



SEA4NEB

Case Study Fabrika Pelná

Diesis Network



Funded by
the European Union



Social Economy Actors for New European Bauhaus



**Funded by
the European Union**

DISCLAIMER

Funded by the European Union. Views and opinions expressed are, however, solely those of the authors and do not necessarily reflect those of the European Union or EISMEA. Neither the European Union nor the granting authority can be held responsible for them.

ACKNOWLEDGMENTS

This document is funded under the SMP-COSME-2021-RESILIENCE call.

AUTHORS

Magdalena Mike, president's plenipotentiary for cooperation with non-governmental organisations, Municipal Office in Dąbrowa Górnicza

Wojciech Czyżewski, CEO, Fabryka Pełna Życia Sp. z o.o.

MORE INFO AND CONTACT

www.diesis.coop



**Funded by
the European Union**

Case Study of good practice:

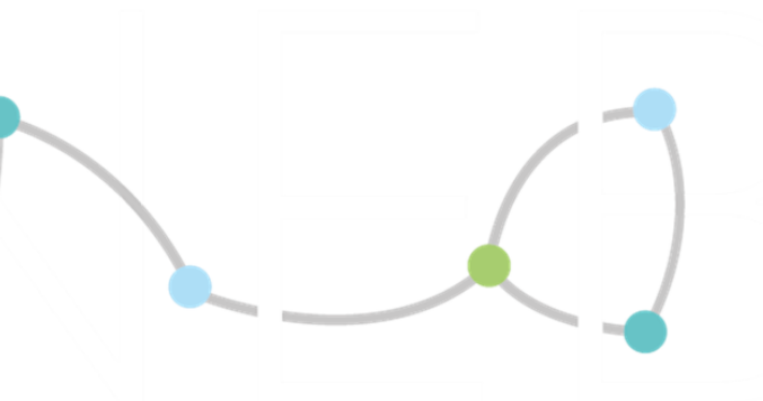
Fabryka Pełna Życia, The Living Factory

New centre for the development of locally and socially rooted entrepreneurship in Dąbrowa Górnicza'



Thematic axis: Regaining a sense of belonging.

CONTENTS



05

CONTEXT AND HISTORY OF
HOW THE GOOD PRACTICE
HAS BEEN DEVELOPED

10

SUMMARY OF MAIN
CHARACTERISTICS OF GOOD
PRACTICE APPROACH

23

EVIDENCE/JUSTIFICATION
FOR GOOD PRACTICE

25

OUTCOMES
(FOR DIFFERENT STAKEHOLDERS)

26

STRENGTHS AND WEAKNESSES

27

REFERENCES

28

PROJECT PARTNERS

CONTEXT AND HISTORY OF HOW THE GOOD PRACTICE HAS BEEN DEVELOPED

The project 'The Living Factory - new centre of Dąbrowa Górnicza' is one of the most significant development projects for Dąbrowa Górnicza, the region of the Zagłębie Dąbrowskie and the eastern part of the Metropolis GZM (Metropolis GZM, the first metropolitan association in Poland).

Dąbrowa Górnicza is a city in the Silesian Voivodship, the eastern gateway to the first metropolis in Poland (Metropolis GZM) Priority Revitalisation Area of the Centre (POR Centrum), with particular emphasis on the area of the Living Factory, i.e. the former 'Defum' machine tool factory and the areas adjacent to the railway station, located in the northern part of POR Centrum.

The core of the project is 4 hectares of post-industrial halls and buildings in the city centre, which is the heart of a post-mining region called Zagłębie Dąbrowskie.

The local government wanted the Living Factory to be a model for revitalisation. It had two goals: firstly, conducting a thorough diagnosis of the areas of Ponar-Defum and the surrounding area, and secondly facilitating the widest possible social consultations and preparing action scenarios, so that the ways of talking to residents could be used in the future by officials and social activists in other cities.

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



Presently, we are 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 sources of financing.

However, the project has the support of both social organisations and the local government at the regional and supra-regional level.

The project is an element of the implementation of the strategy of Dąbrowa Górnicza City to revitalise city centre areas left derelict as a result of the crisis. The area of the former 'Defum' machine tool factory, located near the newly built transport centre, will be given new urban and central functions.

The City Development Strategy defines Dąbrowa Górnicza in 2030 as a city friendly to everyone and co-governed together with its residents. A city with a successful economic transformation and with resourceful entrepreneurship. An academic city with a vibrant centre which attracts new residents. A compact and organised city in terms of urban planning, offering residents of all ages and in every district good conditions for living, learning, professional and social development, as well as active and healthy recreation.

