



USE-IT! Transfer Mechanism – Investment Plan for Poznań

Executive Summary

The Challenge

Over the course of the last 30 years, cities across Europe have adopted a relatively orthodox approach to regeneration and economic development. By developing their city centres physically and by seeking to attract inward investment, cities have assumed that the benefit of such activities will ‘trickle-down’ to neighbourhoods and communities and will contribute towards addressing local economic, social and environmental challenges. However, this approach has not always worked – whilst city economies have continued to grow in Gross Domestic Product (GDP) terms, levels of inequality within cities have increased, and poverty has also continued to grow. This is not what regeneration should be about.

The USE-IT! Approach

In 2016, the City of Birmingham (UK) started to think differently to this accepted, orthodox approach. Inspired by a desire to change the City’s approach to regeneration and make it more inclusive, a small number of individuals came together to develop the USE-IT! – ‘Unlocking Social and Economic Innovation Together’. A successful bid was then submitted for Urban Innovative Actions (UIA) funding, for just under 4 Million Euros over three years, to pilot USE-IT! in the neighbourhoods of Ladywood in Birmingham and Smethwick in Sandwell. Once the pilot was complete the programme could claim a return on investment of at least 25 Million Euros which included:

- High level jobs for local people.
- Savings to the public sector in terms of benefits, recruitment costs etc.
- Contracts for local businesses.
- Grants won by local organisations and inward investment to the area.
- Local assets unlocked for local people.

USE-IT! achieved this by focusing on three key principles:

1. Being ‘The Bridge’. In other words working pro-actively in the space between ‘top down’ and ‘bottom up’ to maximise the impact of both by focusing on four key themes:
 - a. Community research
 - b. Skills matching for local people to local job opportunities
 - c. Social enterprise creation and support
 - d. Creation of Community Economic Development partnerships linked to key local assets.
2. Being specific. Using Community Research to identify opportunities against the other three themes for immediate targeted action.
3. By building local partnerships from existing local organisations, large and small, so the work can continue beyond the life of the pilot.

Transferring USE-IT! from Birmingham to Poznan

Over the course of the last 18 months Poznan has been participating in the USE-IT! Transfer Mechanism seeking to adapt the Birmingham practice described above to our own context and to re-use it in the future through implementing this Investment Plan. In this Executive Summary, we detail the key content of our Investment Plan and our asks of potential funders.

Poznan took inspiration from each of the activities of USE-IT! undertaken in Birmingham. Eventually we want to change the way in which we think about economic development so that we bring together Macro and Micro assets more effectively and adopt a new approach to City Development Strategy. However, to do this effectively, we need to pilot and experiment with one specific aspect of USE-IT! first. This Investment Plan therefore sets out our approach to the Community Assets and Finance aspects of USE-IT! and a series of experiments we will undertake in the neighbourhood of Jezyce to bring assets into more effective use. This includes experiments involving the Zoo (as an Anchor Institution), the Market, and particular streets and the planting of pots. We think these activities are important because they will enable us to think more widely about assets and how social economy organisations can contribute towards their sustainability of use into the future.

1. Introduction

The following presents the Investment Plan for Poznań which has been developed as part of the USE-IT! Transfer Mechanism. Funded through the European Regional Development Fund and URBACT, the USE-IT! Transfer Mechanism has sought to transfer a successful Urban Innovative Actions (UIA) project from a Lead Partner City (in this case Birmingham) to three other Project Partners (in this case Poznań, Rotterdam, and Trapani).

The transfer has and will happen through three key methodological activities. First, the transfer has happened through PPs participating in a series of Transnational Meetings and Individual Workshops where the principles and activities of USE-IT! have been explored in depth, and where relevant directly transferred. Second, the transfer has happened through each PP developing an URBACT Local Group (ULG) to embed the transfer of knowledge around USE-IT! and its activities at the local level. Third, the transfer will continue to happen into the future through the implementation of this document, the Investment Plan for Poznań.

In broad terms, and as explored in more detail below the Investment Plan sets out policy and funding propositions for aspects of USE-IT! which are relevant for Poznań into the future (**in the case of Poznań, the next 2 years**). This opening section of the Investment Plan provides more detail about the Birmingham led USE-IT! UIA project, before introducing the process that has been utilised to develop this Investment Plan and introducing the aspects of USE-IT! that Poznań has chosen to focus upon for their Investment Plan and into the future.

1.1 Introducing the activities of USE-IT!

Over the course of the last 30 years, cities across Europe have adopted a relatively orthodox approach to regeneration. By developing their city centres physically and by seeking to attract inward investment, cities have assumed that the benefit of such activities will ‘trickle-down’ to neighbourhoods and communities and will contribute towards addressing local economic, social and environmental challenges. However, this approach has not always worked – whilst city economies have continued to grow in Gross Domestic Product (GDP) terms, levels of inequality within cities have increased, and poverty has also continued to grow. This is not what regeneration should be about.

In 2016, the City of Birmingham (UK) started to think differently to the orthodox approach outlined above and inspired by a desire to change Birmingham’s approach to regeneration and make it more innovative, a small number of individuals came together to develop a successful bid for Urban Innovative Actions (UIA) funding, through a project called USE-IT! Funded by just under 4 Million Euros of UIA resource, the USE-IT! project had the following five overarching aims, with a geographical focus on the West Birmingham and Smethwick area of Birmingham.

- The first aim was to **bring together the key relevant individuals and organisations with a stake in the regeneration of West Birmingham and Smethwick and form a coherent partnership**. In particular, there was a desire to link the top-down approach to regeneration (driven by inward investment) to the ‘bottom-up’ (driven by the community of West Birmingham and Smethwick) to ensure a collaborative approach.
- The second aim was to **understand the organisations already active in delivering economic, social, environmental, and community benefits in West Birmingham and Smethwick**. In particular, there was a desire to understand and link macro and micro assets. By macro assets, this meant the large public sector Anchor Institutions based in the area and by micro assets, this meant local voluntary community and social enterprise organisations, community activists and residents of West Birmingham and Smethwick.

- The third aim was **to understand the complex challenges facing the community of West Birmingham and Smethwick in more depth and use this intelligence to develop projects and activities**. In particular, there was a desire to use community research to understand challenges around unemployment, poor business sustainability, low air quality, community cohesion, crime and disorder, and poor health (amongst many other things).
- The fourth aim was **to take advantage of the range of public and private sector development activities happening in the West Birmingham and Smethwick area and build bridges between the macro and micro assets**. By taking advantage, this meant ensuring that the local West Birmingham and Smethwick community benefited through accessing new employment opportunities, through linking existing community organisations and social enterprises to procurement opportunities associated with the developments and ensuring more generally that the local community was involved in the development. The fifth aim was **to deliver upon the aims, objectives and activities of existing strategic documentation, but in a slightly different manner**. In the case of USE-IT!, the key existing strategic document was the Greater Icknield Masterplan which set out a series of physical and economic regeneration activities.

