

SEA4NEB



Background paper on regenerative projects based on
inclusiveness, local development
and green perspective

Diesis Network



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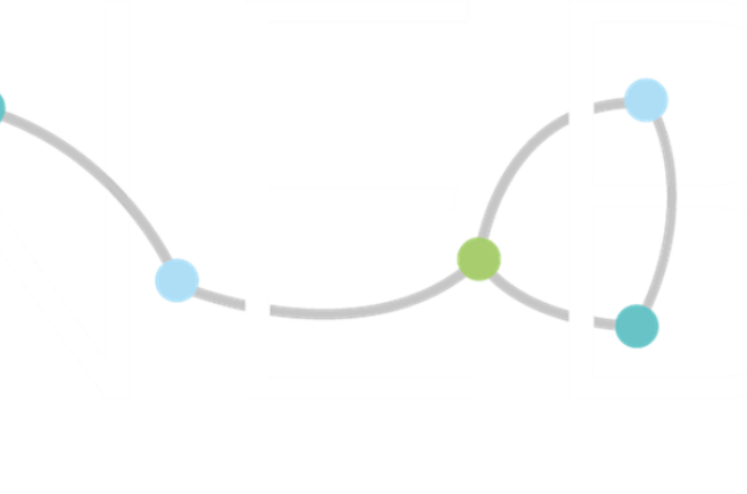
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The aim of this background paper is to develop a basis for the comparison of cases, to present and assess their main characteristics, and to set the framework for discussions about their utility and transferability (by raising key points and issues for discussion).

Thematic axis: Regaining a sense of belonging

CONTENTS



05

INTRODUCTION
CONTEXTUALISING THE
DIFFERENT CASES OF GOOD
PRACTICE

10

SUMMARY OF MAIN POINTS OF
THE CASES

18

ASSESSMENT ACCORDING TO
THE NEB COMPASS VALUES
AND WORKING PRINCIPLES

29

SPECIFICATION OF ISSUES FOR
LEARNING AND DISCUSSION

32

PROJECT PARTNERS

INTRODUCTION CONTEXTUALISING THE DIFFERENT CASES OF GOOD PRACTICE

New European Bauhaus and social economy

Social economy organisations (SEOs), with their inclusive and participatory nature, are seen as having the capacity to drive the necessary transformative changes for a successful ecological transition.¹ This is largely due to their unique institutional models, which prioritise sustainability and inclusiveness and enable the development of practical solutions to unresolved issues. Moreover, SEOs can create pioneering products, services and markets that promote a more sustainable and inclusive economy and society. These efforts align closely with the objectives of the New European Bauhaus (NEB) initiative in promoting greater sustainability.

The NEB is a creative and interdisciplinary initiative that connects the European Green Deal to living spaces, communities and experiences. The NEB calls for a collective effort to imagine and build a sustainable, inclusive and high-quality experience for our minds and souls, to work together to develop urban/rural, economic and social regeneration. It aims to create new opportunities, promote wellbeing and reduce inequalities where people live, now and in the future, to improve their lives and to strengthen communities. By developing bridges between different backgrounds, cutting across disciplines and building on participation at all levels, the New European Bauhaus inspires a movement to facilitate and steer the transformation of our societies along three inseparable dimensions:

- Sustainability – from climate goals to circularity, zero pollution and biodiversity
- aesthetics, quality of experience and style, beyond functionality
- inclusion, from valorising diversity, to securing accessibility and affordability

The NEB focuses on several layers of regeneration¹ (such as the transformation of places on the ground, of the environment that enables innovation, and of our perspectives and way of thinking) that reflect the thematic axes of transformation identified during the NEB's co-

¹ <https://ec.europa.eu/docsroom/documents/53022>

design phase and are inspired by the views and experiences of thousands of EU citizens and organisations:

1. **Reconnecting with nature** brings individuals and communities closer to nature, regenerates natural ecosystems, and prevents biodiversity loss. By fostering a deeper appreciation and understanding of the value of nature, the initiative seeks to encourage the development of more sustainable life-centred solutions across Europe. It seeks to promote projects and initiatives that connect people with the natural world meaningfully. Examples of projects that might fall under this thematic axis include urban green spaces that provide access to nature in densely populated areas, sustainable housing projects that incorporate natural elements into their design, or initiatives that promote using natural materials in construction and manufacturing.
2. **Regaining a sense of belonging** focuses on creating beautiful, sustainable, and inclusive projects that contribute to a sense of belonging, or connection and identification, among individuals, communities and places. This thematic axis seeks to celebrate diversity and promote a sense of unity through shared experiences and values. It focuses on finding inspirational examples of projects and initiatives that contribute to this sense of connection and identification. These projects might include public spaces that encourage social interaction and community engagement, buildings and homes designed to be energy-efficient and environmentally sustainable, or products and services designed with diversity and inclusiveness in mind. The concept of "belonging" is central to the New European Bauhaus initiative, as it recognises the importance of creating spaces, products and services designed with people in mind. By promoting a sense of belonging, the initiative seeks to foster social cohesion and strengthen communities while addressing environmental challenges and promoting sustainable living.
3. **Prioritising the places and people that need it the most** recognises that certain places and people face greater challenges and obstacles than others, and that these challenges need to be addressed in order to promote social and environmental sustainability across Europe. Examples of projects that might fall under this thematic axis include initiatives that address energy poverty in disadvantaged communities, public spaces that promote physical accessibility and inclusiveness for individuals with disabilities, or sustainable housing projects that provide affordable housing for low-income households.
4. **Shaping a circular industrial ecosystem and supporting life cycle thinking** recognises that the current linear industrial model, where resources are extracted, used and discarded, is not sustainable in the long term. Instead, the initiative seeks to promote circularity, where resources are kept in use for as long as possible, and waste