The priority will be safe roads and intersections, an accessible network of pavements and bicycle paths, places for storing and parking bicycles, proximity to bus and tram stops,

intuitive and appropriately frequent collective public transport connections both locally in the city and in relation to other GZM municipalities. Our trump card will remain the highly biodiverse natural environment, which provides clean air as a natural CO₂ absorber and a place to relax, offers shady walking routes and is an important element in the fight against urban heat islands, while serving as natural water storage in times of changing climate. We will continue to develop recreational areas and a diverse range of cultural and sports events.

The overriding goal will be to transform the city centre around the Living Factory and 3 Maja Street. It will be important to have an adequate supply of housing, which will take into account the needs of young families, the elderly, people on low incomes and people with disabilities. An attractive labour market will be shaped by a diversified structure of investing and running a business. The city's good competitive position in the Metropolis GZM will ensure an appropriate investment environment, both for companies already operating here and for those that see their chance in undertaking activity in new areas of the economy in Central Europe.



City Development Strategy

- **Vision:** "Dąbrowa Górnicza - a city that is sustainable, accessible, civic, good to live in, after an effective economic transformation"
- **Priority:** Dąbrowa Górnicza as a sustainable co-created city
- **Strategic goal:** A city where transformation and sustainable development processes are supported by technologies, dialogue and cooperation
- **Operational goals:** 1. Sustainable city space; 2. Sustainable urban mobility; 3. Adaptation to climate change and resilience to crises; 4. Efficient and accessible administration; 5. Strong subjectivity of the inhabitants of Dąbrowa Górnicza as a community; 6. Strong civil society institutions

An important centre of activity will be created on the site using tools relevant to sustainable urban development and based on the identity of the place and public expectations, including **a centre to support locally and socially rooted entrepreneurship** in a space dedicated to this purpose and based on the revitalisation of post-industrial buildings. The project is a key element in restoring the attractiveness of the area and in implementing a transformation strategy using modern solutions (applied both in Poland and in Western European countries) concerning social enterprises, tailor-made, incubated and properly supported.

In our activities, we will use mechanisms known in so-called classic business, which, when transferred to a locally rooted social economy, may bring added value in the form of an increase in the level of social capital, and are an innovative element in the approach to the development of a locally rooted economy. These solutions will be unique on the national and European scales. The ambition is to create good practices in this area in order to disseminate them. This is one of the elements of the project that demonstrates its value on a regional scale.

We want to develop this part of the project to create even better conditions for the development of social entrepreneurship and public-private partnerships. We see innovation as a public service that should be widely available and understood. We co-create technologies and services based on the experience of an interdisciplinary team, intended for local governments, cultural institutions, schools and NGOs, residents and business. We are planning a model of cooperative transformation based on employment guarantees, cooperative development, participation, green and digital innovation. The development of the cooperative sector includes a process of empowering the identity of each cooperative (municipality, local investor, employee) increasing their capacity to create high-quality, stable jobs and businesses secure against hostile takeovers. The transformation will take place in two stages. The first is led by local governments and stakeholders' investors, and the main tools are guaranteed employment and EU (and national) funds acquired by new cooperatives. Then, workers and local inhabitants participate financially and managerially by taking over responsibility from the local government.

The project's formula implied **extensive public consultations**, to work out how the place could be used in accordance with the inhabitants' expectations, i.e. to restore it to the

community. The authors of the project (the Living Factory company, the city, non-governmental organisations and businesses) decided to fulfil this expectation through the creation of a centre for supporting and promoting entrepreneurship, inter alia in the form of cooperatives, following the example of successful European projects and experiences, e.g. from Spain and Ireland (according to the report 'Cooperative Transformation', Coop Tech Hub, Warsaw 2022). The experience of other countries undergoing industrial transformation shows that supporting cooperative entrepreneurship, especially with the participation of local governments, yields very good results in the form of stable jobs and stops the process of community migration that we are witnessing in the Silesian Voivodeship, including Dąbrowa Górnicza and other cities in the Zagłębie Dąbrowskie.

Another challenge addressed by the Living Factory project is the humanitarian crisis affecting Poland in the spring 2022, the effects of which will have a major impact on the economy and society in the coming years. Our intention is to provide a quick and targeted response to the problems by creating an integration centre for refugees - first and foremost from Ukraine - at the Living Factory.