The above aims and principles shaped the activities of the UIA USE-IT! project over the course of the period 2016 to 2020. As such they were used to inform the focus of activities which were both general in their nature and broken down into four specific work packages of activity as follows:

- The first activity undertaken was **to develop a coherent steering group of partner organisations** to deliver on the requirements of the USE-IT! project in the short term and stimulate a new approach to regeneration in the longer term.
- The second activity undertaken was **to map the macro (public and private sector) and micro (voluntary community and social enterprise sector organisations and people) assets** operating in the West Birmingham and Smethwick area and seek to understand their contribution and potential contribution to the regeneration of the area.
- The third activity undertaken was **to develop a communications campaign** and activities for the USE-IT! project and to promote it to a wider audience both within Birmingham and the West Midlands Combined Authority area, and wider across the UK and Europe.
- The first of the four work packages was around **Community Research** and developing a network of Community Researchers.
- The second of the four work packages was around **Jobs and Skills** and particularly seeking to match residents of West Birmingham and Smethwick with employment opportunities at a key anchor institution in the area, namely the NHS.
- The third of the four work packages was around **creating and further developing Social Enterprise** in the area.
- The fourth of the four work packages was around **Community Assets and Finance**, and where a range of community led projects were developed, alongside embedding the process of Community Economic Development planning.

1.2 Introducing the Investment Plans

The aims and principles of the original USE-IT! project as described above have shaped the activities of the USE-IT Transfer Mechanism. As such, the Transfer Mechanism has sought to transfer the principles and some of the activities organically in the duration of the Transfer Mechanism through Transnational Meetings and Individual Workshops, and through engagement with the ULGs have been able to identify activities associated with USE-IT! that we wanted to adapt and include in our Investment Plan for delivering into the future.

This Investment Plan for Poznan is therefore designed to outline the activities which we want to transfer, adapt and re-use from the original successful UIA USE-IT! project into our own context and circumstances into the future, and detail the following:

- How those activities link to contemporary policy challenges and frameworks at EU, National (Poland), and Local levels.
- The starting points or baseline position generally and for each of the chosen USE-IT! activities in Poznan.
- A description of the activities that we wish to deliver through the Investment Plan, along with associated timeframes, governance arrangements, and potential risks.
- An estimation of the costs required to deliver the chosen USE-IT! activities into the future in Poznan, along with the identification of potential sources of funding at EU, National, and Local levels to enable the transfer of those chosen activities to be realised.
- An overarching approach to evaluation and monitoring in order to assess whether the transfer has been effective in the longer term.

1.3 Introducing Poznań's Investment Plan

For Poznań, USE-IT is an opportunity to look at our challenges from a new perspective and start to apply the experience of Birmingham to some extent in Poznań. For several years Poznań has been interested in changing its approach to development to a more bottom-up one. Initiatives of Birmingham have proved that this approach may lead to successful results. Whilst Poznan's Investment Plan focuses upon one key aspect or work package of USE-IT!, it is framed by learning about the USE-IT! approach to regeneration and economic development which has been developed through participating in this Transfer Mechanism

Community Assets and Finance.

Like in Birmingham, the focus of our transfer of USE-IT! and the Investment Plan is upon one neighbourhood – namely Jeżyce. The district has been chosen because there is a very active district council and after being quite a non-popular area for living, it is getting more and more popular. The area is very interesting and fast-changing. Because of this growing popularity it is now facing the risk of gentrification. Community Assets and Finance aspect of USE-IT has been chosen because it suits best the situation of Poznań and Jeżyce in particular. The focus of our Investment Plan is therefore upon developing a series of activities contributing to economic development of the area especially about the Jeżyce Market to make it more attractive for local buyers, restaurant owners, etc, integration of the inhabitants of the area and drawing together local stakeholders and developing activities for the future. Poznań with a very low unemployment rate would like to get to a higher level with improving community activities and the propositions detailed in this Plan are a way of realising it. The Plan recognises that there are many assets in Jeżyce that have the potential to be utilised in different ways and the Investment Plan presents the opportunity to experiment with this new use of assets and potentially inform wider development strategy into the future. We want to improve the use of assets and also influence the wider approach to economic development across the city.

Why we did not choose other aspects of USE-IT!

We felt that other aspects of USE-IT!, whilst important were not directly relevant to the context of and focus upon Jeżyce. With a very low unemployment rate in Poznań, Birmingham's approach to Job and

Skills does not really match Poznań situation which is focusing on attracting high-skilled professionals to stay in Poznań after graduation and general improvement of employment quality.

The Social Enterprise community has started to develop intensively a few years ago. Local and national regulations do not allow for the full implementation of the learning from Birmingham (and Rotterdam) but the need for the further development had been noticed before the involvement in USE-IT. Poznań employees involved in Social Enterprise activity have been actively taking part in USE-IT meetings and have gathered the knowledge which can be used in the future.

2. The Policy Context

This section of the Investment Plan for Poznań places the principles and activities of USE-IT! and the Transfer Mechanism in the context of policy challenges and policy frameworks at the European, National, and Local levels. It does this by describing the policy challenges that are generally being faced around **Community Assets and Finance** at each of the three geographical levels (including statistics); before outlining contemporary policy frameworks which are designed to enable the evolution of the identified activities at the three geographical levels. It concludes by detailing how the activities outlined in this Investment Plan will potentially contribute towards addressing policy challenges and realising policy frameworks into the future.

2.1 The thematic policy challenge being addressed

The original USE-IT! project fell within the Urban Poverty theme of Urban Innovative Actions. In this UIA were looking for projects that helped address one of the key objectives of the Europe 2020 strategy which was to reduce the number of people at risk of poverty or social exclusion by 20 million relative to the levels in 2010. "Poverty is characterised by an accumulation of interconnected forms of inequality and exclusion in areas such as education, employment, housing, health and participation. It has multiple contributing factors such as unemployment or precarious jobs, low income/pensions, low educational attainment, health inequalities, high housing costs/poor housing quality among others, which makes it a crosscutting and complex issue" (Source: <https://uia-initiative.eu/en>).