is minimised or eliminated through closed-loop systems. Examples of projects that might fall under this thematic axis include initiatives that promote the use of recycled materials in the production of goods, projects that encourage the sharing or rental of goods to extend their lifespan, or the development of sustainable business models that take into account the entire life cycle of a product or service.

The NEB's focus on the places we inhabit aligns with the values of the social economy, as it aims to discover practical, sustainable and inclusive ways of living where diverse cultures, disciplines, genders and ages can dialogue and imagine a better place for everyone. This approach promotes a more inclusive economy, where wealth is distributed, and affordable spaces are available. Being built on values such as inclusiveness, solidarity and sustainability, SEOs seem to be in a central position to address the regeneration of communities.

These organisations have a social objective, and their operating and management systems are characterised by cooperation and inclusive democratic governance. Due to the nature of the SEOs, the social economy ecosystem is firmly embedded in the vision of the NEB and can potentially play a significant role in promoting the sustainable and inclusive transition of various areas of action within European communities. The social economy can collaborate with other platforms, empower communities, connect rural and shrinking areas with urban renewal, and adopt sustainable approaches.

According to the social economy action plan² SEOs are crucial in driving the transition towards more sustainable and inclusive living spaces and lifestyles for many individuals. Nevertheless, long-term investment capital is not readily accessible to social economy entities, and public authorities must make full use of existing possibilities to facilitate social enterprises' access to public procurement and funding, as well as the flexibility offered by current EU state aid rules. Due to a lack of recognition and understanding, social economy entities encounter difficulties in developing and expanding their activities, thereby limiting their ability to generate substantial economic and social impact.

Consequently, these entities require greater support to thrive and expand. Therefore, policymakers must adopt a mindset that focuses on the goals set out in this initiative, and the social economy industrial ecosystem must be more internally aligned to achieve a greener future and promote best practices.

² <https://ec.europa.eu/social/main.jsp?catId=1537&langId=en>

The case studies: regenerative projects based on inclusiveness, local development and a green perspective

The two cases analysed in this peer review refer to the “**Regaining a sense of belonging**” axis of the NEB. In both cases, the concept of “belonging” is central to their approach to community regeneration. Both Dom Mladih Split (Split Youth Centre) and Fabryka Pełna Życia (Living Factory) are examples of regenerating places for the community with their active contribution while taking into specific account the needs of people in need (in line partially with the “Prioritising the places and people that need it the most” axis).

Moreover, the regenerative project of Fabryka Pełna Życia helps to reconnect the community with nature, by regenerating a former industrial lake, which has been transformed into a rain meadow, providing a diverse habitat for unique bird species to prevent biodiversity loss.

Both projects have been designed with the community in mind, and have carefully considered the creation of spaces that foster community participation and engagement, recognising that a sense of belonging and ownership is essential for building thriving communities.

The dimensions and layout of these spaces have been planned to encourage interaction and collaboration, with the goal of creating a welcoming and inclusive environment that inspires creativity and innovation. The architectural aspect has also recognised the importance of sustainability. It has incorporated environmentally-friendly features into its designs, further demonstrating its commitment to the well-being of the community and the planet.

From an empirical perspective, various links appear between the inclusive, local development and green perspectives in the two case studies. Both case studies involve the revitalisation of former industrial buildings that had fallen into disuse, and aim to create new centres of activity that contribute to the social and economic development of the surrounding area. Both case studies involve collaboration between public and civic sectors in the co-development and co-management of public spaces. By recognising and prioritising the needs of the community, particularly those in need, both projects promote social cohesion and strengthen communities while addressing environmental challenges and promoting sustainable living. These initiatives align with the New European Bauhaus initiative's goal of creating spaces, products, and services designed with people in mind to promote a sense of belonging and foster sustainable living.

The Split Youth Centre in Croatia involves a public building that was initially squatted and then taken over by the local government, while the Living Factory, in Dąbrowa Górnicza, Poland, involves a former industrial site that was identified as a priority area for revitalisation. The first case study focuses on the cultural, creative, social and sports sectors, while the second focuses on supporting local and socially rooted entrepreneurship.