To this end, the city's majority-owned company, Fabryka Pełna Życia, will set up a centre within its structure for the promotion, animation and support of **locally and socially rooted entrepreneurship**. This body would be used to create the stable jobs desired in the province's green and digital economy, as shown by European and global experience. The centre will manage the revitalised buildings with office spaces made available to local ventures, including cooperatives, and will promote their activity and operations in the remaining space. This will serve as a common space dedicated to activities including promoting and preparing future members of cooperatives to set them up and run them. Thanks to this, an incubator of cooperatives will be created, which will implement the city's strategy to support the creation of jobs in specific sectors chosen in accordance with local labour market policies.

SUMMARY OF MAIN CHARACTERISTICS OF GOODPRACTICE APPROACH

A few years ago, the authorities of Dąbrowa Górnicza bought a closed factory in the middle of the city. The former Ponar-Defum factory produced machine tools in the times of the People's Republic of Poland. With the end of socialist Poland, losses and debts began to appear. In the end, the company collapsed, and in 2015 the factory halls were bought by the city for just over PLN 800,000 (approx. €175,000).

Since Defum is located in the middle of Dąbrowa Górnicza, a project to revitalise this place began to be prepared, but one of the first difficulties was attracting residents here. Most of them had learned over the years to avoid the walled plant. How to tell the residents that this is a valuable place? How to convince them that the city should invest in it? And most importantly: how to talk to residents about transforming a place they did not really know?

In addition, it turned out that people could not be admitted to the old factory halls, because they required and still require renovation. Only occasional guided tours were organised, and photographers and musicians who shot music videos were allowed in. Research walks were also organised in search of ideas for the development of Defum.

This limitation meant that it was necessary to start from the basics and put into practice the ideas of Jan Gehl, an outstanding Danish urban planner and architect. It was about bringing life to the buildings. The task was not easy, because the residents had to convince themselves that it was worth building a new city centre here.

But it started with small steps. In 2017, in the area of Defum, the city organised the Dąbrowa Górnicza Days. Never before had the inhabitants been invited to play together. The city council asked the organisers of Tauron Nowa Muzyka in Katowice for help, who suggested the names of the musicians and the decor. There was also a food court. The factory came to life. The inhabitants of Dąbrowa saw that they could have a nice time here.



However, this was only the first step in reviving this place. It was also necessary to attract business. Looking for someone to put a container here and sell good food and drinks from it, preferably all year round, we managed to convince an entrepreneur who served pizza. Some pallets, seats and deckchairs were added to it. The city also took care of hygiene and set up toilets. However, the first business in the factory also needed other support. Therefore, officials gave up collecting rent and instead opted for barter. The owner of the place agreed that once a month he would organise a cultural event that would make people come here regularly. Then there were more premises and containers. The city also took care of the decor and light illuminations. More events were organised: Dąbrowy Days, Festival of Active People, the INDUSTRIADA festival of technical monuments. There was also the Dąbrowska Fan Zone during the World Cup and the Congress of Urban Movements.

In 2019 the former factory workshop was rebuilt for PLN 7.4 million (approx. €1.5 million). Now it is a multimedia exhibition centre, a place for meetings and concerts. The investment was accompanied by landscaping: the creation of recreational green spaces around the building and at the factory entrance, furnishing the surroundings with small architectural objects, renovation and lighting of the crane structure.

In 2020, further demolitions were carried out (a model factory building from the early 20th century, an office building from the 1960s), adapting the factory area to the detailed architectural and urban planning concept. The demolished buildings were replaced by an **inner-city leisure and recreation area** with 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 entrances to the factory site were tidied up, the buildings were made secure and a further investment was made in the technical infrastructure (electricity, water mains, sewerage, optic fibre) supplying the area of the temporary catering facilities, toilet containers and the open-air stage of the Living Factory.

The next stage will be the demolition of the old office building and the post-industrial building and the creation of a craft brewery.

Since 2016, in the area of the Living Factory, the halls have been secured, the area of the former industrial plant has been cleaned up by demolishing the least valuable buildings, oases of greenery have been created, utilities have been supplied (electricity, water supply, sewage), energy-efficient lighting and a monitoring system have been installed, transport routes have been marked out, a visual information system has been implemented, new spaces have been prepared for economic activity (Taste Zone, Zagłębie Chamber of Commerce demonstration facility), urban cultural events (Living Factory Workshop), recreational activities (city meadow) and sporting events (beach volleyball, boules).

Ideas for other activities were also sought. In this case, the city relied on the creativity of non-governmental organisations. A special microgrant programme was announced for them for activities in the Defum area. Over the last three years, €600,000 has been spent on 54 different projects.

