

Szczecin Local Partnership Program



**The Center for Urban Development Studies
Harvard University Graduate School of Design**

in Cooperation with

**The Unit of Cooperation with Non-Governmental Organizations
City of Szczecin**

August 2000

**Pilot Local Government Partnership Program (LGPP)
Assistance to Partner Cities: Szczecin (Poland)
The Urban Institute--Contract No. EPE-C-00-95-00110-00, RFS 632**

Center for Urban Development Studies, Harvard Graduate School of Design

This case study material is provided as background material for *the Seminar on Strategic Planning for Urban Revitalization and Local Development*, Oct. 30 to Nov. 3, 2000, Pretoria South Africa.

Szczecin Local Partnership Program (USAID--PolandRFS 658)
Draft for Review
August, 2000

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Introduction

The Center for Urban Development Studies has been working with the City of Szczecin to develop a Local Partnership Program (LPP). Previous activities in this project have been summarized in:

- *Szczecin Local Initiative Program*, May 1999. This extensive report described various community-based development strategies and a proposed framework for the Szczecin Local Partnership Program. The executive summary of the report is included in Annex 1 and the full report is available on the web at www.gsd.harvard.edu/cuds in the Szczecin project description.
- *Szczecin Local Partnership Program*, April 2000. This Field report highlighted the proposed pilot projects, the City Board Resolution authorizing the Program, NGO legislation passed by the City Council and a summary of the key points describing the LPP that were included in a presentation made to local officials in Szczecin. The Field Report and the NGO legislation are available on the web at www.gsd.harvard.edu/cuds in the Szczecin project description.

This report, summarizes key findings based on the progress on the LPP through August, 2000.

Background

In December 1999, the Executive Board of the Szczecin City Council approved the Szczecin Local Partnership Program (LPP) as a pilot program. A newly formed inter-departmental team developed the outreach program, solicited proposals from local Ward Councils and selected four projects. The pilot projects were designed to give the Szczecin Team an opportunity to test the program and scale-up in the future based on lessons learned in the pilot. From March to May, the Szczecin team worked with the Ward Councils to develop the projects and draft partnership agreements. In July, 2000 the Szczecin NGO Office was asked to prepare a full resolution of the LPP for the City Council in September.

The four projects focused on open space and included:

- Glebokie-Pilchowo The neighborhood council will improve the open space next to a library to create a small-fenced in playground and improve handicapped access to the library. The location next to the library creates a multi-use community resource center for neighborhood events and cultural activities that are linked to the library and the ward-council offices.

The partnership agreement has been approved by the City Council, City land has been transferred to the Ward Council and the organizers are proceeding with the project.

- Zawadzkiego-Klonowica. Residents living within a large housing estate want to improve a large open space. The first phase of the project, to be financed in part by the LPP, will include new walkways and lighting to improve security for residents.

The LPP team and the Ward Council are drafting the partnership agreement which will be submitted to the City Council in September.

- Krzekowo – Bezrecze. The Ward Council wants to formalize a wooded area with mature trees into a park and provide all-weather pathways to connect a dense residential area to a bus stop.

The LPP team and the Ward Council are drafting the partnership agreement, which will be submitted to the City Council in September. In the process of researching the transfer of land to the Ward Council for the Park, it was discovered that the City's Urban Planning Unit had prepared a tender for commercial project on the same site. The Planning Department is being asked to suspend the preparation of the tender.

- Podjuchy The Ward Council will improve a pedestrian pathway and stairs that links a high-density neighborhood to a large city park and provide improved and safer access for a medium-density neighborhood to a bus stop.

The LPP team and the Ward Council are drafting the partnership agreement which will be submitted to the City Council in September.