Split Youth Centre is guided by the idea that defines the centre as a meeting place of different fields of activities, interests, perceptions and thinking. Multimedia Cultural Centre Split (MKC), as the main managing body, supports the work of young artists and cultural workers and develops programmes to support their professional development, such as educational programmes, production of works and organisation of presentation programmes.

The general objective is to develop cultural infrastructure, improve the working conditions of cultural institutions and non-profit organisations for the purpose of evaluating and fostering cultural creativity with a particular focus on contemporary forms of cultural creativity, as well as encouraging lifelong education and social inclusion.

Fabryka Pełna Życia is a transformation process – "together with the residents and for the residents" – for Dąbrowa Górnicza in Poland. The project aims to bring degraded areas out of crisis (the site of the former "Defum" machine tool factory in the city centre of Dąbrowa Górnicza, near the newly built communication centre) and give them a new life and centre-forming functions, using essential tools for sustainable city development and based on the identity of the place and social expectations of a development-friendly, open and modern space.

This approach results directly from the "Revitalisation Programme: Dąbrowa Górnicza 2022". The task of the project is to redefine the post-industrial city by reshaping the town centre. The Living Factory is an area of various activities, interactions and investments. The planned activities cover a wide range of issues such as ecology, transport, support for entrepreneurship, cultural development and civil society development. Since 2016, the project has been carried out thoroughly and integrates spatial, construction, infrastructure and social processes.

As we will see in both the following good practices, the most effective strategy to turn a deprived area around can be to bring the best of the private, public and third sectors together and to recognise that most people will play some role.

SUMMARY OF MAIN POINTS OF THE CASES

This section compares the main elements of the cases which can be used to discuss transferability and replication. It also summarises and compares strengths and weaknesses that can represent useful learning elements for peer learning.

Policy framework

Split Youth Centre

The City of Split is the owner of the space and also the administration responsible for the implementation of public policies relevant to the Youth Centre, such as cultural policies, youth policies and urban development policies.

Living Factory

The Living Factory project is part of the **City Development Strategy: Dąbrowa Górnicza 2030**, which started with the project 'The Living Factory – revitalisation of Dąbrowa Górnicza downtown' (realised as part of the Model Cities Revitalisation competition of the Ministry of Development). The city's strategic goal is to support transformation and sustainable development processes through technologies, dialogue and cooperation, with operational goals including creating a sustainable city space, sustainable urban mobility, adaptation to climate change and resilience to crises, efficient and accessible administration, strong subjectivity of the inhabitants, and strong civil society institutions. The project aims to redefine the post-industrial city by reshaping the town centre, changing the profile of Dąbrowa Górnicza from an industrial city to a place with a high quality of life which is a centre for jobs in modern sectors, while promoting environmentally friendly solutions, education, culture and local identity.

The project is in line with the Territorial Just Transition Plan's main objective of 'Equitable and efficient transformation of mining sub-regions towards a green, digital economy, ensuring a high quality of life for residents in a clean environment'. It also fits into the area of the economy and operational objective of the Just Transition Mechanism A3 Strong entrepreneurship in mining sub-regions, with the aim of increasing employment through the creation of new jobs, particularly in alternative sectors to mining and conventional energy, increasing the number of new businesses, providing greater access to advisory and financial support for business start-ups, and increasing the innovative potential of companies and the competences of the people working in them. The project's scope and themes of investment in start-ups will be linked to the city's strategy, the agreement with neighbouring cities to

support social economy entities in The Just Transition Programme³ area, and the possibility of attracting partners for innovative tasks.

Governance structure

Split Youth Centre

The key stakeholders in the management and use of the Youth Centre are:

1. The City of Split as the owner of the space, the founder of the institution that manages the space and the administration responsible for the implementation of relevant public policies (in this case, these are cultural policies, youth policies, urban development policies and others);
2. Multimedia Cultural Centre Split (MKC Split) as a city-owned public institution in charge of managing the Youth Centre and implementing its own programmes in it;
3. Platform of the Youth Centre (PDM), which brings together associations of the centre's users who are interested in active participation in the centre's management. It was founded in 2012 as an informal initiative that, through advocacy, empowerment, research and activism, works on the development of non-institutional culture and art and on the youth sector, while cooperating with a number of local, national and international associations, art organisations, local and regional self-government units and other relevant institutions in culture, art and the youth sector. Since 2015, PDM has been operating as a formal association, that is an alliance of associations for the independent cultural scene and the youth sector, which continuously and actively cooperates with MKC to develop a model of a socio-cultural centre whose programme includes artistic, educational and research programmes and presentations intended for the community and subversive and critical research practices. The goals of PDM are to design a model of co-management of the space of the Youth Centre in order to solve the problem of inadequate spatial infrastructure in which independent culture operates in the city of Split.

³ The **Just Transition Fund (JTF)** is a new instrument of the Cohesion Policy 2021-2027, as the first pillar of the [Just Transition Mechanism](#) in the context of the [European Green Deal](#) aiming at achieving EU climate neutrality by 2050. The JTF supports the territories most affected by the transition towards climate neutrality to avoid regional inequalities growing, in line with EU cohesion policy's aim to reduce regional disparities and to address structural changes in the EU.

