

# Interact Learning Kit

Urban governance in practice

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Interact Learning Kit





# Interact Learning Kit

## Role Playing Game

### part 1: Scenario



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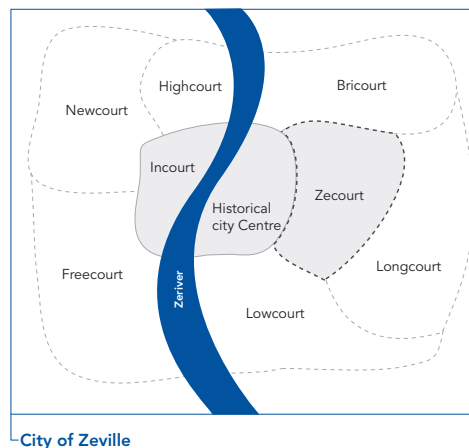
## 1- STRATEGIC CONTEXT IN THE CITY OF ZEVILLE

Today, one of the main strategic objectives of Zeville is to create better linkages between city development, area-based regeneration and neighbourhood renewal.

In the past 20 years, there has been a global development of the city, but the geographical distribution of the population has changed. Rising incomes of the working population have facilitated their movement into the less urbanised peripheral areas or the Westside neighbourhoods of the city (Highcourt, Newcourt). At the same time, some of the more popular areas on the Eastside (Zecourt, Lowcourt) have attracted poorer ethnic minority groups. The other remaining residents, which stayed in those areas, are mainly retired or with low incomes.

The Historical City Centre and the new business centre of Incourt have been the priority of the previous mayor and his team. They have managed to develop a very attractive city centre for businesses and tourists.

Since the past elections and the change of majority, the Zeville City Council has shown a growing concern for the declining neighbourhoods. A new strategy has been designed for a better quality of life in those areas, focussing on shopping streets and cultural events. The implementation of this strategy will be based upon a strong involvement of local partners and communities. Two new project managers have been appointed, one in Zecourt and one in Lowcourt. This strategy aims to create neighbourhood dynamism and have positive impacts on trade, employment and quality of life for the residents.



City of Zeville

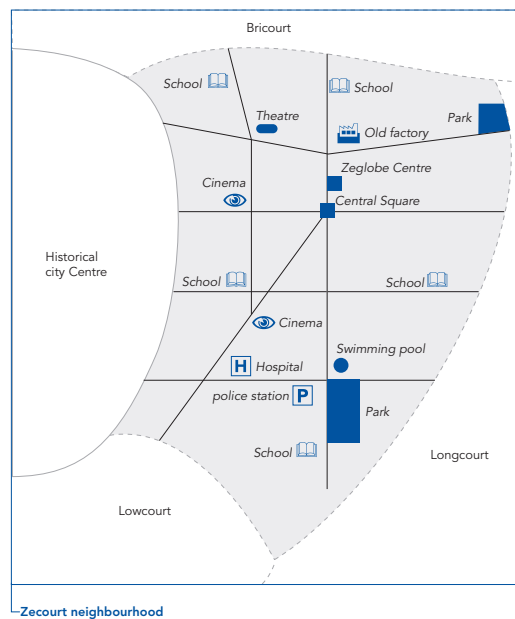
## 2 - LOCAL CONTEXT OF ZECOURT

Zecourt quarter is facing a global decline, growing unemployment, feeling of insecurity and shops closing. The public space is deteriorating, graffiti appear on the walls and shop windows are not very attractive. Only banks and financial services maintain a satisfactory appearance.

The central square is occupied by a small children's playground, a large open space and a few parking spaces. On Tuesdays and Thursdays, a market is held there in the morning.

Zeglobe arts and community centre is also located on this square, but its activities are too limited to have a strong impact on the attractiveness of the neighbourhood and the quality of life. The only other leisure activities are one swimming pool, two cinemas and one theatre, which has no resident company. Two small parks are also located in the peripheral parts of Zecourt.

10 years ago, the local commercial association used to be a driving force to suggest actions and take part in the urban dynamism. Now, it is weakening and essentially vindictive.



The feeling of insecurity is growing among the population, especially at night when there is not enough lighting in the streets and the area seems to go into a curfew. Some inhabitants have organised themselves into a community association to protect their peace of life in Zecourt. This association petitions the City Council for more public lighting and the demolition of an



old unused factory which is situated near the central square. This association is mainly composed of people who have been living in this quarter for a long time and a lot of the most active members are retired. The association speaks in the name of all the inhabitants but is not really representative of the population, especially of the ethnic minorities' communities.

Last year, the shopkeepers and the Chamber of Commerce have drawn the attention of the Zeville municipality to those problems. It has therefore been agreed that the Zecourt area would be one of the focal points of the new urban regeneration policy promoted by the municipality.

To improve quality of life in Zecourt, it has been decided to follow to complementary directions:

- support retail trade by bringing in a new supermarket to pull forward all the local shops,
- improve the cultural life by developing the activities of Zeglobe Centre.

As a consequence of this new plan, the Chamber of Commerce has contacted several supermarket chains and are about to reach an agreement with "Super Duper Markets". They are prepared to open a new supermarket in Zecourt, near the central square.

To develop the cultural life, nothing has been agreed yet. A lot could depend on the activities of Zeglobe, which is an arts and community centre that offers a large variety of activities for all ages including theatre, dance and art classes as well as various clubs and youth activities. Several partnerships have been established with schools to develop activities for children during week days but a lot more could probably be done.

## 3 - FACTS AND FIGURES

### City of Zeville

Population: 497 550 inhabitants

The City Council is responsible for most of the urban and development policies. There is no decentralisation to lower tiers of government.

### Zecourt quarter

Population: 28 360 inhabitants

32% are of foreign origin.

18% are over 65 years old.

Unemployment rate is 14,3% (above the city's average: 8,6%).

Zecourt is mainly residential but there are approximately 100 shopping surfaces with the following structure:

	% of shops	% of shops owned by ethnic minorities
closed shops	27	-
precarious shops (high occupation turnover) with varying offer	15	10
food / grocery	18	6
services	16	2
restaurants/café	15	5
clothes and shoes	7	2
bazaar	2	2
TOTAL	100	27

There also is one police station.

Several schools, public and private, cover the needs of all age groups, from 3 to 18 years old.

## 4 - “LOCAL SHOPKEEPERS FEAR FOR THEIR FUTURE”

*Press cutting from the Zeville Evening News*

The overall decline of Zecourt does not bode well for the future and many inhabitants are worried. They cannot afford to move to a better part of town and have seen their quality of life in Zecourt reduced. Great hopes have been placed in the hands of the new municipality and people are waiting for a new policy that would take into account their concerns, not only those of the richer quarters of the city.