Key Accomplishments

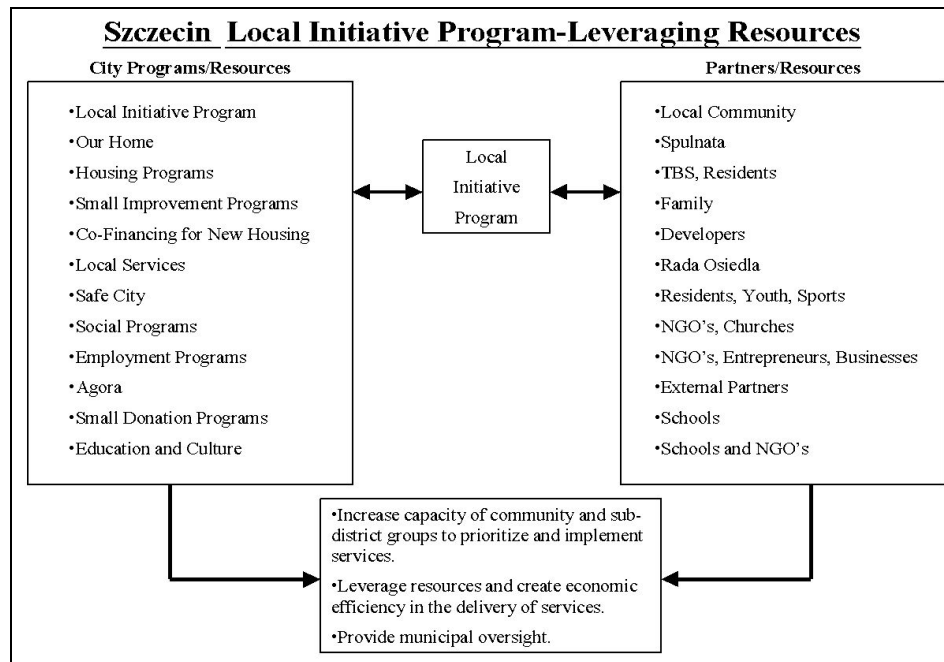
In the context of decentralization, which has shifted the decision making and responsibility for service delivery from central to local governments, the LPP program is designed to support the engagement of citizens in local service delivery. A summary of the LPP's key accomplishments include:

- *Good Governance and Citizen Involvement in Decision-Making.* The LPP approach in Szczecin and other Polish cities is structured to actively involve concerned parties such as NGO, interested civic groups, and engage citizens in shaping the future of their communities and their cities. In neighborhood meetings to plan the pilot projects, residents stated that it was their first experience of working with local government officials to actively solicit neighborhood priorities. City officials appreciated a more structured approach (up-to-three-years) to improving neighborhood services that offers predictability on the budgeting and management side and promotes self-reliance at the neighborhood level.
- *Demonstrated new forms of city/neighborhood initiatives to improve services.* In Szczecin, the program is demonstrating new forms of partnership between the city and the community. According to the Chairman of the Szczecin City Council, the

LPP Program builds on local resident initiatives and city programs, which when combined, will intensify the impact and sustainability of neighborhood programs. The partnership also provides appropriate oversight to ensure that projects are properly planned and implemented.