Living Factory

From the beginning, the governance of the revitalisation project in Dąbrowa Górnicza involves a consortium composed of the City Council, residents, entrepreneurs and businesses, and representatives of non-governmental organisations. The project is being implemented through a consultative process where stakeholders are actively involved in the decision-making process.

Consultations with NGOs and the local community were crucial to the project, involving social consultations, workshops, research walks, and mobile idea collection points. The aim was to gather opinions from residents, business owners, social activists and neighbours of Fabryka Pełna Życia. The conclusions from these consultations were used to create a social, functional and spatial concept for the area's development.

In 2019, the City Council established Fabryka Pełna Życia Sp. z o.o., a non-profit company responsible for carrying out the entire town centre revitalisation process. The company has various functions, including coordination of matters related to social and economic aspects of revitalisation, investor responsibilities, management of assets entrusted to it by the municipality, and promotion through conducting soft revitalisation projects.

The company's activities include managing municipal assets assigned for revitalisation purposes, seeking investors and external sources of financing, supporting business development in revitalised areas, identifying crisis situations and reasons, cooperating with stakeholders, organising events related to culture, entertainment and recreation, and monitoring and evaluating the effects of the revitalisation programme.

The choice of a non-profit company as an operator allows the city to maintain control over its assets while cooperating with non-governmental organisations, entrepreneurs and other social actors.

Financial aspects

Financial aspects are taken into consideration from two different perspectives. On the one hand, it is important to understand how the premises have been regenerated and or reconstructed and which financial resources have been used (e.g. public funding, EU funding, private sponsors, banks). On the other hand, it is necessary to understand the financial resources mix the place is using to finance its running costs.

Funding for regeneration

Split Youth Centre

Initial funding of Youth Centre was organic and initiated by both civic organisations and the local government, to make the building functional. But in 2007 and 2009, the City of Split first cut the annual equipment maintenance budget by a factor of ten, and in the period 2013 to 2017 withdrew financial support altogether. It turned to European Union (EU) funding to complete the building, but this financing was not realised.

In January 2023, an ambitious new project was submitted under the Urban Innovative Actions NEB call for proposals. The activities proposed include investment in completion of the larger part of the building through a wide co-creation process with a vision to *close the loop* of transformation of the Youth Centre into a public-civic-private partnership-driven Cultural and Creative Power Plant of the city of Split, the region and Europe.

Living Factory

The authorities of Dąbrowa Górnicza bought the former Ponar-Defum factory in 2016 and launched the project ‘The Living Factory – revitalisation of Dąbrowa’ under the Technical Assistance Operational Programme 2014-2020. This programme was a part of the European Regional Development Fund (ERDF), one of the structural funds created by the European Union to reduce regional disparities and promote economic and social cohesion in the EU. The Technical Assistance Operational Programme 2014-2020 focused on providing technical assistance to the regions of Poland to support the implementation of the country’s operational programmes co-financed by the ERDF. The funds are used to cover the costs of the management, monitoring, evaluation and communication of the operational programmes and the preparation and implementation of investment projects. The forthcoming phases were funded from municipal resources and a loan – URBAN SCOPE.

Funding for running

Split Youth Centre

When it comes to financing activities in the Youth Centre, PDM implemented the project “Gradimo Dom zajedno” (Building the Home together), in partnership with the City of Split, Multimedia Cultural Centre – MKC, Cluster for Eco-Social Innovation and Development – CEDRA Split, Coalition of Youth Associations – KUM and the Mediterranean Film Festival Split – FMFS, funded by the European Social Fund through the “Culture at the Centre – Supporting the Development of Public-Civic Partnership in Culture” call for proposals.

Also, additional projects were implemented such as TASKFORCOME from 2019-2021 involving five countries (Austria, Croatia, Germany, Italy, Poland) and 12 partners funded

within INTERREG Central Europe programme, priority 1 – Cooperating on innovation to make Central Europe more competitive. The project addressed two of the major challenges of the EU and its member states: the socio-economic integration of migrants and the potential of social innovation for social and economic development. In this project, Split Youth Centre was involved as a context for the socio-economic and cultural integration of these goals with the new infrastructural element regenerated and turned into a multifunctional coworking and co-creating space titled Razred (Classroom).

In August 2019, a project was submitted for the Youth Centre, aiming to finance counselling and information activities, non-formal education programmes – leading to the acquisition of relevant knowledge, skills and attitudes by young people – leisure activities and youth initiatives.

The City of Split, through its call for public needs in culture and/or through other calls, should gradually increase grants to organisations or even more to social economy ecosystems operating in this area so that the investment in the building itself is meaningful and sustainable. A certain level of coordination with the county would also be desirable.

It is also indicative that revenues from EU funds were only realised for three projects of the Youth Centre Platform and one at national level.