This negative mood is particularly apparent when you meet local shopkeepers in Zecourt. Many shops have closed and those who remain fear for their future: ‘Insecurity is rising in Zecourt, the overall climate is getting worse and nobody seems to be moving to help us. All this has a bad impact on trade. People should be aware that if our shops close, our neighbourhood is going to die.’ says Mr Zeman, a local shopkeeper.

In fact, during the past few years, several new shops have opened in Zecourt. Most of these are run by ethnic minorities and seem to be well adapted to the needs of the local population. With a good service and wide opening hours, these shops now play an important role in the neighbourhood’s quality of life. ‘I find it really useful to have a shop open in the evening when I get back from work a little late. If I need a pack of beer or a loaf of bread, I just need to pop out and pick it up from the corner shop.’ says M. a local inhabitant.

However, this cannot be considered as the sign of a new dynamism in local trade. Many of these shops run by ethnic minorities remain precarious and they are still not fully accepted by the other traditional shops. The shopkeeper’s association, which could defend the common interests of all, is not very active and does not include many members of these minorities.

A lot more has certainly to be done to develop trade and quality of life in Zecourt. The local shopkeepers’ warning must not be overlooked to quickly: things could get worse in the neighbourhood if more shops had to close. This is why we must pay attention to their latest concern. Mr Zeman is alarmed: ‘The municipality has a new project to open a supermarket near the Central Square. What will happen to the other local food and grocery stores? If they lose too many customers and close down, that’s the beginning of the end for all of us!’

Will this new struggle announce the revival of a dynamic Shopkeepers Association or simply their last swan song?

**M. F. Raid**

## 5 -“ZEGLOBE CENTRE FIGHTS AGAINST A GROWING FEELING OF INSECURITY”

*Press cutting from the Zeville Post*

I wonder what stimulates this growing feeling of insecurity in Zecourt? I was walking along the streets, going into coffee shops, talking to people and everyone seems to go on about elderly people who have been mugged, about closed shops and graffiti on the walls, about the ‘invasion’ of the neighbourhood by minority groups or about kids who skip school and deal drugs.

Instead of trying to investigate the causes of this growing fear and writing yet another article about social problems, I thought I would tell you about something positive for a change.

You have all heard of Zeglobe: the art classes, the youth activities and the good Mr Zebig... But had you realised that Zeglobe was a formidable tool to improve social well-being and to develop bonds between different cultures or different age groups?

Did you know that the afternoon art classes, where you expect to find a bunch of old age pensioners painting flowers, have an ambitious project with a local school to create a joint art exhibition on the theme of ‘cultural differences’?

Did you know that every year, in July, the kids from the Zeglobe youth club take part in the preparation of a huge neighbourhood event that everyone knows as ‘Discover the world’? This is a large party that goes on throughout the night and where people share food, drinks and music from different parts of the world.

Did you know that Zeglobe has a small library that can provide bilingual children's books in all kind of minority languages? This could help parents from ethnic minorities and their children to build a shared cultural background.

Instead of talking about it and helping it to spread, maybe we could all start fighting against this feeling of insecurity. Just like Zeglobe is doing...

**O. B. Good**

## 6 - A 'RETAIL AUDIT'

*Summary of a report by the Chamber of Commerce*

In the context of urban regeneration and neighbourhood renewal policies, the Chamber of Commerce has an important role to play to support trade and shopping in these areas.

As announced by the City Council, one of the key strategies for the renewal of some of Zeville's declining areas is to develop the shopping streets to improve the global quality of life in the neighbourhood.

In Zecourt, the quality and the stability of retail shops is probably one of the key to the renewal of the area. Before undertaking any direct action, the Chamber of Commerce has launched a retail audit to diagnosis the situation.

### Executive summary of the 'retail audit':

#### Key issues for Zecourt area

- Many shops are closed (27 %).
- Shop turnover rate is high.
- The evolution in the type of shops seems to suit new demand (especially, growing number of shops managed by people from ethnic minorities)
- Many shops are not profitable although the rents remain low. Some are not adapted to the demand, others are not professionally managed.
- The local Shopkeepers Association is not very dynamic

The local situation of trade in Zecourt is not very good and, based on this audit, the Chamber of Commerce has identified 5 strategic guidelines for action.

#### Strategic guidelines

The Chamber of Commerce will support or undertake itself any action that fit the following strategy:

- To improve competitiveness of existing shops (better sales appeal, better adaptation of offer to local demand, better management)
- To increase leisure value of shopping streets by developing the diversity of shops and the public space attractiveness. Commercial events could also be organised.
- To attract a new supermarket in the area so that it plays a leading role and pulls the other shops forward.
- To support any entrepreneur wishing to re-open one of the closed shops
- To improve accessibility of shopping for less mobile inhabitants (those without a car, elderly or disabled people)

## 7 - A NEW STRATEGY FOR TRADE

*Report by the Chamber of Commerce*

The Chamber of Commerce invited all the local shopkeepers to a meeting in order to present a new strategy for the development of trade in Zecourt. The goal was also to answer any questions, listen to suggestions from the shopkeepers and stimulate any positive initiative.

### **Presentation by the Chamber of Commerce:**

The main idea is to develop the existing shopping streets rather than creating a new shopping centre. Any initiative that fits into the Chamber of Commerce's guidelines (presented in the 'retail audit' report) will be supported.

The Chamber of Commerce has also developed a short term action plan based upon three concrete actions:

- the arrival of a new supermarket in the neighbourhood;
- financial support to existing shopkeepers for the renovation of their shop fronts (subsidy covering 50 % of the investment);
- an effort to attract new small and specialised retailers to open up the closed shops (promotion of the area and consultancy to help open up a business).

### **Questions by the shopkeepers**

The main criticisms by the local shopkeepers are focussed on the fact that new competition (supermarket + new shops) will damage the profitability of their existing shops:

- their margins will have to be reduced in order to maintain the competitiveness of their prices
- their opening hours will need to be longer to match competition
- the supermarket will be more attractive and have a better image, therefore attracting their customers

### **Global answer of the Chamber of Commerce**

The Chamber of Commerce justifies their strategy by explaining that customers will shop in other quarters of the city or in the suburbs if the shopping streets of Zecourt are not developed.

The most efficient way to achieve this is to bring in a supermarket that will have enough attraction power. This supermarket and the existing shops will then be able to play a complementary role in the shopping dynamics. The overall sales of the whole area will increase.