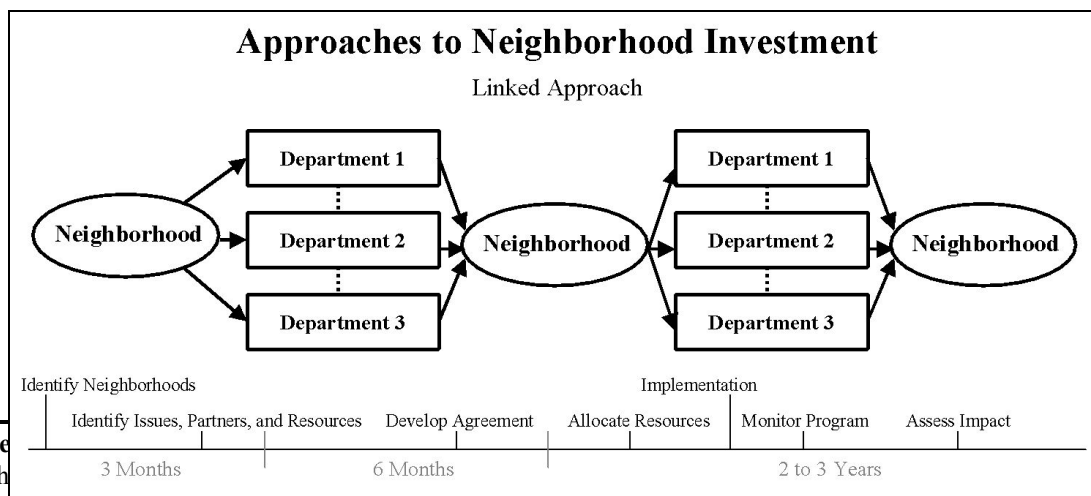
- *Institutionalizing the LPP as an approach to community-based initiatives.* With the authorization of the pilot program, commitment of funds and the appointment of an inter-departmental team at the city-level, the program has taken the first steps in being institutionalized within the structure of the city management services.
- *Replicating the LPP in other Polish cities.* Partnership programs, developed with residents and structured on a cost-sharing basis as demonstrated in Lublin and Szczecin are of interest to other municipalities. The concept is being rolled out in the USAID LGPP with eight gminas are implementing LPPs focused on community based projects and improvement of infrastructure please see annex 4 for a complete description of the LGPP activities.
- *Strengthening the NGO Sector.* The development of the LPP also supported ongoing efforts to strengthen the NGO sector in Szczecin. In October 1999, the Szczecin City Council approved the City's enabling NGO legislation to incorporate NGOs as key partners in the provision of services. Recognized as one of the best examples of NGO legislation in Poland, the legislation was developed by the Director of the Szczecin Office of NGO Cooperation and a policy group. Three of the group involved reviewed innovative international NGO models and visited Community Development Corporations in Boston and New York while attending the International Training Program at the Harvard University Graduate School of Design. The training was partially funded by USAID through RFS 658.
- *Demonstrate that effectiveness of community-based management strategies to local officials.* Through a series of workshops in Szczecin, there is a greater understanding of the effectiveness city/neighborhood partnerships and the need for stronger community outreach initiatives as part of a city-wide strategy to improve the city services. There is a greater appreciation that neighborhood-based initiatives can make tangible contributions to:
 - Improving Quality of Life
 - Improving the Quality of Services
 - Mobilizing Local Assets
 - Promoting Self-reliance
- *Leveraging Resources.* Earlier city cost-sharing initiatives between the City and Neighborhood-based initiatives had an average cost-sharing ratio of 65% city contribution and 35% local partners. The average LPP proposal structured on a cost-sharing basis showed the city contribution declining to 52% and the local partners contribution increasing to 48%.

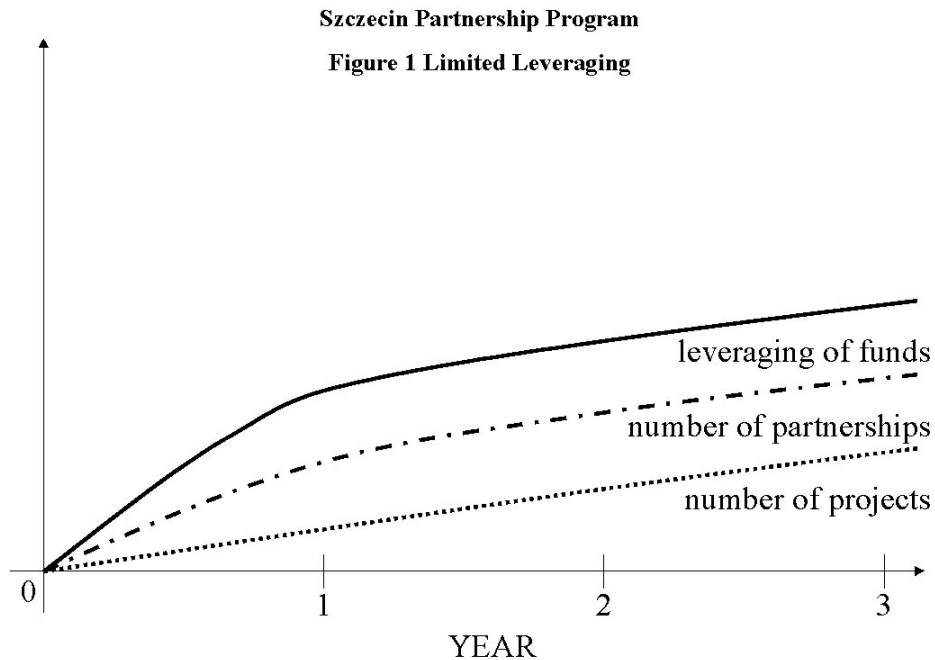
- *Urban Poverty.* The first Szczecin Report highlighted the issue of the long-term implications of widening income disparities and social inequities between those residents who have the skills to participate in the sectors that drive the city's economy today and those who do not. The Szczecin LPP can become a component of a citywide strategy aimed at addressing the social and economic problems of households and businesses located in marginalized neighborhoods.