A mixed use of the infrastructure is also possible, since economic or commercial activities are allowed and can occupy up to 20% of the total annual capacity of the infrastructure. Cultural and other activities that are open to the public for a fee (tickets, registration fees, etc.) are not considered commercial if these fees cover less than 50% of the costs.

Living Factory

The first stage of the project (2017-2019) was financed with external funds: the Ministry of Development – revitalisation of cities. During this stage, public consultations were conducted, a model for the functioning of the managing body was developed and an international architectural competition was held. Together with business and social partners, dozens of events and meetings were organised, as well as created a friendly space for activities. Subsequent stages were financed from municipal funds.

Presently the Living factory is trying to obtain external financing for further activities and strategic projects, but due to the political tensions between Poland and the European Union, there is a problem with finding a source of financing.

Role of social economy enterprises

Split Youth Centre

The users which are members of PDM are mostly civic organisations with micro and small financial capacity, mostly financed through their programmes and activities, and thus may be considered social enterprises although they do not perceive themselves as such. Even more, some of them are pretty negative toward the idea that they are “entrepreneurs” of any kind and they see themselves more like social and/or cultural activists with interests in specific social engagement topics (culture, sport, youth etc.). Joint action in one or more areas, and the possibilities of action through collaborations and partnerships, but also improving their social business models and value chain creation potential (including through connecting with other sectors such as tourism, institutional education, culture, sport and social welfare systems) can significantly contribute to further expansion and growth and the unification of common resources.

Living Factory

The centre is operated by a non-governmental organisation, which was chosen deliberately to allow the city to retain control over its assets while collaborating with non-profit organisations, entrepreneurs and other social actors. This approach ensures that the centre's operations are aligned with the community's interests and priorities.

Furthermore, the entire project is based on a participatory consultation process, which involves engaging stakeholders at every stage of the project's development. This participatory approach ensures that the centre's operations are responsive to the needs and concerns of the community and that its activities are aligned with the city's overall development goals.

Additionally, the centre wants to be a unique entity in the country, creating a new model for supporting entrepreneurship by promoting locally and socially rooted entrepreneurship. The project develops methods of using cooperative activity to build a participatory and responsible system of creating new jobs.

The centre wants to support people needing retraining and wishing to start a business in the form of a cooperative, focusing on those leaving mining and mining-related industries. It will offer training, mentoring and capital support for start-ups and will establish cooperation at the European level to improve regional and local labour market policies. The centre promotes cooperatives, local products and environmental respect, and maintains a database of people interested in setting up cooperatives and good practices for running a socially responsible business. This cooperation will result in a European handbook on investment and development of social economy entities.

Strengths and weaknesses

	Split Youth Centre	Living Factory
Policy framework	S: Many policies involved	S: The project is one of the main strategic goals of the City Development Strategy
	W: Not enough collaboration between different levels of policy-makers	W: Tensions between Poland and EU and risk of blocking EU funds
Governance structure	S: Well-structured management plan S: Involvement of all relevant stakeholders	S: Well-structured management plan S: Well-prepared business plan containing various stakeholders and the possibility of staging the project
	W: Not fully applied	W: The consultative process adopted requires a lot of time and effort
Funding for regeneration	S: Much was done with little funds by organisations using the centre	S: Specific EU funds to regenerate the area
	W: Main funds for regeneration not approved	W: Lack of financial resources to carry out the entire process
Funding for running	S: Mix of funding and commercial revenues / good potential	S: Support from public authority
	W: Site not exploited enough	W: Economic crisis resulting in lower revenues for local governments

Role of SE	S: All relevant organisations involved S: Good potential for development	S: Good potential for development
	W: Lack of self-perception as social entrepreneurs	W: Lack of recognition of the strategic role of social economy organisations

S= Strengths

W=Weaknesses

ASSESSMENT ACCORDING TO THE NEB COMPASS VALUES AND WORKING PRINCIPLES

The New European Bauhaus Compass⁴ is a guiding framework for decision-makers and project promoters wishing to apply the NEB principles and criteria to their activities.

Published in January 2023, the Compass sets out the key characteristics of exemplary NEB projects.

It describes the three core values of the initiative and traces the path for a project to become truly “NEB”. The Compass also sets out three working principles that apply across the system of values. For each value and for each working principle, the NEB Compass presents three levels of ambition. Each project will have its specific mix of ambitions, depending on context and resources available.