The Chamber of Commerce asserts its wish to stimulate the development of Zecourt trade. All suggestions are welcome; and any collective project that the shopkeepers can suggest will be carefully examined and could receive some support if it seems relevant.

## 8 - THE MAYOR WANTS TO GIVE A NEW BOOST TO ZECOURT”

*Press cutting from the Zeville Evening News*

*You have been elected three months ago and in your program, you often stressed the importance of a balanced development for our city. Some areas are growing at a very fast rate but others seem to be left behind. What do you plan to do about this situation?*

Mr Zetop (Mayor of Zeville): This is exactly one of the key focuses of our project for Zeville. The development of our city needs to be polycentric; we cannot continue with most of our activity concentrated in the Historical Centre and Incourt.

We must promote other places for cultural life, economic life and social life. Let's take the example of Zecourt; this area has a true potential to develop a good quality of life, a dynamic economy and attract new inhabitants. This is what our city needs and this is what the Zecourt inhabitants need.

*In the case of Zecourt, have you any concrete suggestions of how to reach those goals?*

During the past months, my team and I have worked with all the local partners and we have two concrete suggestions for Zecourt. First, we will support the development of the Zeglobe Centre to promote a more active cultural life. I have personally asked the Mr Zebig, the manger, to prepare some suggestions and we will discuss them with our local partners soon next week. Secondly, we will try to attract a new supermarket to create a new shopping dynamism in the area. I have been working closely with the Chamber of Commerce and there is a good chance that Super Duper Market will open a shop next year. But these are only the first steps.

*You seem to have very precise ideas of how to develop our city, but some of your partners seem more reluctant? Are you not trying to impose some decisions on them without taking their opinion into account? The shopkeepers association, for example, seems to reject the idea of a new supermarket.*

We are acting very openly and we want to work on this project together with all the stakeholders. This is why I have appointed a project manager in Zecourt responsible for working with our partners and the local community. We will of course discuss this issue with the shopkeepers and show them all the advantages of our project but we will also listen to their suggestions and try to build something together.

***When will this strategy show its first results? How will you measure your success?***

This strategy should give a new boost to Zecourt, even if we can't change everything by next year. Our priority is to develop three or four concrete initiatives, in addition to the two projects I talked about earlier, by the end of this year. The first results should come a year or two after that. The quality of life for the inhabitants of Zecourt will really be improved and this quarter should even attract visitors and shoppers from other parts of the city. The second positive outcome of this new dynamism is obviously that jobs will be created. For example, we will make sure that the new supermarket recruits his staff locally.

Interview of Mr Zetop by I. C. Kanssers



## 9 - A NEW PROJECT FOR THE ZEGLOBE CENTRE”

*Summary of a report by Mr Zebig, manager of the Zeglobe Centre*

This report is a first answer to the mayor's request for a new project in Zecourt. It offers two suggestions to contribute to the neighbourhood renewal project led by the municipality.

### Developing the current activities of Zeglobe

The community centre offers a wide range of activities:

- Art classes
- Dance classes
- Theatre classes
- Bridge and Go clubs
- Cultural conferences
- Exhibitions
- Youth activities after school and at week ends
- Children's library
- And every year there is a new community project

All these activities have been designed to respect the founding principles of Zeglobe which are to favour a mix of cultures and a mix of age groups. Zeglobe is mainly public funded and the City Council is the main contributor. However, the subsidies have not been increased for the past 5 years and therefore the existing activities have not been developed any further. With a larger budget, the space (new building, a large hall for 300 people and many smaller rooms) could be better used. Some more clubs or classes could be opened and the hall could host more conferences and shows.

### Large scale cultural events

The second suggestion would be to open up Zeglobe and to reach more people from the neighbourhood and the whole city. The idea is to create two or three major cultural event in the streets of Zeglobe to celebrate some of the traditional festivities of different cultures (local and foreign).

The goal would be to develop these events with the local inhabitants and involve them deeply in the preparation, in the shows and in the parades.

The community centre could coordinate this project, which would be open to other partners.

## 10 - THE ARRIVAL OF A NEW SUPER-MARKET IN ZECOURT

*Report by the Chamber of Commerce*

The Chamber of Commerce has contacted several chains of supermarkets to present them with an opportunity to open a store in Zecourt. There are no supermarkets in this area and the municipality wishes to develop a new shopping dynamism. A unique site is available near the central square, in the place of an old factory. The land already belongs to the municipality (1 800 sq. m.).

The most interesting project was that of the owners of Super Duper Market. Their position can be summed up in the following way:

- They agree to open a new store (1 200 sq. m.) in Zecourt because they believe there is a potential market of local residents which is not satisfied properly.
- The store could be located in the place of the old factory and the municipality would finance the destruction of the old buildings. This destruction would also allow an underground car park to be built beneath the supermarket for at least 100 cars on two levels (2 X 50).
- It could open within a year and a half if everything works out alright.
- They believe their new store will not endanger the local shops because they will not offer the same type of products.
- They suggest the city and the chamber of commerce should try to attract other important stores in the area and create a shopping dynamism.
- They want to organise a commercial event to promote the opening of their new store. They would welcome the support of the Chamber of Commerce for this as part of their effort to improve the image of Zecourt shopping streets.

## 11 - REQUEST BY THE ZECOURT SHOPKEEPERS ASSOCIATION

*Letter by the Zecourt Shopkeepers Association to the Deputy Mayor in charge of Economic Development and the Chamber of Commerce.*

Dear Sirs,

Following the recent presentation of the new strategy for the renewal, we organised a meeting with all the members of our association to discuss your proposals.

We strongly support your project to develop trade in Zecourt, however, we unanimously think that the city should invest in our small businesses rather than in a new supermarket. Small shops are better for the quality of life in the neighbourhood and we believe that with your support, we can revive the shopping streets as they were some 15 years ago.

Our suggestions are that:

- We can expand the activities of our association to promote our shops more efficiently. We plan to organise some commercial events in our streets twice a year with the help of the Chamber of Commerce.
- The City Council should offer subsidies to improve shop windows and the overall outside aspect of our local shops.
- The city should invest to improve the street environment and the public space. The central square could be renewed.
- The neighbourhood needs at least 100 more parking spaces for our customers. The central square could be renewed to offer more parking spaces.
- The overall security of the neighbourhood should be improved; police patrols should be more frequent.

We wish to arrange a meeting with you to discuss our suggestions and build together a strong project for the development of trade in Zecourt.

Yours faithfully,

## 12 - MEETING WITH ZECOURT COMMUNITY ASSOCIATION

*Report by the Zecourt project manager*

As a first step towards an increased citizen participation in the project for Zecourt, a meeting has been arranged with the local Community Association.