Thanks to this, picnics in the community garden, city games, graffiti jam, art classes and exhibitions took place in the Fabryka Pełna Życia. Under the name "Games Week" another meeting of board and card game enthusiasts was held. Last year's Empathy Festival also turned out to be a unique event. Each participant could take part in workshops, lectures, talks, wheelchair driving exercises, first aid workshops and animations for children. The list of events also includes the Festival of Active People, which was attended by over 70 non-governmental organisations and informal groups.

It doesn't end there. This year, field games and yoga classes were organised here. You could also learn how to sew curtains and linen food bags, and how to make decorative boxes from recycled materials. There was a chance to make a home composter and a mini herb garden. Unusual physics and chemistry lessons with optical illusions, "levitating" objects and mini volcanic eruptions were also an attraction.



With all the sanitary safety requirements associated with the coronavirus pandemic, more than 100 events were held during the 3 summer months of 2020: sporting, social and artistic. They were attended by 15,000 Dąbrowa residents and guests from other cities in the region. 2021 was another year of development for the Living Factory. By September 2021, 180 different events had taken place: social, musical, cultural, recreational and sporting. Between May and September 2021, nearly 60,000 people benefited from the factory's attractions.

In 2021, a so-called Taste Zone was realised with food and beverage outlets located in the vicinity of the Living Factory centre. The five food and beverage outlets (pizza, burgers, ice cream, desserts, alcoholic and non-alcoholic cocktails, beer) proved to be insufficient for the increasing number of customers visiting the factory. Therefore, in November 2021, open tenders were prepared and announced for the lease of further spaces for retail and catering activities. In 2022 the Taste Zone has been enriched by four additional catering outlets offering Czech, Japanese and oriental food, tasty sandwiches and salads, including for vegans and vegetarians. Thus, as of spring 2022, nine catering outlets are permanently in operation at the Living Factory, creating the most extensive venue of its kind in the region.

All this to test various functions and events in the former factory. But it wasn't just to see if this place was right for the inhabitants. It was also a much more serious test. The point was to check what activities should be carried out by the city in this place, what should be free and what should be paid for. Local authorities and business people wanted to check whether there was a chance for a businesses to set up here and be successful.

Why is it so important? For three years, a **permanent process of social consultations** on the future of post-industrial areas has been carried out in Dąbrowa Górnicza. At the same time, an architectural competition was held. Now is the time to implement the residents' visions and ideas, which architects and urban planners have developed into detailed designs.

A concept of work with the local community was prepared. This is a package of ideas that are a ready-made recipe for similar activities in any city.

The first idea was research walks. The key to understanding and using this tool is the postulate to look at the space from the perspective of its user, identify problematic places and situations and find ideas for the development of this space. During the research walks, the residents had tasks to perform: tell and show "their" downtown of Dąbrowa Górnicza in terms of their favourite places, the functions that this area has for them (where and how they spend their time), and what they miss the most in the centre of their city. In the second part of the meetings, the residents sat down together for a design workshop, during which they had the opportunity to design new functions of the area.

The second action was backyard debates. This was about engaging in the process of co-deciding about the city centre residents from the districts of Dąbrowa Górnicza, which is a very large city – it covers an area of over 188 square kilometres, which gives it the 10th position in the country.

The third way to gain the attention of residents are consultation points. In the case of Dąbrowa Górnicza, it was a great way to find out why people come to the centre and from where. When launching such a point, you need to remember that it should be located in a place where a lot of people come. It can be, for example, a bus or tram stop. A good place is also a platform at the train station or a shopping centre. The point can also operate during city events and cultural events.

Thematic workshops are an important element of the conversation with the residents. They are not only about seeking a diagnosis or expressing critical remarks, but above all about residents developing concrete proposals for solutions and recommendations for the authorities. The group cannot be too large (preferably 15-25 people) and should not be too diverse. Thus, for example, students and entrepreneurs participated in the workshops separately.

The last way to talk to the locals is the civic café. This is not a key method of gaining knowledge about the expectations of residents regarding the planned changes. It is a rather informal, even casual meeting, during which the topic is only signalled and conversation provoked. The café is the beginning – "opening up" to the future debate and the whole consultation process.

As far as management is concerned, the Fabryka Pełna Życia Sp. Z o.o., a **special purpose company, was created by the municipality** of Dąbrowa Górnicza (100% owned) in December 2019 (more at www.fabrykapelnazycia.eu).

The Living Factory Company (LFC) is in charge of implementing the 'The Living Factory – revitalisation of Dąbrowa Górnicza downtown' project (realised as part of the Model Cities Revitalisation competition of the Ministry of Development), in a process of transformation 'together with the residents and for the residents'. Building a new centre of Dąbrowa Górnicza based on the needs of the inhabitants and launching new businesses and additional educational, cultural and social activities in this space is expected to attract and encourage young and talented people to stay in the Silesian Voivodeship and bind their professional activity and future to it, and enable those who will be forced to change their profession to find new activities in a formula of just transition and participation.