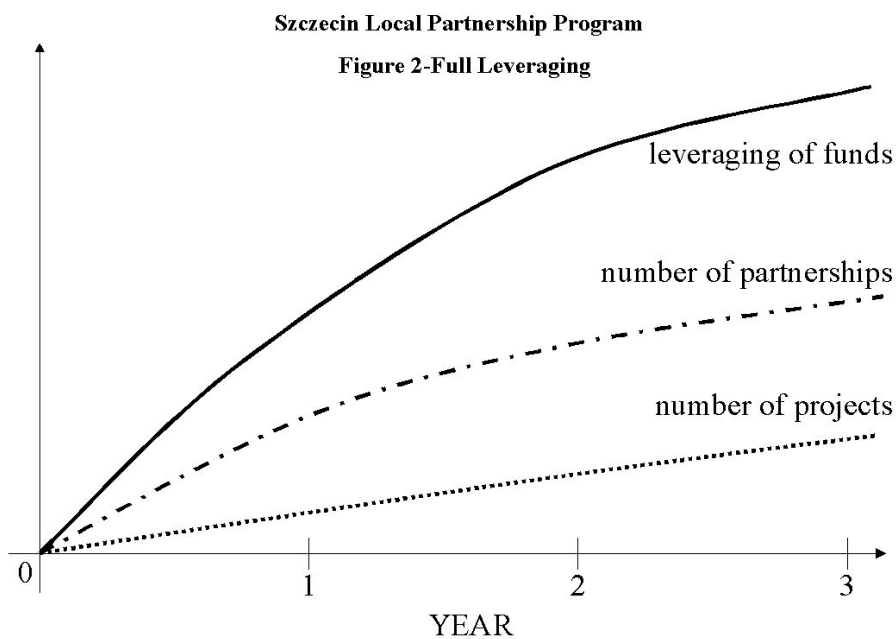
Partnership programs increase the capacity of community and sub-district groups to prioritize and implement service and create economic efficiency in the delivery of services. The LPP can:

- Organize and mobilize community initiatives and leadership and develop a capacity for self-initiative;
- Identify priorities and assign responsibility for implementation among different city departments, resident groups, and NGOs;
- Provide long-term support for NGOs to become effective implementers of programs.
- Encourage municipal programs to complement each other.





The next phase of the Szczecin Local Partnership Program should seek to increase the number of partners at the community level and develop a mix of short and longer-term projects that bring together existing programs, local resources and outside funds (Figure 2). Limiting the program to a series of small programs will have limited impact (Figure 1).



Recommendations

The Pilot Program is structured to allow the LPP to learn-by-doing and subsequently scale-up after the LPP team has developed and tested its approach with the community and coordinated with city departments involved in each particular project. Recommendations coming out of the pilot phase include:

- *Incrementally Scale-Up the Program.* As the community outreach process and implementation procedures are established, the LPP should begin to mix small and larger projects (multi-year and multi-partner projects) into the partnership agreement. Give priority to projects that leverage community resources and create opportunities for multiple partners to be involved.

If the Ward Council are to remain lead organizations at the neighborhood level, priority should be made to proposals which incorporate other partners working at the neighborhood level.

- *Give Enough Time to Develop Partnership Agreements.* The development of a partnership agreement that includes multiple partners requires a sustained outreach effort on the part of the LPP team and partners at the neighborhood level. In previous experience in other cities, partnership agreements can take up to six months to develop.
- *Inclusive Planning-Strategic Interventions.* The development of LPP projects should be planned within the larger context of a neighborhood's development strategy with LPP projects strategically supporting neighborhood initiatives. The current citywide strategic planning effort, that is identifying neighborhood priorities, can be used to support a more comprehensive review of neighborhood priorities.
- *Engage Multiple Funding Sources.* The LPP is designed to bring together programs that drawn upon various city programs such as the "small improvement program", "our home program", and social programs. The program is not intended to take funding from other city programs but allow the community to draw upon these programs to achieve higher impact.
- *Consolidate Multi-year Programs into LPP.* The LPP offers an excellent opportunity to program multi-year projects that may include multiple funding sources and partners. The LPP, during the term of the agreement, can provide stability to programs that are often subject to extreme political pressure.
- *Use LPP to Focus Initiatives and Resources to Revitalize Distressed Neighborhoods.* The LPP provides a pragmatic approach to strategically invest City assets and resources to revitalize the urban environment in distressed communities.