The global strategy for neighbourhood renewal was presented to the inhabitants and the debate was opened.

Most of the participants were **very pleased to take part in the process**, although some remarks were raised about the actual scope of citizen's participation.

The meeting was also the occasion to listen to the questions and suggestions of the inhabitants.

The first concern of the Community Association has to do with **insecurity**. They believe the closed shops and the dilapidating buildings contribute to this feeling of insecurity and the City Council should launch some renovation programs.

Something should be done with the **old factory**. They suggest that some public services could be set up there in some new buildings: a new post office, decentralised offices of the City Council, health services, etc.

Finally, they have many questions about the **shopping streets renewal policy**. They think it is a very good idea to develop local shops but are worried about the project of a new supermarket. Will some of their small shops close down? Where will it be located?

A lot of other very practical questions were raised by the inhabitants about waste disposal, school lunches, swimming pool opening hours, etc. These items were all transferred to the relevant department.

## 13 - THE POLICE: “WE WANT TO FIGHT SMALL CRIME”

*New Year Speech by the Chief of the Zecourt Police Department*

Mayor Zetop, members of the Zeville Council, my police colleagues, and my fellow Zecourt citizens.

I am deeply appreciative of your confidence and support you gave us during the past year. I truly look forward to leading the talented men and women of this Police Department for yet another year. Our duty is be simple: come to work every day striving to make Zecourt a safer place. And we will see results. The most recent statistics show that ‘small crime’ is rising in Zecourt and it now stands at 25% above city average. This small crime causes a feeling of insecurity in our communities and it is our role to act together and fight against its various causes. I have identified three:

First, many drug-users have recently moved from the Historical City Centre to Zecourt, mainly around the old factory. We have to find a solution to this problem without transferring it again to another part of town.

Secondly, more and more young people gather in groups and hang around the Zecourt central square during school hours or at night. During the daytime no one feels this is an issue, but at night, many people fear their attitude. I believe we have to deal with this issue globally and work with the schools, the families and maybe the Zeglobe Centre to offer a real alternative to these youngsters. We should also probably ban the access to the old factory to avoid any accidents.

Finally, I believe that the traditional role patterns in families are changing. Parents feel less responsible for what their children do and have less control on their activities. I am sure an important element of this problem is the different attitude of parents of ethnic minority groups towards their children. We need to offer support to those families that have such difficulties and help them to create better dialogue with their children.

To truly make a difference and avoid the development of these issues into major crime problems, our police department must form strong partnerships with the citizens it serves, with the schools, the shopkeepers and all the businesses of our neighbourhood. I pledge to you today that the men and women of this department will be working harder than ever before to gain your support and trust. Together, I am sure we will achieve extraordinary successes in Zecourt.

I am very proud to be leading a department of dedicated officers and professional staff. I am sure the men and women of this police force want to be the best there is and I have developed a new reward scheme to encourage their efforts to curb the crime statistics. We can make a difference every day and we will make a difference every day. But it will not be done alone. It will be done with our communities and partners.

I am very excited and energized knowing we're going to work together for another year and I am sure we are about to make a big difference in Zecourt. Thank you all and happy New Year.

## 14 - “THE SCHOOL DIRECTOR ASKS FOR HELP”

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*Press cutting from the Zeville evening news*

In the Zecourt secondary schools the truancy rate could reach 15%! Although this figure cannot be precisely confirmed by the schools or the public authorities, it has certainly raised the alarm.

The Director of one of the Zecourt Public Schools has launched an appeal and wishes to find concrete solutions to this problem with all his partners. In the last edition of his School Journal, the Director seeks the support of the parents to work together with the schools to prevent further truancy and restore the educational climate in Zecourt. ‘We mustn’t rely on police action to solve this type of problem; I would prefer to work with our other social partners to design some innovative solutions. Why not imagine involving our pupils in concrete projects that are being launched in the Zecourt area? Why not work together with Zeglobe to create some new links between the school and the community centre?’

**R.U. Ready**

## 15 - “THE CHAIRMAN OF THE HISTORIC SOCIETY IS IN FAVOUR OF A SUSTAINABLE DEVELOPMENT POLICY FOR ZECOURT”

*Press cutting from the Zeville Post*

The ‘Zecourt Historic Society’ has always played an important role in maintaining the historic sites, city views and buildings in Zecourt. Today, they seem quite worried by some parts of the municipality’s renewal project. They agree with the necessity of an economic revival, but attract our attention to the consequences this revival may have on typical Zecourt buildings, such as the old factory or the central square. Their Chairman, the former city archeologist, recommends:

‘I believe we can keep the building of the old factory and find a way of integrating the new Super Duper Market in the old walls. In the same way, we must avoid crowding the central square with cars and could build an underground car-park below its surface (it is possible to build a 2 level underground car park with 120 parking spaces on each level). In that way we can save the typical setting of this square.’

This idea of an underground car-park would certainly suit many of the other inhabitants. Some appreciate the square as an attractive place for children to play, for tourists and inhabitants to browse about. A well-guarded car-park is also a good way of reducing the number of car thefts or vandalism. Finally, by keeping the central square free from cars, it can easily be used at any time for festivals or other cultural events.

Most cities throughout the country pay more and more attention to sustainable development policies, some even prepare a local agenda 21. The chairman of the Zecourt Historic Society wishes that Zeville also takes action in that direction: ‘All the recent plans for Zecourt could be included into an overall sustainable development policy: the new supermarket, the projects for the central square, the work on the old factory, the efforts towards social wellbeing... Many things are going to change in Zecourt and we mustn’t forget to integrate the social and economic issues with all the environment issues. We must ask ourselves, how can we reduce the use of cars, how can we have environmentally friendly buildings, how can we get the inhabitants interested in environment issues? All the partners of the project in Zecourt must be aware of this sustainable perspective.’





# Interact Learning Kit

## Role Playing Game

### part 2: Role cards



## ROLE CARD I: ZEGLOBE CENTRE REPRESENTATIVE

A new project manager has been appointed by the City Council of Zeville. He/she is in charge of the neighbourhood renewal project in Zecourt. He/she has organised a first strategic meeting and has invited representatives of all the involved stakeholders. The goal of this first meeting is to decide on some orientations for the new project and set up a first work plan.

### Reason for taking part in the project

You have been elected recently and wish to give strong political support to the implementation of one of your key projects for the city: combining trade and cultural initiatives for the renewal of Zecourt.

### Priority 1

Gain strong support from the local community (inhabitants and shopkeepers) and develop a positive image.

### Priority 2

Get some building work started within a year and some projects finished within 3 years.