The UIA call from 2015 in which the USE-IT! proposal and project was successful sought to focus on projects that operated in particular deprived and impoverished communities and developed innovative solutions that brought together people and place. Hence the focus in the original USE-IT! on West Birmingham and Smethwick. The transfer of USE-IT! from Birmingham to Poznań through this USE-IT! Transfer Mechanism retains an overarching thematic policy challenge that it is seeking to address of poverty, with poverty therefore being the key thematic policy challenge being sought to be addressed through this Investment Plan, with a specific emphasis upon addressing poverty through a bottom-up and community-led approach.

2.2 The scale of the challenge

European level

The eighth [report](#) of the European Commission on economic, social and territorial cohesion from February 2022 details the contemporary scale of the challenge at the EU level when it comes to the thematic policy challenge and also explores the impact of the Covid-19 Pandemic. The report states that: "the number of people at risk of poverty and social exclusion has fallen by 17 million between 2012 and 2019, mostly due to the decline of the number of people in severe material deprivation in eastern Member States. The pandemic, however, increased the number of people at risk of poverty and social exclusion by 5 million in 2020."

Poverty therefore remains a significant and in current times a growing challenge across Europe and is as such the overarching objective which this USE-IT! Transfer Mechanism and our Poznań Investment Plan is seeking to contribute towards addressing. In relation to the two aspects of the USE-IT! model which Poznań is focusing upon in this Investment Plan, the following provides some commentary around the scale of the challenge at the European level.

In relation to **Community Assets and Finance**, there is general data available at the EU levels around the scale of the social economy, which includes community associations and trusts. The broad Social Economy sector includes Cooperatives, Social Enterprises, Associations and Foundations, Mutual

Societies, and Affordable Housing Initiatives. There are estimated to be some 2.8 million social economy organisations across EU Member States, accounting for 10% of all businesses. Almost 13.6 million people work for social economy organisations, about 6.2% of all employees, and the social economy mobilises some 5.5 million volunteers across EU Member States.

National level

The following presents some National (Poland) level data around the scale of the challenge when it comes to poverty and in addition statistics around Community Assets and Finance.

Poverty

The following details some key statistics at a Polish national level around poverty. There are three different indicators of poverty:

1. Extreme poverty (minimum of existence, being below this level makes survival difficult and is dangerous for psychophysical development of a person) – **5.2%**.
2. Relative poverty (households which spend monthly on average less than 50% of the amount that households in Poland spend monthly on average) – **12%**.
3. Statutory poverty (people who according to the law are entitled to cash benefits from welfare) – **9.1%**.

In relation to Extreme poverty according to different demographic and economic groups:

- According to people:
 - 6% children and teenagers under 18
 - 2.4% living in cities
 - 9.5% living in villages
- According to households:
 - 4.6% households who live from contract work
 - 3% households who live from self-employed work
 - 4.2% households of retired
 - 8.2% households of pensioners
 - 13.5% households who live from agriculture
 - 1.9% households with higher education
 - 1% households with 1 person, couples without children and couples with 1 child
- According to age:
 - 5.9% 17 and under
 - 5.1% 18-64
 - 4.4% 65 and above

Community Assets and Finance

Polish law introduces the so called 'local initiative'. Those are initiatives of cooperation of the local government with citizens to realize public tasks for the benefits of the local community and have to be initiated by citizens. Various tasks can be realized in the form of this initiative – 83% of the application are related to local infrastructure. 70% of local governments in Poland use it. From 0,005 to 0,04% of local budgets is used for those initiatives.

Local level

The City of Poznań is based in Western Poland in the Wielkopolska region. It covers an area of 261.9 km², with urbanised areas of the city making up around 46.2% of the total area, with a significant proportion also used for agriculture (31.3%). As of the end of 2020, Poznań had a registered population of 532,048 with 46.7% of this population being male and 53.3% of it being female. The actual population is greater and there are an estimated 50,000 migrants in the city, largely from the Ukraine.

The economy of Poznań is strong and is growing. In 2019, GDP per capita stood at 128,833 PLN (around 26,000 euro), which is an increase from the 2010 GDP per capita figure of 73,899 PLN (around 16,000 euro). This GDP per capita figure is roughly double the Polish average. This strong economic performance is also reflected in levels of employment, with 350,000 people in employment which makes it second of the largest cities in Poland (after Warsaw) for the proportion of the resident population in employment. In terms of sectors, the vast majority of jobs (80.2%) are in the service sector, with 19.2% in industry and construction, and 0.6% in agriculture.

As a result of this strong economic performance and high employment levels, unemployment in Poznań is subsequently relatively low. As of December 2021, the unemployment rate in Poznań was 1.6%, which is lower than the 2020 figure of 2.0% and higher than the 2019 figure of 1.1%, but significantly lower than the 2005 figure of 6.2%. Levels of unemployment have been affected over the last eighteen months by the Covid-19 Pandemic. Despite the high levels of employment, there remains demand in Poznań for higher skilled residents and employees, in order to further grow and enhance the economy.

About Jeżyce (the area of focus for our Investment Plan)

Jeżyce is a name for two areas: a smaller district (where the District Council operates – “Osiedle Jeżyce”) and a wider district “Dzielnica Jeżyce”.

- Osiedle:
 - Number of inhabitants: 21 100
 - People in post-working age: 24%
 - Self-employed: 7 100
 - Registered unemployed: 1800
 - Crimes: 650
- Dzielnica:
 - Number of inhabitants: 80 200
 - Women: 42 800
 - Men: 37 400
 - Post-working age: 18 800
 - Working age: 47 200
 - Pre-working age: 14 200
 - Births per 1000 inhabitants: 10,16
 - Deaths per 1000 inhabitants: 14,10
 - Birthrate: -3.94
 - Marriages per 1000 inhabitants: 3,56
 - Number of registered companies: 21 300
 - Commercial companies: 5 400
 - Self-employed physical persons: 12 400
 - Third sector units: 834
 - Private sector companies: 20 000

- Trade, repair of motor vehicles: 4 000
- Professional, scientific and technical activities: 3 700
- Construction: 1 900
- Information and communication: 1 700
- Human health and social work activities: 1 600
- Real estate activities: 1 500
- Crimes: 3200

The level of unemployment for Poznań is 1,5% and for Poland 5,2%.

It is difficult to define the size of the social economy because of the definition issues and the social economy units sometimes register and operate in different places. According to the register there are 2 businesses of that kind operating in the area of Jeżyce.

2.3 The existing policy framework

European level

As already outlined, the core European level policy challenge that the original USE-IT! project and indeed this Transfer Mechanism is seeking to address is that of poverty. Combating poverty and social exclusion is one of the specific social policy goals of the EU and its Member States. Since 1975, this has resonated in a number of policy and legislative documents including the Treaty of Amsterdam, the Lisbon Agenda, and the Europe 2020 Strategy. It is in the Europe 2020 Strategy that targets were first set around addressing poverty, with an objective to move 20 million people out of poverty by 2020 – new targets have subsequently been set to move a further 17 million people out of poverty by 2030.