We propose here an assessment of the two practices presented based on the methodology and guiding questions proposed by the NEB Compass.⁵

⁴ https://new-european-bauhaus.europa.eu/system/files/2023-01/NEB_Compass_V_4.pdf

⁵ https://new-european-bauhaus.europa.eu/document/405245f4-6859-4090-b145-1db88f91596d_en

NEB Compass
Values

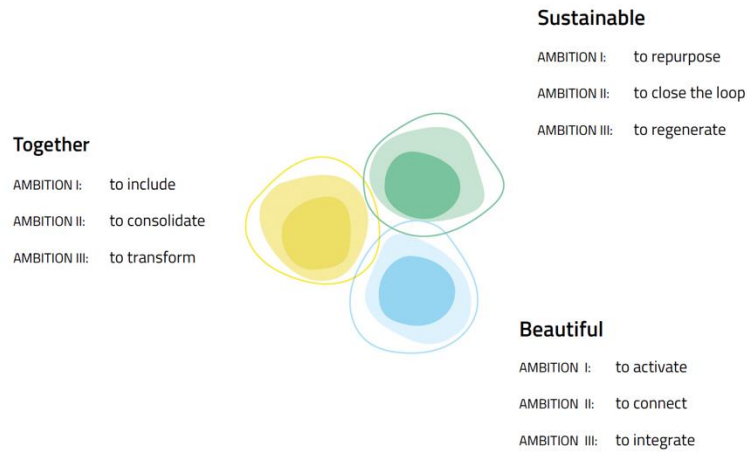


Figure 1. NEB compass: Values. Source JRC, European Commission

NEB Compass
Working Principles

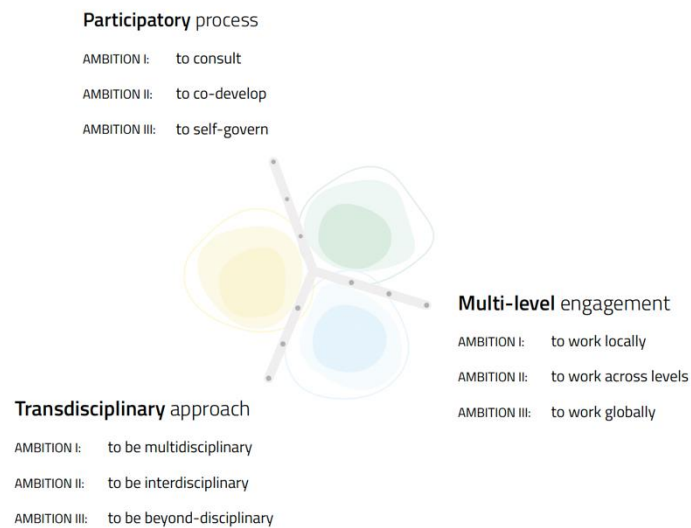


Figure 2. NEB compass: Working principles. Source JRC, European Commission

TABLE: NEB COMPASS ASSESSMENT

	Split Youth Centre	Living Factory
NEB VALUES		
BEAUTIFUL	<p><u>Ambition II: to connect</u></p> <p>It includes artists who are expected to create permanent art, through a participative process with the stakeholders.</p> <p>The main case for connectivity is the multistakeholder platform, facilitating the dialogue of internal and external stakeholders, public authorities and cultural, sport and social organisations and the users of the space.</p>	<p><u>Ambition III: to integrate</u></p> <p>The demolished buildings were replaced by an inner-city leisure and recreation area: with structured urban greenery, reflecting the natural environment, an urban meadow, a visual information system, new tree planting, a beach volleyball pitch, a boules pitch, a community garden, bicycle stands and containers for dog waste. At the same time, the buildings were made secure, and a further investment was made in the technical infrastructure (electricity, water mains, sewerage, fibre optics).</p> <p>The introduction of green spaces and social gardens enhances the aesthetic appeal of the area and provides an</p>

	<p>The users are connected through a platform that is made available for them and cultural, sport, social and environmental organisations that gravitate around the Youth Centre.</p> <p>The platform is also used as an engagement tool with the local public authority as an intermediary governance structure that connects the users of the space with the management, facilitating dialogue.</p>	<p>opportunity for people to engage in outdoor activities. Additionally, the area is located near former industrial lakes, which have been transformed into a rain meadow, providing a diverse habitat for unique bird species.</p> <p>The project has been designed to meet the community's needs, involve the community in the process, enhance the aesthetic appeal of the area, provide opportunities for outdoor activities, preserve the environment, and protect unique bird species without causing harm to them.</p>
<p>SUSTAINABLE</p>	<p><u>Ambition II: to close the loop</u></p> <p>The initial purpose was mainly to regenerate the area and bring life back into the spaces.</p> <p>The new phase of the Youth Centre regeneration is all about closing the loop. The latest project submitted for EU funding (Urban Innovation Actions) involved both the Platforma 9.81 architects and Permaculture Dalmatia designers to explore opportunities of system</p>	<p><u>Ambition II: to close the loop</u></p> <p>Living Factory wants to be a leader in the application of modern ecological solutions: energy efficiency (construction of buildings and public spaces using energy-saving materials and renewable energy sources), economy and respect for resources, reasonable and economical water management and waste reuse. Additionally, the project uses rainwater for the social garden and uses energy produced by bikes during film festivals. The project also includes a market where people can share goods and</p>