### Priority 3

Create some jobs in Zecourt

### Constraint 1

To gain a sufficient majority in the vote of the city's budget, priority will have to go to investments in economic projects rather than in cultural projects

### Constraint 2

The City cannot give any direct subsidy to individual businesses (supermarket or individual shops).

### Information only you possess

You have a contact with a discount supermarket chain, which could also be interested by the project and could replace Super Duper Market. However this would not get the support of the Chamber of Commerce as they do not wish to encourage this kind of trade in Zeville.

## ROLE CARD 2: CITY COUNCIL PROJECT MANAGER

A new project manager has been appointed by the City Council of Zeville. He/she is in charge of the neighbourhood renewal project in Zecourt. He/she has organised a first strategic meeting and has invited representatives of all the involved stakeholders. The goal of this first meeting is to decide on some orientations for the new project and set up a first work plan.

### Reason for taking part in the project

You are the project manager responsible for adapting the overall urban regeneration strategy to this area, promoting local partnerships and increasing community involvement. You must start work immediately and, within a year, you must launch some tangible projects to prove a strong commitment of the City for this area. Local elections will take place in three years time and the councillor responsible for urban regeneration programs needs some results to show...

### Priority 1

Build a COLLECTIVE project and action plan (with the relevant partners) for Zecourt.

### Priority 2

Help the mayor (or deputy mayor) to make the 'good' decisions.

### Priority 3

Design a project which serves the interests of the Zecourt inhabitants.

### Constraint 1

The municipality has allocated a budget towards the renewal of Zecourt that can cover investments in two large development projects (underground car park for 100 cars, rehabilitating or demolition of the old factory, major landscaping of the central square, or other large projects). It can also finance two lighter projects (video surveillance system, public lighting, urban furniture, cultural event, communication campaign, or other small projects).

### Constraint 2

Within three months, you must have launched some form of citizen participation process in Zecourt.

## ROLE CARD 3: CHAMBER OF COMMERCE REPRESENTATIVE

A new project manager has been appointed by the City Council of Zeville. He/she is in charge of the neighbourhood renewal project in Zecourt. He/she has organised a first strategic meeting and has invited representatives of all the involved stakeholders. The goal of this first meeting is to decide on some orientations for the new project and set up a first work plan.

### Reason for taking part in the project

You took an important part in the definition of the new mayor's project for urban regeneration in Zeville. You have suggested the idea that the development of trade in the more deprived areas can benefit the whole neighbourhood.

### Priority 1

Opening up of a Super Duper Market in Zecourt.

### Priority 2

Help the local shopkeepers to manage their businesses in a more profitable way.

### Priority 3

Influence the municipality so that they improve the public space to increase the feeling of safety for the inhabitants (especially in the shopping streets).

### Constraint 1

Create a positive dynamism for trade in Zecourt without creating a new shopping pole that would unbalance the trade situation in the whole city of Zeville.

### Constraint 2

The Chamber of Commerce does not have any budget for investments in the neighbourhood. They can only finance training or consulting schemes.

### Information only you possess

The subsidies you can offer to shopkeepers for the renovation of shop fronts come from the state. They will only be available for one more year.

## ROLE CARD 4: ZEGLOBE CENTRE REPRESENTATIVE

A new project manager has been appointed by the City Council of Zeville. He/she is in charge of the neighbourhood renewal project in Zecourt. He/she has organised a first strategic meeting and has invited representatives of all the involved stakeholders. The goal of this first meeting is to decide on some orientations for the new project and set up a first work plan.

### Reason for taking part in the project

You wish to take advantage of the neighbourhood renewal project to promote the activities of Zeglobe. You are very willing to be involved in any partnership that aims to improve the quality of life in Zecourt

### Priority 1

Develop the activities of Zeglobe and attract more people.

### Priority 3

Promote the activities of Zeglobe to inhabitants of other neighbourhoods and thereby contribute to opening up Zecourt to the rest of the city.

### Priority 3

Contribute to building a COLLECTIVE project and action plan (with the local partners) for Zecourt.

### Constraint 1

The municipality, which is your main source of funds, requests that you increase the share of self-financing or private financing in your budget for next year.

### Information only you possess

You have recently had fruitful contacts with the manager of Super Duper Markets. He seemed quite interested in financing part of a large cultural event in Zecourt, when his new store opens.

## ROLE CARD 5: LOCAL SHOPKEEPERS ASSOCIATION REPRESENTATIVE

A new project manager has been appointed by the City Council of Zeville. He/she is in charge of the neighbourhood renewal project in Zecourt. He/she has organised a first strategic meeting and has invited representatives of all the involved stakeholders. The goal of this first meeting is to decide on some orientations for the new project and set up a first work plan.

### Reason for taking part in the project

In the past few months, the shopkeepers association has managed to attract the attention of the municipality to the many problems facing Zecourt. As a consequence, the mayor has decided to launch a large scale renewal project in the neighbourhood. Many of the local stakeholders have a bad image of your association, which is seen as vindictive and without any real dynamism but you wish to prove that this project for Zecourt needs your support to be successful.

### Priority 1

Gain as much support as possible from the municipality and the Chamber of Commerce for the existing shops in Zecourt.

### Priority 2

Avoid the opening up of a new supermarket in the area.

### Priority 3

Increase the security and safety of the shopping streets in order to improve the quality of life in the neighbourhood and the attractiveness of the shops.

### Constraint 1

The association has hardly any budget and the members have little time to take part in partnership working.

### Constraint 2

Most of the members of the association will only get involved in activities which can directly increase their sales.

### Information only you possess

Your association has recently decided to open up to shopkeepers of ethnic minorities. A meeting has been organised with about 15 such shopkeepers to discuss common problems facing all the shops of the neighbourhood. The meeting was fruitful and the discussions very open although it did not lead directly to any new memberships for the association.

## ROLE CARD 6: SUPER DUPER MARKET REPRESENTATIVE

A new project manager has been appointed by the City Council of Zeville. He/she is in charge of the neighbourhood renewal project in Zecourt. He/she has organised a first strategic meeting and has invited representatives of all the involved stakeholders. The goal of this first meeting is to decide on some orientations for the new project and set up a first work plan.

### Reason for taking part in the project

Your chain of supermarkets has some experience in opening up medium size stores in declining quarters of major cities throughout the country. The Chamber of Commerce of Zeville has offered you an interesting opportunity to open a 1 400 sq. m. store in Zecourt. You are prepared to discuss this project with the different stakeholders.

### Priority 1

Open a new store in the centre of Zecourt next year.

### Priority 2

Obtain a commitment of the City Council and the Chamber of Commerce that they will promote shopping in Zecourt and attract other important stores in the neighbourhood.