The European Commission is seeking to realise these targets through a number of legislative, policy and programme interventions. One of the core delivery components of the 2020 Strategy has been around the development in 2017 of the European Pillar of Human Rights which sets out 20 principles for delivering new and more effective rights for EU citizens across the themes of: equal opportunities and access to the labour market, fair working conditions, and social protection and inclusion – all of which potentially alleviate poverty.

The USE-IT! model is also intrinsically linked to EU policy agendas around Regional Development and Sustainable Urban Development and particularly the five objectives of Cohesion Policy around: Smarter, Greener, Connected, and Social Europe and the new cross cutting objective to bring Europe closer to citizens through supporting locally developed investment strategies across Europe. Two initiatives were presented under the European Pillar of Social Rights in March 2021, namely the EU Strategy on the rights of the child and the proposal for a council recommendation establishing a European Child Guarantee.

In relation to ***Community Assets and Finance***, EU level policy is driven by the much broader Social Economy Action Plan (from December 2021) which is seeking to support the creation of social economy ecosystems across Member States. Specifically, the European Commission defines Associations as having the following characteristics:

- voluntary and open membership.
- equal voting rights - resolutions carried by majority.
- membership fees - no capital contribution.
- autonomy and independence.
- service providers, voluntary work, and advocacy/representation.
- important providers of health care, care for the elderly and children, and social services.

National level

There is no one unified policy to address poverty and deprivation in Poland. Those actions are contained in many programmes which can be found in legal documents regarding social policy, family policy, health and social housing. Although poverty is a multi-dimensional issue, Poland is focusing on the economical aspect. The benefits are based on the income and are cash and non-cash.

The Polish government has been working on the system of supporting revitalisation in Poland. Its elements are among others revitalisation law or guidelines on revitalisation in operational programmes for 2014-2020. Revitalisation is also part of the actions regarding spatial policy, for example by granting priority to the greenfield rather than brownfield investments, counteracting suburbanisation or recultivating degenerated areas for nature purposes.

Revitalisation is one of the main goals and one of the themes of the National Urban Policy 2023. According to this document well-conducted revitalisation should focus on complex, integrated approach. It needs to be a response to a local crisis. It should be a series of actions with a goal of regenerating particular areas so that the quality of life of its citizens improves. One of the aims of intervention is to help the weaker social groups be able to reintegrate on the job market and participate in consumption, culture and recreation. It is necessary not to treat revitalisation as a group of unrelated actions. Revitalisation cannot be only a “re-decoration” or “repair”. There is a need for coordinated, integrated actions on various scales and various scopes, realising a wider vision of urban regeneration and supporting spatial connections with wider surrounding. The document also emphasizes the need of including private subjects in interventions by creating financing instruments and incentives for private ventures or public-private partnerships. The direction should be taking areas out of crisis and equalizing their development chances in comparison to other areas.

There is no particular policy around **Community Assets and Finance** in Poland. Most of the actions are initiated by local governments. On the national level, legislature and policy is concentrated on the non-governmental organisations – mostly on the bureaucratic aspects of their functioning and possibilities of funding them. There are several programmes which support civic society development. Those are for example Fund for Civic Initiatives (its aim is to increase engaging citizens and NGOs in public life), the Programme of Civic Organisations Development 2018-2030 (direct support of Polish civic organisations), the Programme of Supporting Development of Folk Universities (those are non-formal, non-public educational units for adults which act in villages and small towns where other forms of education and development are restricted), the Programme of temporary support of NGOs counteracting effects of COVID-19.

The idea of Community Assets and Finance may encounter some barriers in a Polish context. Many people who lived during the communist period might find it difficult to accept common ownership of land and assets. It is important to present the idea of “common” as something which is worth the effort and beneficial for all citizens.

Local level

The main document which presents the policy of Poznań in all fields is the City Development Strategy for the City of Poznań 2020+. It was adopted in 2017. Its strategic priorities are:

- a strong Metropolis (develop the cohesion of the Poznań Metropolis and increase its role on the international arena by developing institutional and economic links in regional, national and global networks).
- modern entrepreneurship (develop a diversified, strong and modern economy in Poznań).

- a green, mobile city (make Poznań a “green”, eco-mobile city with easily accessible green areas and environmentally-friendly, sustainable transport).
- friendly housing estates (ensure high quality of life for the residents in housing estates, each possessing their own unique character).
- community and social dialogue (creating new and developing existing mechanisms, forms of support and activities enabling the residents to make responsible decisions on the development of the city).

All activities of the City in this respect should be subordinated to the values set out in the Strategy’s mission, i.e.:

- openness – freedom of thought and action, starting with self-awareness and truth and striving to create an honest community.
- co-responsibility – at the heart of openness; it is a shared commitment and responsibility for the weaker, the excluded.
- co-creation – joint creation of the City must be based on mutual trust, dialogue, creativity, and constant endeavour for improvement.

Two of the priorities are connected with the principles of USE-IT. They include following directions:

Friendly estates

The priority aims to ensure high quality of life for the residents of Poznań’s housing estates, as well as to highlight the unique and unique nature of each of the districts. The implementation of these assumptions will mainly rely on:

- creating conditions for the development of social activation.
- building local identity.
- support for grassroots initiatives stimulating the development of local cultural, sports, and recreation offerings and social services in housing estates, e.g. through co-financing of projects indicated by the residents themselves as important for the local neighbourhood community.
- making public space and public premises available for local social and cultural activities and initiatives, as well as those promoting healthy lifestyles and local crafts.

As part of its tasks under the law, the City of Poznań tries to provide local communities with unrestricted access to various types of public services and to shape the conditions for the development of commercial services (e.g. through appropriate spatial planning).

The Śródmieście (City Centre) area plays an exceptional role in the arrangement of Poznań’s housing estates. It is an area where different functions intersect, and at the same time different phenomena characteristic for degraded areas are noticeable. The revitalisation process of this area of the city, whose hallmark is the “Centrum” programme, assumes, among other things, activation of ul. Święty Marcin and the surrounding streets by improving mobility opportunities, including facilitation of public transport, pedestrian and bicycle transport and multidimensional social and economic activation of this important area of the city.

The document “Polityka Mieszkaniowa Miasta Poznania na lata 2017-2027” (“Housing Policy of the City of Poznań for the years 2017-2027”) was adopted, aimed at preparing new areas for housing construction and shaping instruments for supporting the housing market for people with lower incomes.