- *In-depth Consultation Among other City Departments in the Early Phases of Developing Projects.* The pilot program revealed how, a city department can move ahead with alternative plans for an open space while residents are interested in developing the open space into a park. The LPP will help ensure that land-use designations are not made in the absence of consultations with the community.
- *Regular Meetings with Partnership Committee in the Community as well as City Hall.* The first meeting in the community between the LPP team and the community representatives was important to building trust and giving community representatives a sense that city departments were concerned and interested in solving the problems at the neighborhood level. It is recommended regular meetings occur in the community.
- *Consolidate pilot experience and develop operating procedures.* Develop guidelines outlining the functions of the LPP Team, the role of the local coordinator, the partnership committee at the neighborhood level, how managing financial obligations.
- *Develop a Plan to Monitor Impact and Performance.* Develop an active monitoring program to assess project performance and impact. Annex 4 provides criteria and a framework for developing a monitoring program.
- *Review Selection Criteria.* Based on the pilot program, review project selection criteria for the next round of projects, at a minimum, criteria should include:
 - How do projects improves the quality of life.
 - Number and type of partners, how effective are the projects in leveraging community resources.
 - How realistic are city and partner funding requirements over the time period of the partnership agreement.
 - How do the projects fit into ongoing efforts to revitalize the neighborhood.
 - Who will operate and maintain the improvements.
- *Designate a Program Coordinator.* The management structure is based on the creation of an inter-departmental team with flexible assignments depending on the types of projects included within the partnership. LPP will need more dedicated attention by a Program to coordinate with other city programs. The Office of NGO Coordination, which has undertaken this initiative in the pilot stage, is understaffed and will need additional assistance if the program is to have a significant impact.

- *Develop a Strategy and Work Plan for Next Year's Program.* Based on pilot projects, develop objectives for next year's program in October.
- *Publish Results and Advertise the Program.* Develop a brochure and distribute to City Councilors, Ward Councils and NGOs outlining how the LPP complements and strengthens existing programs.
- *Develop a capacity-building program.* Build the capacity of potential partners such as NGOs and the ward councils by providing training, orientation sessions and selective support to partnership committees.
- *Increase the involvement of and support to NGOs to support the LPP.* The new Szczecin NGO legislation offers an opportunity to integrate NGOs into the LPP using longer-term contracting mechanisms. An NGO could be given a contract to provide technical assistance and support to partnership committees and NGOs can provide services at the neighborhood level funded in part or in entirely by the city.

Annex 1 Executive Summary-Szczecin Local Initiative Program-May, 1999

The City of Szczecin is strategically located at the crossroads of transport corridors linking Western Europe to the Baltic States and Scandinavia to Southern Europe. Paralleling Poland's successful transition from a centrally planned to a market economy, Szczecin grew from a secondary city to become one of Poland's five fastest growing centers. City officials recognize that, as the economy continues to go through a restructuring process, there are areas of the city that are being bypassed by the economic boom. As certain industries, including the older inefficient state enterprises located to the north of the city, are closed or downsized, lower-skilled and older employees face unemployment and economic hardship. City officials are concerned about the long-term implications of widening income disparities and social inequities between those residents who have the skills to participate in the sectors that drive the city's economy today and those who do not.

The challenge is to devise pragmatic approaches and flexible mechanisms that create economic opportunities for lower-income residents and strategically invests City assets and resources to revitalize the urban environment in distressed communities.

In response to this challenge, city officials in Szczecin are developing a supportive framework that links neighborhood revitalization and economic development. They also realize that public resources alone cannot match the need and that active funding partnerships must be developed with residents, the private sector and NGOs. By building upon its existing local initiative programs, Szczecin can effectively work with community-based organizations and the emerging network of local universities, foundations, civic institutions and other non-profit organizations to improve the physical and social conditions in lower-income neighborhoods.