### Priority 3

Promote the opening of your new store by taking part in local cultural events.

### Constraint 1

The municipality, which is your main source of funds, requests that you increase the share of self-financing or private financing in your budget for next year.

### Constraint 2

The land must be available and ready within 6 months so that the new store can be built rapidly.

### Information only you possess

You have recently had good contacts with the manager of Zeglobe and have discussed a possible partnership with this cultural centre in Zecourt. This should give your store a good image amongst the local inhabitants.



## ROLE CARD 7: COMMUNITY ASSOCIATION REPRESENTATIVE

A new project manager has been appointed by the City Council of Zeville. He/she is in charge of the neighbourhood renewal project in Zecourt. He/she has organised a first strategic meeting and has invited representatives of all the involved stakeholders. The goal of this first meeting is to decide on some orientations for the new project and set up a first work plan.

### Reason for taking part in the project

The Community Association is very concerned by the situation in Zecourt and wishes to protect the interests of the inhabitants in any project that might be decided for their neighbourhood.

### Priority 1

Improve the safety and the security in the streets of Zecourt. Demolish the old factory, which is a dangerous place.

### Priority 2

Represent the community and take a more active role at all stages of the urban renewal projects.

### Priority 3

Improve the overall quality of life in Zecourt with better streets, more small shops, better public services, better parks, etc.

### Constraint 1

The Community Association has no financial resources but many members are prepared to be strongly involved in the new project of the municipality.

### Constraint 2

The Community Association does not represent the whole population of Zecourt because there are hardly any members coming of ethnic communities. Some city stakeholders tend to doubt your legitimacy.

### Information only you possess

You have heard about some talks between Zeglobe Centre and a new supermarket that might open up in Zecourt to form some kind of alliance. You believe the community that you represent would disapprove of such an alliance between their local cultural centre and a large profit oriented business. The supermarket is sure to spoil the original mission of Zeglobe in favour of the local inhabitants.

## ROLE CARD 8: POLICE OFFICER RESPONSIBLE FOR THE ZECOURT AREA

A new project manager has been appointed by the City Council of Zeville. He/she is in charge of the neighbourhood renewal project in Zecourt. He/she has organised a first strategic meeting and has invited representatives of all the involved stakeholders. The goal of this first meeting is to decide on some orientations for the new project and set up a first work plan.

### Reason for taking part in the project

Security in Zecourt is an important issue in the neighbourhood renewal project. Inhabitants and shopkeepers feel very concerned. Therefore, the mayor has invited you to take part in the project to bring your ideas and contributions.

### Priority 1

Work with other partners (schools, business, families, city council, etc.) to restore a feeling of safety and security in Zecourt.

### Priority 2

Monitor the crime rate in Zecourt in order to get a proper evaluation of all the actions that are taken.

### Priority 3

Avoid shifting the problems of Zecourt to other parts of town.

### Constraint 1

The number of police officers cannot be increased in Zecourt for financial reasons, and their workload is already quite high. Only a small amount of their traditional patrolling time can be spared and transferred to other tasks.

### Information only you possess

The Zecourt quarter could benefit from special funding by the state as part of a new scheme designed to deal with security problems in an innovative way. Such a 'Safer Neighbourhood' project could benefit Zecourt. Some funding could be obtained for experimental initiatives for safety. The main condition is that the projects must be multi-partners (schools, associations, etc.).

## ROLE CARD 9: RESPONSIBLE FOR SCHOOLS IN ZECOURT

A new project manager has been appointed by the City Council of Zeville. He/she is in charge of the neighbourhood renewal project in Zecourt. He/she has organised a first strategic meeting and has invited representatives of all the involved stakeholders. The goal of this first meeting is to decide on some orientations for the new project and set up a first work plan.

### Reason for taking part in the project

The educational climate in Zecourt is getting more and more difficult. You seek support from other local partners and are therefore interested in the general discussions about the renewal of your neighbourhood.

### Priority 1

Gain support from the Zeglobe centre, the municipality and other partners to work with the schools on a project for next year.

### Priority 2

Avoid a too strong involvement of the police in school affairs.

### Priority 3

Rapidly involve children in small scale cultural projects linked to the life in Zecourt.

### Constraint 1

The Zecourt schools have no money to spend on new school projects for this year.

### Constraint 2

You prefer to avoid taking the children outside the school boundaries during school hours, for security reasons.

### Information only you possess

You can work with your team to design new school projects for next year. A good project with local partners could help you obtain additional subsidies from the state for innovative educational projects.

## ROLE CARD 10: REPRESENTATIVE OF THE ZECOURT HISTORIC SOCIETY

A new project manager has been appointed by the City Council of Zeville. He/she is in charge of the neighbourhood renewal project in Zecourt. He/she has organised a first strategic meeting and has invited representatives of all the involved stakeholders. The goal of this first meeting is to decide on some orientations for the new project and set up a first work plan.

### Reason for taking part in the project

You are very attached to your neighbourhood and feel you have an important role to play to protect the interests of Zecourt in the renewal projects.

### Priority 1

Promote a sustainable development policy for Zecourt.

### Priority 2

Avoid the destruction of the old factory.

### Priority 3

Attract more visitors and tourists to the historic sites in Zecourt.

### Constraint 1

The Historic Society has no budget but many of its members have skills in the field of architecture and urban landscaping.

### Constraint 2

The Historic Society gets most of its funding for historic research from the municipality. Therefore it is difficult to strongly oppose all the municipality's projects for Zecourt...

### Information only you possess

You know that the municipality is planning to develop new historical city tours and events to attract tourists in Zeville. Those projects are mainly focused on the city centre but you have discussed with the project manager and some opportunities for Zecourt could be examined.

# Interact Learning Kit

## Facilitator's Guide



## I - INTRODUCTION

**The main purpose of this case is training** but it can be used in many different contexts to support group discussions and open learning. For example, consider using the case:

- as an introduction to a training session about strategic project management,
- to open a reflection seminar gathering partners of an important urban project,
- as a final group assessment for a training course about strategic planning,
- as a discussion basis for a team building seminar with your colleagues, etc.

**However**, in those different situations, a facilitator will be needed to conduct the discussion. This guide is a tool for the facilitator to prepare the session and liven up the discussions. It can be used in relation with the other products of the Interact Kit, the Fieldbook and the Manager's Toolbox.

The focus of this case is partnership working in a large urban project. Therefore the case setting has been based upon real situations analysed during the INTERACT project. However, it has been adapted and specially designed to highlight certain issues and allow for interesting discussions.