Community and social dialogue

The objective of this priority is to build an informed and strong society, including social dialogue and public participation. Its directions are:

1. Friendly city for families and senior citizens.
2. Creating wide social integration especially including people in danger of social exclusion.
3. Enhancing participation of citizens in the city life.
4. Supporting cultural and sport activities for the social development.
5. Shaping healthy behaviours of citizens.
6. Modernising and growing accessibility to high quality public services.
7. Improving communication system with citizens.
8. Supporting NGOs and growing civic activity.

Poznań regeneration actions are based on the Community Programme of Revitalization for the City of Poznań from 2017. It is based on the national regulations which allows Poznań to apply for the European funds. It contains 14 undertakings which group 98 revitalisation projects for 2018-2030. The focus area is mostly city centre. The city centre area is supposed to become an evenly developed area shaped by strong civic society, the best place of living, work, study, culture and recreation. Its main aims are: stopping depopulation process, strengthening economic, cultural and social activities, re-establishing the continuity of urbanistic structures and public space aesthetics and improving acoustics and air quality.

Strategy for solving public problems for the City of Poznań for 2019-2025 is another document which addresses tackling poverty and deprivation and also to some extent community assets and finance. Its aims are to equitise the quality of life of people in danger of social exclusion or socially excluded by improving the engagement of citizens in the city issues, responsibility for others in the city, by improving economic, social and cultural living conditions of citizens and by better fulfilling their economic, social and cultural need (better redistribution mechanisms). The directions and priorities are as follows:

- Community and social dialogue.
- Support.
- Security.
- Housing.
- Health.
- Work.

The Investment Plan and inspiration from Birmingham, Rotterdam and Trapani are a huge opportunity to rethink and further develop Poznań's approach to Community Assets and Finance and subsequently the City Development Strategy.

The City of Poznań has been considering introducing parts of the doughnut economics into its Development Strategy. The doughnut model, being very ambitious, is a framework for sustainable development taking into account planetary and social boundaries. This approach definitely outgrows traditional economy and can rarely be found in cities and countries. Its elements can serve as an inspiration for activities in the scope of the USE-IT transfer mechanism and further.

2.4 Contributing to the policy framework through USE-IT!

Poznań has a significant opportunity through this Investment Plan and the activities around Community Assets and Finance to evolve the development of the neighbourhood of Jeżyce, and so that it includes a key emphasis upon a bottom-up and community-led approach. This focus upon

community economic development planning is unique in both a Poznań and Polish context meaning that it is an opportunity for Poznań to instigate new ways of thinking about economic development that inform the City Development Strategy, and also inform more national level policy if the Community Economic Development Plan is successful in Jeżyce. We see the neighbourhood of Jeżyce as an experiment to change the way in which the city of Poznan thinks overall about economic development.

3. The Investment Proposal

This section of the Investment Plan for Poznań places the proposed activities of focus in the context of the starting point or baseline position for Poznań by outlining the extent to which the activities are already underway. It then subsequently details how Poznań is planning on adapting the USE-IT! activities to their own context and into the future. Finally, it outlines how the URBACT method has enabled Poznań to develop the activities for inclusion in the Investment Plan.

3.1 Brief details about the USE-IT! Transfer Mechanism

The USE-IT! Transfer Mechanism has been operating since March 2021 and will conclude in November 2022. This Investment Plan is the core output for each of the PPs and has been developed over the course of the 20 months of the Transfer Mechanism. Each of the activities which the City of Poznań has participated in over the last 20 months have contributed to the development of the Plan and particularly:

- The initial Transnational Meeting held in April 2021 where Birmingham explained the principles and activities (work packages) of USE-IT!
- The development of the Transferability Study, whereby Birmingham and the Lead Expert explored with us the extent to which we were already undertaking USE-IT! activities and the extent to which there was opportunity for transfer during the Transfer Mechanism.
- The subsequent Transnational Meetings held in October 2021, December 2021, and February 2022 where we have explored USE-IT! activities in more depth, where relevant transferred them organically, and where we have identified the activities of focus for this Investment Plan.
- The Individual Workshops held in December 2021, January 2022, and April 2022 where the activities for adapting and including in the Investment Plan were discussed in more depth.
- The Peer Review of our Draft Investment Plan, held in May 2022.
- The project visits to Rotterdam in June 2022 and Birmingham in September 2022 and the visits of other partners to Poznan, also in June 2022.
- Workshops held with the community of Jeżyce to develop ideas and create the content of this Plan
- The one-to-one support provided by the Lead Partner Coordinator and Lead Expert for the USE-IT! Transfer Mechanism.

3.2 The starting point of our city

Table 1 details the starting point for Poznań as identified during the Transferability Study in relation to each of the activities associated with USE-IT! We have used this assessment, the content of Transnational Meetings, the organic transfer undertaken through the Transfer Mechanism, and the advice and guidance of the Lead Partner Coordinator and Lead Expert to identify one key aspect or activity of USE-IT! for including as the focus for our Investment Plan, namely **Community Assets and Finance**. It is important to note that the activities around **Community Assets and Finance** are not something completely new for Poznań. Indeed, our Centres of Local Initiatives already provide effective governance structures for community activity and we see this Investment Plan as a real opportunity to further develop our bottom-up approach through Community Economic Development planning. It also enables us to continue to progress relationship development and direct project activities in Jeżyce.

Table 1 – Starting point of Poznań

Theme of USE-IT!	Activities	Poznań
Overarching	Develop local partnership of public, commercial and social sector organisations	
	Map macro assets (public and private sector), micro assets (voluntary community sector organisations and people), and physical assets	
	Look to change the way in which regeneration is undertaken – bringing together the top-down and the bottom-up	
Community Research	Identify institution to lead on Community Researcher Programme, activities, and focus	
	Identify individuals wanting to be trained as Community Researchers	
	Design and deliver Community Researcher training	
	Develop and deliver Community Researcher led training and activities	
Jobs and Skills	Identify relevant Anchor Institution and focus of employment support	
	Identify cohort of individuals to engage	
	Design, develop and deliver programme of employment support and associated activities	
	Link cohort of individuals to employment support opportunities	
Social Enterprise	Identify organisation to lead on Social Enterprise activity	
	Create network of social entrepreneurs and Social Enterprises	
	Map and identify procurement opportunities across Anchor Institutions relevant for Social Enterprise	
	Design, develop and deliver range of Social Enterprise business support activities	
Community Assets and Finance	Develop effective relationship and partnership with communities in identified neighbourhood	
	Implement process of Community Economic Development planning	
	Identify projects and activities to undertake collaboratively	

There are some aspects of the USE-IT! project which have already been transferred in Poznań. There is already existing infrastructure regarding social enterprises and the procurement procedures involved in their functioning. The city is aware of the Social Enterprises that are functioning on its area and there is some cooperation between them creating a kind of the network. Also, meetings of the USE-IT! Project have helped to link people from different environments who did not know about each other before. The skills and knowledge as well as new regulations regarding procurement implemented in the City Hall are already an asset but the functioning of the Social Enterprise-related activities is based on an externally-funded project with a limited time. Our participation in USE-IT! has enabled us to organically push these activities forward in USE-IT! and focus our Investment Plan on Community Assets and Finance. The starting point for this aspect is detailed below.