The Study Team made the following recommendations:

1. Expand upon existing programs for upgrading the urban environment by bringing together city programs in a spatially focused strategy through Local Initiative Programs and partnership instruments.
2. Create areas of opportunity whereby the convergence of public resources and private initiatives results in real improvements to the urban environment and social conditions.
3. Strengthen community outreach and promotion efforts for city programs. Inform residents, civic leaders and the NGO sector of program requirements and benefits. Attract and empower civic leadership to take on new roles.
4. Use infrastructure investments and changes in development regulations to "create value" in marginalized neighborhoods and leverage direct and indirect private investments cost-sharing and in-kind contributions. Leverage new additional non-municipal funds available through national and EU regional programs.

5. Develop a package of programs that can be included in a Local Initiative Program and support mechanisms to build the capacity of potential partners such as NGOs and the Rada Osiedlowa (ward councils).
6. Increase the involvement of and support to community-based organizations and NGOs using longer-term contracting mechanisms (greater than one year).

A work plan was developed that outlines activities that Szczecin can undertake to expand its Local Initiatives Program. The major activities include:

1. Appointing a Working Group of city representatives and key organizations working at the community level to negotiate the broad principles of a Local Initiative Program.
2. City Board and City Council approval of the program and the appointment of core local initiatives team from different city departments.
3. Identifying neighborhoods for a test program and the development of proposals with a Neighborhood Partnership Committee.
4. Signing an Agreement between the City and the Neighborhood Partnership Committee.
5. Implementing a Neighborhood Partnership Agreement.
6. Monitoring and assessment of impacts and readjustment of program for subsequent neighborhoods.

Community Partnerships

Municipalities worldwide have successfully engaged community groups in structured partnerships based on joint definition of needs and issues and complementarity of roles. Cities such as Lublin, Poland, Cairo, Egypt and Boston, Massachusetts have utilized new collaborative approaches that build upon the economic, social, and physical assets in a community.

All involve a program of shared financial commitments that leverage public and private resources. In Lublin, a project in two under-served neighborhoods suffering from marginalization for over 30 years, led to the rehabilitation of over 257 houses and fostered the development of 90 micro-enterprises in less than three years.

City staff, acting as both catalysts and facilitators, provides logistical support to disseminate information about available programs and develop partnership agreements. In Boston, the partners for a typical program include a neighborhood association, a non-profit community-based developer of housing, the board of trade for the Neighborhood Business District, the area police department, the local health center, and the local community center. They sign an agreement that is in effect for three years, outlines the roles and responsibilities of each participant and is used to plan the city's capital investment program and ensures that public investments are responsive to the needs and desires of these interested parties.

Local initiatives programs support and encourage civic leadership. In Lublin and Cairo, local initiative teams initiated a participatory planning process that engaged residents in the development of their districts. Motivated residents on each street and block became the link between the city and the community for the development of an urban plan, and the city developed a cost sharing agreement for the provision of infrastructure.

Emerging Role for NGO Sector in Poland

A stronger role for NGOs is emerging in Poland. New legislation is being drafted to clarify procedures for funding and contracting NGOs to provide services with public funds. This will be critical to enabling local authorities to institutionalize partnership programs that incorporate NGOs. In Szczecin there has been a tremendous increase in the number of NGOs. Between 1997 and 1999 the number of registered NGOs increased from 300 to 1,000. In 1998, Szczecin allocated PLZ 1.4 million to 191 NGOs through six city departments. In 1999 Szczecin will allocate about 5 million PLZ to NGOs. In parallel with national legislation, the city is structuring new legislation for funding local NGOs.

Programs developed in partnership with municipal agencies and NGOs have also focused on economic development. In Szczecin, the Szczecin Center for Economic Initiatives has created a very successful incubator program for startup businesses across a wide spectrum of employment categories.

Partnerships are also occurring at the national and regional level. The Practitioners' Working Group in Poland is supporting a consortium of community development practitioners engaged in economic development at the community level. In Katowice, the Sustainable Katowice Agglomeration Project is promoting sustainable social, economic and physical development and regeneration in the Katowice Agglomeration. In Szczecin, the EU has already funded an analysis that emphasizes the need for programs to revitalize the marginalized areas to the north of the city and is planning to fund a regional integration center.