	<p>circularity and also to involve all stakeholders in the design, production, use and discarding phase of the elements of the new investment. This also includes involvement of urban green infrastructures and circular energy, water, soil, material and resource management. Although this is not fully integrated into the existing processes at the large scale, involvement of Permaculture Dalmatia in the next phases of project development showcases the ambition to close the loop in the best possible way in all future development decisions.</p>	<p>exchange clothes to reduce waste. The project's goal is to be socially responsible, promoting sustainable mobility while also preserving biodiversity and being close to nature.</p>
<p>TOGETHER</p>	<p><u>Ambition III: to transform</u></p> <p>The Youth Centre promotes new ways of living together, building on solidarity and cooperation and raising awareness of discrimination and injustice. This is shown</p>	<p><u>Ambition III: to transform</u></p> <p>The project has implemented a new way of living together by involving and collaborating with various stakeholders, including NGOs, residents, businesses, people with special needs, and different age groups. The project has focused on</p>

	<p>by the way it regenerated and lives now as a shared space of creativity, shared social values, societal development and collective growth. It has already served as an inspiration in Croatia and beyond, becoming an exemplary and replicable model able to break obsolete social modes and promote transformation on a societal level, influencing worldviews, paradigms and social behaviours. These have already been studied by multiple authors. The monthly programmes in the Youth Centre showcase this approach monthly, weekly and daily. The centre provides places where young people can learn how to create music, art and drama, associating them with therapeutic programmes. The further process of regeneration also looks at ensuring the accessibility of the spaces for people with disabilities.</p>	<p>creating a safe and inclusive space for all, by taking into account the needs and opinions of different social groups (e.g. children, young people, people of working age, working mothers, entrepreneurs, seniors, people with disabilities). The project has also emphasised the importance of preserving regional identity and supporting local services for residents.</p> <p>By involving people in the transformation of the place, the project has created a sense of ownership and belonging among the residents. The project has also provided opportunities for social interaction and cultural exchange, such as dance festivals and social gardening places. This has helped to build social capital and promote social cohesion in the community.</p>
<p>NEB WORKING PRINCIPLES</p>		

<p>PARTICIPATORY process</p>	<p><u>Ambition III: to self-govern</u></p> <p>The Youth Centre is a local, national and international symbol of joint action and community created by the community with some elements of self-governance. The Platform of the Youth Centre enables stakeholders to negotiate and engage in trade-offs with power-holders but still not all stages of the project’s lifecycle (if we take account of the Youth Centre as a whole). Today, the Youth Centre users, the infrastructure owners (City of Split) and the infrastructure manager (MCC Split) are working collaboratively and as partners of the project.</p> <p>Although the information flows may be improved, and exchanges are still not fully on an equal footing, there is a strong inclination toward co-development, co-creation and even co-management.</p>	<p><u>Ambition III: to self-govern</u></p> <p>The participatory approach of the Living Factory project is centred on the active involvement of the local community in all phases of the project, from design to implementation. The idea is to ensure that the project is built not only for the people but with the people. This approach recognises the expertise, knowledge, and creativity of the local community, and seeks to tap into these resources to create a more meaningful and sustainable project.</p> <p>To achieve this, the Living Factory project uses a range of participatory tools and techniques to engage with the community. One of the first methods used is research walks, where the community is invited to take a walk through the project area and identify problematic places and situations, as well as ideas for the development of the space. This approach ensures that the local community has a say in the project and helps to identify and address issues that may be overlooked in traditional planning processes.</p> <p>Another important method used in the Living Factory project is backyard debates, which provide a platform for</p>
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	<p>The incremental projects prepared for EU funding may be considered as applying these principles at all stages of the project’s lifecycle (design, management, implementation, monitoring and evaluation) fully or in the best possible way.</p>	<p>citizens to engage in the process of co-decision making. This method encourages dialogue and discussion and ensures that the community has a say in the decision-making process.</p> <p>The Living Factory project also uses consultation points or civic café consultation as a way to engage with the community. The consultation points can take various forms, such as bus or tram stops, railway stations, shopping centres, or even city events or cultural events. This approach ensures that the project team is visible and accessible to the local community, and provides an opportunity for residents to express their opinions and ideas.</p> <p>Thematic workshops are also an important element of the conversation with the residents.</p> <p>This approach helps to build trust and understanding between the project team and the local community, and ensures that the project is built not only for the people but with the people.</p>
<p>MULTI-LEVEL engagement</p>	<p><u>Ambition II: to work across levels</u></p>	<p><u>Ambition II: to work across levels</u></p>

The project ensures the engagement of different local actors with national authorities and multiple international projects. A number of international stakeholders organise events there, and national authorities support these projects with funding; for instance the national foundation of culture supports social and cultural centres, and the youth centre is one of them. Shared governance is present, although maybe not systemically, and there is definitely room for improvement.

The Youth Centre participated in several international projects such as the TASKFORCOME project where other EU member states' stakeholders worked together to respond to the migrant crises, by creating ecosystems for migrant enterprise and social enterprise. This project led to equipping and opening of the Razred as a coworking space open to migrants as well as social entrepreneurs and other stakeholders and involved

The project ensures the engagement of different local actors with national authorities and European networks.