This approach follows directly from the "Revitalisation Programme: Dąbrowa Górnicza". The task of the project is **to redefine the post-industrial city by reshaping of the central urban space. The thing is to change the profile of Dąbrowa Górnicza** – from an industrial city to a place with a high quality of life, a centre for jobs in modern sectors, the application of environmentally friendly solutions, the development of education (including ecological) culture and the promotion of local identity.



The Living Factory is a place for different types of activities, interactions and investments – the activities implemented and planned address a broad spectrum of issues such as ecology, transport, entrepreneurship support, cultural development and civil society development. **Since 2016, the project has been carried out in a comprehensive way, integrating**

spatial, construction, infrastructural and social processes (more at www.fabrykapelnazycia.pl). The whole project is foreseen to be implemented by 2030.

In order to achieve the stated aim of creating a locally and socially rooted enterprise centre in the new centre of Dąbrowa Górnicza, it is envisaged to:

1. set aside space for future entrepreneurs, including cooperatives;
2. develop a strategy to support social economy entities and an innovative programme for managing them;
3. programme a model centre for the integration of immigrants, a kind of social and economic incubator of integration, offering support for immigrants on many levels: from learning the Polish language, childcare, education and vocational training to the creation of stable jobs;
4. select key areas where the creation of locally and socially rooted businesses will be desirable;
5. select areas of blue-green infrastructure to be made available as sites to promote the offer of companies carrying out environmental tasks and/or municipal services;
6. promote the place as business-friendly in the cooperative formula, among other things;
7. use the potential of the location for the implementation of centre functions;
8. search for adequate capital to be invested effectively.

The investment processes carried out in the next few years are also characterised by **energy efficiency** (realisation of incubation facilities and public spaces using energy-efficient materials and renewable energy sources), **conservation and respect for resources**, rational and economical water management and waste reuse. Reducing the risk of illegal concentrations of air pollutants and **including blue-green infrastructure** are planned.

Green is an important issue. Plants were planned as an integral part of the development. The choice of plants refers to the species found in the area of Zagłębie, based on a dendrological inventory (e.g. silver birch, common hornbeam, hawthorn). In addition, the selection of vegetation was enriched with species associated with the landscape of Dąbrowa Górnicza and its surroundings. It is about emphasising that a city whose character is described as industrial or large-industrial has a particularly valuable natural layer – its natural environment.

In the space of the factory, high greenery (trees) and low greenery (shrubs and creepers) as well as numerous plantings of vines and perennials in the form of flowerbeds and free grass compositions have been designed. Green has various functions here:

1. representative, accompanying the urban layout, in the form of green belts – linear compositions that distinguish the course of communication routes and the location of buildings;

2. ecological, in the form of the use of plant species friendly to birds, insects and small mammals (flower meadows, fruit trees and shrubs, which are food for animals);
3. insulating/shielding, in the form of the use of species of deciduous trees and shrubs and vines that reduce noise and air pollution;
4. integrating, in the form of plant compositions "inscribed" in architectural objects, e.g. green crane space tunnel.

The selection of species is to evoke the natural richness of areas and habitats related to:

- the landscape of Dąbrowa reservoirs;
- the landscape of the Błędowska Desert and the landscape of Srocza Góra.

The space of the new centre also provides a place for trees-symbols of Dąbrowa Górnicza, in the form of pedunculate oaks (eastern part of the area).

The majority of the planned trees, shrubs, perennials and vines are species that endure difficult urban conditions and species that accept pruning.

Water management has been planned in order to reduce the amount of rainwater and snowmelt discharged as much as possible in the new centre, using the following measures:

- application of so-called green retention roofs (on 13 facilities);
- reuse of rainwater.

The entire area of the new centre of Dąbrowa Górnicza has been divided into three catchments, each of which has been designed with a retention reservoir. In the largest catchment area, two rainwater drainage systems have been designed, including the so-called rainwater drainage system, collecting clean rainwater from roofs – intended for further use (for watering greenery, washing streets and pavements, and flushing toilets in office buildings).

Energy efficiency is a crucial part of the project. The installation of photovoltaic installations is planned in the new centre of Dąbrowa Górnicza. The electricity generated will be used for lighting roads and carparks. All lighting fixtures will be implemented using LED technology. The external lighting will be controlled by means of a twilight relay, a timer and manually.