Partnership Approaches in Szczecin

In Szczecin, partnership approaches are being integrated into existing strategies and programs. Some of these programs have a spatial focus such as the Renovation Strategy for the Centrum, while other programs are city-wide such as the housing strategy, the capital investment program, Safe City and a comprehensive inventory and review of social programs.

In Szczecin, the objective of an expanded Local Initiative Program using partnership approaches is to structure the institutional support and demand-led financial packages that will encourage residents and community-based organizations to improve environmental and social conditions within their neighborhoods.

Neighborhood Services of immediate need and benefit can be provided within an expanded local initiative program such as youth programs and playgrounds, street cleaning and maintenance of green areas and parking areas, and the upgrading or provision of new infrastructure. The Rada Osiedlowa (ward councils) can evolve into more effective facilitators of these local programs at

the neighborhood level, especially with youth and sports. Street associations, local development action committees and housing associations can enter into cost-sharing programs with the municipality under the Program for Small Improvements, Our Home Program, and the existing Local Community Initiatives Program. Affordable housing can be provided in distressed neighborhoods through the two TBS's in Szczecin that are managing portions of the existing communal housing and constructing new replacement housing and modernizing existing housing stock.

The City can accelerate its program of using older building in marginalized neighborhoods and renovating them in cooperation with non-profits such as the Szczecin Enterprise Foundation which to date has converted five historic buildings into business space with more than 10,000 m² of high standard office, retail, and small-scale production space for over 100 start-up businesses. The Green Federation, an active environmental organization is renovating a city-owned building in partnership with an association of eight NGOs working with youth, environment and the arts.

Inter-Departmental Coordination

Inter-departmental coordination can be significantly strengthened through partnership programs. Complementary programs, run by different departments can reinforce the revitalization objectives for marginalized neighborhoods. A recent example in Szczecin is a comprehensive review of social programs undertaken in cooperation with the Department of Social Programs (OPS), the Church, and the Police. The review was done in cooperation with Szczecin University and involved 40 institutions and 300 students. The findings are being used to launch projects in marginalized neighborhoods.

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Strategic Planning and Local Development

Strategic planning at the District Level can provide a framework for decision making and resource allocation to address the challenges of neighborhood development using opportunity driven approaches. District-wide initiatives such as the upgrading of trunk infrastructure can encourage resident investment in infrastructure and housing at the neighborhood level. Stemming vandalism by youth of the regional bus system and creating alternative recreation programs is linked to increasing the transportation options for local residents to access jobs. City-level job training programs, funded from various levels of government, can be developed with employers and targeted to workers who require new skills.

Organizing for Local Development

- A common feature to the successful neighborhood initiative programs is the commitment on the part of the municipality of staff and resources to initiate and organize local activities in neighborhoods where community-leaders have not yet emerged and to assist those community leaders who have taken initiatives. In Szczecin, it is recommended that the City Council appoint a working group to develop a local initiative program and formalize this group into a Local Initiatives Team. The Team can provide a critical link between the city's programs and residents working in designated neighborhoods.

Szczecin can expand its existing local initiatives program within its current legal, financial, regulatory structure and access other funds including national programs and regional EU programs.

Annex 2--SZCZECIN LOCAL PARTNERSHIP PROGRAM (LPP Pilot Phase)
Szczecin NGO Office

Introduction

A large city is not a homogenous structure. It is natural that the city authorities concentrate their attention on strategic issues which contribute to the development of the whole city. The problems faced by particular residential areas receive less attention and recognition. As experience shows, people directly involved stand the highest chance to learn about the needs of a particular community. In many cases communities can themselves actively and effectively contribute to the solution of local problems.

All over the world, city authorities succeed in involving social groups into partnerships based on common definition of needs, problems, and complementing roles. Many cities, such as Lublin, Cairo or Boston apply new cooperation methods based on economic, social and fixed assets existing in those communities. The city authorities, which both initiate and facilitate the creation of such programs, provide logistic and partial financial support in order to disseminate information about the programs, as well as develop partnership agreements.

The programs define joint financial liabilities of public and private funds. In Lublin a project has been implemented covering two neglected districts of the city. The project enabled renovation of more than 257 buildings which consequently led to the development of 90 small enterprises in less than three years.

In Boston an innovative program has involved the following partners: association of inhabitants functioning in a particular district, community-based developers created with support from and city and operating on a non-profit basis, council for trade in the district, district police department, district health care center, and local culture house. The partners signed an agreement which was binding for three years and defines roles and responsibilities of each party, and constitutes a basis for planning particular city investments, as well as guarantee that public investment reflects the needs and requirements of the parties involved.

In Szczecin numerous groups of active citizens (participating in informal and registered organizations) undertake activities of various scale. The aim of the activities is to solve local problems. In order to support such local initiatives, local authorities in Szczecin, through their departments and offices, housing estate councils and several programs of financial support from the city budget, undertake steps leading to the improvement of the situation. Such activities involve initiatives of citizens and private funding. The inhabitants of Szczecin may benefit from such programs as: Small Improvement Program, Small Subsidy Program, Local Initiative Program, Our House, and Safe City.

Unfortunately, the activity of smaller and larger groups of citizens has been fragmented and has not focused on comprehensive and long-term solution of any problem. It happens sometimes that an initiative fails due to poor social involvement and insufficient funds.

Szczecin Local Partnership Program

In order to achieve sustainable and clear solution of a local problem a new proposal is made. A new quality is attached to the Local Partnership Program (LPP). The program is based on common definition of a problem developed by various groups of inhabitants, locally operating institutions (housing estate council, police, municipal police, schools, TOPRs, Municipal Housing Management, NGOs, parish organizations) and entrepreneurs. Each of the groups and institutions can take the responsibility and relevant actions in order to solve the problem, which, due to the combined effort of such groups and institutions would create an opportunity for efficient and effective cooperation. Within LPP it would be possible to deal with solving or preventing various social problems (poverty, homelessness, crime, alcoholism, and vandalism) as well as problems related to the removal of long-term negligence in the development of infrastructure (roads, media, housing).

It would also be possible to deal with modernizing old or creating new places of rest and recreation (playgrounds, sport grounds, green and recreation areas), and to deal with economic issues related, for instance, to fighting unemployment (through supporting small enterprises which utilize local potential and focus on meeting local needs). LPP is oriented on communities existing in a particular local environment (several houses, street or its part, block of houses, part of housing estate, etc.). The effort of a local community focusing on solving a defined problem will receive the support of the local municipal government, as well as various municipal services and institutions.

The support of the city authorities to a local community within LPP will be based on the provision of organizational and legal framework for the Program. This will include the creation of a working group consisting of civil servants and employees of city offices, as well as provision of budgetary funds for the financial arrangement of a project.

The program, which channels existing financial resources to the most active social groups, will contribute to the increasingly effective use of public funds. For example, channeling LPP funds where the combination of public funds and private undertakings may bring significant results and will attract new financial resources other than budgetary ones.

The Principles of Local Partnership Program:

1. The Szczecin City Authorities actively support efforts of the representatives of local communities contributing to sustainable solution of locally identified problems.
10345292. Various representatives of local communities (groups of inhabitants, local institutions, and entrepreneurs) express their will to actively involve themselves in solving local aggregated problems, define problems to be solved, and then create a steering committee for the project, prepare financial arrangement, and distribute responsibilities for the implementation of the project.
10345293. Any organization may join the LPP project (group of inhabitants, institution, and entrepreneur) before an agreement is signed with the City Board.
10345294. The Mayor of the city calls a working team consisting of the representatives of departments and other organizational units of the city authorities. The members of the team cooperate with the steering committee.

10345295. Projects implemented within LPP are treated as priorities in the framework of other municipal programs (e.g. Small Improvement Program, Local Initiative Program) depending on which program they use.
10345296. The City Board signs an agreement with the steering committee. The agreement defines obligations of the parties and schedule of its implementation.
10345297. The agreement defines the territorial scope of the project.
10345298. The City Board and its services actively support the implementation of LPP projects within its current financial and organizational activity.

Implementation of LPP Pilot Projects

In order to develop LPP model mechanisms and to avoid risk, including financial one, it has been assumed that the program will commence with a pilot project in four selected local communities.

Further Development of LPP

A successful implementation of pilot projects will allow continuing the program in the future. An appropriate dissemination of information about the pilot projects, showing other communities the way, may assist the development of formerly neglected residential areas and provide support to those groups which aim at effective improvement of the situation in their neighborhoods. A successful implementation of pilot projects would also create the opportunity for its full institutionalization and broad application in local government activity in Szczecin.