The Living Factory has established partnerships with similar places in Europe through projects, which enables not only the exchange of good practices but also the building of something together for the future. Additionally, the Living Factory is also involved in an international network, which helps it to better involve problematic groups in the region. This demonstrates a proactive approach to seeking out new ideas and resources to further its mission.

Overall, the Living Factory's level of engagement in pushing single scale initiatives beyond their own dimension allows it to extend in the future the impact of its initiatives beyond the local level and contribute to collective growth and development on a larger scale.

	<p>international research institutions pushing single scale initiatives beyond their own dimension.</p>	
<p>TRANSDISCIPLINARY approach</p>	<p><u>Ambition III: to be beyond-disciplinary</u></p> <p>There are elements of integration between formal and non-formal knowledge: some spaces are used by universities but also by informal groups – there is interaction even if it is not always systemic. Formal education and non-formal education programmes are used as methodologies for the activities taking place in the centre. Interestingly, the University of Split uses the spaces, especially its art academy for exhibitions and events (e.g. the Urbact conference was held there, with international representatives from the architectural field).</p> <p>One of the previous project proposals prepared in early 2019 (which was unfortunately unsuccessful), proposed radically innovative governance models based on the</p>	<p><u>Ambition II: to be interdisciplinary</u></p> <p>The project is based on four pillars: ecology, new technologies, culture and arts, and history. It aims to provide a space for various initiatives, including urban labs, think tanks, start-up businesses, and social economy initiatives, to learn and grow through hands-on experiences. The project also emphasises the importance of community engagement, as demonstrated by its cooperation with 13 public benefit organisations and the establishment of a community garden and urban apiary. Furthermore, the project provides consultation and mentoring to small businesses and NGOs to help them succeed. Overall, the Living Factory project shows a</p>

ideas of the socios model in football. The idea of this proposal was completely aligned with these ambitions of the wider public engagement and collaborative process with the highest levels of interaction and creation of platforms for new narratives. Although this is not the reality of the Youth Centre today, the very way the Youth Centre was regenerated contains this spirit and idea at its best and it is likely that these elements will be explored and tested further in the future.

commitment to an interdisciplinary approach, bringing together various fields of expertise and perspectives to create a vibrant, sustainable and inclusive community.

SPECIFICATION OF ISSUES FOR LEARNING AND DISCUSSION

1. Public funding is necessary to start complex regeneration projects. But once the regeneration is achieved, projects should become self-sustainable and/or raise a mix of financial resources to pay for their running costs and activities.

Funding mechanism:

What kind of different sources of financing can be used?

What could the role of private investors/sponsors be?

What about commercial and income-generating activities?

How to manage and match funds coming from different sources (e.g. EU, national, local, private) and for different goals (e.g. infrastructure, cultural and social activities)?

What are the best practices for creating self-sustainable projects that can generate their own financial resources?

2. Naturally, the proximity and social economy ecosystem has an excellent ability for networking and creating collaborations among the ecosystems. For instance, social economy organisations are often part of wider networks that allow them to interact, collaborate, exchange, learn from each other and act jointly. Although social economy organisations have great collaboration capacity, they need help interacting with non-social economy actors. Partnerships models and governance are essential for regenerating a place for the community. They can bring together diverse expertise and resources to support regeneration efforts. They can help ensure that regeneration efforts are inclusive, sustainable, and accountable to the community, resulting in tangible benefits for all stakeholders.

Partnerships models and governance:

What are the most efficient partnerships models?

Who are the relevant stakeholders to be involved and with which roles? Namely: public sector, local community (organised how?), academia, social economy, private enterprises, etc.

How to ensure a governance model which is at the same time effective, efficient and representative of all the stakeholders' interests?

What are the best practices for effective governance and planning of regeneration projects?

Role of social economy organisations:

What is the role of SEOs involved in the cases?

How do the projects promote the development of SEOs?

What are the main benefits for SEOs?

What are the main difficulties for SEOs?

3. As emerged from the cases analysed, regeneration projects should prioritise community involvement and input to ensure that the projects align with community priorities and support local development. Cultural engagement is also crucial in complex regeneration projects to maintain a community's cultural heritage and promote cultural diversity. Lastly, environmental sustainability should be integrated into complex regeneration projects. Incorporating green spaces, such as parks and gardens, can improve air quality and reduce urban heat islands. Promoting sustainable mobility and using energy-efficient building designs and materials can reduce energy consumption and lower costs. By prioritising sustainable environmental actions, regeneration projects can create a more liveable, resilient and sustainable future for the community.

Local development and community engagement:

How does this kind of regenerative projects impact on local development?

What are the main benefits for territories and local communities?

What are the effects on employment and social inclusion?

How can regeneration projects contribute to the overall economic growth of a region?

Environmental sustainability and cultural perspective:

How can regeneration projects prioritise and incorporate environmental sustainability?

What are the best practices for ensuring that regeneration projects have a positive impact on the environment?

How can regeneration projects ensure that they do not displace or harm local cultural communities?

PROJECT PARTNERS

The SEA4NEB project consortium is composed by:



