluate training programme for neighbourly stakeholders

As a part of the URBACT Change project we have developed a concept for a training programme for neighbourly stakeholders (leaders, activists, volunteers, project workers, social workers, district councillors). Our plan is to implement it, evaluate and develop further. The programme's themes are: urban communities, roles and working methods of stakeholders, needs and role of residents, good practices, etc. The methods include: workshops, service-learning, peer-to-peer support, mentoring, presentations, field-visits, etc.

III. 4. Create and implement a new communication plan

There is a number of ways in which the communication between local residents is supported in neighbourhoods. During our URBACT Change work we felt that this is not consistent enough to show the citizens opportunities created in the system. Therefore our plan is to develop a new communication plan that will be implemented by all stakeholders.

III. 5. Urban management support for citizens - development and implementation

Our plan is to incorporate support for active engagement of the citizens in urban management process. So far the methods chosen are: urbanistic coaching and sevice-learning in urban spaces. We plan to implement those, evaluate and develop futher according to needs.

IV. Indicators:

IV. 1. Model - create, vote and implement
- Model created and agreed upon by the ULG.
- Model presented to the City Council
- Model voted by City Council

IV. 2. Develop, implement and evaluate new standard for neighbourly meeting spaces: houses and clubs
- Yearly competitions for neighbourly houses and clubs
- Yearly evaluation of the standard
- Growth in number of neighbourly houses and clubs (10% per year)

IV. 3. Develop, implement and evaluate training programme for neighbourly stakeholders
- Gdańsk School of Solidarity Everyday
- 30 participants per year
- 2 rounds of training per year

IV. 4. Create and implement a new communication plan
- Communication plan created and agreed upon by the ULG
- Communication tools developed
- Training for stakeholders
- Implementation of communication plan
- Evaluation of communication plan

IV. 5. Urban management support for citizens - development and implementation
- sevice-learning in urban spaces workshop
- urbanistic coaching incorporated in funding plan for NGOs

V. Effects (projected)
We hope that thanks to actions undertaken we will be able to observe:
- growth in number of citizens involved in creating neighbourly services (e.g. clubs, houses, self-help groups, volunteering, etc.)
- growth in number of neighbourly services, especially provided by neighbourly clubs and houses

- better recognition of services provided in neighbourhoods
- competence and skills development, improved motivation, expanded network among community leaders, project workers, volunteers and other stakeholders
- growth in awareness about possibilities of community involvement in urban planning

VI. Time-frame

Year	2018				2019				2020			
Quarter	I	II	III	IV	I	II	III	IV	I	II	III	IV
1. Model - create, vote and implement												
Model created and agreed upon by the ULG.	■	■										
Model presented to the City Council			■									
Model voted by City Council			■									
Implementation of the Model				■	■	■	■	■	■	■	■	■
Yearly evaluation							■	■			■	■
IV. 2. Develop, implement and evaluate new standard for neighbourly meeting spaces: houses and clubs												
Yearly competitions for neighbourly houses and clubs				■				■				■
Yearly evaluation of the standard			■				■				■	
Activity of neighbourly clubs and houses	■	■	■	■	■	■	■	■	■	■	■	■

IV. 3. Develop, implement and evaluate training programme for neighbourly stakeholders

Task	1	2	3	4	5	6	7	8	9	10	11	12
Gdańsk School of Solidarity Everyday - round 1	■	■										
Gdańsk School of Solidarity Everyday - round 2			■	■								
Gdańsk School of Solidarity Everyday - round 3					■	■						
Gdańsk School of Solidarity Everyday - round 4							■	■				
Gdańsk School of Solidarity Everyday - round 5									■	■		
Gdańsk School of Solidarity Everyday - round 6											■	■
Yearly evaluation report				■					■			■

IV. 4. Create and implement a new communication plan

Task	1	2	3	4	5	6	7	8	9	10	11	12
Communication plan created and agreed upon by the ULG						■						
Communication tools developed							■					
Training for stakeholders								■				
Implementation of communication plan									■	■	■	■
Evaluation of communication plan											■	

IV. 5. Urban management support for citizens - development and implementation													
Sevice-learning in urban spaces workshop			🟩										
Urbanistic coaching incorporated in funding plan for NGOs				🟩									

VII. Risk analysis

Risk	Type	Category	Mitigation strategy
Local election is planned for October 2018. If there's a large shift on local political scene, there is a risk of inability to secure full implementation on the IAP.	Political	Medium	Model of supporting the development of local communities will be presented to the City Council before the election.
If there is an unpredicted drop in an economical development of Gdańsk or Poland, there is a risk of budget cuts which could affect the implementation of IAP.	Financial	Small	Incorporating the Model of supporting the development of local communities into local policy should secure its priority position in the situation of cuts.
If the stakeholders don't engage in co-creating the new communication plan, it will be difficult to create it with accordance to needs and implement it broadly.	Organisa tional	Medium	To keep the process attractive, the co-creation process will be combined with training scheme about communication and co-creation.
If the urban planners from Municipality don't engage in urban planning workshops with local residents, the picture gained by the residents will not be full and there will be smaller chance for change in longer term.	Behaviou ral	Medium	We will find and engage keen urban planners from the Municipality in planning and implementing the workshops for residents.