The source of heat for central heating and hot water in the complex of buildings is the municipal heating system. The heating networks will be made of pre-insulated pipes and fittings, single with thermal insulation and with an impulse alarm system in accordance with the PN EN 253 standard. The technology of pre-insulated pipes is a new technology for the installation of heating networks adapted for direct laying in the ground without the use of channels. Thanks to this, its impact on the environment is negligible.

The **new centre for locally and socially rooted entrepreneurship** at the Living Factory will be a place in line with the concept of slow life, which strives for a high quality of life, supports diversity, promotes local products and respects the environment. Cooperative development activities will be directed towards the creation of an innovative enterprise and a place where

people in need of retraining and wishing to start a business in the form of a cooperative will be supported. The implementation of this task will use the potential of the new urban spaces and the citizens visiting them to test products and services. The idea is to create a safe, resident-friendly place (inclusive space) by **taking into account the needs of all social groups**: children, young people, people of working age, entrepreneurs, seniors, people with disabilities. By supporting the cooperative in preserving regional identity, it will also be an area for the operation of local services for residents (e.g. the offer of 'disappearing professions').

The project plans spaces related to supporting locally and socially rooted entrepreneurship. The final selection of the target form of support will be made after consultations with the project's main stakeholders, including the Dąbrowa Górnicza city authorities.

The 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 Fund¹ area and the possibility of attracting partners for innovative tasks. The proposed activities include space for the education and animation of cooperatives, business spaces, service and office spaces and production spaces. The final selection and determination of the direction of investment will be in line with the extent of available funding.

The project will achieve the main objectives of the Just Transition Fund, i.e.:

1. Productive investment in SMEs, including start-ups, leading to economic diversification and economic restructuring;
2. Investment in the creation of new businesses, including through business incubators and consultancy services.

The aim of the project is in line with the Territorial Just Transition Plan's² 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'.

The project directly fits into the area of the economy and operational objective of the Just Transition Mechanism³ A3 Strong entrepreneurship in mining sub-regions, and its results are directly linked to the results of the operational objectives:

1. Increase employment through the creation of new jobs particularly in alternative sectors to mining and conventional energy;
2. Increase in the number of new businesses;
3. Greater access to advisory and financial support for business start-ups;
4. Increase the innovative potential of companies and the competences of the people working in them.

Public and semi-public/shared spaces have been designed according to a human scale and needs by banning traffic in the area of the Living Factory and introducing a traffic-calmed zone in its neighbourhood, the dominant role of urban greenery, water contact, small

architecture, and an extensive gastronomic, cultural, entertainment and business development offer.

The project area plans to develop the concept of an entrepreneurial area rooted locally and socially as part of the construction of new activities, products and services to replace those undergoing transformation. In addition, the Living Factory will be a place of creative industry activity bringing together talent, technology and tolerance. According to the economic analysis and the detailed urban and architectural concept, **the new centre of Dąbrowa Górnicza will employ more than 2,000 people.**

In summary, the Living Factory is an integrated project to develop derelict industrial sites and facilities and give them new economic, social, environmental, spatial-functional and technical functions **with the emphasis on building investment in a sustainable, balanced and participatory working model developed in the areas of green economy and services and preserving regional traditions and identity** by supporting cooperative entrepreneurship and creating new jobs.

In order to optimise the investment activities, both economically and socially, a timetable for the project was prepared. **The investment tasks were divided into scopes and corresponding – successive – stages.** The basis for this was the implementation of the so-called Centre for Locally and Socially Rooted Entrepreneurship, in which the burden of project implementation is on the side of the Municipality of Dąbrowa Górnicza, with the use of appropriate tools (special purpose company) and financial resources (support from JTF, budget of the Municipality of Dąbrowa Górnicza, subsidies, external funds, etc.). **An ambitious time horizon has been adopted.**

One of the most important goals of the project is to strengthen social capital and local identity as well as genuine involvement of many social groups in revitalisation processes. To achieve this, a pilot senior package was developed. An incentive for young people was a youth package for students of upper secondary schools (aged 16-19). The educational component was also created on the basis of the practical application of the participatory budget mechanism. District animators, selected through a demanding recruitment process, initiated and moderated the process of discussion among the residents about changes in the district, then translated the results of the talks into the implementation of tasks by the municipal office. The participatory budget developed in Dąbrowa Górnicza in a completely new formula allowed in a practical way to acquire the skills so necessary for residents and officials in joint problem solving and making decisions regarding spatial development.