A set of documents describes **the situation of an urban renewal project** in the imaginary city of Zeville. The administrative and political context has not been developed so that the described situation can easily be located in most European cities. You should feel free to add some contextual details if necessary although the present setting has already proven its playability in many contexts. You will also notice that very little financial data have been included to make the case more accessible and easy to use without to much preparation. However, you can expand the present material setting of the case in that direction if you wish, or to add any other elements that you find relevant.

To complement these documents, a **role play scenario** has been designed to let the participants play different roles in the project. For example, one will be project manager, another will represent the Chamber of Commerce, and another will be president of a Community association, and so on. The scenario allows for many discussions and interactions to take place between the participants, who must work together on the project while keeping in mind their own individual interests. You will find role cards which describe each role and set personal priorities and constraints for each participant.

To sum up, this role play case is very useful for developing a **new and efficient type of learning**:

<i>Learning with the role play / case method</i>	<i>Learning from a lecture / presentation</i>
Trainer as 'Facilitator'	Trainer as 'Expert'
Based on 'real' problems	Hypothetical exercises
Socratic/interactive collective learning	Top-down instruction
Personal reflection and introspection	Memorisation
Decision and solution oriented	Knowledge oriented
Collective working	Individual knowledge acquisition
Messy and creative	Neat

## 2 - USE THIS ROLE PLAY CASE: BASIC PRINCIPLES

Whether you are a professional trainer or acting as a facilitator with a group, feel free to use this role play case in whatever way suits you best; you can even make some adjustments to it yourself. This guide will simply give you a few guidelines to make your work as a trainer/facilitator easier, based on our own experience with the product.

The following steps present the basic principles of how to use the role play case with a group of 10 to 12 participants.

### Step 1: launching the session

Start by discussing with the group the learning goals and explaining the role play approach.

### Step 2: discovering the context of the case

You can make a brief presentation of the situation in the City of Zeville and the urban renewal project. All the participants must be given some time to read and individually analyse the setting documents.



### Step 3: preparing the role play

Then you should assign to each participant the role of one of the key stakeholders in the project. Hand out a role card to each of them and ask them to prepare their roles.

### Step 4: role playing

This is the central step of the session. The person playing the role of the project manager arranges a formal meeting gathering all the stakeholders to launch the project. During this meeting, the participants play their assigned role and must work together, decide on common orientations and design a preliminary action plan for the project.

### Step 5: debriefing

After the role playing, you should organise a discussion to analyse all together the role play session. You can for example focus on the negotiations, the leadership and the partnership building process. Try to pinpoint what can be learnt from this experience for the participants' real life situations.

### Facilitation:

During the role play meeting, the facilitator should mainly act as an observer but afterwards, during the group discussion, he/she should stimulate the debates and guide the learning process.

As a facilitator, you can use the Interact Fiedlbook to focus on some of the key issues of urban project management. Each chapter includes many questions to raise and suggestions you can make to the participants.

## 3 - PREPARE THE SESSION

### 3.1. Who will take part?

This role play case study has been designed to work with a group of 10 participants and a facilitator. The 10 participants can each play one of the roles from the scenario as described in the role cards.

The case deals with the implementation of urban projects and policies so anybody interested by such issues can take part. For instance, the participants can be urban project managers, project team members, line managers of a local authority, various stakeholders (public or private) of an urban project, students in urban management, etc. It is not important whether the participants know each other prior to the session or not but the session will be even more fruitful if they come from various backgrounds and have different experiences.

If your group is smaller than 10, you can choose to leave some of the roles aside. If you have to do so you should at least keep the project manager,

the deputy mayor, the supermarket, the chamber of commerce, the shopkeepers, the community association and the Zeglobe centre.

If your group is larger than 10, you can either ask two participants to play representatives of the same stakeholder or you can assign some of the participants to be observers (see § 7.2.).

### **3.2. What are the learning goals?**

It is very important that you define clear learning goals for the participants of the session. They can be discussed with the participants. This will help the facilitator to focus his/her observation during the role playing and guide the debriefing (see § 6.).

### **3.3. How can this role play be integrated within an existing training program?**

You can design a whole training program around the role play session.

With less experienced participants you might wish to start the program with some basic training on project management. The participants would then be expected to apply some of the concepts in the role play. The debriefing can start with a debate on the difficulties and complexities of real partnership working, compared to theoretical recommendations.

With more experienced participants, the role play session can be used to open the programme, bringing all the group together and focussing on a common project (especially useful if all the participants work on different projects and do not know each other). The trainer can build on this group work, let everyone bring in their own experience and guide the discussion to analyse in depth some complex management issues.

The Interact Fieldbook can help you choose some topics to cover and suggest some questions that can be raised with the group.

The Interact Managers Toolbox suggests some practical methods to improve team work on the project.

You can also include some readings and explanations based on traditional project management methodologies and illustrate your comments with real life examples coming from the Interact case studies.(cf. CD.Rom)

### **3.4. What topics do you want to deal with?**

The scenario as it is covers many different topics of urban management and strategies. If you want the discussions to focus on other issues, you can create some new role cards for different types of stakeholders (other municipality departments, social workers, health services, housing organisations, etc.), or you can add some elements to the setting. You can also count on the participants to bring up all kinds of issues during the role play, based on their experience or their analysis. Let them express their creativity during the role play and pick up on those ideas for the final discussion.

### 3.5. How much time is required?

The ideal timing for this learning session would go as follows:

Step 1 Launching the training session	30 minutes
Step 2 Discovering the context	60-90 minutes This can be also done before the session by of the case the participants.
Step 3 Preparing the role play	30 minutes The participants should be given some time to prepare their role and their strategy for the meeting (individually or in pairs if several participants play the same role).
Break	A coffee break or a lunch brake can be use ful, especially if you want to favour informal discus sions between the stakeholders of the project, prior to the formal meeting.
Step 4 Role playing	A 3-4 hour meeting is a good length for the group to set priorities and design a first action plan. You can let the group make arrangements for the setting of the meeting and the duration of their breaks. A second session with an extra 2 hours could allow the group to go into more details.
Break	It is very helpful to have a break between role playing and debriefing: a coffee break, a lunch brake, a day or more. You can even ask the participants to prepare individually an analysis of the role play during the break.
Step 5	2-3 hours with the group is a minimum to Debriefing develop a good learning process, based on the role playing experience. If you want to go more in depth with the learning an entire program can be designed for 2-3 days. Individual debriefing/coaching can also be added.

### 3.6. Where can you organise the training session?

The training sessions requires all the participants to be able to discuss freely with each other during the role play so your main need will be a large enough room with a circular table that seats all the participants. The facilitator and the observers can sit or stand separately in the same room.

For the debriefing, you need to include in the circle of participants the facilitator and the observers so that they can take part and contribute to the debate. If available, you can also prepare a separate room for the breaks and informal discussions between the participants.

## 4 - LAUNCH THE ROLE PLAY SESSION

The role play session starts after you have handed out the role cards to each participant and you have made sure that they have fully understood the purpose of the session, the setting of the case and their roles.

From then on the participants are free to organise their meeting as they wish, with the project manager in charge.

### 4.1. Make sure everyone plays the part

Once the role playing has started, we strongly recommend that the participants shift from their real life position to their new role and really play the part. The session will be much more enjoyable and efficient if everybody forgets about the training session and concentrates on their meeting with some partners in the City of Zeville. Don't let the participants interrupt the discussion to ask "Is my character allowed to do that?", or "I am not sure I understand what my role card says", etc. They must improvise and do their best to act in a realistic way. Only the facilitator can intervene if something really goes astray.

A good practical tip to help participants to really shift from their real life position into a role: After the introduction of the training session, ask them to leave the room with all their belongings and re-enter the room when they are ready to take part in a meeting for the renewal of Zecourt, playing their new role in this project.

### 4.2. Help the participants build a background for their role

If you want the participants to feel at ease when they are playing their roles, it is important that you help them to prepare a realistic background for their character. This is especially true if they are not very familiar with this urban context and the type of stakeholders that are involved.

Each participant can be asked to make a brief presentation to the group of the character he/she will be playing. Some personal research and a little imagination will help him/her to describe the character:

- What is my professional background?
- What are the general goals of my organisation? How does it work? How many personnel? Etc.
- What are my responsibilities in this organisation?
- What general opinions have I already made public?

To create some more background for the role playing, you can also arrange some informal discussions between the participants before the formal meeting. In that way, they can exchange their views on the Zecourt project, start discussing strategies and building alliances. For example, you can arrange for these discussions to take place during a coffee break.

### 4.3. If the participants don't know how to start the meeting

During the individual preparation of the role play, you should remind the person playing the role of the project manager that he/she is responsible for the meeting.

He/she has invited the other stakeholders to a first meeting on the Zecourt project so he/she should open the meeting (or ask the Deputy Mayor to do so), present the agenda (including the time deadline) and suggest a working method.

You must keep in mind that it is not the facilitator's role to open the meeting but that of the project manager. If the participants don't know how to start, you should confront the project manager with his responsibilities.

### 4.5. If participants ask for more information concerning the project

During the preparation or during the role play the participants can sometimes ask for more data to make their decisions. You should distinguish their requests for advice from their requests for data.

If they are seeking for advice from you about what action they should take, you must always tell them to make their own choices and decisions. You will discuss these together after the role play.

If they ask for extra data about the project, you have two options. You can improvise and give them extra information on the spot, and take note of that for future sessions. Or you can simply tell them that, as in real life, they do not have that information available immediately. You can therefore suggest that either they can make a decision without all the information, or they can decide to postpone the decision until further studies have been made.

## 5 - MAKE THE ROLE PLAY WORK

If the preparation was good, once the role play has started the general advice we can give you is to let things happen, don't intervene but take good notes of your observations. If you feel you have to intervene, it is better if you do so discretely: the 'deus ex machina' should not be made visible and the best way is probably to prompt an individual participant by handing him a secret note or whispering a few words to him.

### 5.1. If there is too much consensus

You can remind one of the partners about his personal goals which are overlooked by the group.

For example, to the representative of the shopkeepers association: "What will your colleagues say if you let this supermarket open in Zecourt! You really ought to seek some good compensation."

### 5.2. If time is running short

It is not your role to put an end to the meeting but you can remind the project manager that time is running short and that he is responsible for the agenda.

### 5.3. If one participant is not very active or does not play his part

If this really risks spoiling the game for the other participants, you can take this participant apart and give him/her some advice about how he/she should act.

## 6 - LEARN FROM THE ROLE PLAY SESSION

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### 6.1. The debriefing

It is very important that the role play is followed up by a debriefing discussion with the participants. For it to be the most fruitful, it is advisable that the participants have some form of break between the role play and this discussion to gain some hindsight.

During this discussion, the facilitator or trainer should be there to stimulate learning, based on the outcome of the role play but also on the process itself. Learning will mainly come from the interactions between the participants, each bringing his own experience, his own analysis of the role play and his own questions. Compared with traditional training where the participants learn from the trainer, with this form of training, participants learn from each other and from themselves.

Finally, to make the learning more efficient, it is good to have set some learning goals to start with so that the discussions can be more focussed (see § 3.2.).

### 6.2. How can the group learn as a team?

The role play can be focussed on group learning. The debriefing can cover topics such as how the group worked as a team, how collective decisions were made, what did the different team members learn about each other, and how enjoyable the session was!

### 6.3. How can each individual participant learn?

Each participant will also learn a lot for himself/herself. Participants can learn about behaviours and management (negotiation, conflict management, leadership, consensus building, etc.), they can also learn about the main issues of urban strategies (citizen participation, partnerships, integrated strategies, sustainable development, etc.) and maybe they can even gather a few practical ideas and tips for their everyday work.

All this learning can either come from the analysis of the role play itself, or from the different real life experiences of the other participants. The facilitator should therefore help the group to build a common analysis of the role play sessions but can also encourage people to tell the group about their own experience in relation with the covered topics.

## 7 - SUGGESTIONS AND TIPS

### 7.1. Use observers during the role play

Each observer should be asked to focus on a specific observation goals:

- To analyse the partnership building
- To analyse the leadership process
- To analyse the negotiating and decision making process...

The following 'observation tables' can be used as guidelines for this activity.

Analyse the partnership				
Who are the partners?	What are their individual goals?	What resources do they bring to the project?	What power do they have?	What is their relationship to the others?

Analyse the leadership				
Who are the leadership	At what time do they have the leadership	What new ideas do they bring?	How do they enroll support?	Who do they enroll as support?

Analyse the decision making process and the negotiations				
What decisions were made	When they were made collectively or imposed?	If they were imposed, by who and how?	If they were made collectively, what was the process?	Who wins from this decision, and what do they win?

As an option, the observers can play the role of the press in Zeville. During the session, they can be asked to produce an article describing their analysis of the ongoing events. See how the other players react!

### 7.2. Try a case study approach instead of role playing

The Zeville setting can also be used in for a case study approach. All the participants, as a project team, analyse the information about the project; they are asked to give recommendations to the project manager. A debate can then take place focussing on different analysis of the situation and different recommendations.