Aspect 1 – Community Assets and Finance

There are lots of community driven projects and initiatives already in Poznan, some co-financed by public funds, some private. Some of them are irregular and some gathered in the scope of Centres of Local Initiatives which is a programme of the Poznań City Hall to fund and promote local community initiative. The number of centres is growing and there is a lot of interest, both from the organizers and participants of those initiatives. The only downside is that the funding is limited and does not meet the needs of local communities. The activities in Jeżyce and this Investment Plan is therefore an

opportunity to enhance the scope to attract wider funding for such activity. It is necessary to show those centres how to obtain resources not only by using public funding but also by running regular economic activity.

3.3 The proposed adaptation

Poznań wants to create an informal network of stakeholders who are interested in using the USE-IT! approach in city development. Those stakeholders include district council, City Hall, NGOs and university representatives. We expect this network to survive more than the duration of the USE-IT project. The next level would be to reach to the key Anchor Institutions and Assets located in the area, for example the Zoo. We want to get to know the challenges that the community is facing – first in the chosen district called Jeżyce and then, if the methodology proves successful, transfer it to the whole city. The current City Development Strategy involves many references to the bottom-up approach but it needs updating and using the USE-IT! principles would help creating new priorities for the Strategy and therefore help put more impact and formality to the issues discussed in the project. Our main aim is to change the approach of decision-makers and investors to an even more people-centred and more bottom-up one and get inspired by specific solutions from other cities.

3.4 The role of the URBACT Method

Throughout the development of this draft Investment Plan for Poznań, we have followed the principles of the URBACT Method in four main ways.

First, we have ensured that the principles of Integrated Urban Development are thought about and implemented in the development of this Investment Plan. This Investment Plan seeks to think about policy across the territorial spheres of economic, social and environmental, it seeks to create long-lasting and effective local partnerships, it seeks to engage different levels of governance, and it seeks to promote both ‘hard’ and ‘soft’ investments. Second, the activities included in this Investment Plan have been framed by URBACT’s principles for the transfer of good practice of ‘Understand, Adapt, Re-Use’. We have looked to understand each of the aspects of USE-IT! which are relevant for use in Poznań, we have identified the activities for transferring directly in the duration of the Transfer Mechanism and adapted to the context of Poznań, and we have identified activities for re-using through this Investment Plan.

Third, we have shaped the development of the Investment Plan by the learning gleaned during Transnational Meetings, with this not only coming from Birmingham, but also colleagues from Rotterdam and Trapani. Fourth, we have made the development of the Investment Plan participatory, with it being driven by the members of our ULG, many of whom will be integral to its delivery (as detailed in section 4.3).

The Transnational visit to Rotterdam has very much enriched the experience of the Poznań team presenting the network of social economy partners on a very advanced level. Although social economy is not an essential part of Poznań’s Investment Plan, as there are not many social economy enterprises in the area of Jeżyce, it is a topic of a great interest to the City. Poland is on a very different level of development in the respective topic but together with the developing national regulations, Poznań will definitely be coming back to the cooperation structure presented by Rotterdam.

The Transnational visit to Birmingham has proved to be very fruitful and served as an inspiration in many areas. Visit to the hospital has shown that it is important to see the bigger picture. A big institution like this can still be a part of local community. In the Red Shed we learned that a place which for some seems to be “underused” can be a real asset, and will look to transfer this learning directly to Jeżyce as part of this Plan. A community connector is also something worth considering.

Learning from Birmingham Settlement has proved that not very much funding is needed to attract and get people together. Port Loop has been an inspiration to use a piece of greenery to remind people about the climate situation. We also learned that the solutions and activities which we are proposing to people should be very well fitted for their needs.

4. The Adapted Innovation Project

This section of the Investment Plan for Poznań sets out a detailed workplan of what we are going to do in the future in Poznań to deliver each of the identified USE-IT! activities. In this, we focus particularly upon the activities, exactly what they will be made up of in Poznań, their timeframes and any potential risks. In addition, we also outline a list of partners for each activity which will be involved in the delivery of the Investment Plan into the future.

4.1 Overarching value proposition

The aspect of the USE-IT project that we would like to focus on is **Community Assets and Finance**, a programme that could serve as a tool for better implementation of this work package, knowing the needs of the local community better. The area of focus is the district Jeżyce which was chosen together by the members of the ULG. The district has a very active council and after being quite a non-popular area for living, it is getting more and more popular. The area is very interesting and fast-changing.

The Poznań USE-IT! team has decided to work on the strengths rather than weaknesses and help develop Jeżyce district. The challenge that the neighbourhood faces is its growing popularity which results in unsustainable tourism, for example growing prices of apartments because of the short-term rent or “social saloons” which people rent for a night to have a party there. Another problem is homelessness and immigrants from Ukraine and Belarus who do not feel fully assimilated. The idea is to make people think that the neighbourhood is their own, not public.

The plan is to start implementing activities which will help set priorities for both the district and the city taking ethical investment decisions. It is also very important for us to create an informal network of local stakeholders including Social Enterprises, local businesses, district council, Centre of Local Initiatives, local Anchor Institutions and NGOs. We are aiming to provide the participants of the project with tools for more independent work by the means of workshops. Most importantly, we would like to use all parts of USE-IT! activities necessary to collaboratively work towards developing the community.

Poznań would like to use an example of the Jeżyce Market as a starting point of activities in the field of Community Assets and Finance. Now the market does not use its full potential. It needs changes to be able to compete with international trade chains and at the same time work in accordance with ethical, social and environmental standards. The aim is to improve the quality of products and bring them from local source so that the local restaurant owners are willing to buy from the market. We would also like to make the market not only a place of trade but also a centre of the local life and undertakings connected with crafts, services and culture. It should be an inclusive place of meetings and integration, exchange of thoughts and cooperation. Another aspect is physical revitalization and renovation of the market. In the current state the company owning markets in Poznań is waiting for the proposal from the local community. During local workshops, citizens have suggested several regular activities which they would like to see in the Market and in the neighbourhood. In Poznań Investment Plan, the costs have been drafted for two years.

The other aspect to engage the community is the plants in pots programme. The idea is to get private investor to fund plants in pots and their cultivation in the streets of Jeżyce which lack greenery for two years. The responsibility for taking care of the plants will be local social economy enterprise which is engaged in re-employing people with difficulties in the job market, for example after being in prison. In case of lack of further funding, small communities could “adopt” the plants. This way, plants could create sense of community and teach people that they are responsible for their neighbourhood. Plant can also serve as an excuse for the bigger discussion about the environment protection and climate

change. The local community has also proposed an activity to make the balconies and windows more attractive by organizing local plant markets, plant exchange etc.

The Anchor Institution and Asset which we would like to cooperate with is the Old Zoo. It used be Poznań's only zoo. Now there are only a few animals and it could serve as an area of integration for people. Poznań's citizens have already noticed in potential and the activities could be further developed.

4.2 Workplan

Table 2 details a summary of the activities we will deliver in Jeżyce as part of this Investment Plan. As highlighted in the timeframes column, some of these activities will be undertaken during the lifetime of this Investment Plan, with others into the future and which will require the attraction of further funding.

Table 2 – Workplan

Aspect of USE-IT!	Activity	Timeframes
Anchor Network	Identify a couple of pilot actions to be delivered by the Anchors we have mapped	November 2022
	Activities in the Old Zoo	2023
Community Assets and Finance	Develop governance structure for activities in Jeżyce	November 2022
	Define why we are coming together in Jeżyce	April 2022
	Meet the community in Jeżyce	April 2022
	Explain the process to community in Jeżyce	April 2022
	Discuss prioritisation top-down meeting bottom up	May 2022
	Identifying the focus of the plan – asset, land or issue and the priorities of the Plan	May 2022
	Diagnosis of the situation of the Jeżyce Market and integration in the district and recommendations	October 2022
	Workshops for local buyers, restaurant owners, craftsmen etc	September 2022
	Promoting products made in Jeżyce in the district and outside	November 2022
	Initiation of actions in neighbourhood of Jeżyce	December 2022
	Identify implementers of the Investment plan	November 2022
	Planting the plants in pots	2023
	Plant adoption programme	2025
New Strategy	Explore scope to include neighbourhoods in Strategy – this is effectively a pilot in Jeżyce	Depends on the political decision on the Strategy update

4.3 Governance and delivery model

The following outlines a list of the partners that will be involved from Poznań in the delivery of the Community Assets and Finance activities detailed in this Investment Plan.

Aspect 1 – Community Assets and Finance

The following partners will be involved in the implementation of the Community Assets and Finance aspects of this Investment Plan and in supporting the implementation of Community Economic Development Planning.

- City Development and Foreign Relations Department (City Hall) – the Department will coordinate the activities until the end of the USE-IT project and support the network
- Health and Social Issues Department (City Hall) – the Department will help in promoting local Social Enterprises.
- Economic Activity and Agriculture Department (City Hall) – the Department will help in identifying relevant SMEs and also support with knowledge and expertise on running a business
- District Council – the Council will coordinate all the activities resulting from the Investment Plan, in cooperation with the City Hall when applying for grants.
- Centres of Local Initiatives – the Centre will help in attracting local stakeholders, make the ideas trustworthy among the local community
- NGOs – the NGOs will help in attracting local stakeholders, make the ideas trustworthy among the local community

5. Budget

This section of the Investment Plan for Poznań sets out an estimate of how much each of the activities will cost, before outlining potential sources of funding that could be attracted to realise effective transfer of USE-IT! activities and specifically those contained in this Investment Plan.

5.1 Estimated cost of delivery

Table 3 outlines some of the key cost categories that will require to be funded to enable the effective implementation of Poznań's Investment Plan and post the completion of this URBACT USE-IT! Transfer Mechanism. It should be noted that costs are largely associated with the implementation of the Community Economic Development Plan for Jeżyce. .

Table 3 – Estimated Costs

Aspect of USE-IT!	Activity	Cost Category	Estimated Cost
Anchor Network	Cooperation with the Old Zoo	Regular integration activities to engage local community	20000 euro
Community Assets and Finance	Initiation of actions in neighbourhood of Jeżyce	Organisation of Jazz Concerts in the Jeżyce Market	50000 euro
		Organisation of a Jeżyce Neighbourhood Picnic in the Market	30000 euro
		Thematic meetings of the citizens of Jeżyce in local cafes	10000 euro
		Christmas Market	20000 euro
Community Assets and Finance		Trees in pots	10 000 euro
		Making balconies greener	20000 euro

5.2 Sources of Funding

European level

As highlighted earlier, the core policy document related to the growth of the Social Economy is the Social Economy Action Plan from December 2021. Whilst this document is relatively new, it does outline the key barrier to the growth of the Social Economy as being a lack of funding. It therefore has a specific section on funding sources which may potentially be relevant for Poznań for the **Community Assets and Finance** and detailed in this Investment Plan. Potential sources of funding include:

- The Employment and Social Innovation Programme and particularly aspects around microfinance and equity finance.
- The European Social Fund Plus and particularly opportunities through Horizon Europe such as the EIC Accelerator and the Single Market Programme such as the Joint Cluster Initiatives.
- European Funds for Wielkopolska (Priority: Environment and Energy, Local Initiatives, Infrastructure for the Society)

National level

Funding for community development promoted nationally is mostly of external source, for example European. However, there are several programmes which support civic society development. These include:

- Fund for Civic Initiatives (its aim is to increase engaging citizens and NGOs in public life).
- the Programme of Civic Organisations Development 2018-2030 (direct support of Polish civic organisations).
- the Programme of Supporting Development of Folk Universities (those are non-formal, non-public educational units for adults which act in villages and small towns where other forms of education and development are restricted).
- the Programme of temporary support of NGOs counteracting effects of COVID-19.

Local level

Potential sources of local funding are the following:

- So called “small grants” for up to 10 000 PLN (about 2200 euro) for NGOs. They are granted by various departments of the City Hall for various types of projects that may vary from year to year. Some of them may be connected to USE-IT topics indirectly, for example building sport facilities and some would be direct for example for activities supporting development of local communities.
- Funds provided for activities of Centres of Local Initiatives.
- Fund provided by the City Hall to districts – districts decide themselves where the money is spent, however the resources scarce and now they are mostly used for infrastructure.
- Civic Budget – budget provided from the City Hall for bottom-up initiatives created by citizens. They are chosen via citizens vote.

6. Evaluation and Monitoring

This section of the Investment Plan for Poznań sets out an overarching approach as to how the success or otherwise of the Investment Plan will be evaluated and monitored. This overarching approach is then followed by specific indicators for each of the activities of USE-IT! included in this Investment Plan.