So far, among other things, a detailed architectural and urban planning concept for the Living Factory has been prepared, an inventory and technical expertise of all the buildings left behind by the former 'Defum' machine tool factory has been drawn up, a map for design purposes has been prepared, designs of necessary demolition and security measures have been drawn up and a building construction plan for all branches has been prepared.

An economic analysis has been prepared for the management body along with a strategy for the development of the Living Factory in terms of economics and resident involvement.

At the same time, a series of projects were organised to support the development of entrepreneurship in the new centre of Dąbrowa Górnicza, including fairs, entrepreneurship support workshops for young people, and business meetings. In September 2021, the CityLab Festival of Urban Innovation was held. The festival combined conferences, debates, outdoor cinema, concerts, workshops, fairs and neighbourhood activities. Another major event, organised by the Zagłębie Chamber of Commerce, was Business Meet Up, a nationwide meeting of entrepreneurs, local government officials and business environment organisations.

In November 2021, based on an earlier agreement between TLF and the Zagłębie Chamber of Commerce, a demonstration investment was launched in the spaces of the Living Factory in the form of a Competence Centre for Small and Medium Enterprises. This is a fully equipped, modern, multifunctional office, service and conference building.



In November 2021, as part of the Silesian Innovation Space project, two independent research and development projects aimed at revitalising the potential of local crafts to create an attractive service space for residents and entrepreneurs in the future were launched in the TLF area. The first is the 'Dąbrowski Craftsmen Accelerator', a project by the Napraw Sobie Miasto foundation, which brings start-up mechanisms to the crafts community. The second project, implemented by Projekt-Marka – Strategies, Design Thinking and Marketing, is 'Tool

Room. A creative workshop in The Living Factory', a place to tinker, repair and meet craftsmen.

Entitled 'The Living Factory – act with us!' in 2021 cooperation (competition for micro-grants) was established with 13 public benefit organisations. It was based on the four pillars of the project: *Factory. For Climate* (ecology, sustainability, circular economy, etc.); *Factory 3.0* (new technologies, creative industries, innovation); *Factory. Culture and Arts* (cultural events, artistic activities, a vibrant place); and *Factory. Full of History* (promoting the history of the place, references to the Zagłębie and Dąbrowa identity). Between 1 June and 1 December 2021, a community garden, an urban apiary, nearly 100 meetings, events and workshops were realised under this formula.

On 19 May 2021, the Dąbrowa Górnicza City Council adopted a resolution on the local spatial development plan for the area of the Living Factory.⁴

In July 2021, a contract was concluded for the development of design documentation for the first stage of the development of the new Dąbrowa Górnicza city centre (contract value PLN 1,908,130.08 net – approx. €406,000). In September 2021, a new geodetic subdivision was adopted for the Living Factory area, taking into account the phasing of the investment process and delimiting the individual investment fields.

During 2021, the tasks most attractive for public funding were singled out, the project was analysed for public aid and the business plan was modified to meet the key indicators for EU operational programmes.

On 12 May 2022, at the 'Development cooperative – social investment in urban development' workshop, the process of preparing the legal and organisational principles of the project began; in cooperation with partners such as CoopTech Hub – cooperative technology centre, Heinrich Böll Foundation and the University of Silesia in Katowice.

On 26-30 June 2022, during the World Urban Forum in Katowice (#WUF11), the Polish pavilion presented the Living Factory as a reference urban project. The new centre of Dąbrowa Górnicza was the most widely described and exposed element of the Polish stand, with a separate panel dedicated to the factory.

Moreover, major changes are taking place in the vicinity of the Living Factory, as a result of which the new centre of Dąbrowa Górnicza will become a place well connected – thanks to new road, railway, tramline, foot and bicycle paths – with the recreational areas of Dąbrowa Górnicza (four lakes of the Dąbrowa Lake District), the area of Metropolis GZM and the rest of Poland. Namely:

- Construction of the Dąbrowa Górnicza Railway Interchange Centre, renovation and modernisation of the Dąbrowa Górnicza Railway Interchange Centre station building, construction of new rail and road infrastructure, with a crossing under the tracks in Kościuszki Street, a pedestrian and cycle tunnel with the construction of new cycle paths and pedestrian routes linked to the Living Factory. (Investors: Municipality of

Dąbrowa Górnicza, Polskie Koleje Państwowe S.A. PKP Polskie Linie Kolejowe S.A. Planned investment completion date: June 2023);

- A joint project of the Municipality of Dąbrowa Górnicza and Tramwaje Śląskie for the reconstruction of tram tracks, creation of integrated tram and bus stops, elimination of footbridges and parts of underground pedestrian crossings, traffic calming and construction of integrated infrastructure of bicycle paths and pedestrian routes in the surrounding area (Investors: Municipality of Dąbrowa Górnicza, Tramwaje Śląskie S.A. Planned investment completion date: December 2023).