6.1 Overarching approach to evaluation and monitoring

The core activity undertaken organically as part of this Transfer Mechanism in Poznań has been the development of series of activities in the framework of Community Assets for the neighbourhood of Jeżyce. The starting point of our evaluation and monitoring activity will be therefore to commission a small scale evaluation of the processes associated with developing the Plan, in order to see what has worked effectively and not worked effectively in a Poznań and Poland context.

It will also include a section on monitoring, and as such the indicators detailed in the Plan will be the ones monitored against for the Community Assets and Finance aspect of USE-IT! as outlined below. These indicators are largely outputs and will detail quantitative figures as to the impact of the Plan. We will also monitor outputs associated with the Community Research activities and the embedding of USE-IT! mentions and activities in the new City Development Strategy. The quantitative output indicators we will monitor against are detailed in Table 4.

Table 4 – Indicators

Aspect of USE-IT!	Indicator 1	Indicator 2	Indicator 3
Anchor Network	Number of activities in the Old Zoo	Number of people taking part in the activities	
Community Assets and Finance	Number of people taking part in workshops	Number of entities engaged in the activities	% of the products sold on Jeżyce market from a local source
	Number of plants planted	Number of people involved in tree adoption	
New Strategy	Number points in the new strategy inspired by USE-IT activities	Number of points which include neighbourhoods	

In addition to the above quantitative monitoring activities, we will build into any funding applications for a proportion of the funding to be allocated for evaluation activities. In this, we are interested in understanding the effectiveness of the processes associated with delivering the actions, and the qualitative impact the actions have had upon the neighbourhood of and people of Jeżyce.

7. Summary Action Tables

Action: 1		Action Name: The Zoo in Jeżyce			
Lead actor	Key partners	Outcomes	Cost of delivery	Resources available	Timescale
Jeżyce District Council	Poznan City Hall Local community	More effective use of the Jeżyce Zoo as a community asset	See section 5	A committed District Council willing to bring the Zoo into active use	See section 4.2
Context. Links to the strategy	A key area of learning from Birmingham for Poznan has been about identifying previously under-utilised assets and harnessing their potential for community use. This is a key example of where the top-down has met the bottom-up. The focus of our Plan for Jeżyce is to bring assets into more effective use and we see the Zoo as having potential. It will bring the community together and emerged as a key idea in the workshops held as part of local USE-IT! Transfer Mechanism activities in Poznan.				
Main activities the action entails	We will look to organise regular activities at the Jeżyce Zoo to enable engagement with the local community and secure their involvement in ideas to bring the Zoo into effective use. This will include conversations with all generations of the resident population.				
Milestones	<ul style="list-style-type: none"> Year 1 – Community activities in Zoo Year 2 – development of longer term plan for Zoo and attraction of funding Year 3 – continued harnessing of potential of zoo as an asset 				
Social Results		Environmental Results		Economic results	
Local residents having genuine influence over a key asset in their community		More environmentally responsible asset		More effective use of Zoo and potential for income generation for community of Jeżyce	
Risks	<ul style="list-style-type: none"> Existing owners of Zoo do not engage Unable to attract required funding 		Contingency actions	<ul style="list-style-type: none"> Strong drive from Jeżyce District Council to push activities forward in Jeżyce Will bid for range of EU, national and local funding for this action. 	

Action: 2		Action Name: Activities in community of Jeżyce			
Lead actor	Key partners	Outcomes	Cost of delivery	Resources available	Timescale
Jeżyce District Council	City Enterprise Department (Targowiska)	Use assets in Jeżyce for a range of community activities	See section 5	A committed District Council willing to use assets for more community activity	See section 4.2
Context. Links to the strategy	A key area of learning from Birmingham for Poznan has been about identifying previously under-utilised assets and harnessing their potential for local economic and community use. This is a key example of where the top-down has met the bottom-up. The focus of our Plan for Jeżyce is to bring assets into more effective use and we can use assets such as the market to deliver a range of community activities. It will bring local traders and the community together and emerged as a key idea in the workshops held as part of local USE-IT! Transfer Mechanism activities in Poznan.				
Main activities the action entails	<ul style="list-style-type: none"> We will look to engage local buyers, restaurant owners and craftspeople to explore how the Jeżyce Market can be more effectively used. We will also engage at the same time members of the local community. We will look to host community events such as a Jazz Festival, Neighbourhood Market and a Christmas Market. 				
Milestones	<ul style="list-style-type: none"> Year 1 – Conversations with community and Jeżyce Market traders Year 1 – Promotion of products Year 1 and ongoing – community activities at Jeżyce Market 				
Social Results		Environmental Results		Economic results	
Local residents and traders having genuine influence over a key asset in their community		Products travel less distance		Local economic benefits for traders at Jeżyce	
Risks	<ul style="list-style-type: none"> Existing owners of Jeżyce Market do not engage. Traders and community do not engage 	Contingency actions	<ul style="list-style-type: none"> Strong drive from Jeżyce District Council to push activities forward in Jeżyce. Alternative to not harnessing the market could be severe for local economy 		

Action: 3		Action Name: Pot Planting			
Lead actor	Key partners	Outcomes	Cost of delivery	Resources available	Timescale
Jeżyce District Council	Private Investors Poznan City Hall	A greener, more vibrant neighbourhood of Jeżyce	See section 5	Existing social enterprises and community organisations	See section 4.2
Context. Links to the strategy	A key area of learning from Birmingham for Poznan has been from the Port Loop development in Ladywood and the role civil society organisations (Civic Square) have played in battling the gentrification of that area.				
Main activities the action entails	We will look to engage the private sector and the local community to initiate a project focused on greening the neighbourhood of Jeżyce. This will include the planting of pots in one street of the neighbourhood and working with a local social enterprise to maintain the pots. Based upon successful implementation we will look to roll-out the pots to other buildings and street in the neighbourhood.				
Milestones	<ul style="list-style-type: none"> Year 1 – Conversations with community and private investors Year 1 – pilot pots in plants project Year 2 – Roll out to other parts of the neighbourhood and assign responsibility to community. 				
Social Results		Environmental Results		Economic results	
Integration of local community		Greener neighbourhood of Jeżyce. Building awareness of environmental issues		More attractive area leading to more investment	
Risks	<ul style="list-style-type: none"> Private sector does not engage or stops engaging Residents not willing to take project into the future 	Contingency actions	<ul style="list-style-type: none"> Strong drive from Jeżyce District Council to push activities forward in Jeżyce. Alternative to not harnessing the market could be severe for local economy 		