EVIDENCE/JUSTIFICATION FOR GOOD PRACTICE

In 2022, an assessment was made of the effectiveness of the project entitled 'The Living Factory – the new centre of Dąbrowa Górnicza', indicating the optimum models for implementing the project based on EU funds (Just Transition Fund) and public-private partnership. In the same year, the technical documentation for the land development project was prepared, and the project received a building permit.

The activities of the centre – the business incubator – will start by bringing together social and economic partners around the institution, who will actively participate in the process of co-creating new entities. The centre will have, among other functions, the following:

1. Promotion of locally and socially rooted entrepreneurship;
2. Promoting cooperatives among people leaving mining and mining-related industries as a means of employment and regaining job stability;
3. Maintaining a database of people interested in setting up cooperatives (cooperative brokers), animating meetings and assisting in setting up cooperatives:
 - I. Maintaining a database of good practice in the creation and operation of locally and socially rooted entrepreneurship;
4. Preparation of a training programme and its delivery for those interested in setting up locally and socially rooted enterprises:
 - I. Training programme covering elements of business strategy;
 - II. Essential legal and tax issues for running a company;
 - III. Decision-making and communication within the company;
 - IV. Providing mentoring, later on intermentoring, for companies operating in the new centre;
 - V. Cyclical support and information on legal changes and funding opportunities for the development of a company;
5. Capital support and the provision of grants/loans for start-up and establishment;
6. Creation of a fund from which capital injections into new companies can be made;
7. Assistance in obtaining external funding, including loans and grants;
8. Establishing cooperation at European level with those investing in in cooperatives;
9. A centre of competence at regional level for economic transformation by supporting locally and socially rooted entrepreneurship;
10. Gathering experiences and good practices and incorporating them into regional and local labour market policies;
11. Project appraisal know-how;

12. Developing management and communication methods and IT tools to support important elements of the cooperative's activities.

OUTCOMES (FOR DIFFERENT STAKEHOLDERS)

The centre will be a unique entity in the country, which, using the experience of venture capital, will create a new model for supporting entrepreneurship through the promotion of locally and socially rooted entrepreneurship. The project will develop methods of using, among other things, cooperative activity as an element of building a participatory and responsible system of creating new jobs. To this end, the project will collaborate with a university and a venture capital and social economy and entrepreneurship support entity to develop new innovative methods of incubating locally and socially rooted entrepreneurship. The result of this cooperation will be a unique European handbook on investment and development of social economy entities, including methods used to animate and develop start-ups and innovative enterprises, including those related to raising capital for their establishment and development (e.g. crowdfunding).

The above task is essential for the success of the project, as the centre will promote innovative areas where locally and socially rooted businesses will be created. In line with the Just Transition Plan, the funds allocated support the transition towards a low-carbon economy. The centre will promote areas of locally and socially rooted entrepreneurial activity in the fields of environmental protection, renewable energy, new digital technologies, electromobility development (e.g. installation and service of electric vehicle charging equipment). A second important area of activity will be the preservation of regional identity and demonstrating that the transformation of the economy does not need to entail a sense of loss. Therefore, so-called 'disappearing professions' will be promoted, including handicrafts and food products characteristic of the region. The third key area of locally and socially rooted entrepreneurial activity should be municipal services, the scope and manner of development of which will be worked out jointly with the cities of the Zagłębie region, and above all with Dąbrowa Górnicza city.

STRENGTHS AND WEAKNESSES

Strengths:

- The project is one of the main strategic goals of the City Development Strategy;
- Well-structured management plan;
- Involvement of all relevant stakeholders;
- Well-prepared business plan containing various stakeholders and the possibility of staging the project;
- Good potential for development.

Weaknesses:

- Lack of financial resources to carry out the entire process;
- Economic crisis resulting in lower revenues for local governments;
- The consultative process adopted requires a lot of time and effort.

REFERENCES

- www.fabrykapelnazycia.eu
- www.fabrykapelnazycia.pl/projekty_spoleczne
- www.fabrykapelnazycia.pl/badania_i_analizy
- www.fabrykapelnazycia.pl/raporty_z_konsultacji
- www.fabrykapelnazycia.pl/konkurs_architektoniczny



PROJECT PARTNERS

The SEA4NEB project consortium is composed by:



SOCIAL
ENTREPRENEURSHIP
ASSOCIATION OF LATVIA

